



FINANCE AND ADMINISTRATION COMMITTEE

Thursday, November 16, 2023 – 9:30 a.m.

County of Renfrew Administration Building

AGENDA

1. Call to order.
2. Land Acknowledgement.
3. Roll call.
4. Disclosure of pecuniary interest and general nature thereof. **Page**
5. Adoption of minutes of previous meeting held on October 12, 2023. **2**
6. Delegations: None at time of mailing.
7. Administration Report **7**
8. Corporate Services Department Report **37**
9. New Business.
10. Closed Meeting: None at time of mailing.
11. Date of next meeting (at the call of the Chair) and adjournment.

NOTE: a) **County Council: Wednesday, November 29, 2023.**

b) Submissions received from the public, either orally or in writing may become part of the public record.



FINANCE AND ADMINISTRATION COMMITTEE

Thursday, October 12, 2023

A meeting of the Finance and Administration Committee was held on Thursday, October 12, 2023 at 9:30 a.m.

Present were: Chair Jennifer Murphy
Vice-Chair Valerie Jahn
Warden Peter Emon
Councillor James Brose
Councillor Glenn Doncaster
Councillor Michael Donohue
Councillor Anne Giardini
Councillor David Mayville

Staff Present: Craig Kelley, Chief Administrative Officer/Clerk
Jeffrey Foss, Director of Corporate Services
Lee Perkins, Director of Public Works and Engineering
Mike Blackmore, Director of Long-Term Care
Jason Davis, Director of Development and Property
Daniel Burke, Manager of Finance
Greg Belmore, Manager of Human Resources
Gwen Dombroski, Deputy Clerk
Tina Peplinskie, Media Relations and Social Media Coordinator
Connie Wilson, Administrative Assistant, Corporate Services

Chair Murphy called the meeting to order at 9:30 a.m. The Chair recited the land acknowledgement, identifying that the meeting was being held on the traditional territory of the Algonquin People. The roll was called, and no pecuniary interests were disclosed.

RESOLUTION NO. FA-C-23-10-84

Moved by Councillor Jahn

Seconded by Councillor Giardini

THAT the minutes of the September 18, 2023 meeting be adopted. CARRIED.

Mr. Belmore welcomed Anne-Marie Nevins, Principal Consultant, Employee Benefits, Cowan Benefits Group who overviewed the Municipal Benefits Committee presentation which is attached as Appendix A.

Committee thanked Anne-Marie Nevins for her informative presentation and she departed the meeting at 10:00 a.m.

Administration Department Report

Mr. Kelley overviewed the Administration Department Report which is attached as Appendix B.

Mr. Kelley overviewed the discussion that took place at the shared services meeting held on Thursday, October 5, 2023, which was represented by local municipalities, the County of Renfrew and the City of Pembroke. Mr. Kelley indicated that concerns include the future state of our municipalities, staffing, inflation and budget challenges, and this was an excellent opportunity to facilitate discussion. Some actions resulting from the meeting include the concept of a mutual aid agreement for services such as planning, accounting, legal and otherwise, but on a cost recovery basis only. The concept of sharing information, such as policies, studies, reports, concerns, issues etc. is not new, but an option to resolve this is to explore the idea of a central repository for this information utilizing existing secure software infrastructure. Moving forward, the 19 organizations committed to meeting more regularly to discuss opportunities and staff look forward to County Council's guidance and support in implementing the recommendations that will be forthcoming.

RESOLUTION NO. FA-C-23-10-85

Moved by Councillor Doncaster

Seconded by Councillor Mayville

THAT the Finance and Administration Committee recommends that County Council approve a delegation request at the 2024 Rural Ontario Municipal Association (ROMA) Annual Conference with the Minister of Municipal Affairs and Housing, and/or the Minister of Finance to discuss additional funding opportunities with regards to continuous improvements and modernization (i.e. the Municipal Modernization Fund), building on the success of previous funding streams, and a discussion regarding an opportunity to expand the Ontario Municipal Partnership Fund (OMPF) to upper-tier governments; AND THAT the Chair of the Standing Committee, along with the Warden, be designated to attend the delegation. As amended and this one was carried as amended. NOT VOTED ON.

Committee members discussed the Ontario Municipal Partnership Fund (OMPF) and the history of this funding, noting that CPI indexing should be a consideration as the funds have not increased with inflation, as well as ensuring municipal sustainability, but Committee did not support the idea of expanding OMPF to upper-tier governments, as it would impact distribution of the limited funds.

RESOLUTION NO. FA-C-23-10-86

Moved by Councillor Donohue

Seconded by Councillor Mayville

THAT the Finance and Administration Committee recommends that any reference to a discussion regarding an opportunity to expand the Ontario Municipal Partnership Fund (OMPF) to upper-tier governments be removed from the wording for the delegation request at the 2024 Rural Ontario Municipal Association (ROMA) Annual Conference with the Minister of Municipal Affairs and Housing, and/or the Minister of Finance. CARRIED.

RESOLUTION NO. FA-C-23-10-87

Moved by Councillor Doncaster

Seconded by Councillor Mayville

THAT the Finance and Administration Committee recommends that County Council approve a delegation request at the 2024 Rural Ontario Municipal Association (ROMA) Annual Conference with the Minister of Municipal Affairs and Housing, and/or the Minister of Finance to discuss additional funding opportunities with regards to continuous improvements and modernization (i.e. the Municipal Modernization Fund), building on the success of previous funding streams; AND THAT the Chair of the Standing Committee, along with the Warden, be designated to attend the delegation. CARRIED.

RESOLUTION NO. FA-C-23-10-88

Moved by Councillor Jahn

Seconded by Councillor Giardini

THAT the Finance and Administration Committee recommend that County Council approve that Daniel Burke be appointed as the Acting Treasurer for the County of Renfrew effective November 20, 2023; AND FURTHER THAT the necessary by-law be passed at the October County Council session. CARRIED.

RESOLUTION NO. FA-C-23-10-89

Moved by Councillor Mayville

Seconded by Councillor Brose

THAT the Administration Department Report attached as Appendix B be approved. CARRIED.

Committee recessed at 10:49 a.m. and reconvened at 11:00 a.m. with all persons present.

Corporate Services Department Report

Mr. Foss overviewed the Corporate Services Department Report which is attached as Appendix C.

Mr. Foss overviewed the development charges summary, advising that this summary was compiled for information only to County Council and advised that this issue will need to be discussed at a future meeting of this Committee and County Council.

Mr. Foss advised that discussion will take place at the November 9, 2023 Asset Management Planning meeting, to overview the 10-year capital plan and all existing infrastructure listed including growth related capital within the County of Renfrew, along with the options for funding existing infrastructure and future growth.

Warden Emon advised that consideration should be given to holding a meeting in February, after the budget workshop to further discuss municipal growth and provide for another opportunity for local municipal input on growth pressures in their area.

Committee indicated that they are very pleased to see the return of the County of Renfrew Service Awards and Staff Appreciation event, which is taking place on Thursday, November 30, 2023 at 7:00 p.m. at Festival Hall. This new format is an excellent opportunity to celebrate career milestones, retirees and everyone can enjoy some music and laughs, which is excellent for corporate morale.

RESOLUTION NO. FA-C-23-10-90

Moved by Councillor Brose

Seconded by Councillor Doncaster

THAT the Finance and Administration Committee recommends to County Council the approval of the amended Corporate Policy for Tangible Capital Assets FIN-07 Asset Retirement Obligations; AND FURTHER THAT a By-law to amend By-law 4-08, being a By-law to establish Corporate Policies and Procedures for Tangible Capital Assets for the County of Renfrew be adopted. CARRIED.

RESOLUTION NO. FA-C-23-10-91

Moved by Councillor Mayville

Seconded by Councillor Jahn

THAT the Finance and Administration Committee recommends to County Council the approval of the following changes to Employment By-law #1 effective October 1, 2023:

- a) Change to the Student Wage from \$14.60 to \$15.60 (for students under 18; and
- b) Change from \$15.50 to \$16.55 (for students 18 and over) as outlined in Schedule "A";

AND FURTHER THAT the revised Employment By-law # 1 be adopted. CARRIED.

Councillor Giardini departed the meeting at 11:30 a.m.

RESOLUTION NO. FA-C-23-10-92

Moved by Councillor Donohue

Seconded by Councillor Brose

THAT the Finance and Administration Committee recommends to County Council the approval of the following amended Corporate Policies:

- a) A-08 Criminal Record Check Policy for All Prospective County of Renfrew Volunteers and RCHC Contractors;
- b) A-12 Photograph Identification for Employees;
- c) A-13 Termination and Resignation;
- d) A-14 Retirement and Early Retirement;
- e) A-15 Code of Ethical Conduct;
- f) A-18 Personal Use of Social Networking;
- g) B-02 Promotion;
- h) B-03 Establishment of New Positions;
- i) B-07 Payroll;
- j) B-08 Uniform and Safety Footwear Allowance;
- k) E-01 Hours of Work and Overtime; and
- l) E-04 Vacation effective January 1, 2024;

AND FURTHER THAT a By-law to amend By-law 63-03, being a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew be adopted. CARRIED.

RESOLUTION NO. FA-C-23-10-93

Moved by Councillor Mayville

Seconded by Councillor Doncaster

THAT the Corporate Services Department Report attached as Appendix C be approved.

CARRIED.

New Business

Councillor Donohue noted that there is a Taste of the Valley event taking place at the Cobden Fairgrounds on Saturday, October 14, 2023 from 10:00 a.m. to 3:00 p.m.

RESOLUTION NO. FA-C-23-10-94

Moved by Councillor Donohue

Seconded by Councillor Jahn

THAT this meeting adjourn and the next regular meeting be held on Thursday, November 16, 2023. Time: 11:35 a.m. CARRIED.

DRAFT

COUNTY OF RENFREW

ADMINISTRATION DEPARTMENT REPORT

TO: Finance and Administration Committee

FROM: Craig Kelley, Chief Administrative Officer/Clerk

DATE: November 16, 2023

SUBJECT: Department Report

INFORMATION

1. Service Delivery Review / StrategyCorp Update

Since early October, we have been engaged with Strategy Corp on the update to our Service Delivery Review, including an examination of the composition and responsibilities of the Senior Leadership Team (SLT) given the impending changes coming due to retirements. To this point, interviews and consultations have occurred with members of the SLT, and with the Chairpersons of the associated standing committees. StrategyCorp has also received a list of municipal comparators, and all of our key strategic documents, in order to assist with a fulsome report. It is anticipated that the CAO will receive a draft report with several recommendations by the end of November 2023, and will bring them to a closed meeting of Council when fully analyzed for potential impact.

2. Agenda Management System

There are several municipalities using an Electronic Agenda Management Provider to streamline and improve this process. An Electronic Agenda Management System is a software application that is used to electronically create meeting documents, route them for review and approval (workflow) and publish those documents to websites. An Electronic Agenda Management System easily provides the opportunity to generate records from reports, and minutes from agendas, and Council directives or action items from the minutes for staff to complete. An Electronic Agenda Management System essentially manages the documents from creation to archive for easy retrieval. It allows for a single source publishing, meaning content is entered once into the report template and once entered it is used on multiple documents (agenda, motions) through to minute completion.

Switching to an agenda automation software can offer several benefits, including:

- **Time Efficiency:** Agenda automation software can streamline the process of creating, distributing, and managing agendas. This saves a significant amount of time compared to manually creating and updating agendas.
- **Improved Organization:** These tools can help you keep all our meeting information in one place, making it easier to organize and access documents, notes, and relevant information.
- **Accessibility:** Agenda automation software is often cloud-based, allowing users to access their agendas from anywhere with an internet connection. This makes it easy to collaborate with remote or distributed teams.
- **Real-time Updates:** Agenda software typically allows for real-time updates, ensuring that all participants have the most current information. This reduces the risk of miscommunication and confusion during meetings.
- **Automation:** Agenda automation software can automate repetitive tasks, such as sending out meeting reminders or notifying participants of changes to the agenda. This reduces administrative workloads.
- **Customization:** Customization of the agenda templates to suit our specific needs, ensuring that they reflect the format and structure that works best for our organization.
- **Collaboration:** Many agenda automation tools support collaboration features, allowing multiple people to contribute to the agenda and share notes and comments. This encourages better communication and teamwork.
- **Integration:** Some agenda automation software can integrate with other productivity tools and calendar apps, making it easier to coordinate schedules and manage appointments.
- **Compliance and Security:** Agenda automation software can help enforce compliance with meeting procedures and regulations. It can also enhance the security of sensitive meeting materials through access controls and encryption.
- **Analytics and Reporting:** These tools often come with reporting features, allowing you to track meeting metrics, such as attendance, follow-up actions, and decision outcomes. This can be valuable for performance evaluation and process improvement.
- **Environmentally Friendly:** An agenda automation system reduces the need for printing and physical documents, contributing to sustainability efforts.
- **Cost Savings:** While there is an initial investment in software and training, over time, the efficiency gains and reduced administrative workload can lead to cost savings.
- **Enhanced Engagement:** A well-structured agenda can lead to more productive and engaging meetings. Automation can help ensure that meetings stay on track and meet their objectives.

- Simplification of Complex Meetings: For organizations that have complex meeting structures or recurring agendas, automation can simplify the process of creating and managing these agendas.
- User-Friendly: Many agenda automation tools are designed to be user-friendly, making it easy for individuals with various levels of technical expertise to use them effectively.

The Clerk's Office would like to adopt the practice of an agenda automation system to improve the workflow process and eliminate inefficiencies and duplication of work. Staff has determined that it is now time to move to a platform that suits the needs of the County.

We have been in touch with several of our colleagues across the eastern region group of clerks, as well as many of the local municipalities, on their preferred software platforms. Over the course of the next few weeks, we will assess those platforms against the needs of the County of Renfrew and select one to move forward with.

The County of Renfrew recognized that we would be heading into this transformation phase, and made it part of our Municipal Modernization Fund application in which we will be making use of the remaining funds to offset much of the cost in 2023. Any additional funds required for future years will be included in the appropriate budget(s) and likely shared across departments.

This initiative aligns with the Strategic Plan Goal # 1, Financial Sustainability and Goal # 4, Shared Services and Resources, and builds on a recommendation from the 2020 Service Delivery Review of implementing a secure document management protocol. Contract procurement obligations will be met under Policy GA-01 Procurement of Goods and Services; this purchase is within the approval limits of the CAO. It also directly aligns with our Digital Strategy (2022) and potential outcomes and efficiencies.

RESOLUTIONS

3. Resolution to Support the EOWC 7 in 7 Plan With an Additional Contribution

Recommendation: THAT the Finance and Administration Committee recommends to County Council that the County of Renfrew supports the total contribution of \$468,000 required for the EOWC 7 in 7+ Regional Housing Plan deliverables to March 31, 2024 as presented by EORN, to be shared equally amongst the 13 member municipalities, with \$36,000 being the County's share.

Background

At the October 12, 2023, meeting of the Eastern Ontario Wardens' Caucus (EOWC), members received an update from the project manager for the regional housing plan (7 in 7+), the Eastern Ontario Regional Network (EORN). Over the past several months, EORN has been acting as the Project Manager, working with KWM Consulting to develop the regional business case. That contract has now been completed and further work is

required to develop the business case into an affirmative business and action plan, including assessing financial aggregators, applications to upper-tier governments, arranging lobbying efforts, and the roll-out of a suitable procurement model. The EOWC had previously approved EORN as the Project Manager, and feels strongly that they continue this work until the end of March 31, 2024, identifying this as a date when the final plans would be completed.

4. 2024 Budget

Recommendation: THAT the Finance and Administration Committee directs staff to bring the Business Plan(s) for all relevant divisions under the purview of the Finance and Administration Committee to the appropriate 2024 budget workshop and planning meetings, including any suggested revisions or conceptual projects or areas of concentration.

Background

Engaging elected leaders in the budget process is a critical component of transparent and accountable governance. In order to foster a more inclusive and effective decision-making process, it is imperative to actively involve members of the standing committee. By including an interactive discussion regarding the budgetary discussions, we not only ensure that public funds are allocated in alignment with the needs and priorities of the community but also promote a sense of ownership and responsibility among elected representatives. This collaboration between executive and legislative branches can lead to more informed, well-rounded budget decisions that better serve the interests of the people. Elected leaders, as representatives of the public, offer a unique perspective on the needs and priorities of the citizens of Renfrew County. Active participation in shaping the allocation of public funds can offer insight, and possibly highlight potential pitfalls, unanticipated consequences, or areas where budgetary resources may be better utilized.

Attached as Appendix I is a compendium of 2023 highlights for the two Departments (Administration and Corporate Services) under the terms of reference for this Committee, along with a description of proposed areas of concentration in 2024. The 2023-2026 Strategic Plan is also reattached as Appendix II as a reminder of key areas of focus that were identified at the beginning of this term of Council. Committee members are encouraged to review the report and participate in a facilitated presentation during the meeting.



2024

Business Plan

ADMINISTRATION

Chief Administrative Officer/Clerk



2023 ACHIEVEMENTS

The year began with a successful and smooth transition to a new Council. Work began almost immediately with the development of a new strategic plan, and a renewed vision statement for this term of Council.

During the past three years, Administration has undergone significant change with the retirement of the CAO in 2022, resulting in some minor changes to the senior leadership team. However, the end of 2023 and into 2024 will witness significant changes to the SLT with the retirement of key members. Recruitment of the right candidates will be imperative.

Across the organization, a rebuild and investment in organizational improvements to ensure service delivery requirements can be sustainably achieved occurred. In 2023, renewed efforts have been undertaken for staff retention and attraction, corporate communications, and support systems to streamline and modernize the organization. These first steps towards a post-pandemic workforce and workplace are looked at as a significant shift in the corporate culture and will be monitored for success in 2024.

Greater conversations have started, once again, on the issue of shared services amongst the County and the lower tier municipalities. We are all working with increasingly limited resources and are challenged by capacity and the ability to recruit experienced and dedicated staff. The support from Council is most appreciated as we explore this option for service delivery.

In 2023, we experienced a commitment to sustainable funding for the Renfrew County Virtual Triage and Assessment Centre (RC VTAC). We will continue to examine the roll-out of this program through the exploration of strategic investments and partnerships to grow capacity in other front-line health related causes and programs. Innovative concepts for new methods of practice include a mobile hub for mental health and homelessness, greater coordination with the region's two Ontario Health Teams (OHT), Sierra Team development, and a rejuvenated senior management structure to effectively manage the various arms of the operation.

In 2023, the County of Renfrew started building two new supportive and affordable rental housing developments, in the City of Pembroke. These are the first new builds of community housing since the County became responsible for delivering this service after the provincial download in the 1990s.

We enhanced our public outreach through the increased use of technology. The adoption of the Zencity platform now creates a vehicle for greater engagement. This is added to our renewed investment in communications, with a focus on news releases, social media, and live-streaming. The update to our electronic meeting protocol within our procedural by-law allows for much greater flexibility when hosting our committee and council meetings.

The County of Renfrew initiated many of these changes to our items of focus through the revisited strategic plan, now for a period of 2023 through 2026. Focusing on the six goals of Financial Sustainability, Workforce Development, Community Wellness and Health Care, Shared Services and Resources, Attainable Housing and Infrastructure, and Environmental Resiliency has laid out a clear path with achievable objectives over the next few years and charted the course for a proactive government model.

2024 CONSIDERATIONS AND OPPORTUNITIES

The County is faced with a number of challenges and opportunities, which come before Council and can be expected to be a focus in 2024. These include:

Business Plans/Budget – In November 2023, the long-term financial plan and asset management plan were reviewed and updates were received. Continued financing of operating and capital budgets will be experiencing significant challenges, and it would be prudent to examine multi-year financial plans as part of the Council review process, but be subject to annual updates.

Fiscal Sustainability: Council has a dedicated committee on financial management and a strong budgeting process. In 2024, budgeting will be aligned with business plans. Escalating costs and increasing service demands put upward pressure on taxation. Funding alternatives, such as a review of fees and charges, sponsorship opportunities, and other funding opportunities, are expected to be reviewed in 2024. Examination of shared services will be a key deliverable in 2024.

Growth Management: Growth across the County is not expected to be significant, while the larger, more urban, areas may see the majority of any anticipated change. Examination of alternative funding streams to assist with any growth pressures should be examined (i.e. development charges).

Housing: Housing is a national challenge and locally has been a focal point for Council, particularly non-market housing. Long range planning should be considered with respect to County-owned housing assets and further investment in rehabilitation and replacement.

Transportation: Issues related to asset management, corridor expansion (Hwy 417), service level standards, and active transportation will be discussed annually as advocacy efforts continue.

Health: Our Paramedic Services continue to play a front-line role in providing much more than their core service. A discussion will continue on the efforts that we are supporting, and funding sources that we will need to access for sustainability.

Social Issues/Community Service: The impacts of homelessness are unfortunately growing, and the County is being asked to respond alongside its partners in the City of Pembroke. Council will continue to find it necessary to work with stakeholders to address public safety, advocate for senior government intervention and upstream investment.

Organizational Resilience: A key function for the CAO is to lead the organization. In 2023 there were several significant departures from the senior leadership team. An update to the 2020 Service Delivery Review in late 2023 may mean an investment in staffing, and a shift in the capacity of the organization as we head into 2024. It will also be necessary to review technological advancements and make the needed investments to shift to a more tech-focused service delivery model with an eye to shared services with the local municipalities. Ongoing investment can be expected and will be presented as part of the budgeting process. Alignment of the organization with Council priorities will likely inform future staffing investments.

2024 PROPOSED PROJECTS (CAO's Office)

ADOPTION (continued) OF THE STRATEGIC PLAN (2023-2026)

- Updating report card, ensuring movement on action items

AGENDA / REPORT AUTOMATION

- Training, onboarding, etc. of new software platform

UPDATE GALLAGHER REPORT

- Ensuring that we are staying competitive with our comparators, within +/- 5%

DIVERSITY, EQUITY, and INCLUSION policy and updates

REAL ESTATE - Identify and facilitate utilization of appropriate County-owned lands for affordable housing projects

- Also part of D&P, but will link to EOWC's 7 in 7 plan

ONBOARDING of RECOMMENDATIONS of 2023 Strategy Corp Service Delivery Review update

- Effects and recommendations still undetermined at this time
- Recruitment of new members of the SLT, given impending retirements
- Staff development, through the provision of management training and learning opportunities

REAFFIRM RELATIONSHIP WITH ALGONQUINS OF PIKWAKANAGAN

EOWC CONTINUED ADVOCACY and SUPPORT including EORN

- We've continued to play a pivotal role with the Eastern Ontario Wardens' Caucus, acting as the appointed Secretary-Treasurer and key point-person. Actions are anticipated to continue.

2024

Business Plan

Corporate Services

Director of Corporate Services/Treasurer



2023 ACHIEVEMENTS

The year began with a successful and smooth transition to a new Council. Work began almost immediately with the development of a new strategic plan, and a renewed vision statement for this term of Council.

During the year, Corporate Services has advanced the following initiatives to ensure that Council meets their objectives set out in the revised Strategic Plan:

Goal #1 Financial Sustainability

In February 2023, a two-day Budget Workshop was held in Council Chambers. Staff advised Council that the current level of funding provided to our Long Term Financial Plan was insufficient to ensure financial sustainability over the next 10 year planning window. The Warden requested that a special session of County Council be coordinated in the fall of 2023 and that staff present an update to our Asset Management Plan with funding options for Council to consider. Accordingly, a special session of County Council was held on November 9, 2023.

Goal #2 Workforce Development

- In early 2023, the Human Resources Division undertook the implementation of an HRIS system, Workzoom. Given the high volume of recruitment being undertaken in recent years and projected to continue in the foreseeable future, the recruiting module was the first component of the HRIS system implemented at the County of Renfrew. The module is currently in use for all County of Renfrew recruiting and this has offered a streamlined process to gain efficiencies during the recruitment process, enabling us to keep up with the torrid pace of recruiting without increasing staff resources. The HR Division continues to expand the use of the system in other functional areas such as learning, discipline, performance assessment and leave management.
- In May 2023, Directors, Management and Supervisors attended a Management Training session facilitated by Dr, JP Gedeon on the Art of Transformative Leadership, teaching the fundamentals of successful leadership in our post pandemic workplace.
- In April, May, August and October, 15 Corporate Policies were reviewed for amendments and/or the implementation of new initiatives.
 - Policy E-04 - Vacation was updated to encourage retention of staff, as well as assisting in encouraging new staff to join the County of Renfrew team.
 - Corporate Policy E-11 - A Flexible Work Arrangements was introduced and took effect July 1, 2023 on a one-year trial basis. Many staff across the County of Renfrew are taking advantage of this opportunity.
 - Corporate Policy H-03 – Employee Referral Bonus Program was introduced as a referral program to aid in recruiting challenges faced in the long-term care homes and was based on the results of the staff engagement survey.
 - Corporate Policy J-05 - An Employee Recognition Program was introduced as an acknowledgement of an individual or team’s behaviour, effort and accomplishments that support the County’s goals and values and is issued on a quarterly basis. This initiative was well received with 48 staff being nominated in Q2 (April to June), and five individuals and

- one team being recognized. In Q3 (July to September) 44 staff were nominated, with four individuals and one team being recognized.
- Corporate Policy J-06 - Return of Service Incentive Program was implemented as a pilot from September 1, 2023 to December 31, 2023. The incentive is a one-time payment, which is paid to a new recruit prior to commencing employment, with the sole objective of incentivizing them to accept employment with the County of Renfrew.
 - The remaining amended policy changes included updates to the new accessible format, to match County of Renfrew practices and clarify processes.
- In June 2023, Human Resources Division staff attended a career fair at the Shaw Centre in Ottawa, hosted by Job Fairs Canada and the Petawawa Family Military Resources Centre (PMFRC) Canadian Armed Forces (CAF) Second Career Assistance Network (SCAN) for military transitioning.
 - The County of Renfrew is actively hosting Co-op students; we have had an HR placement from Canadore College, currently have two high school co-op students at Miramichi Lodge and a co-op student from Lambton College will be joining us in early 2024.
 - In August 2024, County Council adopted a resolution to consider the non-union salary grid adjustment based on a June 12 month average of the Consumer Price Index (CPI).
 - Staff and Council advocated at the ROMA and AMO Conference with delegations for OCIF funding, Provincial Offences policies and shortages of Justices of the Peace, and additional/ongoing Municipal Modernization Funding.
 - Traditional recruitment measures fail to close the gap where recruitment for nursing staff at Bonnechere Manor is concerned, therefore the Human Resources Division and Bonnechere Manor Management are working together to resolve this issue. Bonnechere Manor has signed an Agreement with Contak Staffing Solutions to assist the County in completion of an LMIA with the Government of Canada for the recruitment of twenty (20) international personal support workers. The County of Renfrew successfully submitted the LMIA and has received Federal Government approval to proceed with the international recruitment. As of November, interviews and screening have taken place for all 20 candidates, they are currently in the process of obtaining visa's and work permits with anticipated arrival and commencement of work beginning in January 2024.
 - In September, with the announcement of the retirement of the Director of Corporate Services/Treasurer at the end of the year and the Director of Community Services early in 2024, Council approved that StrategyCorp. Inc. be enlisted to provide an update to the 2020 Service Delivery Review regarding the organizational structure.
 - In November, a new format/venue has been organized for our Employee Recognition Event taking place at Festival Hall, in place of the previous format for the Service Awards and Retirement event.

Goal #4 Shared Services and Resources

- Throughout 2023, the Human Resources Division continues to support our local municipalities with HR Services such as recruitment, investigations, training and other HR issues.
- In 2023 we provided HR services to the following local municipalities:
 - Town of Deep River
 - Town of Laurentian Hills
 - Town of Petawawa
 - Town of Renfrew
 - Admaston Bromley Township

- Brudenell, Lyndoch and Raglan Township
 - Greater Madawaska Township
 - Killaloe, Hagarty and Richards Township
 - Laurentian Valley Township
 - McNab/Braeside Township
 - Madawaska Valley Township
 - North Algona Wilberforce Township
 - Whitewater Township
- The Municipal Benefits Committee continues to operate, and as presented at the November Finance and Administration Committee has achieved favourable benefits pricing for the 2024 calendar year. This partnership provides opportunities for smaller organizations to benefit from the groups purchasing power. The MBC last welcomed a new member in 2022, and is happy to entertain new applicants.
 - In October, all local municipalities and the City of Pembroke were invited to attend a meeting at the County of Renfrew Administration. Discussion items included the future state of our municipalities, staffing, inflation and budget challenges, and this was an excellent opportunity to facilitate discussion. Some actions resulting from the meeting include the concept of a mutual aid agreement for services such as planning, accounting, legal and otherwise, but on a cost recovery basis only. The concept of sharing information, such as policies, studies, reports, concerns, issues etc. is not new, but an option to resolve this is to explore the idea of a central repository for this information utilizing existing secure software infrastructure. Moving forward, the 19 organizations committed to meeting more regularly to discuss opportunities and staff look forward to County Council's guidance and support in implementing the recommendations that will be forthcoming.

2024 CONSIDERATIONS AND OPPORTUNITIES

The County is faced with a number of challenges and opportunities, which come before Council and can be expected to be a focus in 2024. These include:

Workforce Development – The County is faced with sustained pressure related to recruitment and retention, especially for specific positions. We have adopted aggressive recruiting strategies to complement many policy changes such as our return to work incentive, alternative work arrangements, vacation entitlement improvements and international recruiting contracts. In 2021 Council approved a number of recommendations highlighted in the Gallagher Salary Survey to ensure that our non union salary rates meet the 55th percentile of our comparator municipalities. Our reality in Renfrew County is that we are competing for talent against major non municipal employers as well.

Fiscal Sustainability: Council has a dedicated committee on financial management and a strong budgeting process. In 2024, budgeting will be aligned with business plans. Escalating costs and increasing service demands put upward pressure on taxation. Funding alternatives, such as a review of fees and charges, sponsorship opportunities, and other funding opportunities, are expected to be reviewed in 2024. Examination of shared services will be a key deliverable in 2024.

Long Term Financial Plan: Council received a presentation on our corporate asset condition ratings in November 2023 and will need to make some important decisions about asset service level standards and funding for 2024 and beyond. Council was also advised that the current level of funding provided to the RCHC building inventory is not sufficient to maintain the existing average facility condition index.

Building Condition Assessment: The Renfrew County Housing Corporation will contract with a third party to conduct a condition assessment for our 1050 housing units. This assessment will help to determine the appropriate level of funding to ensure the condition of our housing inventory meets Council service level standards. Housing is a national challenge and locally has been a focal point for Council, particularly non-market housing. Long range planning should be considered with respect to County-owned housing assets and further investment in rehabilitation and replacement.

Development Charges: Council will need to make some decisions regarding the use of Development Charges to fund infrastructure growth across the County. This growth related capital spending will be in addition to the financial support necessary to maintain our existing infrastructure.

Limited Judicial Resources Assigned to POA Matters: Council is aware that we are experiencing a significant reduction in POA court availability. In fact, almost 60% of our regularly scheduled court sittings were cancelled in the first 6 months of 2023. Our inability to deliver timely access to justice forced the withdrawal of 600 charges in the spring of 2023.

Provincial Offences Part III Transfer: The transfer of POA Part III prosecutions to Municipal Partners was contemplated at the time of the Part I transfer but was deferred to give municipalities time to establish procedures and build expertise and infrastructure. Although there was municipal support for the transfer, but the Ministry was asked to permit a phased implementation timeline over two years. The two-year phased implementation timeline began with the first POA Part III transfers being completed in January 2022. Almost 25% of municipalities have now successfully completed their transfers and the County of Renfrew is scheduled to accept Part III offences by April 2024.

Digital Strategy: In 2021, the Perry Group presented a Digital Strategy to Council for consideration. The adoption of the Zencity platform now creates a vehicle for greater engagement. Although we have implemented a number of other recommendations to date (ESRI, Workzoom, etc) there are other elements of the strategy to be considered for implementation. A recent discussion with all local municipalities regarding shared services highlighted our need share digital information and collaborate on common municipal challenges.

Strategic Plan

2023-2026



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Renfrew**
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County of Renfrew
Strategic Plan 2023-2026
Produced February 2023.
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Facilitated by: Erik Lockhart
President, Lockhart Facilitation and Associate Director
Queen's University Executive Decision Centre



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Messages

Message from the Warden

A forward-looking Strategic Plan is a very important document as we guide the future direction and priorities for our municipality. The consultation sessions in early January were very helpful and thought-provoking as elected, staff and our community worked toward forming our priorities for the term of council and beyond.

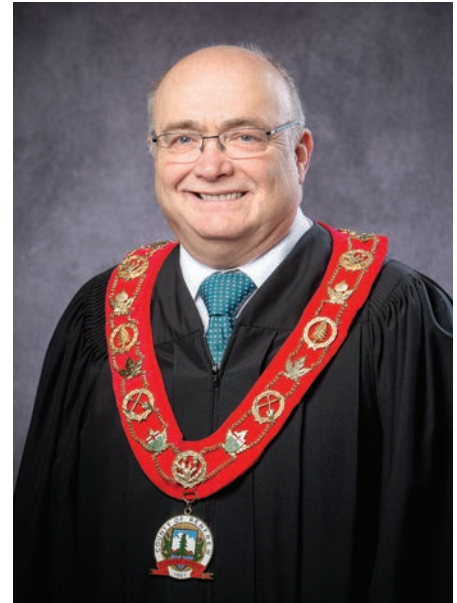
Our proposed Strategic Plan encourages us to review our progress on an annual basis and to review our priorities with each new term of council on an on-going basis. The Strategic Plan will provide us with an excellent opportunity to match our priorities with regular asset renewal and our annual budget considerations.

Strategic Planning can be, and is expected to serve as a guide for present and future investment in the fabric of our community both in terms of physical infrastructure and social and community development. We will continue to enhance our community and the lives and health of our residents. The County of Renfrew will contribute to the success of our businesses, and strengthen and further develop our service, economic and social partnerships. We will continue to welcome, embrace and cherish our visitors.

County Council looks forward to continuing to evaluate and adjust the Strategic Plan and to move forward in a positive manner to ensure that all communities and contributors to our community in the County of Renfrew are prosperous and financially sustainable.



Peter Emon
Warden
County of Renfrew



Message from the Chief Administrative Officer (CAO)



In January 2023, County Council gathered to review the vision, agree on priorities, and identify key objectives for the next four years. Through a facilitated process, the group conducted an environmental scan by looking at trends, opportunities and threats. Based on this discussion, six priorities were agreed upon. Subsequently, the Senior Leadership Team met alongside departmental managers to define the steps and actions required to achieve these goals and objectives. This document serves as the roadmap for the strategic direction that Council and staff will follow for this term of County Council.

Building upon the successes of the previous strategic plans over the past two terms of Council, and as presented to County Council in the Fall of 2022, this plan is meant to represent a renewed focus on our Vision and Mission Statements. It clearly defines smart, measurable, achievable, relevant, and time-bound goals as we emerge from a tremendously difficult and tumultuous three years living in and through a pandemic that changed the way we approach governmental actions, policies and procedures.

I believe that this Strategic Plan presents some new and unique opportunities for the County of Renfrew to be innovative leaders, encourage development of staff, work with our municipal partners, and present an action plan that our public stakeholders can follow and understand. Over the next four years we will continue to identify, through our business plans and reports, how our recommendations fit with the direction and priority setting of this Council. We will continue to refine and adjust the action plan as we achieve milestones and look to advance the goals beyond our initial expectations. We will deliver an annual report card and an end of term report on each of the six goals and seek further engagement from County Council to ensure that we are still meeting the intended results of this Strategic Plan.

Finally, I would like to thank all those who participated in the process of the development of this plan. I am extremely proud of the renewed commitment to shared goals and objectives and look forward to seeing the rollout and results.

Craig Kelley

Craig Kelley, CMO, Dipl.M.A., Dipl.M.M., Ec.D.
Chief Administrative Officer (CAO)/Clerk
County of Renfrew

Council

County Council 2023



Back Row (L-R): Councillor Glenn Doncaster, Town of Deep River; Deputy Clerk Rose Gruntz, Councillor James Brose, Township of North Algona Wilberforce; Laura LePine, Director of Community Services; Councillor Dan Lynch, Town of Arnprior; Lee Perkins, Director of Public Works & Engineering; Councillor Mark MacKenzie, Township of McNab/Braeside; Jason Davis, Director of Development & Property; Councillor Rob Weir, Township of Greater Madawaska; Michael Nolan, Director of Emergency Services; Councillor Neil Nicholson, Township of Whitewater Region; Councillor Mark Willmer, Township of Madawaska Valley; Jeff Foss, Director of Corporate Services/Treasurer; Councillor David Mayville, Township of Killaloe, Hagarty & Richards; Mike Blackmore, Director of Long-Term Care; Councillor Gary Serviss, Town of Petawawa

Front Row (L-R): Councillor Keith Watt, Township of Laurentian Valley; Councillor Anne Giardini, Town of Laurentian Hills; Councillor Debbi Grills, United Townships of Head, Clara & Maria; Councillor Michael Donohue, Township of Admaston/Bromley; Warden Peter Emon, Town of Renfrew; Councillor Jennifer Murphy, Township of Bonnechere Valley; Councillor Valerie Jahn, Township of Brudenell, Lyndoch & Raglan; Councillor Dave Bennett, Township of Horton; Craig Kelley, Chief Administrative Officer/Clerk.



Mission

To deliver high quality services to the residents of the County of Renfrew in an efficient and cost effective manner, focussed on the following six priorities in 2023-2026.

Vision (2023-2033)

The County of Renfrew is recognized as a model rural community balancing fiscal responsibility and the delivery of services and infrastructure that meet community needs. We have earned this reputation by:

Advocating with a strong voice to the Federal & Provincial Governments on shared investments;

Embracing technology that supports our residents and positions us as a leader in advancements in digital communications;

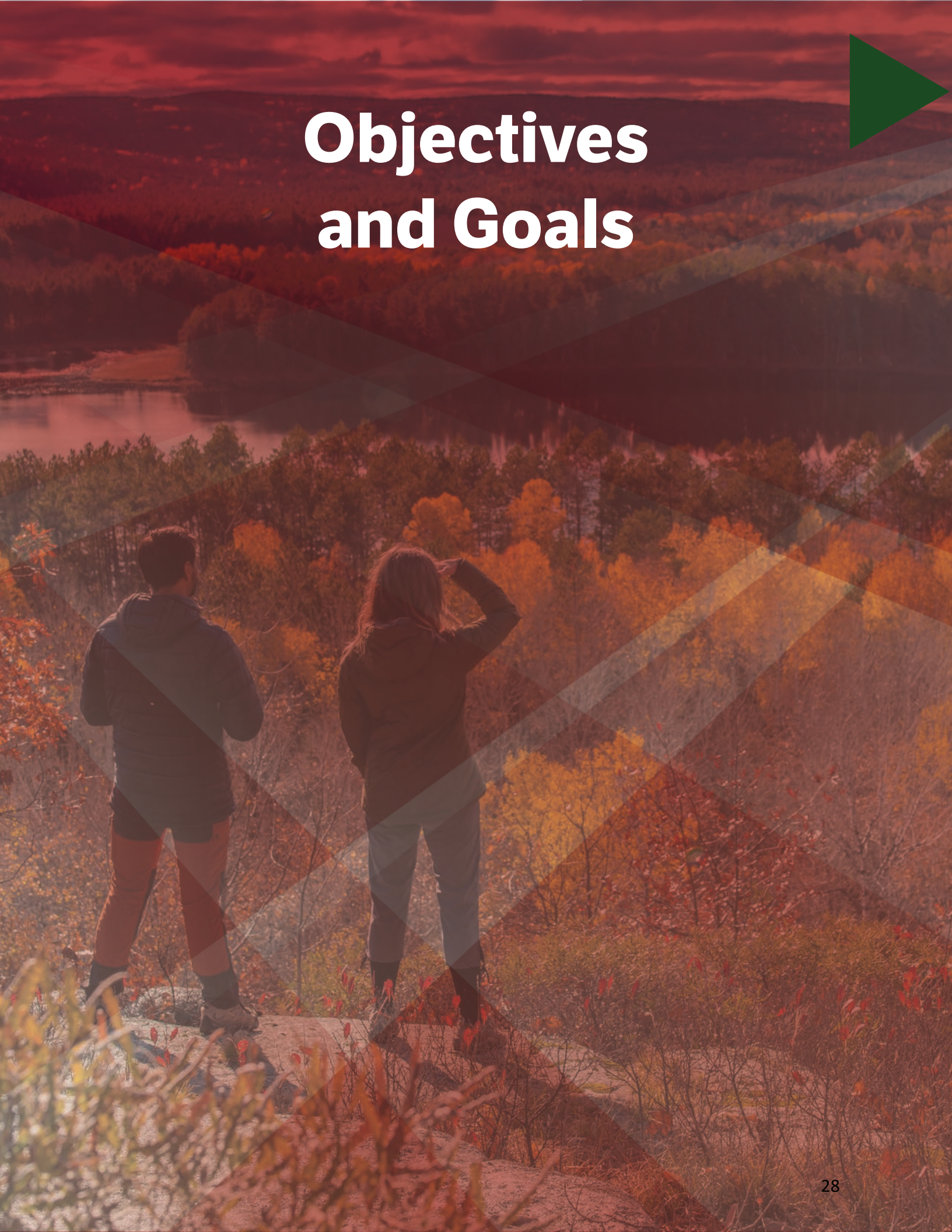
Managing our fiscal position through sustainable asset management and long term financial planning;

Identifying innovative solutions/approaches that allow the County to improve service delivery while meeting the service level expectations of our residents;

Progressing the County of Renfrew's pillars of economic development leading to improved quality of life;

Working effectively with local municipalities on common priorities and shared services.

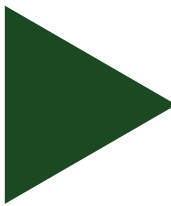
Objectives and Goals



Objectives by end of 2026

Priority	
Financial Sustainability	<ol style="list-style-type: none"> 1. Review and update Asset Management Plan (AMP) and Long-Term Financial Plan (LTFP) 3.0 version, using new assumptions and baselines 2. Develop a coordinated government relations / advocacy strategy
Workforce Development	<ol style="list-style-type: none"> 1. Lobby the Ontario College of Trades / Skill Trades Ontario to enable the transfer of qualified people from other regions into vacant positions 2. Collaboration with High Schools, Colleges and Universities to have students with skills that are required to fill vacancies and keep them in the Community 3. Encourage continued support for business development through Starter Company, Summer Company, other entrepreneur programs
Community Wellness & Healthcare	<ol style="list-style-type: none"> 1. Sustainable program and funding for Renfrew County Virtual Triage & Assessment Centre (RC VTAC), community paramedicine & mental health initiatives 2. Expand community based seniors health services 3. Ensure residents have access to primary care support
Shared Services & Resources	<ol style="list-style-type: none"> 1. Define the possible shared services with local municipalities and then complete an evaluation of the services that could benefit from a shared service agreement 2. Develop and deploy a plan that results in agreements that allow for sharing of resources and/or equipment and/or expertise that will lead to efficiencies
Attainable Housing & Infrastructure	<ol style="list-style-type: none"> 1. Develop a true community housing strategy that would identify a future state 2. Engage a consulting firm to complete inventory of lands and services across the County 3. Develop a program to attract first time buyers 4. Support reliable connectivity (Broadband or fixed wireless) to 99% of our residents
Environmental resiliency	<ol style="list-style-type: none"> 1. Implement a Climate Action Plan 2. Ensure joint emergency exercises across the County 3. Establish a County baseline and model template for local municipalities

GOAL #1



Financial Sustainability

OBJECTIVES

- Review and update Asset Management Plan (AMP) and Long-Term Financial Plan (LTFP) 3.0 version, using new assumptions, baselines
- Develop a coordinated government relations / advocacy strategy

ACTIONS TO ACHIEVE OBJECTIVES

- Demographic impact analysis of all County of Renfrew services
- Hire grants person for increasing revenue streams
- Coordinate procurement (to consolidate all County-wide depts.)
- Integrate GIS with financial and public works data
- Hire a government relations firm to manage government relations
- Update LTFP and AMP to acknowledge new baselines; review and present on an annual basis to County Council through the budget process
- Continue to monitor and implement efficiency measures identified in the recommendations from 2020 service delivery review(s)

TIMING

- 2024
- 2024/2025
- 2024 - 2025
- 2023
- 2023 - 2024
- 2023 - 2024
(Review annually)
- 2023 - 2026

CHAMPIONS: Corporate Services, CAO/Clerk



GOAL #2

Workforce Development

OBJECTIVES

- Lobby the Ontario College of Trades / Skill Trades Ontario to enable the transfer of qualified people from other regions into vacant positions
- Collaboration with High Schools, Colleges and Universities to have students with skills that are required to fill vacancies and keep them in the Community
- Encourage continued support for business development through Starter Company, Summer Company, other entrepreneur programs

ACTIONS TO ACHIEVE OBJECTIVES

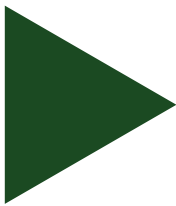
TIMING

- | | |
|--|-------------|
| • Establish a County Wide Human Services strategy, including a newcomer plan, with local Chambers of Commerce | 2023 |
| • Internal HR strategy (to attract, retain people to work at the County), including execution of deliverables suggested from the 2022 staffing survey | 2023 - 2024 |
| • Align with Algonquin College and Labour Market Conditions study/ongoing efforts | 2023 - 2026 |
| • Continue promotion of Summer Company and Starter Company through Enterprise Renfrew County, Economic Development | 2023 - 2026 |
| • Lobby efforts at Association of Municipalities of Ontario (AMO), Rural Ontario Municipalities of Ontario (ROMA), Ontario East Economic Development Commission (OEEDC), Eastern Ontario Leadership Council (EOLC) | 2023 - 2026 |

CHAMPIONS: Economic Development, Corporate Services/Human Resources



GOAL #3



Community Wellness and Healthcare

OBJECTIVES

- Sustainable program and funding for Renfrew County Virtual Triage and Assessment Centre, community paramedicine & mental health
- Expand community based seniors health services
- Ensure residents have access to primary care support

ACTIONS TO ACHIEVE OBJECTIVES

TIMING

- | | |
|--|-------------|
| • Advocate for inter-governmental support (multi-government financial resources) for integrated approach to transitional housing | 2023 - 2026 |
| • Create partnerships, pool resources, build/repurpose transitional housing (create a Senior's Village prototype in Renfrew County); Continue to expand on the findings and action plan of the Seniors Housing Strategy (2020) | 2023 - 2026 |
| • Initiate/continue with advanced models of care (RC VTAC Medical Urgent Care Clinic Model) | 2023 - 2026 |
| • Community Needs analysis of demographics and wellness services | 2024 |

CHAMPIONS: Community Services, Emergency Services, Ottawa Valley Ontario Health Team (OVOHT), Ottawa - West Four Rivers Ontario Health Team (OWFR-OHT)



GOAL #4

Shared Services and Resources

OBJECTIVES

- Define the possible shared services and then complete an evaluation of the services that could benefit from a shared service agreement
- Develop and deploy a plan that results in agreements that allow for sharing of resources and/or equipment and /or expertise that will lead to efficiencies

ACTIONS TO ACHIEVE OBJECTIVES

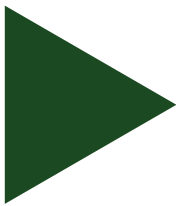
TIMING

- | | |
|---|-------------|
| • Municipal Shared Services Forum: Establish an inventory of opportunities between the County of Renfrew and the local municipalities | 2023 |
| • Update and implement recommendations from 2020 service delivery review(s) | 2023 - 2026 |
| • Review policies regarding uploading/downloading/sharing and update where necessary | 2023 - 2026 |
| • Negotiate and enter into service level agreements with local municipalities (and boards, etc., where applicable) | 2023 - 2026 |

CHAMPIONS: Corporate Services, CAO/Clerk



GOAL #5



Attainable Housing and Infrastructure

OBJECTIVES

- Develop a true community housing strategy that would identify a future state of attainable housing
- Engage consulting firm to complete inventory of lands and services across the County
- Develop a program to attract first time buyers
- Reliable connectivity (Broadband or fixed wireless) to 99% of our residents

ACTIONS TO ACHIEVE OBJECTIVES

TIMING

- | | |
|---|-------------|
| • Enhance Community housing and homelessness strategy with defined number of housing goals, housing units, etc. | 2023 |
| • Strengthen broadband infrastructure saturation to support remote work option, working with partners at EORN, etc. | 2023 - 2026 |
| • Create an outward focused communications plan to support housing needs in Renfrew County that would include developers, non-profits, etc. | 2023 - 2026 |
| • Prioritize establishing a plan for underutilized municipal lands, including identification of upper and lower tier inventories (Housing Property Study, Building Condition Assessments) | 2023 - 2024 |
| • Lead role in the Eastern Ontario Wardens' Caucus (EOWC) "7 in 7" plan for housing | 2023 - 2026 |

CHAMPIONS: Community Services, Development & Property, CAO/Clerk



GOAL #6

Environmental Resiliency

OBJECTIVES

- Implement a Climate Action Plan
- Ensure joint emergency exercises across the County
- Establish a County baseline and model template for local municipalities

ACTIONS TO ACHIEVE OBJECTIVES

- Establish a plan to position the County as a climate leader
- Complete flood-mapping GIS initiative with municipalities
- Advocate for federal/provincial grants to promote a greener building stock housing
- Reinvigorate active transportation plan through a review, and update where necessary, the trails strategy and active transportation plan
- Multi-municipality emergency management exercise

TIMING

- 2023 - 2024
- 2023 - 2024
- 2023 - 2026
- 2023 - 2024
- 2023 - 2026

CHAMPIONS: Public Works & Engineering, Development & Property, Emergency Services, CAO/Clerk





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COUNTY OF RENFREW

CORPORATE SERVICES DEPARTMENT REPORT

TO: Finance and Administration Committee
FROM: Jeffrey Foss, Director of Corporate Services
DATE: November 16, 2023
SUBJECT: Department Report

INFORMATION

1. Council Remuneration – September 30, 2023

Attached as Appendix I is the Treasurer’s Statement of Remuneration and Expenses paid to County Council as of September 30, 2023.

2. Treasurer’s Report – September 30, 2023

Attached as Appendix II is the September 30, 2023 monthly one-page financial summary, along with the Treasurer’s Report for the General Revenue Fund, Bonnechere Manor, Miramichi Lodge, Public Works and Renfrew County Housing Corporation.

3. Provincial Offences Administration Workload

The following is a chart comparing charges received, trial notices issued, payments processed, accounts receivable files reviewed and collection notices mailed over the past five months through the Provincial Offences Administration Office.

Month 2023	Charges Received	Trial Notices Issued	Early Resolution Notices	Payments Processed	Payfines Payments Processed	Number of Files Reviewed	Licence Suspensions	Collection Notices	To Collection Agency
June	665	51	73	484	287	408	70	130	168
July	654	98	92	334	291	350	34	242	70
August	726	55	89	298	325	465	78	107	57
Sept.	634	62	74	317	334	360	37	152	65
October	516	60	68	319	227	435	44	115	180

4. Provincial Offences Administration Backlog

The following chart highlights the ongoing backlog of court matters due to ongoing closure of satellite court dates and judicial shortages:

Month 2023	# of Courts Originally Scheduled	# of Courts Cancelled	# Part I Charges in Backlog	Part III New Charges	# Part III Charges in Backlog	Total Backlog Charges	Number of Court Days Required for Backlog	Months to Clear Backlog at Current Rate
June	6	2	107	124	856	1087	45	15
July	6	3	93	91	772	956	39	13
August	4	1	123	81	677	881	36	12
Sept.	6	2	146	105	746	997	41	13
October	5	0	154	80	671	905	38	12

5. Provincial Offences Administration – East Region Manager’s Meeting

On September 25, 2023, POA Manager, Ashley Wilton attended an East Region Manager’s meeting in Perth. His Worship, Regional Senior Justice of the Peace Kreling also attended. Discussion items included Clerk of the Court Reforms, Part III prosecution download and joint legal oversight options, body cam and dash cam evidence, 2024 court calendar and ongoing case backlog. His Worship Kreling has indicated that his resources have improved for 2024, and our Pembroke courts will see a return of judicial availability for special trials and from the reallocation of some of the lost satellite court dates. The group also discussed advocacy options and the judicial appointment process. Subsequently, the United Counties of Leeds Grenville forwarded the letter to Minister Downey, which is attached as Appendix III.

6. Provincial Offences Administration – Part III Prosecution Services Update

Director of Corporate Services, Jeffrey Foss and Manager of Provincial Offences, Ashley Wilton met with the new County of Renfrew Ontario Court of Justice Crown Attorney James Bocking on October 26, 2023 regarding the transfer of Part III prosecution services. A tentative target of Q2 in 2024 was set to accept this transfer of Part III prosecutions. Concurrently, Ashley Wilton has been coordinating with the United Counties of Leeds and Grenville (UCLG) and the Town of Perth regarding group oversight options for prosecution responsibilities. Attached as Appendix IV are the standard transfer documents provided by the Crown’s Office related to this transfer agreement. Further information will be brought forward in early 2024.

This initiative contributes to Strategic Plan Goal #4, Shared Services and Resources, and part of the identified actions to achieve the objectives in 2023.

7. **2023 Service Awards**

The County of Renfrew will be introducing a different format for this year's County of Renfrew Service Awards and Staff Appreciation, which is taking place on Thursday, November 30, 2023 at 7:00 p.m. at Pembroke Festival Hall. Please join us for an evening to celebrate our County of Renfrew employee's career milestones, retirees and an incredible bunch of employees and enjoy some laughs. Doors open at 6:30 and Hors D'oeuvres and refreshments will be served. We hope everyone enjoys this new venue and format. Registration in advance is required, and can be done through the following link:

<https://CORServiceAwardsandStaffAppreciation.eventbrite.com>

This initiative contributes to Strategic Plan Goal #2, Workforce Development, and part of the identified actions to achieve the objectives in 2023.

8. **Take Our Kids to Work Day 2023**

Take Our Kids to Work Day is an annual career exploration event, held every November, where Grade 9 students across Canada spend the day in the life of a working professional. This year's event took place on November 1. The County was pleased to have students at our workplaces again this year. The experiences on this day enhance the student's understanding of the realities of working life and supports them in their own career exploration to make more informed choices. The event also gives parents the opportunity to discuss career prospects with their children, allows our organization the opportunity to share knowledge, experience and advice around career choices and relevant skills required in today's workplace.

This initiative contributes to Strategic Plan Goal #2, Workforce Development, and part of the identified actions to achieve the objectives in 2023.

9. **Co-Op Placements**

Co-operative Education (Co-op) provides high school students with valuable community-based experience while earning credits towards a graduation diploma. Co-op, a type of experiential learning, allows students to apply and reflect on their learning in a setting outside school and helps engage and motivate students. Students are often more successful when learning is meaningful and connected to their lives and community. The County of Renfrew is currently hosting two co-op students at Miramichi Lodge and hopes the experience helps the students confirm career decisions before starting post-secondary education, including apprenticeships. Further, the County of Renfrew hopes the students can build an evidence-based career portfolio to support the application process for work, college or university. Lastly, the largest benefit to the County of Renfrew is the establishment of contacts in the workplace for networking opportunities and demonstrate that municipal jobs are an attractive career path.

This initiative contributes to Strategic Plan Goal #2, Workforce Development, and part of the identified actions to achieve the objectives in 2023.

RESOLUTIONS

10. Town of Arnprior – Community Improvement Plan

Recommendation: THAT the Finance and Administration Committee recommend to County Council that staff be directed to review the information from the Town of Arnprior and provide a report to a future meeting of this Committee detailing the projected impact on the County of Renfrew to participate in the tax assistance program for the Town of Arnprior.

Background

Within the Town of Arnprior’s Community Improvement Plan, there is a Brownfield Remediation Tax Assistance Program. Whereby, in accordance with Section 365.1 of the Municipal Act, the Town may defer or cancel all or a portion of municipal taxes during the period in which the brownfield site is being cleaned up or redeveloped (the rehabilitation period and statement period, as defined in the Municipal Act). Under the Program, it indicates that the Town may formally request the County of Renfrew to participate in the tax assistance program and the Town may also apply to the Minister of Finance, on behalf of the property owner, to have the education portion of the property taxes deferred or cancelled. The Town of Arnprior has recently received an application under this CIP program and are reaching out to the County of Renfrew to determine if the County of Renfrew has a program or if they would consider participating in the tax assistance program.

The County of Renfrew has advised the Town of Arnprior that there is no upper-tier Community Improvement Plan in effect. After reviewing Section 365.1 of the Municipal Act, the County of Renfrew also advised the Town of Arnprior that the next steps would be for them to send a letter of request to the County of Renfrew for consideration at a future meeting of the Finance & Administration Committee. Accordingly, attached as Appendix V from the Town of Arnprior is their formal request letter, a copy of the resolution and the recent staff report regarding their formal request for the County of Renfrew’s participation in the Brownfield Remediation Tax Assistance Program under the Town’s Community Improvement Plan.

BY-LAWS

11. Benefits Renewal of Services

Recommendation: THAT the Finance and Administration Committee recommend to County Council that a By-law be adopted to enter into a service agreement renewal with Cowan Benefits Consulting for the period January 1, 2024 to December 31, 2024; AND FURTHER THAT County Council adopt a By-law to enter into a service agreement renewal with Manulife Financial for the provision of a benefits insurance program (Policy 4704) for the period of January 1, 2024 to December 31, 2024.

Background

The Municipal Benefits Committee (MBC) met with our benefits consultants, Cowan Insurance, on October 27, 2023 to conduct a review of the services and plans. The renewal period for these services is January 1, 2024 – December 31, 2024. The MBC voted to continue with Cowan’s consulting services, as well as to continue with Manulife Financial for the provision of a benefits insurance program for the period of January 1, 2024 to December 31, 2024.

Annual Employee Benefits Plan Renewal

As a result of plan design management and the efforts of our benefits consultants, Cowan Insurance Group, our renewal rates have been negotiated for 2024 with an overall decrease on the annual premium of approximately of \$165,000.

Attached as Appendix VI is the presentation that includes the executive summary from Cowan Insurance Group which shows the 2024 renewal information for the MBC as a whole.

Attached as Appendix VII is the By-Law to Authorize the Warden and Clerk to enter into a Service Agreement Renewal with Cowan Benefits Consulting for a Benefits Program and changes are reflected in bold and strikeout.

Attached as Appendix VIII is the By-Law to Authorize the Warden and Clerk to enter into a Service Agreement with Manulife Financial for the Provision of a Benefits Program.

**Breakdown of Treasurer's Statement of Remuneration and Expenses Paid to County Council
2023 - YEAR-TO-DATE (SEPTEMBER)**

To the Warden and Members of the Renfrew County Council:

The following is an itemized statement of remuneration and expenses paid to, and on behalf of each member of Renfrew County Council.

Name	Payroll				Payroll & Accounts Payable	Payroll & Accounts Payable	Accounts Payable		TOTAL
	Salary	ADHOC Per Diem	Mileage	Expenses	AMO FCM Advocacy / Delegations	CONVENTION Expenses	ADHOC Expenses	OTHER Expenses	
Bennett, David	11,174.00	243.00	1,010.48	0.00	0.00	0.00	0.00	0.00	12,427.48
Brose, James	12,797.00	1,458.00	1,279.35	0.00	4,004.91	0.00	0.00	0.00	19,539.26
Doncaster, Glenn	12,434.00	0.00	1,483.76	0.00	10,973.19	606.04	0.00	0.00	25,496.99
Donohue, Michael	12,434.00	527.00	1,520.89	0.00	5,048.22	0.00	0.00	0.00	19,530.11
Emon, Peter	45,128.00	11,664.00	8,186.78	1,761.81	834.43	0.00	0.00	13,505.02	81,080.04
Giardini, Anne	12,434.00	243.00	1,929.84	0.00	870.05	490.10	0.00	0.00	15,966.99
Grills, Deborah	11,597.50	284.00	1,871.36	0.00	0.00	0.00	0.00	0.00	13,752.86
Jahn, Valerie	10,952.00	41.00	1,456.56	0.00	0.00	815.12	0.00	0.00	13,264.68
Lynch, Daniel	10,952.00	2,228.00	2,347.50	0.00	0.00	2,319.47	0.00	0.00	17,846.97
MacKenzie, Mark	10,952.00	284.00	1,789.35	0.00	0.00	1,082.19	0.00	0.00	14,107.54
Mayville, David	10,952.00	41.00	1,787.50	0.00	0.00	3,255.01	0.00	0.00	16,035.51
Murphy, Jennifer	12,434.00	1,499.00	2,049.25	0.00	1,472.15	0.00	0.00	0.00	17,454.40
Nicholson, Neil	10,952.00	243.00	907.20	0.00	0.00	2,535.26	0.00	0.00	14,637.46
Serviss, Gary	10,952.00	0.00	575.28	0.00	0.00	0.00	0.00	0.00	11,527.28
Watt, Keith	10,952.00	770.00	212.16	0.00	0.00	0.00	0.00	0.00	11,934.16
Weir, Robert	10,952.00	486.00	3,013.76	0.00	834.43	1,482.11	0.00	0.00	16,768.30
Willmer, Mark	10,952.00	284.00	2,363.68	0.00	0.00	0.00	0.00	0.00	13,599.68
TOTAL	\$ 229,000.50	\$ 20,295.00	\$ 33,784.70	\$ 1,761.81	\$ 24,037.38	\$ 12,585.30	\$ -	\$ 13,505.02	\$ 334,969.71

2023-11-06

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
PUBLIC WORKS	8,007,717.15	8,632,095.00	(624,377.85)	10,216,019.00
Operations Committee	8,007,717.15	8,632,095.00	(624,377.85)	10,216,019.00
PROPERTY - Pembroke Admin	127,253.61	81,707.00	45,546.61	88,576.00
PROPERTY - Renfrew County Place	(222,660.13)	(208,219.00)	(14,441.13)	(222,808.00)
PROPERTY - Base Stations	(173,968.03)	(123,435.00)	(50,533.03)	0.00
PROPERTY - Arnprior Office	(54,030.00)	(61,695.00)	7,665.00	0.00
PROPERTY - Renfrew OPP	68,396.54	67,804.00	592.54	0.00
FORESTRY DEPT.	(95,916.57)	81,902.00	(177,818.57)	76,777.00
GIS	107,648.43	161,251.00	(53,602.57)	209,880.00
ECONOMIC DEVELOPMENT	234,073.16	353,178.00	(119,104.84)	455,029.00
ENTERPRISE CENTRE	21,041.25	23,115.00	(2,073.75)	28,055.00
OTTAWA VALLEY TOURIST ASSOCIATION	222,410.00	222,410.00	0.00	290,275.00
PLANNING DEPARTMENT	431,295.67	609,850.00	(178,554.33)	786,947.00
Development & Property Committee	665,543.93	1,207,868.00	(542,324.07)	1,712,731.00
BONNECHERE MANOR	1,134,133.56	1,134,135.00	(1.44)	1,512,178.00
MIRAMICHI LODGE	949,369.50	949,365.00	4.50	1,265,826.00
OTHER LONG TERM CARE	70,923.15	71,217.00	(293.85)	94,950.00
HEALTH SERVICES	1,316,691.00	1,325,970.00	(9,279.00)	1,767,955.00
OTTAWA VALLEY OHT	(0.17)	6,873.00	(6,873.17)	0.00
PARAMEDIC - 911	6,884,033.78	6,966,531.00	(82,497.22)	9,958,889.00
PARAMEDIC - OTHER	(0.00)	21,741.00	(21,741.00)	0.00
EMERGENCY MANAGEMENT	79,716.76	142,152.00	(62,435.24)	179,532.00
Health Committee	10,434,867.58	10,617,984.00	(183,116.42)	14,779,330.00
ONTARIO WORKS	978,020.63	874,705.00	103,315.63	1,347,203.00
CHILD CARE	337,936.07	429,295.00	(91,358.93)	448,793.00
COMMUNITY HOUSING	4,146,969.24	4,062,173.00	84,796.24	5,183,055.00
Community Services Committee	5,462,925.94	5,366,173.00	96,752.94	6,979,051.00
MEMBERS OF COUNCIL	377,023.92	416,214.00	(39,190.08)	613,829.00
GENERAL - ADMINISTRATION	783,168.21	782,623.00	545.21	989,774.00
INFORMATION TECHNOLOGY	270,655.10	414,857.00	(144,201.90)	536,587.00
HUMAN RESOURCES DEPARTMENT	223,486.65	210,422.00	13,064.65	259,687.00
Publicity/Public Relations	9,008.26	11,250.00	(2,241.74)	15,000.00
AGRICULTURE & REFORESTATION	9,238.18	15,003.00	(5,764.82)	20,000.00
PROVINCIAL OFFENCES ADMINISTRATION	(355,632.00)	(355,632.00)	0.00	(488,350.00)
PROPERTY ASSESSMENT	1,155,311.13	1,155,310.00	1.13	1,540,414.00
FINANCIAL EXPENSE	424,610.09	704,945.00	(280,334.91)	20,028,594.00
Finance & Administration Committee	2,896,869.54	3,354,992.00	(458,122.46)	23,515,535.00
Total Net Expenses	27,467,924.14	29,179,112.00	(1,711,187.86)	57,202,666.00
County Levy	39,670,427.00	39,670,422.00	5.00	52,893,896.00
Other Revenue	3,943,820.95	2,338,942.00	1,604,878.95	4,308,770.00
Total Revenue	43,614,247.95	42,009,364.00	1,604,883.95	57,202,666.00
Municipal Surplus / (Deficit)	16,146,323.81	12,830,252.00	3,316,071.81	0.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>MEMBERS OF COUNCIL</u>	<u>377,023.92</u>	<u>416,214.00</u>	<u>(39,190.08)</u>	<u>613,829.00</u>
Warden's Salary & Per Diem	56,792.00	53,968.00	2,824.00	80,952.00
Council - Salaries	183,872.50	182,496.00	1,376.50	273,745.00
Councillor Ad Hoc Meeting per Diem	8,631.00	19,440.00	(10,809.00)	29,160.00
CPP,UIC,Employer Health Tax	14,592.41	17,248.00	(2,655.59)	25,872.00
Councillor Benefits - EHC/Dental	47,738.88	52,152.00	(4,413.12)	78,223.00
Councillor Group Insurance	4,760.00	5,120.00	(360.00)	7,677.00
Ad Hoc Meeting Expenses	0.00	0.00	0.00	0.00
Advocacy	320.00	20,000.00	(19,680.00)	30,000.00
AMO Board Expenses	2,538.91	6,664.00	(4,125.09)	10,000.00
Computer Supplies	0.00	3,753.00	(3,753.00)	5,000.00
Council - Conventions	27,056.86	22,500.00	4,556.86	30,000.00
Council - Mileage	33,784.70	23,336.00	10,448.70	35,000.00
Councillor Liability Insurance	10,775.91	10,200.00	575.91	10,200.00
FCM Board Expenses	7,026.91	6,664.00	362.91	10,000.00
EOWC Meetings	179.43	0.00	179.43	0.00
Hospitality	15,071.84	15,003.00	68.84	20,000.00
Legal	0.00	1,503.00	(1,503.00)	2,000.00
Office Supplies	85.74	3,753.00	(3,667.26)	5,000.00
Publicity	11,373.13	4,500.00	6,873.13	6,000.00
Recoveries - County	(48,750.03)	(48,750.00)	(0.03)	(65,000.00)
Recoveries - Federal	(2,726.51)	0.00	(2,726.51)	0.00
Recoveries - Other	(13,138.96)	0.00	(13,138.96)	0.00
Special Projects	886.82	0.00	886.82	0.00
Warden's Expenses	15,266.83	6,664.00	8,602.83	10,000.00
Warden's Golf Tournament	885.55	0.00	885.55	0.00
Warden's Banquet Expense	0.00	10,000.00	(10,000.00)	10,000.00
<u>GENERAL - ADMINISTRATION</u>	<u>783,168.21</u>	<u>782,623.00</u>	<u>545.21</u>	<u>989,774.00</u>
Salaries	959,363.79	966,162.00	(6,798.21)	1,256,014.00
Employee Benefits	297,488.05	285,469.00	12,019.05	371,110.00
Bank Charges - Moneris	3,589.34	1,728.00	1,861.34	2,300.00
Computer Maintenance	45,975.92	33,750.00	12,225.92	45,000.00
Conferences & Conventions	5,210.91	3,753.00	1,457.91	5,000.00
Depreciation	1,094.24	1,197.00	(102.76)	1,600.00
General Legal & Audit	17,060.71	19,197.00	(2,136.29)	25,600.00
Membership Fees	36,285.68	36,000.00	285.68	36,000.00
Office Expense	14,079.65	19,503.00	(5,423.35)	26,000.00
Professional Development	7,871.18	3,753.00	4,118.18	5,000.00
Recovery - Other Departments	(798,970.09)	(645,264.00)	(153,706.09)	(860,350.00)
Recruitment	2,425.93	747.00	1,678.93	1,000.00
Revenue - Provincial	0.00	0.00	0.00	0.00
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Special Projects - EOWC	22,362.87	15,075.00	7,287.87	20,100.00
Special Projects	11,073.87	22,500.00	(11,426.13)	30,000.00
Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(1,094.24)	(1,197.00)	102.76	(1,600.00)
Surplus Adjustment - TRF to Reserves	145,562.50	0.00	145,562.50	0.00
Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	0.00
Telephone	6,254.19	3,753.00	2,501.19	5,000.00
Travel	7,533.71	16,497.00	(8,963.29)	22,000.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>PROPERTY - Pembroke Admin</u>	<u>127,253.61</u>	<u>81,707.00</u>	<u>45,546.61</u>	<u>88,576.00</u>
Salaries	131,874.23	130,009.00	1,865.23	169,011.00
Employee Benefits	42,636.28	39,069.00	3,567.28	50,787.00
Advertising	0.00	747.00	(747.00)	1,000.00
Capital - under threshold	0.00	0.00	0.00	0.00
Depreciation	316,732.95	306,000.00	10,732.95	408,000.00
Elevator Maintenance	5,502.42	5,958.00	(455.58)	7,949.00
Garbage Disposal	5,037.44	4,770.00	267.44	6,355.00
Grounds keeping	4,542.51	4,320.00	222.51	5,764.00
Insurance	52,556.83	44,182.00	8,374.83	44,182.00
Janitorial Contract	92,410.24	66,825.00	25,585.24	89,100.00
Legal	0.00	1,503.00	(1,503.00)	2,000.00
Lights, Heat & Power	108,750.78	94,554.00	14,196.78	126,075.00
Mechanical	8,721.16	16,497.00	(7,775.84)	22,000.00
Memberships/Subscriptions	673.62	1,125.00	(451.38)	1,500.00
Miscellaneous	3,654.02	2,097.00	1,557.02	2,800.00
Office Supplies	18,152.24	13,401.00	4,751.24	17,860.00
Professional Development	0.00	3,753.00	(3,753.00)	5,000.00
Recoveries - County	(385,342.47)	(394,596.00)	9,253.53	(526,130.00)
Recoveries - Other	0.00	(44,253.00)	44,253.00	(59,000.00)
Recruitment	0.00	567.00	(567.00)	750.00
Repairs & Maintenance	26,922.36	33,750.00	(6,827.64)	45,000.00
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Security & Monitoring	4,244.20	4,707.00	(462.80)	6,273.00
Special Projects	0.00	29,997.00	(29,997.00)	40,000.00
Surplus Adjustment - Capital	82,706.72	234,000.00	(151,293.28)	312,000.00
Surplus Adjustment - Depreciation	(316,732.95)	(306,000.00)	(10,732.95)	(408,000.00)
Surplus Adjustment - TRF from Reserves	(82,706.72)	(219,753.00)	137,046.28	(293,000.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	0.00
Telephone	1,983.62	2,250.00	(266.38)	3,000.00
Travel	1,256.84	3,600.00	(2,343.16)	4,800.00
Vehicle Expenses	3,677.29	2,628.00	1,049.29	3,500.00
<u>PROPERTY - Renfrew County Place</u>	<u>(222,660.13)</u>	<u>(208,219.00)</u>	<u>(14,441.13)</u>	<u>(222,808.00)</u>
Salaries & Benefits	59,786.36	67,711.00	(7,924.64)	88,027.00
Capital - Under Threshold	4,716.58	0.00	4,716.58	0.00
Depreciation	158,549.31	157,500.00	1,049.31	210,000.00
Elevator Maintenance	3,455.44	5,346.00	(1,890.56)	7,122.00
Garbage Removal	3,052.34	2,997.00	55.34	4,001.00
Grounds keeping	23,693.08	24,003.00	(309.92)	32,000.00
Insurance	23,339.93	19,495.00	3,844.93	19,495.00
Insurance Claim Costs	0.00	0.00	0.00	0.00
Janitorial Contract	24,320.56	49,725.00	(25,404.44)	66,300.00
Lease Revenue- Outside	(234,906.87)	(252,720.00)	17,813.13	(336,954.00)
Lights, Heat & Power	59,812.27	73,035.00	(13,222.73)	97,375.00
Mechanical	30,281.74	13,113.00	17,168.74	17,478.00
Miscellaneous	185.23	3,789.00	(3,603.77)	5,046.00
Municipal Taxes	18,280.38	17,800.00	480.38	17,800.00
Office Supplies / Admin Costs	6,089.25	5,346.00	743.25	7,137.00
Recoveries - County	(254,842.47)	(254,844.00)	1.53	(339,790.00)
Recoveries - Outside	(4,590.45)	(17,800.00)	13,209.55	(17,800.00)
Repairs & Maintenance	14,150.58	30,267.00	(16,116.42)	40,356.00
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Security & Monitoring	515.92	4,518.00	(4,002.08)	6,029.00
Surplus Adjustment - Capital	298,864.56	786,897.00	(488,032.44)	1,049,200.00
Surplus Adjustment - Depreciation	(158,549.31)	(157,500.00)	(1,049.31)	(210,000.00)
Surplus Adjustment - TRF from Reserves	(298,864.56)	(786,897.00)	488,032.44	(1,049,200.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	63,570.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR</u>
	<u>(173,968.03)</u>	<u>(123,435.00)</u>	<u>(50,533.03)</u>	<u>BUDGET</u>
				<u>0.00</u>
<u>PROPERTY - Base Stations</u>				
BLDG - Repairs & Maint	9,678.40	33,804.00	(24,125.60)	45,051.00
Capital Under Threshold	0.00	0.00	0.00	0.00
Depreciation	46,291.68	46,800.00	(508.32)	62,400.00
Grounds keeping	27,038.82	35,235.00	(8,196.18)	46,979.00
Internal Charges	0.00	0.00	0.00	2,904.00
Janitorial Contract	14,074.75	24,876.00	(10,801.25)	33,173.00
Lights, Heat & Power	23,484.18	27,909.00	(4,424.82)	37,208.00
Mechanical	3,226.07	3,744.00	(517.93)	5,000.00
Misc. - Building Expenses	3,075.04	5,544.00	(2,468.96)	7,346.00
Recoveries - County	(254,545.29)	(254,547.00)	1.71	(339,394.00)
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Surplus Adjustment - Capital	0.00	35,694.00	(35,694.00)	47,600.00
Surplus Adjustment - Depreciation	(46,291.68)	(46,800.00)	508.32	(62,400.00)
Surplus Adjustment - TRF from Reserves	0.00	(35,694.00)	35,694.00	(47,600.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	161,733.00
<u>PROPERTY - Arnprior Office</u>	<u>(54,030.00)</u>	<u>(61,695.00)</u>	<u>7,665.00</u>	<u>0.00</u>
Bldg. - Repairs & Maintenance	3,281.32	990.00	2,291.32	1,322.00
Capital Under Threshold	0.00	0.00	0.00	0.00
COVID	0.00	0.00	0.00	0.00
Depreciation	28,830.15	28,800.00	30.15	38,400.00
Grounds keeping	6,431.74	3,096.00	3,335.74	4,124.00
Insurance	3,757.58	3,330.00	427.58	3,330.00
Janitorial Contract	25,324.44	22,500.00	2,824.44	30,000.00
Legal	0.00	0.00	0.00	0.00
Lights, Heat & Power	8,094.52	10,188.00	(2,093.48)	13,580.00
Mechanical	1,045.58	1,539.00	(493.42)	2,050.00
Misc. Bldg. Other	947.28	378.00	569.28	500.00
Recoverable County	(97,137.56)	(104,868.00)	7,730.44	(139,819.00)
Recovery - Outside	(7,726.66)	0.00	(7,726.66)	0.00
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Security	1,951.76	1,152.00	799.76	1,538.00
Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(28,830.15)	(28,800.00)	(30.15)	(38,400.00)
Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	0.00
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	83,375.00
<u>PROPERTY - Renfrew OPP</u>	<u>68,396.54</u>	<u>67,804.00</u>	<u>592.54</u>	<u>0.00</u>
Salaries / Benefits	32,849.95	22,191.00	10,658.95	28,849.00
Capital Under Threshold	0.00	0.00	0.00	0.00
Depreciation	86,818.59	87,300.00	(481.41)	116,400.00
Expenses Recoverable from Others	0.00	0.00	0.00	0.00
Garbage Removal	1,470.42	1,611.00	(140.58)	2,153.00
Grounds keeping	19,736.20	27,000.00	(7,263.80)	36,000.00
Insurance	20,853.27	15,043.00	5,810.27	15,043.00
Interest Expense	92,640.45	95,571.00	(2,930.55)	95,571.00
Internal Charges	0.00	12,222.00	(12,222.00)	16,300.00
Mechanical	10,666.27	0.00	10,666.27	0.00
Municipal Taxes	47,224.75	46,000.00	1,224.75	46,000.00
Office Expenses	908.95	2,250.00	(1,341.05)	3,000.00
Repairs & Maint	11,060.74	24,228.00	(13,167.26)	32,298.00
Revenue - Lease - Base Rent	(348,850.17)	(348,849.00)	(1.17)	(465,134.00)
Revenue - Lease - Expense Recoveries	(124,904.77)	(129,744.00)	4,839.23	(172,986.00)
Security/Monitoring	4,459.24	0.00	4,459.24	0.00
Surplus Adjustment - Capital	0.00	30,753.00	(30,753.00)	41,000.00
Surplus Adjustment - Debt Principal Payments	300,281.24	300,281.00	0.24	300,281.00
Surplus Adjustment - Depreciation	(86,818.59)	(87,300.00)	481.41	(116,400.00)
Surplus Adjustment - From Reserves	0.00	(30,753.00)	30,753.00	(41,000.00)
Surplus Adjustment - TRF To Reserves	0.00	0.00	0.00	62,625.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>INFORMATION TECHNOLOGY</u>	<u>270,655.10</u>	<u>414,857.00</u>	<u>(144,201.90)</u>	<u>536,587.00</u>
Salaries	319,797.38	379,689.00	(59,891.62)	493,595.00
Employee Benefits	107,608.91	116,951.00	(9,342.09)	152,039.00
Annual Software Maintenance Fees	68,460.64	82,422.00	(13,961.36)	109,900.00
Communication Fees	24,552.90	21,753.00	2,799.90	29,000.00
Computer Technology Supplies	4,850.05	5,247.00	(396.95)	7,000.00
Corporate Software	0.00	1,503.00	(1,503.00)	2,000.00
Depreciation	25,806.56	28,503.00	(2,696.44)	38,000.00
Office Expense	179.75	828.00	(648.25)	1,100.00
Professional Development	925.00	4,122.00	(3,197.00)	5,500.00
Purchased Services	0.00	45,000.00	(45,000.00)	60,000.00
Recoveries - County	(262,281.08)	(254,133.00)	(8,148.08)	(338,847.00)
Recruitment	0.00	0.00	0.00	0.00
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Revenue - Provincial - Special Project	0.00	0.00	0.00	0.00
Special Project	0.00	0.00	0.00	0.00
Surplus Adjustment - Capital	22,519.49	12,753.00	9,766.49	17,000.00
Surplus Adjustment - Depreciation	(25,806.56)	(28,503.00)	2,696.44	(38,000.00)
Surplus Adjustment - TRF from Reserves	(22,519.49)	(12,753.00)	(9,766.49)	(17,000.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	0.00
Telephone Costs	1,573.13	3,978.00	(2,404.87)	5,300.00
Travel	4,988.42	7,497.00	(2,508.58)	10,000.00
<u>HUMAN RESOURCES DEPARTMENT</u>	<u>223,486.65</u>	<u>210,422.00</u>	<u>13,064.65</u>	<u>259,687.00</u>
Salaries	524,214.45	484,380.00	39,834.45	629,695.00
Benefits	141,442.72	142,751.00	(1,308.28)	185,580.00
Conference & Convention	228.96	2,997.00	(2,768.04)	4,000.00
COVID	1,729.92	0.00	1,729.92	0.00
Depreciation	307.20	378.00	(70.80)	500.00
Expenses Recoverable From Others	32,824.90	7,497.00	25,327.90	10,000.00
Legal Fees	3,852.63	10,872.00	(7,019.37)	14,500.00
Membership Fees	3,713.79	4,500.00	(786.21)	6,000.00
Office Expense	7,976.13	18,747.00	(10,770.87)	25,000.00
Computer Expense	86,812.56	0.00	86,812.56	0.00
Professional Development	3,847.89	9,000.00	(5,152.11)	12,000.00
Purchased Services	78,475.88	56,250.00	22,225.88	75,000.00
Recovery - County Departments	(471,711.80)	(463,563.00)	(8,148.80)	(618,088.00)
Recovery - Provincial	(54,514.24)	0.00	(54,514.24)	0.00
Recovery - Municipal	(91,775.27)	(71,253.00)	(20,522.27)	(95,000.00)
Recovery - Other	(23.90)	0.00	(23.90)	0.00
Recruitment	76.32	747.00	(670.68)	1,000.00
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(307.20)	(378.00)	70.80	(500.00)
Surplus Adjustment - TRF from Reserves	(47,532.76)	0.00	(47,532.76)	0.00
Travel	3,848.47	7,497.00	(3,648.53)	10,000.00
<u>FORESTRY DEPT.</u>	<u>(95,916.57)</u>	<u>81,902.00</u>	<u>(177,818.57)</u>	<u>76,777.00</u>
Salaries / Benefits	177,051.74	250,022.00	(72,970.26)	325,031.00
Salary Allocations	0.00	(75,060.00)	75,060.00	(100,077.00)
Advertising	659.40	450.00	209.40	600.00
Conventions	0.00	1,350.00	(1,350.00)	1,800.00
Depreciation	12,579.12	12,600.00	(20.88)	16,800.00
Legal	8,207.71	1,872.00	6,335.71	2,500.00
Memberships/Subscriptions	7,699.98	6,840.00	859.98	9,123.00
Miscellaneous	513.12	1,125.00	(611.88)	1,500.00
Office Supplies	7,029.02	2,250.00	4,779.02	3,000.00
Professional Development	135.60	1,872.00	(1,736.40)	2,500.00
Recoveries - Other	(200.00)	(3,897.00)	3,697.00	(5,200.00)
Revenue - Provincial	(16,160.51)	0.00	(16,160.51)	0.00
Revenues - Timber Sales	(296,804.78)	(135,000.00)	(161,804.78)	(180,000.00)
Small Tools / Supplies	2,066.02	747.00	1,319.02	1,000.00
Special Project - Other	474.18	1,872.00	(1,397.82)	2,500.00
Special Project - Well Remediation	0.00	2,700.00	(2,700.00)	3,600.00
Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(12,579.12)	(12,600.00)	20.88	(16,800.00)
Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	(24,100.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	0.00
Travel	5,470.16	3,753.00	1,717.16	5,000.00
Tree Marking	0.00	1,503.00	(1,503.00)	2,000.00
Tree Planting	585.12	13,500.00	(12,914.88)	18,000.00
Vehicle Expenses	7,356.67	6,003.00	1,353.67	8,000.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>GIS</u>	<u>107,648.43</u>	<u>161,251.00</u>	<u>(53,602.57)</u>	<u>209,880.00</u>
Salaries & Benefits	82,185.50	152,989.00	(70,803.50)	198,880.00
Cell Telephone/Pagers	0.00	0.00	0.00	0.00
Computer Supply/Maintenance	79,387.30	15,750.00	63,637.30	21,000.00
Conventions	0.00	378.00	(378.00)	500.00
Depreciation	4,260.69	4,500.00	(239.31)	6,000.00
Membership	90.40	0.00	90.40	0.00
Office Supplies	636.51	1,503.00	(866.49)	2,000.00
Professional Development	0.00	378.00	(378.00)	500.00
Recoverable Outside	(2,807.50)	(1,125.00)	(1,682.50)	(1,500.00)
Recoveries - Municipal	0.00	(54,000.00)	54,000.00	(72,000.00)
Recoveries - provincial/federal	(51,843.78)	(56,250.00)	4,406.22	(75,000.00)
Recoveries - internal	0.00	(11,250.00)	11,250.00	(15,000.00)
Special Projects	0.00	112,500.00	(112,500.00)	150,000.00
Surplus Adj - Capital	0.00	0.00	0.00	0.00
Surplus Adj - Trf From Reserve	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(4,260.69)	(4,500.00)	239.31	(6,000.00)
Travel	0.00	378.00	(378.00)	500.00
Weed Inspection	0.00	0.00	0.00	0.00
<u>PUBLIC WORKS</u>	<u>8,007,717.15</u>	<u>8,632,095.00</u>	<u>(624,377.85)</u>	<u>10,216,019.00</u>
Administration	944,300.27	954,332.00	(10,031.73)	1,221,535.00
Capital Works - Operating Expenses	364,602.20	381,916.00	(17,313.80)	695,266.00
Clearing	0.00	0.00	0.00	0.00
Depreciation	8,044,481.60	7,350,003.00	694,478.60	9,800,000.00
Equipment	1,133,282.17	1,036,382.00	96,900.17	1,487,328.00
Housing	133,290.19	116,027.00	17,263.19	162,000.00
Maintenance	5,025,671.26	4,887,808.00	137,863.26	6,512,490.00
Trails	559,724.21	3,203,154.00	(2,643,429.79)	4,270,872.00
Recoveries - Donations	(3,179.00)	0.00	(3,179.00)	(3,500,000.00)
Recoveries - Federal	0.00	0.00	0.00	(1,470,000.00)
Recoveries - Municipal	0.00	0.00	0.00	0.00
Recoveries - Other	(154,019.11)	(278,375.00)	124,355.89	(362,699.00)
Recoveries - Provincial	(2,115,873.00)	(1,407,987.00)	(707,886.00)	(2,815,973.00)
Surplus Adjustment - Capital	14,511,958.55	15,000,000.00	(488,041.45)	37,611,829.00
Surplus Adjustment - Depreciation	(8,044,481.60)	(7,350,003.00)	(694,478.60)	(9,800,000.00)
Surplus Adjustment - Temp loan	0.00	(1,000,000.00)	1,000,000.00	(4,490,190.00)
Surplus Adjustment - TRF from Reserves	(12,392,040.59)	(14,261,162.00)	1,869,121.41	(29,106,439.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	0.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>BONNECHERE MANOR</u>	<u>1,134,133.56</u>	<u>1,134,135.00</u>	<u>(1.44)</u>	<u>1,512,178.00</u>
Recoveries - City of Pembroke	(558,603.72)	(558,603.00)	(0.72)	(744,805.00)
Total Municipal Cost	1,692,737.28	1,692,738.00	(0.72)	2,256,983.00
<u>MIRAMICHI LODGE</u>	<u>949,369.50</u>	<u>949,365.00</u>	<u>4.50</u>	<u>1,265,826.00</u>
Recoveries - City of Pembroke	(467,600.22)	(467,604.00)	3.78	(623,467.00)
Total Municipal Cost	1,416,969.72	1,416,969.00	0.72	1,889,293.00
<u>OTHER LONG TERM CARE</u>	<u>70,923.15</u>	<u>71,217.00</u>	<u>(293.85)</u>	<u>94,950.00</u>
City of Pembroke Share	(34,506.72)	(34,506.00)	(0.72)	(46,009.00)
North Renfrew Long Term Care	105,429.87	105,723.00	(293.13)	140,959.00
<u>HEALTH SERVICES</u>	<u>1,316,691.00</u>	<u>1,325,970.00</u>	<u>(9,279.00)</u>	<u>1,767,955.00</u>
Renfrew County & District Health Unit	1,316,691.00	1,325,970.00	(9,279.00)	1,767,955.00
<u>OTTAWA VALLEY OHT</u>	<u>(0.17)</u>	<u>6,873.00</u>	<u>(6,873.17)</u>	<u>0.00</u>
Salaries	231,952.70	246,000.00	(14,047.30)	319,801.00
Benefits	22,110.59	28,749.00	(6,638.41)	37,371.00
Admin Charges	170,000.00	0.00	170,000.00	0.00
Office Supplies/computer	42,248.11	0.00	42,248.11	0.00
Purchased Services	354,528.61	463,374.00	(108,845.39)	617,828.00
Recoveries - Provincial	(835,117.18)	(731,250.00)	(103,867.18)	(975,000.00)
Recoveries - Other	(50,000.00)	0.00	(50,000.00)	0.00
Special projects	64,277.00	0.00	64,277.00	0.00
<u>Publicity/Public Relations</u>	<u>9,008.26</u>	<u>11,250.00</u>	<u>(2,241.74)</u>	<u>15,000.00</u>
Publicity/Public Relations Service	9,008.26	11,250.00	(2,241.74)	15,000.00
Recoveries	0.00	0.00	0.00	0.00
<u>ECONOMIC DEVELOPMENT</u>	<u>234,073.16</u>	<u>353,178.00</u>	<u>(119,104.84)</u>	<u>455,029.00</u>
Salaries	172,635.79	191,511.00	(18,875.21)	248,965.00
Benefits	57,263.21	60,231.00	(2,967.79)	78,303.00
Computer Maintenance	2,351.86	2,997.00	(645.14)	4,000.00
Conventions	1,750.07	2,997.00	(1,246.93)	4,000.00
Marketing Program	23,566.25	49,122.00	(25,555.75)	65,500.00
Memberships/Subscriptions	3,300.57	3,753.00	(452.43)	5,000.00
Office Expense	3,524.30	4,500.00	(975.70)	6,000.00
ON Winter Games expenses	1,317,675.87	1,000,000.00	317,675.87	1,000,000.00
ON Winter Games Recoveries - other	(364,181.15)	0.00	(364,181.15)	0.00
ON Winter Games Recoveries - Provincial	(953,494.72)	(1,000,000.00)	46,505.28	(1,000,000.00)
Professional Development/Staff Training	203.52	567.00	(363.48)	750.00
Recoveries - Federal	0.00	0.00	0.00	0.00
Recoveries-Other	(32,835.66)	(19,503.00)	(13,332.66)	(26,000.00)
Recoveries-Municipal	(8,000.00)	0.00	(8,000.00)	0.00
Recoveries-Provincial	0.00	(57,168.00)	57,168.00	(76,219.00)
Recruitment	0.00	0.00	0.00	0.00
Special Projects	4,109.56	0.00	4,109.56	0.00
Special Projects - Agriculture	0.00	22,470.00	(22,470.00)	22,470.00
Special Projects - RED	1,852.93	87,948.00	(86,095.07)	117,260.00
Travel	4,350.76	3,753.00	597.76	5,000.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>ENTERPRISE CENTRE</u>	<u>21,041.25</u>	<u>23,115.00</u>	<u>(2,073.75)</u>	<u>28,055.00</u>
Salaries	113,622.95	106,431.00	7,191.95	138,359.00
Benefits	39,641.50	36,669.00	2,972.50	47,669.00
Marketing	1,455.93	4,500.00	(3,044.07)	6,000.00
Office Expenses	6,214.21	2,151.00	4,063.21	2,869.00
Professional Development	0.00	522.00	(522.00)	700.00
Purchased Service	4,794.75	4,797.00	(2.25)	6,393.00
Recoveries - Municipalities	(9,000.00)	(6,000.00)	(3,000.00)	(6,000.00)
Recoveries - Other	(1,540.00)	(7,497.00)	5,957.00	(10,000.00)
Recoveries - Provincial	(139,426.60)	(128,376.00)	(11,050.60)	(171,165.00)
Special Projects - French Langage	11,753.13	7,497.00	4,256.13	10,000.00
Starter Company - Provincial Revenue	(34,306.40)	(54,000.00)	19,693.60	(72,000.00)
Starter Company - Special Projects	34,306.40	54,000.00	(19,693.60)	72,000.00
Summer Company - Special Projects	15,737.00	9,900.00	5,837.00	13,200.00
Prov Rev - Special Projects	(9,929.59)	0.00	(9,929.59)	0.00
Summer Company - Provincial Revenue	(15,737.00)	(9,900.00)	(5,837.00)	(13,200.00)
Telephone/Internet Access	2,873.53	1,674.00	1,199.53	2,230.00
Travel	581.44	747.00	(165.56)	1,000.00
<u>OTTAWA VALLEY TOURIST ASSOCIATION</u>	<u>222,410.00</u>	<u>222,410.00</u>	<u>0.00</u>	<u>290,275.00</u>
Salaries	137,289.09	139,929.00	(2,639.91)	181,904.00
Benefits	43,412.14	48,089.00	(4,676.86)	62,516.00
Direct Contribution to OVTA (to 2022)	41,708.77	34,392.00	7,316.77	45,855.00
Recoveries	0.00	0.00	0.00	0.00
<u>PLANNING DEPARTMENT</u>	<u>431,295.67</u>	<u>609,850.00</u>	<u>(178,554.33)</u>	<u>786,947.00</u>
Salaries	537,142.15	594,622.00	(57,479.85)	773,011.00
Employee Benefits	167,885.46	171,758.00	(3,872.54)	223,283.00
Computer Supplies / Maintenance	2,345.86	9,000.00	(6,654.14)	12,000.00
Conventions	5,049.73	3,753.00	1,296.73	5,000.00
Legal Fees	0.00	747.00	(747.00)	1,000.00
Memberships	523.83	4,275.00	(3,751.17)	5,700.00
Office Expense	4,195.37	12,681.00	(8,485.63)	16,913.00
Professional Development	724.84	4,500.00	(3,775.16)	6,000.00
Purchased Service	0.00	19,231.00	(19,231.00)	25,000.00
Recruitment	2,215.93	1,530.00	685.93	2,040.00
Revenues - Municipal Projects	(31,792.70)	(29,997.00)	(1,795.70)	(40,000.00)
Revenues - Other	(145.00)	(9,000.00)	8,855.00	(12,000.00)
Revenues - Service Charges	0.00	(26,253.00)	26,253.00	(35,000.00)
Revenues - Severance Applications	(217,535.00)	(130,500.00)	(87,035.00)	(174,000.00)
Revenues - Subdivision Applications	(51,485.00)	(37,503.00)	(13,982.00)	(50,000.00)
Special Projects - official plan	3,816.99	6,003.00	(2,186.01)	8,000.00
Travel	8,353.21	15,003.00	(6,649.79)	20,000.00
<u>AGRICULTURE & REFORESTATION</u>	<u>9,238.18</u>	<u>15,003.00</u>	<u>(5,764.82)</u>	<u>20,000.00</u>
Forest Fire Protection	1,519.67	3,753.00	(2,233.33)	5,000.00
Reforestation - Grants in Lieu	7,718.51	11,250.00	(3,531.49)	15,000.00
<u>ONTARIO WORKS</u>	<u>978,020.63</u>	<u>874,705.00</u>	<u>103,315.63</u>	<u>1,347,203.00</u>
Depreciation	14,142.00	7,128.00	7,014.00	9,500.00
Municipal Contribution - City of Pembroke	(365,469.75)	(365,472.00)	2.25	(487,293.00)
Ontario Works Program Administration	3,052,449.51	3,134,416.00	(81,966.49)	4,101,566.00
Other Revenue	(2,404.13)	0.00	(2,404.13)	0.00
Provincial Subsidy - Ontario Works Program Admin	(1,706,555.00)	(1,900,476.00)	193,921.00	(2,275,400.00)
Provincial Subsidy - Social Assistance - Benefits	(8,479,845.56)	(9,465,003.00)	985,157.44	(12,620,000.00)
Social Assistance - Benefits	8,479,845.56	9,471,240.00	(991,394.44)	12,628,330.00
Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(14,142.00)	(7,128.00)	(7,014.00)	(9,500.00)
Surplus Adjustment - TRF From Reserve	0.00	0.00	0.00	0.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>CHILD CARE</u>	<u>337,936.07</u>	<u>429,295.00</u>	<u>(91,358.93)</u>	<u>448,793.00</u>
Administration	139,112.57	147,555.00	(8,442.43)	183,695.00
Core Programs	236,223.00	236,223.00	0.00	314,966.00
Special Needs Resourcing	0.00	8,770.00	(8,770.00)	0.00
Special Purpose	0.00	(9.00)	9.00	0.00
EarlyON Centres	(0.00)	68,880.00	(68,880.00)	0.00
Licensed Family Home Day Care	0.00	3,267.00	(3,267.00)	0.00
CWELCC (\$10/day Child Care)	0.00	2,013.00	(2,013.00)	0.00
Municipal Contribution - City of Pembroke	(37,399.50)	(37,404.00)	4.50	(49,868.00)
<u>COMMUNITY HOUSING</u>	<u>4,146,969.24</u>	<u>4,062,173.00</u>	<u>84,796.24</u>	<u>5,183,055.00</u>
Admin Charges	158,328.81	158,328.00	0.81	211,105.00
Affordable Housing - Tax Rebate	12,418.24	8,000.00	4,418.24	12,500.00
HR Charges	59,310.00	59,310.00	0.00	79,080.00
IT Charges	26,716.50	26,721.00	(4.50)	35,622.00
Legal	0.00	0.00	0.00	0.00
Municipal Contribution - City of Pembroke	(414,515.25)	(414,513.00)	(2.25)	(552,687.00)
Non Profit Housing	1,074,988.00	1,002,429.00	72,559.00	1,336,574.00
Office Supplies	10,000.00	747.00	9,253.00	1,000.00
PROV (FED) SUBSIDY -SOCIAL HOUSING	(925,509.24)	(925,509.00)	(0.24)	(1,234,012.00)
PROV REV - COCHI	(158,437.87)	(430,632.00)	272,194.13	(574,180.00)
PROV REV - HPP	(1,209,304.15)	(1,339,272.00)	129,967.85	(1,785,700.00)
PROV REV - IAH	(28,000.00)	(51,003.00)	23,003.00	(68,000.00)
PROV REV - OPHI	(469,069.21)	(450,828.00)	(18,241.21)	(601,100.00)
PROV REV - COHB	(6,240.00)	0.00	(6,240.00)	0.00
PROV REV - SSRF	(1,124,535.90)	(1,500,003.00)	375,467.10	(2,000,000.00)
PROV REV - STRONG COMMUNITY RENT SUP	0.00	0.00	0.00	0.00
RCHC TRANSFER - BASE	4,145,154.75	4,145,157.00	(2.25)	5,526,873.00
RCHC TRANSFER - COCHI	158,437.87	430,632.00	(272,194.13)	574,180.00
RCHC TRANSFER - COVID	0.00	1,500,003.00	(1,500,003.00)	2,000,000.00
RCHC TRANSFER - HPP	1,209,304.15	1,339,272.00	(129,967.85)	1,785,700.00
RCHC TRANSFER - IAH	28,000.00	51,003.00	(23,003.00)	68,000.00
RCHC TRANSFER - OPHI	469,069.21	450,828.00	18,241.21	601,100.00
RCHC TRANSFER - COHB	6,240.00	0.00	6,240.00	0.00
OPHI - Direct costs	0.00	0.00	0.00	0.00
Recoveries - Outside	0.00	0.00	0.00	(235,000.00)
Surplus Adjustment - Capital	1,124,535.90	0.00	1,124,535.90	0.00
Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	0.00
Surplus Adjustment - TRF To Reserves	0.00	0.00	0.00	0.00
Travel	77.43	1,503.00	(1,425.57)	2,000.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>PARAMEDIC - 911</u>	<u>6,884,033.78</u>	<u>6,966,531.00</u>	<u>(82,497.22)</u>	<u>9,958,889.00</u>
Admin - Salaries	1,557,114.35	1,592,051.00	(34,936.65)	2,069,671.00
Admin - Employee Benefits	509,292.95	438,100.00	71,192.95	569,529.00
Paramedic - Salaries	8,667,443.36	8,090,997.00	576,446.36	10,520,868.00
Paramedic - Employee Benefits	3,056,819.43	3,308,380.00	(251,560.57)	4,300,896.00
Admin Charge	144,668.25	144,666.00	2.25	192,891.00
Base Station Expenses	69,933.07	47,997.00	21,936.07	64,000.00
Capital Under Threshold	3,001.91	0.00	3,001.91	0.00
Communication & Computer Expense	285,044.42	206,253.00	78,791.42	275,000.00
Conferences & Conventions	6,712.51	4,122.00	2,590.51	5,500.00
COVID	39,017.67	0.00	39,017.67	0.00
Cross Border - Other Municipalities (Recovery)	8,733.88	0.00	8,733.88	20,000.00
Depreciation	596,611.82	900,000.00	(303,388.18)	1,200,000.00
HR Charge	193,731.03	193,734.00	(2.97)	258,308.00
Insurance	206,056.73	194,213.00	11,843.73	194,213.00
Insurance Claims Costs	3,370.77	7,497.00	(4,126.23)	10,000.00
IT Charge	37,844.28	37,845.00	(0.72)	50,459.00
Lease - Base Station - Internal	323,283.51	323,280.00	3.51	431,045.00
Lease - Base Station Lease - External	65,342.20	58,500.00	6,842.20	78,000.00
Lease - Admin Office - Internal	84,975.03	84,978.00	(2.97)	113,300.00
Leased Equipment	0.00	9,000.00	(9,000.00)	12,000.00
Legal	83,401.83	15,003.00	68,398.83	20,000.00
Medication Costs	77,411.05	93,753.00	(16,341.95)	125,000.00
Membership Fees	6,867.57	0.00	6,867.57	0.00
Office Expenses	39,554.95	37,503.00	2,051.95	50,000.00
Professional Development	48,310.32	27,000.00	21,310.32	36,000.00
Purchased Service	137,103.06	148,185.00	(11,081.94)	197,577.00
Recovery - City of Pembroke share	(1,273,019.22)	(1,273,023.00)	3.78	(1,697,359.00)
Recovery - County	(21,914.19)	(21,915.00)	0.81	(29,219.00)
Revenue - Donations	(2,000.00)	(2,250.00)	250.00	(3,000.00)
Revenue - Interest	0.00	0.00	0.00	(40,000.00)
Revenue - Other	(404,375.37)	(93,753.00)	(310,622.37)	(125,000.00)
Revenue - Provincial - One Time COVID	(124,419.32)	0.00	(124,419.32)	0.00
Revenue- Provincial Subsidy	(7,249,866.00)	(7,235,811.00)	(14,055.00)	(9,647,743.00)
Revenue- Special Project	(378,033.54)	(37,503.00)	(340,530.54)	(50,000.00)
Small Equipment & Supplies	262,606.26	292,500.00	(29,893.74)	390,000.00
Special Project	380,544.96	37,503.00	343,041.96	50,000.00
Surplus Adjustment - Capital	1,239,471.31	2,208,753.00	(969,281.69)	2,945,000.00
Surplus Adjustment - Depreciation	(596,611.82)	(900,000.00)	303,388.18	(1,200,000.00)
Surplus Adjustment - TRF from Reserves	(1,705,611.31)	(2,674,908.00)	969,296.69	(3,566,547.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	1,200,000.00
Travel	26,146.58	37,503.00	(11,356.42)	50,000.00
Uniform Allowances	4,724.53	0.00	4,724.53	0.00
Uniform, Laundry	153,082.35	112,500.00	40,582.35	150,000.00
Vehicle - recovery from other paramedic program	(228,241.20)	0.00	(228,241.20)	0.00
Vehicle Operation & Maintenance	549,903.81	553,878.00	(3,974.19)	738,500.00
<u>PARAMEDIC - OTHER</u>	<u>(0.00)</u>	<u>21,741.00</u>	<u>(21,741.00)</u>	<u>0.00</u>
Comm Paramedic - Salaries & Benefits	2,635.90	0.00	2,635.90	0.00
Comm Paramedic - Expenses	0.00	0.00	0.00	0.00
Comm Paramedic - Provincial Subsidy	(337,514.68)	(280,769.00)	(56,745.68)	(365,000.00)
LTC - Salaries & Benefits	1,697,612.48	1,165,600.00	532,012.48	1,515,276.00
LTC - Expenses	494,479.05	637,290.00	(142,810.95)	849,724.00
LTC - Provincial Subsidy	(1,823,445.56)	(1,500,003.00)	(323,442.56)	(2,000,000.00)
LTC - Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
LTC Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	0.00
LTC - Surplus Adjustment - Depreciation	(33,767.19)	0.00	(33,767.19)	0.00
Vaccine - Salaries & Benefits	23,236.64	284,618.00	(261,381.36)	370,000.00
Vaccine - Expenses	0.00	15,003.00	(15,003.00)	20,000.00
Vaccine - Provincial Subsidy	(23,236.64)	(299,621.00)	276,384.36	(390,000.00)
VTAC - Salaries & Benefits	1,527,836.87	1,390,069.00	137,767.87	1,807,082.00
VTAC - Expenses	1,076,877.65	118,440.00	958,437.65	157,918.00
VTAC - Revenue	(2,632,080.42)	(1,508,886.00)	(1,123,194.42)	(1,965,000.00)
VTAC - Surplus Adjustment - Capital	37,635.83	0.00	37,635.83	0.00
VTAC - Surplus Adjustment - Depreciation	(10,269.93)	0.00	(10,269.93)	0.00
<u>EMERGENCY MANAGEMENT</u>	<u>79,716.76</u>	<u>142,152.00</u>	<u>(62,435.24)</u>	<u>179,532.00</u>
911	49,654.11	60,000.00	(10,345.89)	60,000.00
Admin Charge (Paramedic Service)	21,914.19	21,915.00	(0.81)	44,219.00
Emergency Management	14,603.49	24,750.00	(10,146.51)	33,000.00
Fire Services Charges	0.00	0.00	0.00	100,000.00
Purchased Service	0.00	35,487.00	(35,487.00)	47,313.00
Recoveries - Other	(6,455.03)	0.00	(6,455.03)	(105,000.00)

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>PROVINCIAL OFFENCES ADMINISTRATION</u>	<u>(355,632.00)</u>	<u>(355,632.00)</u>	<u>0.00</u>	<u>(488,350.00)</u>
Salaries	258,077.47	323,011.00	(64,933.53)	419,913.00
Benefits	79,353.97	101,018.00	(21,664.03)	131,320.00
Adjudication	42,240.00	45,639.00	(3,399.00)	60,850.00
Admin Charges	42,943.50	42,948.00	(4.50)	57,258.00
Bank Charges (Visa/MasterCard)	19,276.72	23,247.00	(3,970.28)	31,000.00
Certificates of Offence	4,993.32	7,497.00	(2,503.68)	10,000.00
City of Pembroke - Share of Net Revenue	49,974.75	49,977.00	(2.25)	66,633.00
Collection Costs	14,830.25	26,253.00	(11,422.75)	35,000.00
Computer & Technology	9,769.92	12,375.00	(2,605.08)	16,500.00
Conventions	1,787.64	1,728.00	59.64	2,300.00
Court Transcripts	276.90	747.00	(470.10)	1,000.00
Depreciation	655.31	2,700.00	(2,044.69)	3,600.00
ICON Charges	10,114.65	15,003.00	(4,888.35)	20,000.00
Interpreter Fees	419.81	1,125.00	(705.19)	1,500.00
IT Charges	14,892.26	13,608.00	1,284.26	18,140.00
Lease/Building Costs	78,795.00	78,795.00	0.00	105,060.00
Legal Costs	0.00	1,503.00	(1,503.00)	2,000.00
Miscellaneous	333.00	1,125.00	(792.00)	1,500.00
Monitoring / Enforcement Fees	5,184.00	5,832.00	(648.00)	7,776.00
Office Equipment / Furniture	2,657.52	1,575.00	1,082.52	2,100.00
Office Supplies	2,741.12	4,878.00	(2,136.88)	6,500.00
Part III Prosecution	7,475.22	747.00	6,728.22	1,000.00
Postage	16.41	5,103.00	(5,086.59)	6,800.00
Purchase of Service - Notice of Fines	2,199.50	0.00	2,199.50	0.00
Purchase of Service - Prosecution	8,255.79	3,753.00	4,502.79	5,000.00
Recoveries - Provincial - One Time	0.00	0.00	0.00	0.00
Revenues - POA Fines	(792,763.64)	(1,132,497.00)	339,733.36	(1,510,000.00)
Revenues - POA Recoveries	0.00	0.00	0.00	0.00
Satellite Courtroom Costs	0.00	0.00	0.00	0.00
Staff Training/Development	0.00	1,503.00	(1,503.00)	2,000.00
Surplus Adjustment - Capital	10,674.62	8,253.00	2,421.62	11,000.00
Surplus Adjustment - Depreciation	(655.31)	(2,700.00)	2,044.69	(3,600.00)
Surplus Adjustment - TRF from Reserves	(232,575.12)	(8,253.00)	(224,322.12)	(11,000.00)
Telephone	2,382.62	6,003.00	(3,620.38)	8,000.00
Travel	0.00	1,872.00	(1,872.00)	2,500.00
Witness Fees	40.80	0.00	40.80	0.00
<u>PROPERTY ASSESSMENT</u>	<u>1,155,311.13</u>	<u>1,155,310.00</u>	<u>1.13</u>	<u>1,540,414.00</u>
MPAC	1,155,311.13	1,155,310.00	1.13	1,540,414.00
<u>FINANCIAL EXPENSE</u>	<u>424,610.09</u>	<u>704,945.00</u>	<u>(280,334.91)</u>	<u>20,028,594.00</u>
County Share - Taxes Written Off	0.00	0.00	0.00	300,000.00
Interest Expense	16,066.39	75,973.00	(59,906.61)	146,817.00
Provision for Unallocated Funds	0.00	225,000.00	(225,000.00)	300,000.00
Surplus Adjustment - Debt Principal	408,543.70	403,972.00	4,571.70	813,074.00
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	18,468,703.00
TOTAL EXPENSES	27,467,924.14	29,179,112.00	(1,711,187.86)	57,202,666.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>REVENUES</u>				
<u>COUNTY LEVY</u>	<u>39,670,427.00</u>	<u>39,670,422.00</u>	<u>5.00</u>	<u>52,893,896.00</u>
<u>PIL ADJUSTMENTS</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>(150,000.00)</u>
<u>WATERPOWER GENERATING STATION</u>	<u>394,109.27</u>	<u>394,109.00</u>	<u>0.27</u>	<u>394,109.00</u>
<u>RAILWAY/HYDRO RIGHTS-OF-WAY</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<u>SUPPLEMENTARY REVENUE</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>500,000.00</u>
<u>PROVINCIAL SUBSIDIES</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Ontario Municipal Partnership Fund	0.00	0.00	0.00	0.00
Provincial - One Time	0.00	0.00	0.00	0.00
<u>OTHER REVENUE</u>	<u>3,549,711.68</u>	<u>1,944,833.00</u>	<u>1,604,878.68</u>	<u>3,564,661.00</u>
BM Repayment of Solar Panel Loan	0.00	0.00	0.00	0.00
Donations In Kind	0.00	0.00	0.00	0.00
Gain / (Loss) - Sale of Assets	19,526.64	0.00	19,526.64	0.00
Canada Community Building Fund (Gas Tax)	1,457,330.61	1,457,330.00	0.61	2,914,661.00
Interest Revenue	2,072,301.43	487,503.00	1,584,798.43	650,000.00
Licenses	435.00	0.00	435.00	0.00
Other Revenue	118.00	0.00	118.00	0.00
Proceeds - Sale of Assets	0.00	0.00	0.00	0.00
<u>CONTRIBUTION FROM RESERVES</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Surplus Adjustment - TRF From Reserves	0.00	0.00	0.00	0.00
TOTAL REVENUES	<u>43,614,247.95</u>	<u>42,009,364.00</u>	<u>1,604,883.95</u>	<u>57,202,666.00</u>
Municipal Surplus / (Deficit)	<u>16,146,323.81</u>	<u>12,830,252.00</u>	<u>3,316,071.81</u>	<u>0.00</u>
add: Surplus Adjustment - Capital	17,328,366.98	31,525,974.00	(14,197,607.02)	42,034,629.00
add: Surplus Adjustment - To Reserves	145,562.50	0.00	145,562.50	20,040,007.00
less: Surplus Adjustment - From Reserves	(14,781,850.55)	(20,160,675.00)	5,378,824.45	(34,155,886.00)
less: Surplus Adjustment - Depreciation	(9,381,198.34)	(8,933,409.00)	(447,789.34)	(11,911,200.00)
add: Surplus Adjustment - Debt Principal Paid	708,824.94	704,253.00	4,571.94	1,113,355.00
add: Surplus Adjustment - New Debt Principal	0.00	0.00	0.00	(4,490,190.00)
PSAB Surplus / (Deficit)	<u>10,166,029.34</u>	<u>15,966,395.00</u>	<u>(5,800,365.66)</u>	<u>12,630,715.00</u>

**COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
September 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>707,563.86</u>	<u>779,706.00</u>	<u>(72,142.14)</u>	<u>1,013,827.00</u>
Salaries	531,286.70	615,640.00	(84,353.30)	800,334.00
Salary Allocations	27,084.20	26,300.00	784.20	34,191.00
Employee Benefits	124,593.50	131,340.00	(6,746.50)	170,742.00
Computers Operation and Maintenance	750.98	5,580.00	(4,829.02)	7,440.00
COVID	5.97	0.00	5.97	0.00
Depreciation	1,718.01	1,800.00	(81.99)	2,400.00
Equipment - Replacements	304.14	0.00	304.14	0.00
Equipment Operation/Maint.	0.00	504.00	(504.00)	670.00
Hobby Crafts	93.32	0.00	93.32	0.00
Office Supplies / Other	0.00	0.00	0.00	0.00
Purchased Services	17,416.19	4,050.00	13,366.19	5,400.00
Recoveries	(6,934.84)	(7,461.00)	526.16	(9,950.00)
Recreation & Entertainment	6,165.82	3,753.00	2,412.82	5,000.00
Special Events	6,797.88	0.00	6,797.88	0.00
Staff Education	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(1,718.01)	(1,800.00)	81.99	(2,400.00)
<u>NURSING SERVICES</u>	<u>8,961,174.25</u>	<u>9,222,141.00</u>	<u>(260,966.75)</u>	<u>11,991,180.00</u>
Salaries - Admin	368,888.67	400,340.00	(31,451.33)	520,441.00
Benefits - Admin	105,826.93	106,091.00	(264.07)	137,923.00
Salaries - Direct	4,579,581.35	6,929,191.00	(2,349,609.65)	9,007,952.00
Benefits - Direct	1,109,820.11	1,443,249.00	(333,428.89)	1,876,223.00
Clinical Decision Support	0.00	0.00	0.00	0.00
Computer Operation & Maintenance	14,971.34	25,281.00	(10,309.66)	33,704.00
COVID	426,051.68	0.00	426,051.68	0.00
Depreciation	36,531.90	31,050.00	5,481.90	41,400.00
Equipment- Replacement	5,503.77	5,778.00	(274.23)	7,700.00
Equipment-Repairs & Maintenance	2,802.05	4,788.00	(1,985.95)	6,388.00
Fall Prevention	2,783.46	13,500.00	(10,716.54)	18,000.00
Fall Prevention - Provincial Subsidy	(9,992.31)	(13,500.00)	3,507.69	(18,000.00)
Furniture Replacements	0.00	0.00	0.00	0.00
High Intensity Needs	109,985.94	60,003.00	49,982.94	80,000.00
High Intensity Needs - Prov Subsidy	(51,586.00)	(56,997.00)	5,411.00	(76,000.00)
High Intensity Needs-Non Claims Based	18,358.50	32,526.00	(14,167.50)	43,362.00
Incontinent Supplies - (Funded at \$1.20 per diem)	90,704.81	84,375.00	6,329.81	112,500.00
IPAC Expenses	15,057.54	0.00	15,057.54	0.00
IPAC minor capital	22,549.01	0.00	22,549.01	0.00
Lab Fees	5,714.31	6,003.00	(288.69)	8,000.00
Lab Fees - Provincial Subsidy	(2,075.00)	(4,000.00)	1,925.00	(8,000.00)
Medical Director - Funded (0.30 / day)	14,742.00	14,787.00	(45.00)	19,710.00
Medical Supplies & Medication	58,063.84	69,111.00	(11,047.16)	92,143.00
Medication Safety Technology	0.00	0.00	0.00	0.00
Memberships	274.75	0.00	274.75	0.00
Miscellaneous	6,219.65	1,197.00	5,022.65	1,600.00
Nurse Practitioner Expenses	111,621.15	116,969.00	(5,347.85)	152,056.00
Nurse Practitioner Prov Subsidy	(93,398.00)	(92,133.00)	(1,265.00)	(122,844.00)
Phys-On-Call - Funded Expenses (\$100 / bed)	14,447.03	14,283.00	164.03	19,044.00
Phys-On-Call - Prov Subsidy (\$100 / bed)	(14,447.03)	(14,283.00)	(164.03)	(19,044.00)
Phys-On-Call - Un-Funded Expenses	0.00	0.00	0.00	0.00
Purchased Services	1,863,383.01	1,800.00	1,861,583.01	2,400.00
Purchased Services - Accommodation	204,670.92	0.00	204,670.92	0.00
RAI / MDS - Expenses	2,528.18	73,782.00	(71,253.82)	95,922.00
RAI / MDS - Prov Subsidy	0.00	0.00	0.00	0.00
Recoveries - Other	(22,187.41)	0.00	(22,187.41)	0.00
Staff Education	310.00	0.00	310.00	0.00
Surplus Adjustment - Depreciation	(36,531.90)	(31,050.00)	(5,481.90)	(41,400.00)

COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
September 2023

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
<u>RAW FOOD</u>	<u>577,954.29</u>	<u>542,025.00</u>	<u>35,929.29</u>	<u>722,700.00</u>
Bread	18,274.19	12,753.00	5,521.19	17,000.00
Dairy	79,982.92	66,087.00	13,895.92	88,120.00
Groceries & Vegetables	336,573.23	332,244.00	4,329.23	442,990.00
Meat	140,523.53	131,994.00	8,529.53	175,990.00
Nutrition Supplements	14,731.77	19,611.00	(4,879.23)	26,150.00
Raw Food Recoveries	(12,131.35)	(20,664.00)	8,532.65	(27,550.00)
<u>FOOD SERVICES</u>	<u>1,313,566.33</u>	<u>1,264,770.00</u>	<u>48,796.33</u>	<u>1,645,751.00</u>
Salaries	1,069,188.15	1,007,620.00	61,568.15	1,309,909.00
Salary Allocations	(52,426.00)	(26,300.00)	(26,126.00)	(34,191.00)
Employee Benefits	255,893.01	252,249.00	3,644.01	327,919.00
Computers - Operation & Maintenance	1,564.95	2,250.00	(685.05)	3,000.00
COVID	936.27	0.00	936.27	0.00
Depreciation	12,457.71	11,520.00	937.71	15,360.00
Dietary Supplies	47,326.31	56,223.00	(8,896.69)	74,967.00
Equipment - Operation/Maint.	2,240.83	5,157.00	(2,916.17)	6,880.00
Equipment - Replacements	359.31	0.00	359.31	0.00
Other Expenses	739.93	1,017.00	(277.07)	1,350.00
Purchased Services	356.19	450.00	(93.81)	600.00
Recoveries	(17,610.84)	(35,876.00)	18,265.16	(47,316.00)
Replacement - Dishes/Cutlery	4,439.08	3,852.00	587.08	5,133.00
Surplus Adjustment - Depreciation	(12,457.71)	(11,520.00)	(937.71)	(15,360.00)
Vending – Net Proceeds	559.14	(1,872.00)	2,431.14	(2,500.00)
<u>HOUSEKEEPING SERVICES</u>	<u>732,292.19</u>	<u>750,789.00</u>	<u>(18,496.81)</u>	<u>977,754.00</u>
Salaries	563,935.09	573,511.00	(9,575.91)	745,563.00
Employee Benefits	126,159.71	125,582.00	577.71	163,260.00
COVID	0.00	0.00	0.00	0.00
Depreciation	964.92	1,665.00	(700.08)	2,220.00
Equipment - Operation/Maint.	0.00	1,872.00	(1,872.00)	2,500.00
Equipment - Replacements	2,242.18	1,575.00	667.18	2,100.00
Housekeeping Supplies	47,840.76	55,251.00	(7,410.24)	73,670.00
Recoveries	(7,885.55)	(7,002.00)	(883.55)	(9,339.00)
Surplus Adjustment - Depreciation	(964.92)	(1,665.00)	700.08	(2,220.00)
<u>LAUNDRY AND LINEN SERVICES</u>	<u>333,579.61</u>	<u>337,729.00</u>	<u>(4,149.39)</u>	<u>440,198.00</u>
Salaries	236,704.08	237,920.00	(1,215.92)	309,300.00
Employee Benefits	60,445.47	65,600.00	(5,154.53)	85,280.00
COVID	0.00	0.00	0.00	0.00
Depreciation	5,283.52	5,571.00	(287.48)	7,428.00
Equipment Operation/Maint.	6,589.95	10,350.00	(3,760.05)	13,800.00
Laundry Supplies	18,726.45	16,938.00	1,788.45	22,581.00
Recoveries	(2,683.02)	(2,718.00)	34.98	(3,623.00)
Replacements	13,796.68	9,639.00	4,157.68	12,860.00
Surplus Adjustment - Depreciation	(5,283.52)	(5,571.00)	287.48	(7,428.00)

COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
September 2023

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>797,345.41</u>	<u>791,647.00</u>	<u>5,698.41</u>	<u>1,152,545.00</u>
Salaries	239,131.34	267,080.00	(27,948.66)	347,206.00
Employee Benefits	64,003.19	70,229.00	(6,225.81)	91,297.00
Computers - Operation & Maintenance	0.00	2,178.00	(2,178.00)	2,900.00
Depreciation	451,448.58	432,225.00	19,223.58	576,300.00
Capital Below Threshold	0.00	0.00	0.00	0.00
Comprehensive minor capital	7,010.27	0.00	7,010.27	0.00
COVID	0.00	0.00	0.00	0.00
Equipment - Operation/Maint.	0.00	0.00	0.00	0.00
Equipment - Replacements	23,649.17	24,453.00	(803.83)	32,600.00
Furniture - Replacements	0.00	0.00	0.00	20,064.00
Natural Gas	58,862.83	71,000.00	(12,137.17)	107,625.00
Hydro	114,640.03	101,000.00	13,640.03	189,625.00
Insurance	79,293.20	76,625.00	2,668.20	76,625.00
Cell/Pager	0.00	0.00	0.00	0.00
Purchased Services	159,459.94	139,842.00	19,617.94	186,450.00
Resident - Telephone System	22,732.44	24,003.00	(1,270.56)	32,000.00
Resident - Telephone System Recovery	(54,213.12)	(77,850.00)	23,636.88	(103,800.00)
Recoveries	(21,659.22)	(20,736.00)	(923.22)	(27,646.00)
IPAC Minor Capital	0.00	0.00	0.00	0.00
Repairs/Maint./Bldgs./Grounds	44,264.49	50,823.00	(6,558.51)	67,760.00
Surplus Adjustment - Depreciation	(451,448.58)	(432,225.00)	(19,223.58)	(576,300.00)
Travel	192.54	0.00	192.54	0.00
Water / Wastewater	59,978.31	63,000.00	(3,021.69)	129,839.00
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,080,480.03</u>	<u>904,720.00</u>	<u>175,760.03</u>	<u>1,146,479.00</u>
Salaries	409,640.10	360,431.00	49,209.10	468,565.00
Salary Allocations	(22,457.60)	(22,458.00)	0.40	(29,195.00)
Employee Benefits	122,736.31	110,362.00	12,374.31	143,473.00
Accreditation	13,976.36	6,000.00	7,976.36	6,000.00
Admin Charges	92,478.69	92,475.00	3.69	123,305.00
Advertising/Awards Dinner	4,203.46	747.00	3,456.46	5,000.00
Audit	7,632.00	10,350.00	(2,718.00)	10,350.00
Computer/Internet Expenses	53,146.48	56,628.00	(3,481.52)	75,504.00
Conventions	1,320.94	0.00	1,320.94	0.00
COVID	1,770.62	0.00	1,770.62	0.00
Depreciation	8,771.57	11,700.00	(2,928.43)	15,600.00
Equipment - Operation/Maint.	11,670.50	8,919.00	2,751.50	11,886.00
Equipment - Replacements	0.00	0.00	0.00	0.00
Gain / Loss from the Sale of an Asset	88,378.35	0.00	88,378.35	0.00
Health & Safety Program	0.00	0.00	0.00	0.00
HR Charges	80,588.25	80,586.00	2.25	107,451.00
Insurance	86,474.75	69,190.00	17,284.75	69,190.00
IT Charges	52,598.25	52,596.00	2.25	70,131.00
Legal & Labour Contract Costs	30,768.06	15,003.00	15,765.06	20,000.00
Memberships	15,540.10	13,410.00	2,130.10	17,885.00
Postage / Courier	2,242.52	4,032.00	(1,789.48)	5,374.00
Printing & Stationery	15,051.41	14,103.00	948.41	18,800.00
Purchased Services	34,584.83	32,860.00	1,724.83	42,715.00
Recoveries	(47,614.43)	(32,536.00)	(15,078.43)	(82,641.00)
Staff Training	8,667.49	18,027.00	(9,359.51)	24,036.00
Surplus Adjustment - Depreciation	(8,771.57)	(11,700.00)	2,928.43	(15,600.00)
Surplus Adjustment - Transfer to Reserves	0.00	0.00	0.00	0.00
Telephone	10,466.88	12,492.00	(2,025.12)	16,650.00
Travel	6,615.71	1,503.00	5,112.71	2,000.00
Uniform Allowance	0.00	0.00	0.00	20,000.00
BONNECHERE MANOR TOTALS	<u>14,503,955.97</u>	<u>14,593,527.00</u>	<u>(89,571.03)</u>	<u>19,090,434.00</u>

**COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
September 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
RESIDENT DAYS	47,937.00	49,140.00	(1,203.00)	65,700.00
NON-SUBSIDIZABLE EXPENSE	0.00	0.00	0.00	49,024.00
Temporary Loan and Interest- Solar Project	0.00	0.00	0.00	0.00
Surplus Adjustment - Transfer to Reserve	0.00	0.00	0.00	49,024.00
SURPLUS ADJUSTMENT	214,393.98	469,872.00	(255,478.02)	626,500.00
Surplus Adjustment - Capital Purchases	214,393.98	469,872.00	(255,478.02)	626,500.00
TOTAL EXPENDITURE	14,718,349.95	15,063,399.00	(345,049.05)	19,765,958.00

COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
September 2023

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
MUNICIPAL SUBSIDY	1,692,737.19	1,692,738.00	(0.81)	2,256,983.00
City of Pembroke -30.63%	558,603.72	558,603.00	0.72	744,805.00
County of Renfrew - 69.37%	1,134,133.47	1,134,135.00	(1.53)	1,512,178.00
RESIDENTS REVENUE	3,319,979.29	3,042,612.00	277,367.29	4,056,813.00
Bad Debts	0.00	0.00	0.00	0.00
Basic Accommodation	2,830,663.81	2,677,500.00	153,163.81	3,570,000.00
Bed retention	0.00	0.00	0.00	0.00
Estate Recoveries - Municipal	0.00	0.00	0.00	0.00
Estate Recoveries - Provincial	0.00	0.00	0.00	0.00
Preferred Accommodation	379,329.54	365,112.00	14,217.54	486,813.00
Preferred Accommodation - HIN Claims	109,985.94	0.00	109,985.94	0.00
Preferred Accommodation - Prov COVID Reimbursement	0.00	0.00	0.00	0.00
Respite Care	0.00	0.00	0.00	0.00
OTHER REVENUE	382,482.17	153,250.00	229,232.17	201,000.00
Donations	0.00	0.00	0.00	0.00
Donations In Kind	0.00	0.00	0.00	0.00
Interest Income	313,023.06	56,250.00	256,773.06	75,000.00
Internal Transfer - From ML	0.00	0.00	0.00	0.00
Other Revenue - FIT	69,459.11	97,000.00	(27,540.89)	126,000.00
GRANTS & SUBSIDIES	9,270,985.36	9,596,188.00	(325,202.64)	12,553,390.00
Federal - ICIP	25,440.00	0.00	25,440.00	0.00
Prov Revenue - 4hrs care per day - Allied Health Professional	0.00	215,800.00	(215,800.00)	284,920.00
Prov Revenue - 4hrs care per day - Nursing Staff Supplement	0.00	1,792,757.00	(1,792,757.00)	2,159,606.00
Prov Revenue - Clinical Decision Support	20,000.00	0.00	20,000.00	0.00
Prov Revenue - Operating - Global LOC Subsidy	368,571.00	372,744.00	(4,173.00)	496,988.00
Prov Revenue - Operating - HIN NPC	32,846.00	32,526.00	320.00	43,362.00
Prov Revenue - Operating - Nursing & Personal Care	5,033,499.00	5,016,726.00	16,773.00	6,702,786.00
Prov Revenue - Operating - Other Accomodation	30,872.00	90,009.00	(59,137.00)	120,008.00
Prov Revenue - Operating - Pay Equity	17,145.00	17,145.00	0.00	22,860.00
Prov Revenue - Operating - Program & Support Services	610,996.00	613,224.00	(2,228.00)	819,315.00
Prov Revenue - Operating - RAI/MDS	72,926.00	71,946.00	980.00	95,922.00
Prov Revenue - Operating - Raw Food	577,164.00	542,025.00	35,139.00	722,700.00
Prov Revenue - Operating - RN	79,506.00	79,497.00	9.00	106,000.00
Prov Revenue - Operating - Structural Compliance	24,639.00	24,639.00	0.00	24,639.00
Prov Revenue - Operating -Accreditation	18,068.00	17,739.00	329.00	23,652.00
Prov Revenue - Operating -RHWB	23,478.00	0.00	23,478.00	0.00
Prov Revenue - COVID - Incremental cost funding	917,800.00	0.00	917,800.00	0.00
Prov Revenue - COVID - PSW Return of Service	2,000.00	0.00	2,000.00	0.00
Prov Revenue - COVID - PSW Wage Enhancement	751,029.00	458,712.00	292,317.00	611,614.00
Prov Revenue - IPAC Lead	40,722.00	0.00	40,722.00	0.00
Prov Revenue - Equalization	142,893.00	142,902.00	(9.00)	190,530.00
Prov Revenue - IPAC	188,202.13	45,724.00	142,478.13	45,724.00
Prov Revenue - Medication Safety Training	121,602.74	0.00	121,602.74	0.00
Prov Revenue - PSW / Behavioural Support Subsidy	44,046.00	44,046.00	0.00	58,728.00
Prov Revenue -Comp Minor Capital	102,496.00	0.00	102,496.00	0.00
Prov Revenue - Support Professional Growth	25,044.49	18,027.00	7,017.49	24,036.00
SURPLUS ADJUSTMENT	0.00	0.00	0.00	697,772.00
Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	697,772.00
GRAND TOTAL REVENUES	14,666,184.01	14,484,788.00	181,396.01	19,765,958.00
Municipal Surplus / (Deficit)	(52,165.94)	(578,611.00)	526,445.06	0.00
less: Depreciation - BM	(517,176.21)	(495,531.00)	(21,645.21)	(660,708.00)
add: Transfer to Reserve	0.00	0.00	0.00	49,024.00
less: Transfer from Reserve	0.00	0.00	0.00	(697,772.00)
add: Capital Purchases	214,393.98	469,872.00	(255,478.02)	626,500.00
Accounting Surplus / (Deficit)	(354,948.17)	(604,270.00)	249,321.83	(682,956.00)

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
September 2023**

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>679,008.23</u>	<u>671,131.00</u>	<u>7,877.23</u>	<u>874,247.00</u>
Salaries	473,875.44	461,600.00	12,275.44	600,083.00
Salary Allocations	48,033.20	48,038.00	(4.80)	62,443.00
Employee Benefits	112,638.94	108,249.00	4,389.94	140,723.00
Computer Operation and Maint	1,133.23	1,233.00	(99.77)	1,645.00
COVID	0.00	0.00	0.00	0.00
Depreciation	2,836.44	2,844.00	(7.56)	3,792.00
Equipment - Replacements	476.86	2,304.00	(1,827.14)	3,075.00
Equipment Operation/Maint.	382.03	1,845.00	(1,462.97)	2,460.00
Hobby Crafts	4,167.25	3,843.00	324.25	5,125.00
Purchased Services-Physio	34,416.00	40,266.00	(5,850.00)	53,693.00
Recoveries	(1,004.81)	0.00	(1,004.81)	0.00
Recreation & Entertainment	4,309.94	3,753.00	556.94	5,000.00
Revenue - Federal	0.00	0.00	0.00	0.00
Special Events	580.15	0.00	580.15	0.00
Surplus Adjustment - Depreciation	(2,836.44)	(2,844.00)	7.56	(3,792.00)
<u>NURSING SERVICES</u>	<u>8,206,358.70</u>	<u>8,679,380.00</u>	<u>(473,021.30)</u>	<u>11,299,762.00</u>
Salaries - Administration	338,579.98	346,300.00	(7,720.02)	450,186.00
Salaries - Direct	6,180,882.00	6,636,542.00	(455,660.00)	8,627,507.00
Salary Allocations	0.00	0.00	0.00	0.00
Employee Benefits - Administration	106,424.81	103,491.00	2,933.81	134,543.00
Employee Benefits - Direct	1,206,002.17	1,146,931.00	59,071.17	1,491,014.00
Computer Operation and Maint	23,641.82	16,695.00	6,946.82	22,264.00
COVID	18,178.46	0.00	18,178.46	0.00
Depreciation	41,728.41	30,753.00	10,975.41	41,000.00
Equipment - Repairs & Maintenance	0.00	2,952.00	(2,952.00)	3,940.00
Equipment - Replacements	0.00	5,247.00	(5,247.00)	7,000.00
Fall Prevention	19,860.52	12,447.00	7,413.52	16,600.00
Fall Prevention - Prov Subsidy	(8,587.44)	(12,447.00)	3,859.56	(16,600.00)
High Intensity Needs	9,000.03	22,500.00	(13,499.97)	30,000.00
High Intensity Needs - Non Claims Based	8,328.88	29,538.00	(21,209.12)	39,383.00
High Intensity Needs - Prov Subsidy	(20,354.00)	(21,375.00)	1,021.00	(28,500.00)
Incontinent Supplies - (Funded at \$1.20 per diem)	101,036.21	75,735.00	25,301.21	100,985.00
IPAC	68,649.47	88,245.00	(19,595.53)	117,657.00
IPAC MINOR CAPITAL	0.00	0.00	0.00	0.00
Lab Fees	4,335.00	4,878.00	(543.00)	6,500.00
Lab Fees - Prov Subsidy	(3,380.00)	(3,250.00)	(130.00)	(6,500.00)
Medical Director - (0.30 / day)	12,118.00	9,088.00	3,030.00	18,177.00
Medical Nursing Supplies	71,404.56	78,867.00	(7,462.44)	105,154.00
Medication Safety Technology	0.00	0.00	0.00	0.00
Memberships	0.00	747.00	(747.00)	1,000.00
Nurse Practitioner BM Support	0.00	0.00	0.00	0.00
Nurse Practitioner Expenses	132,503.90	142,029.00	(9,525.10)	184,639.00
Nurse Practitioner Provincial Subsidy	(92,133.00)	(92,133.00)	0.00	(122,844.00)
Phys-On-Call - Funded Exp (\$100 / bed)	8,809.45	8,300.00	509.45	16,600.00
Phys-On-Call - Prov Subsidy (\$100 / bed)	(13,322.77)	(12,447.00)	(875.77)	(16,600.00)
RAI / MDS Expenses	71,240.40	90,500.00	(19,259.60)	117,657.00
RAI / MDS Prov Subsidy	0.00	0.00	0.00	0.00
Recoveries	(25,160.83)	0.00	(25,160.83)	0.00
Recoveries - Wages	(11,698.92)	0.00	(11,698.92)	0.00
Surplus Adjustment - Depreciation	(41,728.41)	(30,753.00)	(10,975.41)	(41,000.00)

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
September 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
<u>RAW FOOD</u>	<u>524,887.94</u>	<u>499,878.00</u>	<u>25,009.94</u>	<u>666,490.00</u>
Dairy	60,280.94	60,003.00	277.94	80,000.00
Groceries and Vegetables	288,494.37	275,994.00	12,500.37	367,990.00
Meat	159,960.66	150,003.00	9,957.66	200,000.00
Nutrition Supplements	17,149.44	15,003.00	2,146.44	20,000.00
Recoveries	(997.47)	(1,125.00)	127.53	(1,500.00)
<u>FOOD SERVICES</u>	<u>1,126,716.27</u>	<u>1,143,018.00</u>	<u>(16,301.73)</u>	<u>1,487,194.00</u>
Salaries	938,381.78	937,531.00	850.78	1,218,791.00
Salary Allocations	(48,033.20)	(48,038.00)	4.80	(62,443.00)
Employee Benefits	196,723.67	200,000.00	(3,276.33)	260,000.00
Café M	411.40	0.00	411.40	0.00
Computer Operation and Maint	0.00	0.00	0.00	0.00
COVID	840.23	0.00	840.23	0.00
Depreciation	12,822.12	9,747.00	3,075.12	13,000.00
Dietary Supplies	11,817.13	16,911.00	(5,093.87)	22,545.00
Equipment - Operation and Replacement	6,194.74	8,226.00	(2,031.26)	10,960.00
Food Wrap & Disposable Items	7,303.76	8,577.00	(1,273.24)	11,432.00
Purchased Services - BM Staff Support	15,716.96	15,311.00	405.96	19,909.00
Recoveries	(4,273.22)	0.00	(4,273.22)	0.00
Replacement - Dishes/Cutlery	6,768.66	7,497.00	(728.34)	10,000.00
Surplus Adjustment - Depreciation	(12,822.12)	(9,747.00)	(3,075.12)	(13,000.00)
Vending - Net Proceeds	(5,135.64)	(2,997.00)	(2,138.64)	(4,000.00)
<u>HOUSEKEEPING SERVICES</u>	<u>771,529.88</u>	<u>688,839.00</u>	<u>82,690.88</u>	<u>897,064.00</u>
Salaries	596,268.03	546,031.00	50,237.03	709,842.00
Employee Benefits	119,461.76	95,558.00	23,903.76	124,222.00
COVID	0.00	0.00	0.00	0.00
Depreciation	2,690.10	2,250.00	440.10	3,000.00
Equipment - Operation/Maint.	191.23	1,314.00	(1,122.77)	1,750.00
Equipment - Replacements	0.00	3,753.00	(3,753.00)	5,000.00
Furniture - Replacements	0.00	0.00	0.00	0.00
Housekeeping Supplies	55,881.79	41,247.00	14,634.79	55,000.00
Other	0.00	936.00	(936.00)	1,250.00
Recoveries	(272.93)	0.00	(272.93)	0.00
Surplus Adjustment - Depreciation	(2,690.10)	(2,250.00)	(440.10)	(3,000.00)
<u>LAUNDRY AND LINEN SERVICES</u>	<u>228,499.82</u>	<u>221,541.00</u>	<u>6,958.82</u>	<u>289,102.00</u>
Salaries	172,930.47	160,740.00	12,190.47	208,962.00
Employee Benefits	34,571.57	27,969.00	6,602.57	36,360.00
COVID	0.00	0.00	0.00	0.00
Depreciation	5,993.01	1,125.00	4,868.01	1,500.00
Education	0.00	0.00	0.00	0.00
Equipment - Replacements	328.32	1,872.00	(1,543.68)	2,500.00
Equipment Operation/Maint.	1,577.28	1,872.00	(294.72)	2,500.00
Laundry Supplies	14,356.85	17,766.00	(3,409.15)	23,690.00
Recoveries	(2,772.36)	0.00	(2,772.36)	0.00
Replacements	7,507.69	11,322.00	(3,814.31)	15,090.00
Surplus Adjustment - Depreciation	(5,993.01)	(1,125.00)	(4,868.01)	(1,500.00)

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
September 2023**

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>803,235.51</u>	<u>834,632.00</u>	<u>(31,396.49)</u>	<u>1,184,736.00</u>
Salaries	209,473.12	205,260.00	4,213.12	266,836.00
Employee Benefits	44,132.39	56,949.00	(12,816.61)	74,032.00
Comprehensive minor capital	2,635.96	0.00	2,635.96	0.00
Computer Operation and Maint	3,205.46	4,923.00	(1,717.54)	6,562.00
COVID	5,738.60	0.00	5,738.60	0.00
Depreciation	609,330.77	596,250.00	13,080.77	795,000.00
Equipment - Operation/Maint.	0.00	0.00	0.00	0.00
Equipment - Replacements	38,612.65	45,000.00	(6,387.35)	60,000.00
Furniture - Replacements	0.00	0.00	0.00	40,380.00
Hydro	94,776.03	120,000.00	(25,223.97)	200,000.00
Insurance	97,916.88	83,273.00	14,643.88	83,273.00
IPAC minor capital	0.00	0.00	0.00	0.00
Natural Gas	49,800.01	49,000.00	800.01	75,000.00
Purchased Services	177,502.21	212,247.00	(34,744.79)	283,000.00
Recoveries	(10,252.44)	0.00	(10,252.44)	0.00
Repairs/Maint./Bldgs./Grounds	74,547.86	74,133.00	414.86	98,853.00
Replacements/Capital	0.00	0.00	0.00	0.00
Resident - Cable System	17,139.79	17,622.00	(482.21)	23,500.00
Resident - Cable/Phone Recoveries	(47,865.89)	(62,775.00)	14,909.11	(83,700.00)
Surplus Adjustment - Depreciation	(609,330.77)	(596,250.00)	(13,080.77)	(795,000.00)
Water / Wastewater	45,872.88	29,000.00	16,872.88	57,000.00
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,068,281.95</u>	<u>921,720.00</u>	<u>146,561.95</u>	<u>1,170,446.00</u>
Salaries	384,140.58	325,949.00	58,191.58	423,732.00
Salary Allocations	0.00	0.00	0.00	0.00
Employee Benefits	115,864.99	109,669.00	6,195.99	142,566.00
Accreditation	0.00	5,971.00	(5,971.00)	5,971.00
Admin Charges	92,346.03	92,349.00	(2.97)	123,128.00
Advertising/Awards	2,786.57	747.00	2,039.57	5,000.00
Audit	7,738.85	10,350.00	(2,611.15)	10,350.00
Computer Operation and Maint	57,635.71	52,803.00	4,832.71	70,400.00
Conventions	1,615.90	0.00	1,615.90	0.00
COVID	4,310.53	0.00	4,310.53	0.00
Depreciation	22,466.70	18,000.00	4,466.70	24,000.00
Equipment - Maintenance	5,613.54	7,794.00	(2,180.46)	10,392.00
Health & Safety Program	494.08	747.00	(252.92)	1,000.00
HR Charges	79,682.22	79,686.00	(3.78)	106,243.00
Insurance	80,171.37	71,046.00	9,125.37	71,046.00
Insurance Claim Costs	0.00	0.00	0.00	0.00
IT Charges	52,598.25	52,596.00	2.25	70,131.00
Legal & Labour Contract Costs	84,128.62	37,503.00	46,625.62	50,000.00
Loss (gain) of disposal of assets	10,397.31	0.00	10,397.31	0.00
Memberships / Subscriptions	16,610.07	12,582.00	4,028.07	16,770.00
Postage	4,388.21	4,878.00	(489.79)	6,500.00
Printing & Stationery	19,028.11	12,681.00	6,347.11	16,908.00
Purchased Services - From BM	46,092.95	42,031.00	4,061.95	54,641.00
Recoveries - Other	(33,338.72)	(31,538.00)	(1,800.72)	(75,996.00)
Recruiting	0.00	0.00	0.00	0.00
Staff Training	8,555.27	16,623.00	(8,067.73)	22,164.00
Minor Capital	12,998.35	0.00	12,998.35	0.00
Surplus Adjustment - Depreciation	(22,466.70)	(18,000.00)	(4,466.70)	(24,000.00)
Surplus Adjustment - Disposal of Assets	0.00	0.00	0.00	0.00
Telephone	11,155.36	11,250.00	(94.64)	15,000.00
Travel	3,267.80	6,003.00	(2,735.20)	8,000.00
Uniform Allowance	0.00	0.00	0.00	16,500.00
MIRAMICHI LODGE TOTALS	<u>13,408,518.30</u>	<u>13,660,139.00</u>	<u>(251,620.70)</u>	<u>17,869,041.00</u>

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
September 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
RESIDENT DAYS	43,910.00	45,318.00	(1,182.00)	60,590.00
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>313,404.85</u>	<u>313,405.00</u>	<u>(0.15)</u>	<u>627,096.00</u>
Debenture Payment - Interest Only	33,080.93	33,081.00	(0.07)	58,234.00
Surplus Adjustment - Debenture Principal	280,323.92	280,324.00	(0.08)	568,862.00
Surplus Adjustment - Transfer to Reserves	0.00	0.00	0.00	0.00
Transfer to Bonnechere Manor	0.00	0.00	0.00	0.00
<u>SURPLUS ADJUSTMENT</u>	<u>309,291.74</u>	<u>527,697.00</u>	<u>(218,405.26)</u>	<u>703,600.00</u>
Surplus Adjustment - Capital Purchases	309,291.74	527,697.00	(218,405.26)	703,600.00
GRAND TOTAL EXPENDITURE	14,031,214.89	14,501,241.00	(470,026.11)	19,199,737.00

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
September 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
			over / (under)	
<u>MUNICIPAL SUBSIDY</u>	<u>1,416,969.72</u>	<u>1,416,978.00</u>	<u>(8.28)</u>	<u>1,889,293.00</u>
City of Pembroke -30.63%	467,600.22	467,604.00	(3.78)	623,467.00
County of Renfrew - 69.37%	949,369.50	949,374.00	(4.50)	1,265,826.00
<u>RESIDENTS REVENUE</u>	<u>3,112,117.62</u>	<u>3,048,165.00</u>	<u>63,952.62</u>	<u>4,064,219.00</u>
Bad Debt (Expense) / Recovery	0.00	0.00	0.00	0.00
Basic Accommodation	2,536,997.01	2,451,753.00	85,244.01	3,269,000.00
Bed retention	0.00	0.00	0.00	0.00
Estate Recoveries - Municipal	0.00	0.00	0.00	0.00
Estate Recoveries - Provincial	0.00	0.00	0.00	0.00
Preferred Accommodation	555,314.97	593,415.00	(38,100.03)	791,219.00
Preferred Accommodation - HIN Claims	7,536.00	0.00	7,536.00	0.00
Preferred Accommodation - Prov COVID Reimbursement	0.00	0.00	0.00	0.00
Respite Care	12,269.64	2,997.00	9,272.64	4,000.00
<u>OTHER REVENUE</u>	<u>175,683.53</u>	<u>37,350.00</u>	<u>138,333.53</u>	<u>49,800.00</u>
Donations	0.00	0.00	0.00	0.00
Donations In Kind	0.00	0.00	0.00	0.00
Interest Income	175,683.53	37,350.00	138,333.53	49,800.00
<u>GRANTS & SUBSIDIES</u>	<u>9,229,476.14</u>	<u>9,528,557.00</u>	<u>(299,080.86)</u>	<u>12,492,825.00</u>
Prov Revenue - 4hrs care - Nursing Staff Supplement	288,157.65	1,653,320.00	(1,365,162.35)	1,991,636.00
Prov Revenue - 4hrs care - Staff Supp Allied Health	210,702.00	197,073.00	13,629.00	262,760.00
Prov Revenue - Clinical Decision Making	20,000.00	0.00	20,000.00	0.00
Prov Revenue - COVID - Incremental costs	384,700.00	0.00	384,700.00	0.00
Prov Revenue - COVID - Lost Rev Advance	13,951.00	0.00	13,951.00	0.00
Prov Revenue - COVID - PSW Wage Enhancement	651,635.00	391,068.00	260,567.00	521,429.00
Prov Revenue - RHWB	21,654.00	0.00	21,654.00	0.00
Prov Revenue - Debenture Subsidy	470,322.00	470,322.00	0.00	627,096.00
Prov Revenue - ICIP	60,239.20	0.00	60,239.20	0.00
Prov Revenue - Medication Safety	109,629.64	0.00	109,629.64	0.00
Prov Revenue - Operating Subsidy - Accreditation	16,662.00	16,362.00	300.00	21,816.00
Prov Revenue - Operating Subsidy - Equalization	130,869.00	130,869.00	0.00	174,492.00
Prov Revenue - Operating Subsidy - Global LOC	339,900.00	343,746.00	(3,846.00)	458,333.00
Prov Revenue - Operating Subsidy - HIN NPC	30,293.00	29,988.00	305.00	39,984.00
Prov Revenue - Operating Subsidy - Nursing & Personal Care	4,766,118.25	4,878,444.00	(112,325.75)	6,517,967.00
Prov Revenue - Operating Subsidy - Other Accomodation	176,314.00	97,380.00	78,934.00	129,837.00
Prov Revenue - Operating Subsidy - Pay Equity	16,920.00	16,920.00	0.00	22,560.00
Prov Revenue - Operating Subsidy - Program & Support Service	563,471.00	565,530.00	(2,059.00)	755,591.00
Prov Revenue - Operating Subsidy - PSW / Behavioural Support	33,030.00	33,030.00	0.00	44,040.00
Prov Revenue - Operating Subsidy - PSW return of service	7,000.00	0.00	7,000.00	0.00
Prov Revenue - Operating Subsidy - RAI/MDS	67,254.00	66,348.00	906.00	88,464.00
Prov Revenue - Operating Subsidy - Raw Food	532,272.00	499,860.00	32,412.00	666,480.00
Prov Revenue - Operating Subsidy - RN	79,506.00	79,506.00	0.00	106,008.00
Prov Revenue - Support Prof Growth	32,755.40	16,623.00	16,132.40	22,164.00
Prov Revenue - Comp Minor Capital	51,146.00	0.00	51,146.00	0.00
Prov Revenue - IPAC Lead	40,722.00	0.00	40,722.00	0.00
Provincial Revenue - IPAC	114,253.00	42,168.00	72,085.00	42,168.00
<u>SURPLUS ADJUSTMENT</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>703,600.00</u>
Surplus Adjustment - Trf from Reserves	0.00	0.00	0.00	703,600.00
GRAND TOTAL REVENUES	13,934,247.01	14,031,050.00	(96,802.99)	19,199,737.00
Municipal Surplus / (Deficit)	(96,967.88)	(470,191.00)	373,223.12	0.00
less: Depreciation	(697,867.55)	(660,969.00)	(36,898.55)	(881,292.00)
add: Transfer to Reserves	0.00	0.00	0.00	0.00
less: Transfer from Reserves	0.00	0.00	0.00	(703,600.00)
less: Disposal of Assets	0.00	0.00	0.00	0.00
add: Capital Purchases	309,291.74	527,697.00	(218,405.26)	703,600.00
add: Debenture Principal	280,323.92	313,405.00	(33,081.08)	627,096.00
ADJ Surplus / (Deficit)	(205,219.77)	(290,058.00)	84,838.23	(254,196.00)

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
Sep 2023

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>CAPITAL PROGRAM - EXPENSES</u>	<u>364,602.20</u>	<u>381,916.00</u>	<u>(17,313.80)</u>	<u>695,266.00</u>
Salaries	248,162.65	227,880.00	20,282.65	296,246.00
Benefits	71,560.33	63,091.00	8,469.33	82,020.00
Capital Projects - Under Threshold	0.00	0.00	0.00	0.00
COVID	0.00	0.00	0.00	0.00
Infrastructure Management	36,429.73	65,448.00	(29,018.27)	283,000.00
Misc	2,240.59	4,500.00	(2,259.41)	6,000.00
Supplies	6,208.90	20,997.00	(14,788.10)	28,000.00
<u>ADMINISTRATION</u>	<u>944,300.27</u>	<u>954,332.00</u>	<u>(10,031.73)</u>	<u>1,221,535.00</u>
Salaries	385,827.70	434,871.00	(49,043.30)	565,331.00
Benefits	115,698.85	121,449.00	(5,750.15)	157,884.00
Advertising	8,421.31	7,497.00	924.31	10,000.00
Answering Service	3,737.43	3,447.00	290.43	4,600.00
Bank Charges	436.97	0.00	436.97	0.00
Cell Telephone/Pager	6,164.75	9,900.00	(3,735.25)	13,200.00
Communications(Radio System)	60,044.55	54,000.00	6,044.55	72,000.00
Computer Hrdwr/Sftwr	51,743.55	45,000.00	6,743.55	60,000.00
Conferences & Conventions	6,467.67	6,000.00	467.67	7,500.00
Courier	932.08	576.00	356.08	770.00
COVID	0.00	0.00	0.00	0.00
Health & Safety (Protection)	45,163.44	33,000.00	12,163.44	42,000.00
Insurance	155,948.17	159,500.00	(3,551.83)	159,500.00
Insurance Claims Expense	14,927.30	26,253.00	(11,325.70)	35,000.00
Internet	2,075.04	3,825.00	(1,749.96)	5,100.00
Legal Fees	28,440.68	0.00	28,440.68	20,500.00
Membership Fees	10,075.53	7,650.00	2,425.53	9,000.00
Office Equipment Replacement	0.00	0.00	0.00	4,000.00
Office Supplies/Publications/Awards	8,481.81	7,497.00	984.81	10,000.00
Photocopier Supplies/Maint	3,806.40	3,150.00	656.40	4,200.00
Postage	0.00	342.00	(342.00)	450.00
Provincial Grants & Subsidies - COVID	0.00	0.00	0.00	0.00
Recruitment	2,101.99	0.00	2,101.99	0.00
Staff Training	17,776.50	15,003.00	2,773.50	20,000.00
Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - From Reserves	0.00	0.00	0.00	0.00
Telephone	7,812.40	8,397.00	(584.60)	11,200.00
Travel	8,216.15	6,975.00	1,241.15	9,300.00
<u>TRAILS</u>	<u>515,047.92</u>	<u>1,325,233.00</u>	<u>(810,185.08)</u>	<u>321,635.00</u>
Salaries / Benefits	27,088.04	0.00	27,088.04	0.00
Salary Allocations	0.00	75,060.00	(75,060.00)	100,077.00
Algonquin - Rental Recoveries	(43,759.83)	(17,000.00)	(26,759.83)	(30,000.00)
Algonquin Trail Development	528,359.13	3,111,219.00	(2,582,859.87)	4,148,295.00
Algonquin Trail Donations	(3,079.00)	0.00	(3,079.00)	(3,500,000.00)
Algonquin Trail Federal Recoveries	0.00	0.00	0.00	(1,470,000.00)
Algonquin Trail Other Recoveries	(1,782.42)	0.00	(1,782.42)	0.00
Algonquin Trail Prov Recoveries	0.00	(191,772.00)	191,772.00	(255,699.00)
Bad Debt Expense	0.00	0.00	0.00	0.00
Donations	(100.00)	0.00	(100.00)	0.00
K&P Rail Line Development	3,202.60	16,497.00	(13,294.40)	22,000.00
K&P Rail Recoveries - Provincial	0.00	0.00	0.00	(2,000.00)
Office Expense	1,074.44	378.00	696.44	500.00
Recruitment	0.00	0.00	0.00	0.00
Recovery - Provincial	0.00	0.00	0.00	0.00
Surplus Adj - Capital	4,044.96	0.00	4,044.96	3,534,000.00
Surplus Adj - Trf From Reserve	0.00	(1,669,149.00)	1,669,149.00	(2,225,538.00)
Surplus Adj - Trf to Reserve	0.00	0.00	0.00	0.00
Travel	0.00	0.00	0.00	0.00
<u>MAINTENANCE</u>	<u>5,025,671.26</u>	<u>4,887,808.00</u>	<u>137,863.26</u>	<u>6,512,490.00</u>
Salaries	1,735,283.37	1,760,635.00	(25,351.63)	2,288,842.00
Benefits	513,423.24	508,196.00	5,227.24	660,648.00
Bridges and Culverts	57,806.67	33,340.00	24,466.67	40,000.00
Hard Top Maintenance	228,917.29	320,840.00	(91,922.71)	385,000.00
Recoveries	(58,998.21)	(74,997.00)	15,998.79	(100,000.00)
Roadside Maintenance	28,081.79	125,020.00	(96,938.21)	150,000.00
Safety Devices	420,948.09	688,094.00	(267,145.91)	798,000.00
Winter Control	2,100,209.02	1,526,680.00	573,529.02	2,290,000.00
<u>EQUIPMENT</u>	<u>1,133,282.17</u>	<u>1,036,382.00</u>	<u>96,900.17</u>	<u>1,487,328.00</u>
Salaries	180,668.56	180,871.00	(202.44)	235,137.00
Benefits	60,934.03	60,231.00	703.03	78,300.00
Salary Allocations	(79,317.00)	(79,320.00)	3.00	(103,112.00)
COVID	0.00	0.00	0.00	0.00
Provincial Grants & Subsidies - COVID	0.00	0.00	0.00	0.00
Recoveries	(11,419.44)	(7,500.00)	(3,919.44)	(15,000.00)
Small Equipment, Misc	17,798.53	41,697.00	(23,898.47)	55,600.00
Surplus Adjustment - Capital Equipment	667,084.65	0.00	667,084.65	2,753,073.00
Surplus Adjustment - Trf From Reserves	(667,084.65)	0.00	(667,084.65)	(2,753,073.00)
Surplus Adjustment - Trf To Reserves	0.00	0.00	0.00	0.00
Vehicle Operating Costs - Fuel	449,212.62	439,000.00	10,212.62	635,000.00
Vehicle Operating Costs - Insurance	47,027.63	51,403.00	(4,375.37)	51,403.00
Vehicle Operating Costs - Licence	118.00	0.00	118.00	65,000.00
Vehicle Operating Costs - Repairs & Supplies	479,859.24	360,000.00	119,859.24	500,000.00
Vehicle Operating Revenue	(11,600.00)	(10,000.00)	(1,600.00)	(15,000.00)

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
Sep 2023

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
HOUSING	133,290.19	116,027.00	17,263.19	162,000.00
COVID	0.00	0.00	0.00	0.00
Major Repairs	9,392.45	0.00	9,392.45	0.00
Operating Expenses	123,897.74	116,027.00	7,870.74	162,000.00
Surplus Adjustment - Capital	29,198.76	0.00	29,198.76	317,000.00
Surplus Adjustment - Trf From Reserves	(29,198.76)	0.00	(29,198.76)	(317,000.00)
OTHER	13,811,630.18	15,000,000.00	(1,188,369.82)	31,007,756.00
Depreciation	8,044,481.60	7,350,003.00	694,478.60	9,800,000.00
Surplus Adjustment - Capital Construction	13,811,630.18	15,000,000.00	(1,188,369.82)	31,007,756.00
Surplus Adjustment - Depreciation	(8,044,481.60)	(7,350,003.00)	(694,478.60)	(9,800,000.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	0.00
CONSTRUCTION - LABOUR CLEARING ACCOUNT	0.00	0.00	0.00	0.00
Salaries	564,767.76	399,140.00	165,627.76	518,886.00
Benefits	118,741.88	107,749.00	10,992.88	140,070.00
Charge to Capital Construction above	(683,509.64)	(506,889.00)	(176,620.64)	(658,956.00)
TOTAL EXPENDITURES	21,927,824.19	23,701,698.00	(1,773,873.81)	41,408,010.00
REVENUES				
Municipal Contribution	8,007,717.15	8,632,095.00	(624,377.85)	10,216,019.00
Misc	108,476.86	69,603.00	38,873.86	75,000.00
Provincial Grants & Subsidies	2,115,873.00	1,407,987.00	707,886.00	2,815,973.00
Surplus Adjustment - Temp Loan	0.00	1,000,000.00	(1,000,000.00)	4,490,190.00
Surplus Adjustment - TRF from Reserves	11,695,757.18	12,592,013.00	(896,255.82)	23,810,828.00
TOTAL REVENUES	21,927,824.19	23,701,698.00	(1,773,873.81)	41,408,010.00
MUNICIPAL SURPLUS / (DEFICIT)	0.00	0.00	0.00	0.00

Renfrew County Housing Corporation
Consolidated Treasurer's Report
September 2023

<u>Description</u>	<u>YTD</u> <u>Actual</u>	<u>YTD</u> <u>Budget</u>	<u>Variance</u>	<u>Full Year</u> <u>Budget</u>
SALARIES	1,479,162.93	1,488,442.00	(9,279.07)	1,934,981.00
BENEFITS	380,946.27	407,082.00	(26,135.73)	529,213.00
ADMINISTRATION	736,352.86	708,550.00	27,802.86	1,407,926.00
BUILDING - HEAT LIGHT POWER	569,054.77	744,147.00	(175,092.23)	992,195.00
BUILDING - CAPITAL REPAIRS - non TCA	1,069,931.39	534,744.00	535,187.39	713,000.00
BUILDING - ELEVATOR	33,793.55	51,129.00	(17,335.45)	68,163.00
BUILDING - GARBAGE REMOVAL	62,531.94	58,941.00	3,590.94	78,572.00
BUILDING - GROUNDS KEEPING	79,406.64	54,405.00	25,001.64	72,510.00
BUILDING - HEATING & PLUMBING	87,569.33	106,749.00	(19,179.67)	142,325.00
BUILDING - NATURAL GAS	135,074.95	154,764.00	(19,689.05)	206,384.00
BUILDING - PAINTING	101,047.03	185,166.00	(84,118.97)	246,913.00
BUILDING - REPAIRS & MAINTENANCE	620,902.58	364,023.00	256,879.58	485,327.00
BUILDING - SNOW REMOVAL	342,263.07	293,344.00	48,919.07	440,000.00
BUILDING - TAXES	1,327,407.90	1,340,448.00	(13,040.10)	1,787,287.00
BUILDING - WATER	560,449.13	593,961.00	(33,511.87)	791,921.00
FINANCIAL - COCHI	0.00	0.00	0.00	0.00
FINANCIAL - COHB	6,240.00	0.00	6,240.00	0.00
FINANCIAL - DEPRECIATION	1,009,169.91	900,000.00	109,169.91	1,200,000.00
FINANCIAL - HPP	1,179,333.75	1,163,826.00	15,507.75	1,551,773.00
HOME OWNERSHIP REVOLVING LOANS	152,017.30	0.00	152,017.30	0.00
FINANCIAL - IAH HADD	31,000.00	51,003.00	(20,003.00)	68,000.00
FINANCIAL - MORTGAGE - INTEREST	13,536.90	368,559.00	(355,022.10)	491,429.00
FINANCIAL - ONTARIO RENOVATES (IAH & SIF)	315.18	0.00	315.18	0.00
FINANCIAL - OPHI	48,000.00	240,786.00	(192,786.00)	321,045.00
FINANCIAL - RENT SUPPLEMENT	209,574.00	218,070.00	(8,496.00)	290,761.00
FINANCIAL - RENT WAIVER	931.39	112,482.00	(111,550.61)	150,000.00
Surplus Adjustment - Depreciation	(1,009,169.91)	(900,000.00)	(109,169.91)	(1,200,000.00)
Surplus Adjustment - Mortgage Principal	264,194.27	0.00	264,194.27	307,736.00
Surplus Adjustment - TCA	1,122,564.08	1,350,000.00	(227,435.92)	4,100,200.00
Surplus Adjustment - Transfer to Reserves	0.00	0.00	0.00	0.00
EXPENSES	10,613,601.21	10,590,621.00	22,980.21	17,177,661.00
COUNTY TRANSFER - BASE	4,145,154.75	4,145,157.00	(2.25)	5,526,873.00
COUNTY TRANSFER - COCHI	158,437.87	409,500.00	(251,062.13)	546,000.00
COUNTY TRANSFER - COCHI Admin	0.00	21,528.00	(21,528.00)	28,709.00
COUNTY TRANSFER - COHB	6,240.00	2,250.00	3,990.00	3,000.00
COUNTY TRANSFER - COHB Admin	0.00	0.00	0.00	0.00
COUNTY TRANSFER - SSRF	0.00	0.00	0.00	2,000,000.00
COUNTY TRANSFER - HPP	1,179,333.75	1,238,832.00	(59,498.25)	1,651,773.00
COUNTY TRANSFER - HPP Admin	29,970.40	100,449.00	(70,478.60)	133,927.00
COUNTY TRANSFER - IAH - HADD	28,000.00	51,003.00	(23,003.00)	68,000.00
COUNTY TRANSFER - IAH - Ontario Renovates	0.00	0.00	0.00	0.00
COUNTY TRANSFER - OPHI	469,069.21	428,283.00	40,786.21	571,045.00
COUNTY TRANSFER - OPHI Admin	0.00	22,545.00	(22,545.00)	30,055.00
GAIN / (LOSS) - DISPOSAL OF ASSETS	0.00	0.00	0.00	0.00
HOME OWNERSHIP REVOLVING LOANS	152,017.30	0.00	152,017.30	0.00
INTEREST ON INVESTMENTS	76,735.41	56,250.00	20,485.41	75,000.00
MISC REVENUE	41,577.69	48,762.00	(7,184.31)	65,000.00
PROV SUBSIDY - DEBENTURES	0.00	0.00	0.00	474,077.00
Surplus Adjustment - Transfer from Reserves	0.00	0.00	0.00	1,204,200.00
TENANT REVENUE	3,750,605.17	3,600,081.00	150,524.17	4,800,002.00
REVENUES	10,037,141.55	10,124,640.00	(87,498.45)	17,177,661.00
Municipal SURPLUS / (DEFICIT)	(576,459.66)	(465,981.00)	(110,478.66)	0.00
less: Surplus Adjustment - Depreciation	(1,009,169.91)	(900,000.00)	(109,169.91)	(1,200,000.00)
add: Surplus Adjustment - TCA	1,122,564.08	1,350,000.00	(227,435.92)	4,100,200.00
add: Surplus Adjustment - Transfer To Reserves	0.00	0.00	0.00	0.00
less: Surplus Adjustment - Transfer From Reserves	0.00	0.00	0.00	(1,204,200.00)
add: Surplus Adjustment - Principal Payments	264,194.27	0.00	264,194.27	307,736.00
Accounting SURPLUS / (DEFICIT)	(198,871.22)	(15,981.00)	(182,890.22)	2,003,736.00



October 10, 2023

Ministry of the Attorney General
 McMurtry-Scott Building
 720 Bay Street, 11th Floor
 Toronto, Ontario
 M7A 2S9

Dear Honourable Attorney General Downey:

Re: Expediting the appointment process for Justices of the Peace to alleviate some pressures on POA court capacity in the East Region

The Joint Services Committee of Leeds and Grenville is comprised of elected representatives from the United Counties of Leeds and Grenville (the Counties) and the separated towns of Prescott and Gananoque and the City of Brockville. At the time of the provincial download of a number of services to municipalities, the Counties assumed responsibility of Provincial Offences Act Court Administration with the financial support and governance oversight of the Joint Services Committee. As Chair of that body, I am writing to express concern and frustration with respect to the current state of POA Court, its inability to deliver timely access to justice and further, the negative impact it is having on relied upon on cost-recovery.

As you are well aware, the Provincial Offences court system plays a vital role in the administration of justice within our province. Its significance has grown considerably, particularly since it was downloaded onto municipalities as a cost-recovery mechanism. This shift in responsibility has allowed communities to manager local affairs more efficiently and sustainably. However, the success of this cost-recovery mechanism heavily relies on the expeditious and effective operation of our courts.

The most significant obstacle impeding the ability to fully maximize this mechanism is the current lack of sufficient Justices of the Peace, particularly in the East Region. These dedicated individuals are essential to the functioning of the courts as they preside over various matters, ensuring fairness and justice for all Ontarians. The current appointment practices seem wrought with various challenges contributing to extended vacancies. Such vacancies lead to serious delays in the administration of justice locally.

Specifically, the following negative impacts are seen locally:

Review of Judicial Assignments in the East Region: Judicial assignments in the East Region have not been comprehensively reviewed for approximately 12 years. Given the evolving dynamics and demographic changes in this region, I strongly recommend conducting a thorough review of judicial assignments. This will help ensure that the allocation of judicial resources aligns with the current caseload and demographics, thereby improving efficiency and access to justice.

Processes for Inactive Justices: Another critical concern is the need to review and improve processes surrounding the assignments of Justices who are not actively working due to legal issues or medical leave. It is crucial to develop a system that allows for temporary replacements or reassignments to minimize disruptions in court proceedings. Effective management of such situations will help maintain a steady flow of justice in the courtroom.

In light of these issues, I respectfully urge you to consider implementing expedited processes for filling these positions. Streamlining the recruitment and selection procedures will not only address current challenges but will also ensure a more efficient, reputable and responsive justice system for all Ontarians. Furthermore, it is imperative that adequate court time be allocated to meet the increasing case load. This can be achieved by synchronizing the appointment of Justices of the Peace with the allocation of court time, ensuring that our Provincial Offences courts have the necessary personnel and resources to effectively address the demands placed upon them.

With respect, I propose the following actions to expedite the appointment process for your consideration:

- 1. Review and Streamline:** Conduct a comprehensive review of the current appointment procedures, identifying bottlenecks, and streamlining the process to reduce unnecessary delays.
- 2. Increased Resources:** Allocate additional resources, if necessary, to expedite the appointment and training of qualified individuals to serve as Justices of the Peace.
- 3. Regular Updates:** Establish a transparent and regular reporting system to keep the public informed about the progress in hiring Justices of the Peace and the steps being taken to expedite the process.
- 4. Stakeholder Engagement:** Collaborate with relevant stakeholders, including legal professionals, to gather input and insights that can help improve the efficiency of the hiring process.

Furthermore, I would like to emphasize that the training of judiciary can be a lengthy process, often taking up to 14 months for them to be fully prepared to sit in the courtroom. It is essential

to consider this timeline when planning hiring practices to ensure that courtrooms are not left with capacity issues due to delays in training. Adequate planning and timely recruitment can help mitigate these challenges and ensure a seamless transition of newly appointed justices into their roles.

By addressing these concerns and implementing the suggested measures, we believe your Ministry can significantly improve the efficiency and effectiveness of our Provincial Offences courts. Your attention to these critical matters is vital to ensure that all Ontarians have timely access to justice, reduce case backlogs, and maintain the highest standards of judicial service.

Thank you for your time and consideration. I look forward to witnessing the positive impact of these improvements on our justice system and our communities.

Sincerely,

A handwritten signature in black ink, reading "Corinna Smith-Gatcke". The signature is written in a cursive, flowing style.

Corinna Smith-Gatcke,
Chair of the Joint Services Committee of Leeds and Grenville

The transfer of responsibility of Part III/IX Prosecutions under the *Provincial Offences Act*

Key Messages for Crown Attorneys' Meetings with Municipal Partners – April, 2023

Introduction:

With completion of both the provincial and municipal election-cycles last year and COVID recovery largely behind us, this is an opportune time to renew our discussions and establish a mutually agreeable date for the POA transfer.

Our offices have had the opportunity to discuss and consider the transfer since the legislation was passed 7 years ago.

We all appreciate the transfer was delayed for a variety of reasons including the pandemic which halted normal court operations for all of us for an extended period of time.

It's time to move forward and mutually agree on the date for transfer and commence the detailed planning without any further delay.

Why are we required to transfer?:

The Ministry's plan to transfer is not new

The transfer of POA Part III prosecutions to Municipal Partners was contemplated at the time of the Part I transfer but was deferred to give municipalities time to establish procedures and build expertise and infrastructure.

Prior to the transfer legislation being introduced, the Ministry consulted POA stakeholders, including the Prosecutors' Association of Ontario, the Municipal Court Managers Association, the Ontario Association of Chiefs of Police, the Ontario Court of Justice, the Association of Municipalities of Ontario and the City of Toronto.

The Ministry explored increasing the \$109 Part III prosecution cost to recover the full cost.

Municipalities had no interest in increasing the hourly rate and the companion piece of enhanced monitoring. Instead, there was municipal support for the transfer, but the Ministry was asked to permit a phased implementation timeline over two years.

The two-year phased implementation timeline began with the first POA Part III transfers being completed in January 2022.

The transfer of responsibility of Part III/IX Prosecutions under the *Provincial Offences Act*

Key Messages for Crown Attorneys' Meetings with Municipal Partners – April, 2023

Current Status of Transfer Project:

There have been significant developments in many areas of the province throughout 2022 and 2023, as part of the two-year phased implementation.

Almost 25% of municipalities have now successfully completed their transfers. The transfer sites are a cross-section of small, medium and large, urban and rural municipalities:

- County of Elgin
- City of Temiskaming Shores
- County of Hastings
- County of Prince Edward
- City of Kingston
- Regional Municipality of Durham
- City of Peterborough
- City of Mississauga
- Regional Municipality of York
- City of Brampton
- Town of Fort Frances
- County of Lambton

and several other municipalities are actively planning implementation with their local Crown.

The transfer sites have all reported that their transfer experiences were very positive, and their determination to transfer was for the following reasons:

- greater control of court scheduling issues, shifting use of court capacity from P1 to P3 etc.
- scheduling cases in alignment with police schedules, including ability of police officers to testify remotely
- expanded prosecution service
- Prosecutors were also eager to take on more complex prosecutions and were very appreciative of mentoring
- satisfied with Crown commitment to address/purge backlog before transfer

The transfer of responsibility of Part III/IX Prosecutions under the *Provincial Offences Act*

Key Messages for Crown Attorneys' Meetings with Municipal Partners – April, 2023

- satisfied with MAG assurances that other jurisdictions would not get better deals by holding out
- Part IIIs are part of a huge revenue stream that they wanted to control through prosecution of the offences
- positive relationship with the Crown Attorney's Office and their support on complex files

Municipal transfer leads from the transferred sites are willing to share their transfer experience and advice and have consented to their contact information being distributed.

Feel free to contact any of the following transferred site leads:

Carla Mariuz, Manager, Prosecutions, City of Mississauga

carla.mariuz@mississauga.ca

Colleen Grant, Acting Deputy City Solicitor, City of Brampton

Colleen.Grant@brampton.ca

Jack Huber, Prosecutor, County of Elgin

jhuber@elgin.ca

Sarah Viau, Senior Legal Counsel & Municipal Prosecutor, City of Kingston

sviau@cityofkingston.ca

Debbie Cairns, County Manager, County of Hastings

CairnsD@hastingscounty.com

Laurie Nichols, Prosecutor, County of Prince Edward

nicholspec@gmail.com

Vera Oliveira, Supervisor, Prosecution Services, Regional Municipality of

Durham vera.Oliveira@durham.ca

Chris Bendick, Senior Counsel, Prosecutions, Regional Municipality of York

Chris.Bendick@york.ca

Scope of the Part III/IX Transfer of Prosecutions:

Confirm what will be transferred:

- Part III/IX prosecutions, including Contraventions Act
- Appeals of proceedings under Parts III/IX

Confirm what will not be transferred:

- Part III/IX matters against Young Persons

The transfer of responsibility of Part III/IX Prosecutions under the *Provincial Offences Act*

Key Messages for Crown Attorneys' Meetings with Municipal Partners – April, 2023

- Matters where criminal proceedings have also been commenced out of the same circumstances
- Proceedings under Christopher's Law

Confirm transition – on transfer date the Crown will retain:

- All matters set for trial within 60 days after the transfer effective date
- All matters set for appeal hearing within 60 days after the transfer effective date
- Crown will retain all pending serious injury and matters involving death that are pending at the time of transfer
- All future matters involving death will be reviewed by the Crown to determine who will prosecute. The Interim transfer policy sets out the process and considerations

Together we can assess the benefits of merging the POA Part III prosecution services with services already provided by your municipality

Crown's office is reviewing pending charges inventory and pro-actively addressing backlog (Crown can provide details of efforts and results)

Crown's office will work with the municipality collaboratively on the transfer plans. In larger sites, a transfer team consisting of Crown and Municipal leads to work on the planning has been a successful approach

Crown's office will work with the municipality in a supportive and flexible way to build municipal prosecution confidence on the Part III files, including retaining serious injury and fatality prosecutions that are in progress at the time of transfer and scheduling mentoring and job shadowing with municipal prosecution staff

Meeting closing and next steps:

Municipal Lead to initiate internal briefings to review, then seek internal approval and execution of Interim Transfer Agreement (ITA template):



POA Interim
Transfer Agreement

The transfer of responsibility of Part III/IX Prosecutions under the *Provincial Offences Act*

Key Messages for Crown Attorneys' Meetings with Municipal Partners – April, 2023

Municipal Lead review interim policy and do internal briefing. Interim Policy Template:



POA Interim
Transfer Policy - Mei

Municipal Lead to reach out to transferred site leads to answer any questions/concerns raised by the municipality

Reconnect with Crown in 2 weeks to report back on progress and advise what would be the best transfer timeframe to plan towards? The outside parameter is approximately 12 months.



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www.arnprior.ca

October 17, 2023

Craig Kelly
Chief Administrative Officer / Clerk
County of Renfrew
9 International Drive
Pembroke ON

Request for County Participation in the Brownfield Remediation Tax Assistance Program

The Brownfield Remediation Tax Assistance Program (BRTAP) is one of the financial incentive programs included in the Town of Arnprior's Community Improvement Plan (CIP). Offering tax assistance to owners of brownfield properties will encourage the cleanup and redevelopment of these properties.

Under this program, in accordance with Section 365.1 of the Municipal Act, the Town may defer or cancel all or a portion of municipal taxes during the period in which the brownfield site is being cleaned up or redeveloped (the rehabilitation period and statement period, as defined in the Municipal Act). Under the Program, the Town may also formally request that the County of Renfrew participate in the tax assistance program to defer or cancel all or a portion of the county taxes during the same period.

Council passed a resolution on the October 10, 2023 meeting of Council to formally request the County of Renfrew's participation in the program. This resolution and staff report is attached which outlines further details of the applicant, program and County participation request. We look forward to your response on this request.

If you have any questions or concerns, please respond to the contact information provided below.

Sincerely,

Jennifer Morawiec
General Manager, Client Services / Treasurer

cc. Robin Paquette, CAO (Arnprior)
Jeff Foss, Director of Corporate Services / Treasurer (County of Renfrew)



105 Elgin St. West
Arnprior, ON K7S 0A8

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arnprior@arnprior.ca
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Community Improvement Grant – 12 Thomas Street

Resolution No. 329-23

Moved by Billy Denault

Seconded by Lynn Cloutier

That Council approve the Brownfield Remediation Tax Assistance Program (BRTAP) application submitted by OVD Inc., owner of the property at 12 Thomas Street, for rehabilitation assistance under the Community Improvement Plan, and that a BRTAP agreement be established governing the payment of grant with the following grant terms:

- (a) A total grant payable value of 75% of eligible costs, not to exceed a maximum cap of \$1,121,750;
- (b) The grant payment period being phased over a maximum of ten years of development;
- (c) That the annual grant payable be set at 75% of the tax increment (new tax revenues less existing tax revenues) subject to the establishment of, and in accordance with, the terms and conditions of a BRTAP Agreement; and

Further That Council submit a request to the County of Renfrew to approve their participation in the BRTAP program for the applicant, OVD Inc., to cancel all or a portion of the county taxes over the same ten years of development subject to the establishment of, and in accordance with, the terms and conditions of the BRTAP Agreement; and

Further That a future by-law be brought forward for Council to authorize the BRTAP Agreement with OVD Inc., for rehabilitation assistance of 12 Thomas Street, once the level of County of Renfrew participation has been confirmed.

Certified true copy of resolution No. 329-23 passed by unanimous consent at a duly called meeting of the Council of the Corporation of the Town of Arnprior held on the 10th day of October, 2023.

Given under the hand of the Clerk and under the corporate seal of the said Municipality this 11th day of October, 2023.

Shelley Mackenzie, Town Clerk

Resolution CARRIED



Town of Arnprior Staff Report

Subject: CIP Applications – Brownfield Remediation Tax Assistance Grant and Application and Fee Rebate Grant (OVD Inc. – 12 Thomas Street)

Report Number: 23-10-10-05

Report Author and Position Title: Robin Paquette, CAO / Jennifer Morawiec, GM, Client Services / Treasurer

Department: Community Services / Client Services

Meeting Date: October 10, 2023

Recommendations:

That Council approve the Brownfield Remediation Tax Assistance Program (BRTAP) application submitted by OVD Inc., owner of the property at 12 Thomas Street, for rehabilitation assistance under the Community Improvement Plan, and that a BRTAP agreement be established governing the payment of grant with the following grant terms:

- (a) A total grant payable value of 75% of eligible costs, not to exceed a maximum cap of \$1,121,750;
- (b) The grant payment period being phased over a maximum of ten years of development;
- (c) That the annual grant payable be set at 75% of the tax increment (new tax revenues less existing tax revenues) subject to the establishment of, and in accordance with, the terms and conditions of a BRTAP Agreement; and

Further That Council submit a request to the County of Renfrew to approve their participation in the BRTAP program for the applicant, OVD Inc., to cancel all or a portion of the county taxes over the same ten years of development subject to the establishment of, and in accordance with, the terms and conditions of the BRTAP Agreement; and

Further That a future by-law be brought forward for Council to authorize the BRTAP Agreement with OVD Inc., for rehabilitation assistance of 12 Thomas Street, once the level of County of Renfrew participation has been confirmed.

Background:

The Brownfield Remediation Tax Assistance Program (BRTAP) is one of the financial incentive programs included in the Town of Arnprior's Community Improvement Plan (CIP) adopted by Council March 14, 2022. Offering tax assistance to owners of brownfield properties will encourage the cleanup and redevelopment of these properties and contribute to achieving the goals of the Arnprior Community Improvement Plan. A full outline of the BRTAP is in Section 4.2.4 of the CIP, attached as Document #3.

Properties that are classified as Brownfield sites within the Community Improvement Project Area, which includes all lands within the Town's municipal boundary, are eligible for this program. Brownfields are properties where past actions have resulted in actual or perceived environmental contamination and/or derelict or deteriorated buildings. They may be vacant, abandoned or underutilized. They are usually, but not exclusively, former industrial or commercial properties (e.g. a former gas station).

In order to be eligible for tax assistance under the BRTAP, the property must have had a Phase II Environmental Site Assessment which concluded that action needs to be taken to remediate the site. The purpose of this report is to bring a BRTAP application for 12 Thomas Street before Council for consideration and approval.

Discussion:

The Site

The property has an area of approximately 1.86 ha (4.6 acres) with 36.42 metres of frontage along Thomas Street. The property's previous uses were industrial including a former cabinet factory.

Proposed Redevelopment

The applicant proposes to construct approximately 140 residential units to be housed in three separate apartment buildings. A Site Plan Application (SPC-11/22) is under review by Town staff at this time.

Brownfield Remediation Tax Assistance Program (BRTAP) Application

OVD Inc. filed an application under the BRTAP for the clean-up and redevelopment of 12 Thomas Street. A Phase I and II Environmental Site Assessment (ESA) was prepared by Paterson Group Inc. in 2021, which identified that based on the findings of the Phase II ESA, fill material considered to be impacted with Polycyclic aromatic compounds (PAH) parameters were identified throughout the central and western portion of the Phase II Property. Multiple PAH parameters concentrations identified on the Phase II Property, exceeded the MECP Table 2 Residential Standard. Groundwater beneath the Phase II Property complies with the MECP Table 2 Residential Standards.

A clean up of existing contamination on site and the completion of a record of site condition is required before residential development can occur.

The required documents that are to be submitted to the Town as part of a BRTAP application are described in Document 3. The applicant has submitted the required documents and estimates for eligible environmental costs (environmental studies not covered by previous grants, remediation, removal of concrete and debris, filing a Record of Site Condition) and rehabilitation costs (on site infrastructure upgrading). The applicant has also applied for site plan control with the Town for the construction of three apartment buildings with approximately 140 units with the first building to commence construction shortly. Staff reviewed the submissions and deemed the application to be complete.

Under the Town’s CIP Brownfield Remediation Tax Assistance Program, it outlines where in accordance with Section 365.1 of the Municipal Act, the Town may defer or cancel all or a portion of municipal taxes during the period in which the brownfield site is being cleaned up or redeveloped (the rehabilitation period and statement period, as defined in the Municipal Act). Under the Program, it indicates that the Town may also formally request that the County of Renfrew participate in the tax assistance program to defer or cancel all or a portion of the county taxes during the same period.

The grant for this program would be capped at a pre-determined percent of the municipal (and possibly County) share of the increase in property taxes that result from the redevelopment, payable annually for up to ten years or up to the time when the total grant payments equal the total eligible grants, whichever comes first.

The Town will only pay the annual grant after the property taxes have been paid in full each year and all terms and conditions specified in the registered legal agreement between the Town and the applicant have been met. The anticipated maximum eligible costs for the Rehabilitation Grant for this project are estimated at \$1,495,667.

Table 1: Brownfield Assistance – Eligible Costs

No.	Eligible Costs	Actual / Estimated Costs
1	RSC and risk assessment	\$26,000
2	Remediation monitoring and meetings	\$36,000
3	Tender and project management (Robinson Engineering)	\$15,000
4	RSC survey for filing with MOE	\$3,500
5	Tender quote (Akman)	\$1,415,167
	Total Costs Eligible for a Remediation Grant	\$1,495,667

Most established municipal remediation grants set percentage of eligible costs to fund and a maximum funding cap. This percentage and cap is set by Council and differs across municipalities. Council can decide a cap on the amount of remediation grant payable they would like to provide under the program by assigning a remediation grant assistance percentage (%). Staff are recommending 75% of eligible costs to a maximum grant contribution of \$1,121,750.

Table 2: Grant Payable – Maximum % of Eligible Costs

% Eligible Costs	100%	75%	50%	25%
Grant Max.	\$1,495,667	\$1,121,750	\$747,834	\$373,917

Example Grant Calculation – based on estimates.

The Current Value Assessment (2023) on the property is \$142,000 classed as Residential (RT). Current property taxes are approximately \$2,070 with the municipal property tax portion being \$1,297, county taxes being \$556 and education taxes being \$217. Future property tax assessment for the property is estimated at \$6,500,000 per building. At the new Multi-residential tax class, a full year would result in future estimated annual municipal taxes of \$59,361 per building and annual county taxes of \$25,448 per building.

Table 3: Estimated Future Taxes

		Phase 1	Phase 2	Phase 3
Multi-Res New	Assessment (2023)	Estimated Assessment	Estimated Assessment	Estimated Assessment
Tax Rate (2023)	\$142,000	\$6,500,000	\$13,000,000	\$19,500,000
0.00913245	\$1,297	\$59,361	\$118,722	\$178,083
0.00391501	556	25,448	\$50,895	\$76,343
0.00153000	217	9,945	\$19,890	\$29,835
0.01457746	\$2,070	\$94,753	\$189,507	\$284,260

To determining the annual grant payable, we need to:

- Estimate new taxes less existing taxes to determine the tax increment.
- Determine what % of the annual tax increment to allocate towards the grant.

Table 4A: Schedule of Estimated Annual Tax Increment for Town & County

Year		Existing Taxes (2023)		Estimated New Taxes		Tax Increment		Total Tax Increment
		Town	County	Town	County	Town	County	
1	2025	\$1,297	\$556	\$19,787	\$8,483	\$18,490	\$7,927	\$26,416
2	2026	\$1,297	\$556	\$59,361	\$25,448	\$58,064	\$24,892	\$82,955
3	2027	\$1,297	\$556	\$118,722	\$50,895	\$117,425	\$50,339	\$167,764
4	2028	\$1,297	\$556	\$138,509	\$59,378	\$137,212	\$58,822	\$196,033
5	2029	\$1,297	\$556	\$178,083	\$76,343	\$176,786	\$75,787	\$252,572
6	2030	\$1,297	\$556	\$178,083	\$76,343	\$176,786	\$75,787	\$252,572
7	2031	\$1,297	\$556	\$178,083	\$76,343	\$176,786	\$75,787	\$252,572
8	2032	\$1,297	\$556	\$178,083	\$76,343	\$176,786	\$75,787	\$252,572
9	2033	\$1,297	\$556	\$178,083	\$76,343	\$176,786	\$75,787	\$252,572
10	2034	\$1,297	\$556	\$178,083	\$76,343	\$176,786	\$75,787	\$252,572
TOTAL		\$12,970	\$5,560	\$1,404,875	\$602,259	\$1,391,905	\$596,699	\$1,988,604

Table 4B: Estimated Annual Grant Payable – Percentage Options

Year		Total Tax Increment	100% Tax Increment	75% Tax Increment	50% Tax Increment
1	2025	\$26,416	\$26,416	\$19,812	\$13,208
2	2026	\$82,955	\$82,955	\$62,217	\$41,478
3	2027	\$167,764	\$167,764	\$125,823	\$83,882
4	2028	\$196,033	\$196,033	\$147,025	\$98,017
5	2029	\$252,572	\$252,572	\$189,429	\$126,286
6	2030	\$252,572	\$252,572	\$189,429	\$126,286
7	2031	\$252,572	\$143,435	\$189,429	\$126,286
8	2032	\$252,572	\$0	\$189,429	\$126,286
9	2033	\$252,572	\$0	\$9,155	\$126,286
10	2034	\$252,572	\$0	\$0	\$126,286
TOTAL		\$1,988,604	\$1,121,750	\$1,121,750	\$994,302

In the examples above, if the annual grant payable was set to 100% of the resulting tax increment, the total grant cap of \$1,121,750 would be reached by approximately year 7 based on the estimated development timeline and valuations. In comparison, setting the annual grant payable to 75% of the resulting tax increment, the total grant cap of \$1,121,750 is reached in year 9 and a setting of 50% would result in a total grant of \$994,302, slightly under the maximum grant cap, having reached the end of the set 10 year timeline.

These schedules are estimations. In the administration of this grant, the annual grant payment would be calculated every year based on the new assessment, tax rate, taxes paid and actual municipal and county tax increment. It is possible that the pay-out would not occur within 10 years of the first payment if the first phase of the project is not completed at which time the annual municipal payment would end even if the grant has not been paid in full.

Table 5: Breakdown Grant Payable and Additional Revenues by Town and County

Eligible Remediation Costs (75%)	\$1,121,750	\$1,121,750	\$1,121,750
Annual Grant Payable (% of tax increment)	100%	75%	50%
Town - Estimated Grant Value	\$ 785,225	\$ 785,225	\$ 695,953
County - Estimated Grant Value	\$ 336,525	\$ 336,525	\$ 298,350
Combined Grant Funding	\$ 1,121,750	\$ 1,121,750	\$ 994,302
Maximum reached	Year 7	Year 9	n/a
Additional Tax Revenues over 10 Year Timeline			
Town - Additional Tax Revenues	\$ 606,573	\$ 606,573	\$ 696,011
County - Additional Tax Revenues	\$ 260,101	\$ 260,101	\$ 298,291

Staff are recommending 75% of the annual tax increment be allocated to the annual grant payable. Based on the timeline provided by the developer, this should allow sufficient time to reach the maximum grant payable amount \$1,121,750 in the 10 year timeline and still provide some additional taxation revenues to both the Town and County.

Benefits to the Community

The impact of the proposed residential development is 140 new residential units housed in three separate apartment buildings. The development of this site will add additional rental options to the housing market and the development itself will provide direct and indirect economic benefits to the local economy as a result of site remediation, the construction period through payroll, purchased material supplies, services, and equipment rentals.

It is estimated that at full development, this project could bring over \$19 million in new multi-residential assessment to the property tax assessment roll. After completion of the project in 2034, it is estimated that over \$176K per year in increased municipal property taxes and \$76K in upper tier taxes could be expected to be added to annual

revenues.

If supported by Council, the applicant and the Town will need to enter into a Rehabilitation Grant Agreement outlining the terms and conditions of the grant. Additionally, the Town will submit a request to the County for their participation in this program.

Application and Building Permit Fees Rebate Application

The proponent also included an application under the CIP Building Permit Fees Rebate program, which establishes a rebate of 50% of Town application fees up to \$5,000. Application and permit fees normally imposed by the Town may also represent a barrier to investment in Arnprior. Rebating such fees is desirable because it will reduce or eliminate these barriers to private investment, including major investments such as the development of new housing units. The CIP provides criteria for the rebate program, which excludes those properties zoned strictly for residential use. The subject lands are zoned Residential Four (R4), thereby making them ineligible for this rebate program.

Options:

Council could choose a number of options:

- Not accept the application or provide a BRTAP grant. This is not recommended as this CIP program is intended to help facilitate development of local Brownfield lands into developments that support the community and will generate future additional taxation revenues.
- Set the maximum funding amount at another percentage of eligible remediation costs than the recommended 75%.
- Set the annual grant payable percentage of tax increment at another percentage than the recommended 75%.

Policy Considerations:

The requested Brownfield Rehabilitation Grant will satisfy Council's strategic priority by implementing the financial incentive programs of the Brownfield CIP and working towards a healthy and vibrant community with the remediation and redevelopment of the lands to provide housing within the built area boundary.

The approval of this grant will assist with the redevelopment of this brownfield property and ensure that this contaminated site is properly remediated prior to development. A Record of Site Condition will be required as per the funding agreement. Brownfield redevelopment is identified as a key strategy for promoting reinvestment in existing urban areas and for reducing the need to expand into greenfield sites.

Financial Considerations:

Based on the documents and estimated eligible costs submitted the maximum grant amount is estimated to total \$1,121,750 (75% of eligible costs \$1,495,667) in environmental costs and in rehabilitation costs (on site infrastructure upgrading and debris removal).

The actual annual grant amount will be calculated every year based on the new assessment, tax rate, taxes paid and actual municipal tax increment to establish the actual grant payment. As much of the grant payable is dependent upon the timing of the construction of the three buildings and the future property assessments, it is possible that the maximum pay-out would not occur within 10 years of the first payment, at which time the annual municipal grant payment would end even if the grant has not been paid in full. It is also possible that the maximum grant payment will be reached earlier than the 10 years.

The total annual grant payable amount is subject to County participation in the grant program. Should the County choose not to participate, the annual grant payable will be based on only the municipal tax increment.

Meeting Dates:

N/A

Consultation:

Emma Blanchard, BLG, Town's Solicitor of Record

Documents:

1. Schedule 1 – Location Map
2. Schedule 2 – Site Plan for Residential Redevelopment
3. Schedule 3 – Section 4.2.4 Brownfield Remediation Tax Assistance Program

Signatures

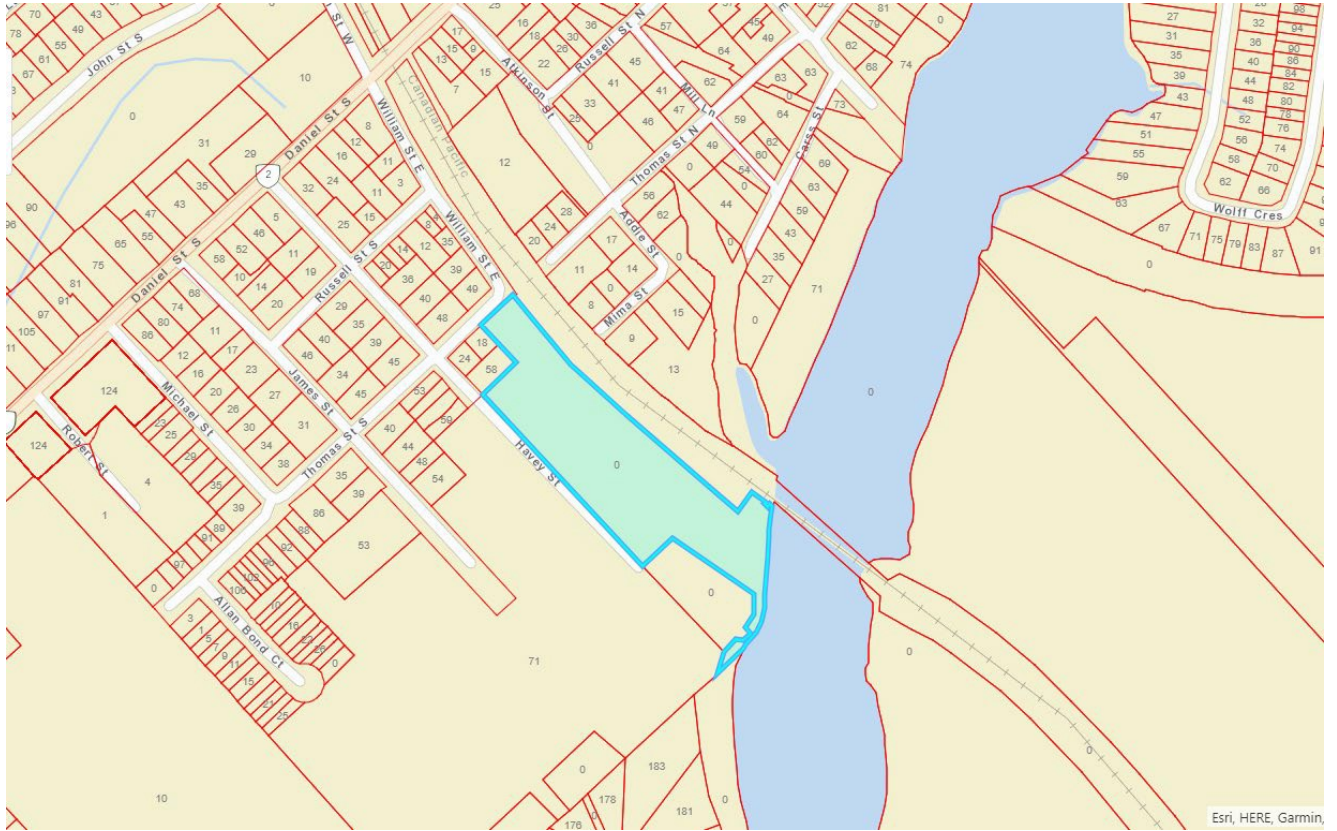
Reviewed by Department Head: Robin Paquette

Reviewed by General Manager of Client Services/Treasurer: Jennifer Morawiec

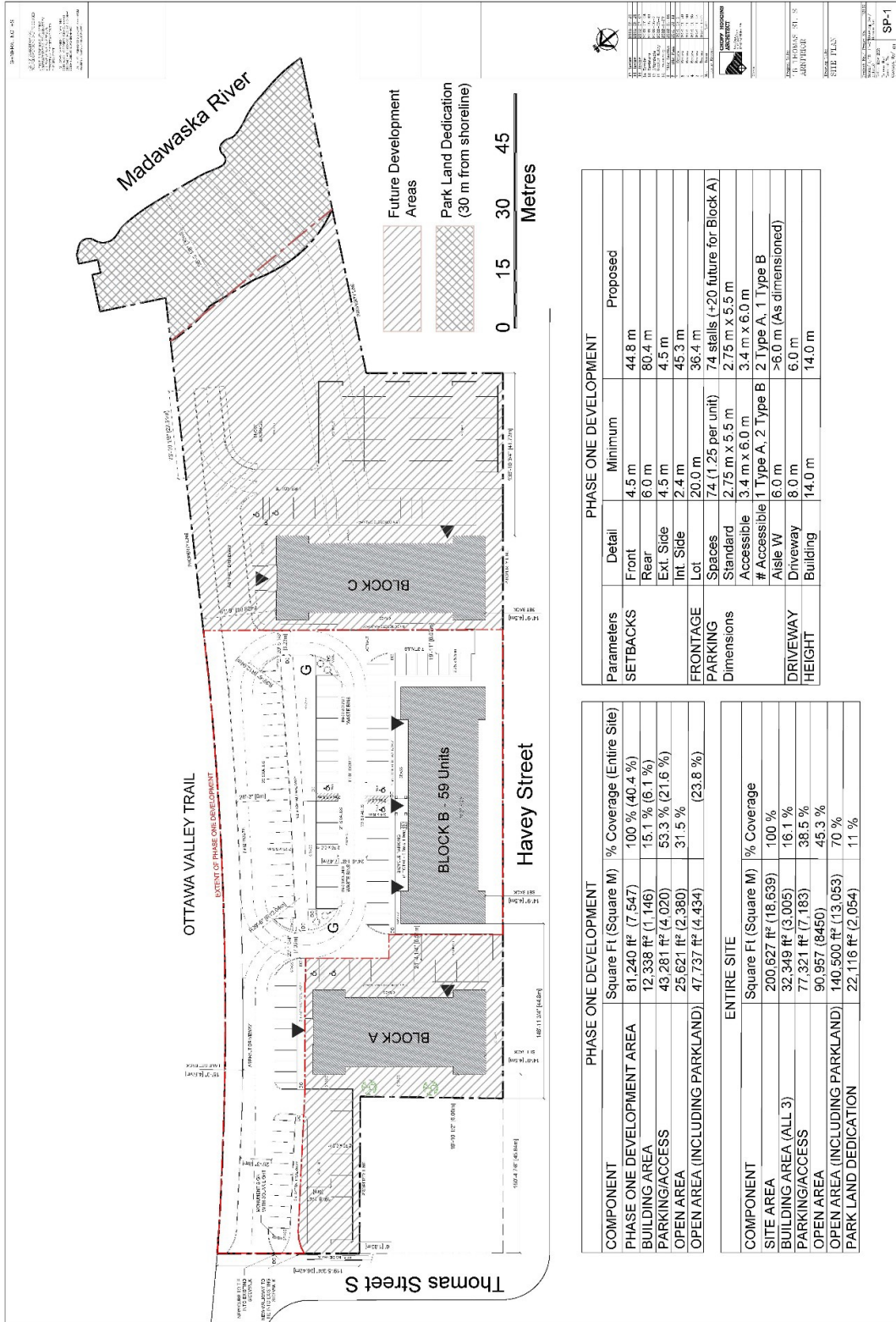
CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Shelley Mackenzie

Schedule 1 – Location Map



Schedule 2 – Site Plan



PHASE ONE DEVELOPMENT		
COMPONENT	Square Ft (Square M)	% Coverage (Entire Site)
PHASE ONE DEVELOPMENT AREA	81,240 ft ² (7,547)	100 % (40.4 %)
BUILDING AREA	12,338 ft ² (1,146)	15.1 % (6.1 %)
PARKING/ACCESS	43,281 ft ² (4,020)	53.3 % (21.6 %)
OPEN AREA	25,621 ft ² (2,380)	31.5 %
OPEN AREA (INCLUDING PARKLAND)	47,737 ft ² (4,434)	(23.8 %)
ENTIRE SITE		
COMPONENT	Square Ft (Square M)	% Coverage
SITE AREA	200,627 ft ² (18,639)	100 %
BUILDING AREA (ALL 3)	32,349 ft ² (3,005)	16.1 %
PARKING/ACCESS	77,321 ft ² (7,183)	38.5 %
OPEN AREA	90,957 (8450)	45.3 %
OPEN AREA (INCLUDING PARKLAND)	140,500 ft ² (13,053)	70 %
PARK LAND DEDICATION	22,116 ft ² (2,054)	11 %

PHASE ONE DEVELOPMENT			
Parameters	Detail	Proposed	
SETBACKS	Front	4.5 m	44.8 m
	Rear	6.0 m	80.4 m
	Ext. Side	4.5 m	4.5 m
	Int. Side	2.4 m	45.3 m
FRONTAGE	Lot	20.0 m	36.4 m
	Spaces	74 (1.25 per unit)	74 stalls (+20 future for Block A)
PARKING	Standard	2.75 m x 5.5 m	2.75 m x 5.5 m
	# Accessible	1 Type A, 2 Type B	2 Type A, 1 Type B
DRIVEWAY	Aisle W.	6.0 m	>6.0 m (As dimensioned)
	Building	14.0 m	14.0 m
HEIGHT			

SCALE: 1:500

 DATE: 01/11/2024

 DRAWN BY: [Name]

 CHECKED BY: [Name]

 PROJECT: [Name]

 SHEET: 11 OF 11

 SP-1

4.2.4 Brownfield Remediation Tax Assistance Program (BRTAP)

A) Purpose and Rationale

There are several known and suspected brownfield sites in the Town of Arnprior which are visible from the main gateway routes. Remediation of these sites is desirable to improve the aesthetics of these gateway routes and the downtown. Further, brownfield remediation provides opportunities for intensification and offers environmental benefits.

In accordance with Section 365.1 of the Municipal Act, the Town may defer or cancel all or a portion of municipal taxes during the period in which the brownfield site is being cleaned up or redeveloped (the rehabilitation period and statement period, as defined in the Municipal Act). The Town may also apply to the Minister of Finance, on behalf of the property owner, to have the education portion of the property taxes deferred or cancelled. Offering tax assistance to owners of brownfield properties will encourage the cleanup and redevelopment of these properties and contribute to achieving the goals of the Arnprior Community Improvement Plan.

B) Funding Source

On an annual basis, the Town may allocate a portion of the financial incentives fund to fund the loss in tax revenue associated with the taxation assistance. The Province may provide funding that is proportional or matches the funding offered by the Town, subject to approval by the Ministry of Finance.

C) Eligible Properties

Properties that are classified as Brownfield sites within the Community Improvement Project Area, which includes all lands within the Town's municipal boundary, are eligible for this program. Brownfield properties are considered to be properties that are (or are perceived to be) contaminated as a result of a prior land use (e.g., a former gas station).

In order to be eligible for tax assistance, the property must have had a Phase II Environmental Site Assessment which concluded that action needs to be taken to remediate the site.

D) Program Value

The value of the BRTAP will be calculated on a case-by-case basis depending on the property and the type of tax assistance being applied for (Municipal or Provincial).

- a. **Municipal Tax Assistance:** The Town may pass by-laws to provide a deferral or cancellation of all or a part of the municipal taxes on a brownfield site during the rehabilitation period and statement period, as defined in Section 365.1(1) of the Municipal Act. The total value of the tax assistance will not exceed the total eligible costs, which are defined in the eligibility requirements below. The level and duration of the tax assistance will be considered on a case-by-case basis. The Town may formally request that the County of Renfrew participate in the tax assistance program. Prior to passing the by-law approving the tax assistance, the Town will be required to notify the Ministry of Finance. Within 30 days of passing the by-law, the Town will also be required to notify the Minister of Municipal Affairs and Housing and the Minister of Finance.

- b. **Provincial Tax Assistance:** The Town may apply for Provincial Tax Assistance, on behalf of the owner, to cancel or freeze all or a portion of the education portion of property taxes. The application will need to be approved by the Minister of Finance, and may be subject to a different timeline than the approved Municipal Tax Assistance. The Town must be offering municipal tax assistance in order for the owner to be eligible for Provincial tax assistance.

E) Eligible Project Costs

Tax assistance may only be provided to cover eligible costs which relate to reducing the concentration of contaminants on, in, or under the subject property to permit a record of site condition to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act. More specifically, eligible costs include costs for:

- a. Phase III Environmental Site Assessments (ESAs) and Risk Assessment Plans;
- b. Environmental remediation costs, including the costs of preparing a record of Site Condition;
- c. Placing clean fill and related grading;
- d. Installing environmental and/or engineering controls or works, as specified in the Phase III ESA and/or Risk Assessment Plan;
- e. Monitoring, maintaining and operating environmental and engineering controls/works, as specified in the Phase III ESA and/or Risk Assessment Plan; and
- f. Environmental insurance premiums.

F) Business Plan

At its sole discretion, the Town may require preparation of a business plan or feasibility study as a condition of approving tax assistance.

G) Combination with Other Incentive Programs

Successful applicants may also be eligible for other financial incentive programs, provided that the total value of incentives does not exceed the total cost of rehabilitating the land and buildings.

H) Duration

The Town may offer tax assistance throughout the duration of the rehabilitation period and statement period, as defined in the Municipal Act. The duration of the assistance will be specified in the tax assistance by-law and considered on a case-by-case basis. The duration of assistance for the education portion of taxes will be determined by the Minister of Finance and may be provided for a period of up to six years. In special circumstances, the Town may apply to the Minister of Finance for an extension of the education property tax assistance.

I) General Eligibility Criteria

All of the General Eligibility Requirements (outlined in Section 6.7) apply.

J) Specific Eligibility Criteria

- a) When an approved project is complete, a rebate that is equal to or part of the Town's portion of the increase in taxation will be provided annually following the payment of all property taxes by the owner.
- b) At its sole discretion, the Town shall require a financial pro forma (at the expense of the applicant) and/or an independent third party financial review (at the expense of the applicant and as contracted by the applicant on approval of the Town). The financial pro-forma and/or independent third party financial review will be used by the Town to ensure that the rebate is consistent with the terms, conditions and performance expectations, as contained within the information provided by the applicant in the approved Financial Incentive Application Form and within this Agreement.
- c) An application must be accompanied by a Phase II ESA, Phase III ESA, or Risk Assessment Plan prepared by a "qualified person" (as defined in Ontario Regulation 153/04 as amended by Ontario Regulation 66/08, or the equivalent legislation) that contains:
 1. an estimate of the cost of actions that will be required to reduce the concentration of contaminants on, in, or under the property to permit a Record of Site Condition to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act; and
 2. a work plan and budget for said environmental remediation, and/or risk management actions and/or the application must be accompanied by proof that an RSC for the proposed use of the property has been acknowledged by the Ministry of the Environment.
- d) Where applicable, a separate Financial Incentive Program Agreement may apply to any Provincial or County tax assistance provided in addition to the municipal portion of the tax incentive, where the Town has agreed to apply for external incentives on behalf of the applicant. A separate timeline may apply to Provincial or County tax assistance. In no case shall the total value of the incentive(s) exceed the eligible project costs.

4.2.5 Heritage Property Improvement Program

A) Purpose and Rationale

Arnprior's historic facades and buildings are one of its greatest assets; while many of these buildings are in good condition, others would benefit from improved maintenance or restoration to original brickwork, masonry or architectural detailing. Under Section 28(7) of the Planning Act, the Town may make grants to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings.

This program will be issued as a grant.

B) Eligible Properties

Properties that are located within the Community Improvement Project Area and are designated under Part IV of the Heritage Act or located in the Heritage Conservation District, and designated under Part V of the Heritage Act will be eligible for this program.

C) Grant Value

Grants for the restoration, repair, rehabilitation or preservation of designated heritage buildings and properties, or to undertake a feasibility study to determine the viability of restoring a designated heritage building, or to undertake an architectural or design study in relation to restoring a heritage building or property, will be provided to eligible applicants for 1/2 (50%) of eligible costs up to a maximum of \$7,500.

D) Eligible Project Costs

The following types of projects, improvements to or restoration of eligible buildings and properties are considered eligible:

- a) works that preserve, restore, and/or enhance elements specified in the Reasons for Designation within the designating by-law (including fences and outbuildings) for properties which are designated under Part IV of the Heritage Act;
- b) repair of original siding and roofing materials;
- c) removal of modern building materials and replacement with documented original building materials;
- d) reconstruction or construction of former and significant architectural features based on documentary sources (photographs, drawings, etc.);
- e) cleaning of masonry buildings;
- f) improvement of buildings or properties designated as part of the Downtown Heritage Conservation District which are in accordance with the Heritage Conservation District Master Plan Design Guidelines (as determined through approval of a heritage permit) are eligible for this program;

- g) an economic feasibility study to determine the viability of restoring and/or adaptively re-using a heritage property (up to a maximum of \$2,500 or 50% of the approved grant amount, whichever is lesser);
- h) an architectural or design study prepared in relation to the property owner's intent to restore an eligible heritage property (up to a maximum of \$2,500 or 50% of the approved grant amount, whichever is lesser); and
- i) other similar repairs/improvements as may be approved.

E) Payment of Grant

The grant will be paid upon completion of the community improvement works, to the satisfaction of the Town in consultation with the Review Panel.

F) General Eligibility Criteria

All of the General Eligibility Requirements (outlined in Section 6.7) apply.

Annual Plan Renewal

County of Renfrew and Participating Municipalities

Renewal effective January 1, 2024



Platinum
member

We care about what you care about.



Summary of Costs

Last Year



12.0%

Manulife proposed change



\$758,679

Change in annual costs



8.9%

Cowan negotiated change



\$566,324

Change in annual costs

\$193K

Annual Cost Avoidance

This Year



-2.2%

Manulife proposed change



(\$151,186)

Change in annual costs



-4.7%

Cowan negotiated change



(\$320,128)

Change in annual costs

\$169K

Annual Cost Avoidance

Next Year



6.7%

Based on average change last five years



\$437,724

Change in annual costs



11.0%

Based on Industry Trend



\$718,651

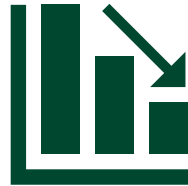
Change in annual costs

By the Numbers...

Average Cost of Benefits

\$7,339

\$355 decrease YOY



per covered certificate per year

Average Bottom-line Change

+6.7%

over the past 5 years

Financial Estimate



\$141,389

Surplus

as of August 31, 2023

Demographic Age Bands



Greater than 54 years	32%
Between 40-54 years	38%
Between 25-39 years	28%
Less than 25 years	2%

902 employees, -32 lives YOY change

Estimated Financial Report

For the period March 2023 to August 2023

Financial Reconciliation	Extended Health Care	Dental Care	Total
Premium Paid			
Gross Premiums	\$2,012,238	\$674,443	\$2,686,681
Net Premium Paid	\$2,012,238	\$674,443	\$2,686,681
Claims Charges			
Paid Claims	\$1,210,130	\$627,026	\$1,837,156
Less: Pooled Claims	\$175,483	\$0	\$175,483
Non-Pooled Claims	\$1,034,647	\$627,026	\$1,661,673
Pool Charge	\$631,239		\$631,239
Emergency Travel Assistance Charge	\$4,068		\$4,068
Total Claims Charge	\$1,669,954	\$627,026	\$2,296,980
Retention			
General Administration Charges	\$30,184	\$10,117	\$40,300
Claims Administration Charges	\$58,448	\$21,946	\$80,394
Profit Charge	\$10,061	\$3,372	\$13,433
Risk Charge	\$5,031	\$1,686	\$6,717
Commissions	\$40,245	\$13,489	\$53,734
Premium Tax	\$40,245	\$13,489	\$53,734
Total Retention	\$184,213	\$64,099	\$248,312
Balance	\$158,071	-\$16,682	\$141,389

Summary of Surplus Accounts – Feb 2023

CFR #836

- Has a balance of **\$356,570**
- The Claims Fluctuation Reserve is fully funded at 10% of the health and dental premium

UDA #2042

- Opened this UDA Account September 1, 2007 and is now frozen
- Has a surplus balance of **\$43,084**
- The Town of Deep River, Ontario Highlands Tourism Organization and The Township of Laurentian Valley are excluded from this UDA

UDA #2560

- Opened this UDA Account March 1, 2013
- Has a surplus balance of **\$481,719**
- All municipalities are included within this UDA Account

- The Financial Report for the period of March 1, 2022 to February 28, 2023 will be emailed separately.

Principal Eligible for ORST Tax Credits

UDA #2560

February 1, 2024: \$56,103.30

February 1, 2025: \$236,439.25

ORST Tax Credits

A total of **\$292,542.55** in principle is available for ORST tax credits if withdrawn before the expiry date noted

Renewal Cost Driver – Long Term Disability

-\$423k in annual premium

Claims

\$420K

reduction of 53% over the prior year



Incidence Rate

5

claims per 1,000 lives this year

31

Claims per 1,000 lives in 2020/2021 (start of Covid)

Disabled Life Reserves

-16.7%

over last year

of open claims

12

as of June 30, 2023

18

as of June 30, 2022

Renewal Cost Driver – Dental Care

+\$151k in annual premium

Loss Ratio **95.2%**

Target **88.5%**



Basic Services Costs *93% of dental care spend*

+21.5% in total spend over last year

+16.7% increase in avg spend per certificate over last year

Average Annual Claims per Cert.

\$1,276 +16.7% over last year

Dental Fee Guide Increase 2023

↑ 8.5% In Ontario

Prescription Drugs – Areas of Concern

Drug utilization increased by 20% this year

41%

Increase in claims for **Diabetes** medications

Ozempic

#1 **Diabetes** drug this year by cost

21%

increase in claims for **Cholesterol** medications

Repatha

#1 **Cholesterol** drug this year by cost

21%

Increase in claims for **Mental Health** medications

Trintellix

#1 **Mental Health** drug this year by cost

15%

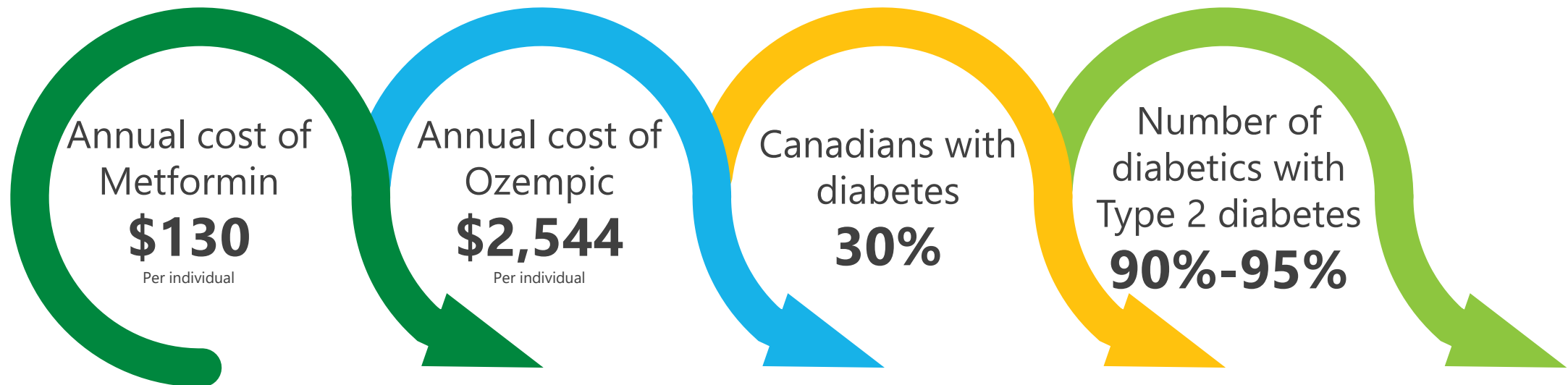
Increase in claims for **Blood Pressure** medications

Amlodipine

#1 **Blood Pressure** drug this year by cost

Ozempic

- Approved type-2 diabetes treatment medication
- **Metformin is the most common treatment**
 - Metformin dosage is once or twice daily
- Ozempic is an injection administered once a week.
 - **Ozempic is a convenient alternative.**
- Ozempic is on the prior authorization list with Canadian insurance companies



Diabetes in Canada



Every 3 minutes another Canadian is diagnosed with diabetes



People with prediabetes have a 50% chance of developing diabetes in 5 – 10 years



Diabetes ranks as the 2nd highest class of drug spend in Canada

How can Employers help through the employee benefits offering:

- Ensure the health plan includes dietitian within paramedical practitioners
- Make use of free resources to increase risk awareness
- Ensure the drug coverage allows for appropriate access to medications with appropriate checks and balances
- Initiate a well thought out prevention, wellness program that focuses on all chronic diseases
 - Eventually they all connect!

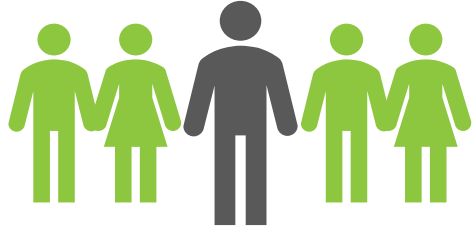
References:

<https://ok-smallsteps.sites.olt.ubc.ca/health-care-providers/diabetes-facts/>

<https://my.clevelandclinic.org/health/diseases/21498-prediabetes#:~:text=Prediabetes%20is%20a%20health%20condition,Type%20%20diabetes%20from%20developing>

<https://plus.telushealth.co/blogs/health-benefits/wp-content/uploads/TELUS-Health-Drug-Data-Trends-Report-2022.pdf>

Mental Health in Canada



1 in 5 people at any time will experience a mental health problem or illness



By age 40, approximately 50% of the population will have or had a mental illness



Substance use disorders affect 6% of Canadians

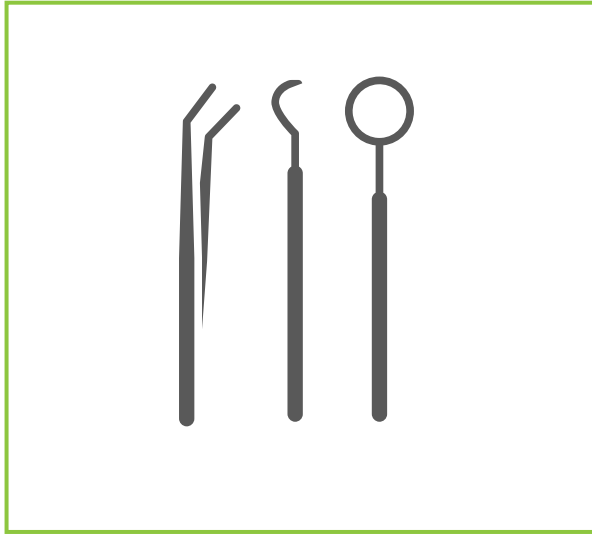
How can Employers help through the employee benefits offering:

- Enhanced mental health practitioner list; inclusive of psychotherapist, psychoanalyst, etc.
- Greater maximum on mental health practitioners
- EFAP program with education sessions on Mental Health, expanded dependent EFAP eligibility
- Focused mental health programs, e.g., Dialogue Mental Health+
- Integrated Cognitive Behaviour Therapy, iCBT
- Addition of a fixed Personal Spending account for standard practitioners plus non-traditional practitioners e.g., hypnotherapy, sleep therapy

Reference:

<https://cmha.ca/brochure/fast-facts-about-mental-illness/>

Dental Care in Canada



What can employers do?

- Offer flexible benefit plans
- Monitor your experience closely with your consultant
- Encourage preventative dental care
- Offer dental coverage options that cover a broader range of procedures
- Offer a health care savings account
- Partner with dental clinics or providers

Reference:

<https://www.cowangroup.ca/blog/what-every-employer-should-know-about-recent-dental-fee-guide-increases/>

Dental Fee Guides

Employees are facing higher costs for products, services, and medical plan claims, with projected 7% increase in medical plan claims

One contributing factor is historically high increases in the 2023 Dental Fee Guide, with Ontario fees rising by 8.50%

The Dental Fee Guide provides recommended fees for dental procedures and is used by insurance companies and employers to determine reimbursement levels

Patients may face higher out-of-pocket dental costs, particularly for low-income individuals and uninsured/underinsured individuals

Dental practitioners may see a decrease in the number of patients seeking care, financial strain, and pressure to raise their fees to match the recommended prices

The increased fees may lead practitioners to focus on more profitable services and less on preventative care, which can negatively impact overall oral health

The recent significant increases in the dental fee guide in Ontario and nationwide can have a range of negative impacts, and policymakers and stakeholders should consider steps to mitigate these impacts

Reference:

<https://www.cowangroup.ca/blog/what-every-employer-should-know-about-recent-dental-fee-guide-increases/>

Multi-Generational Plan Using the Psychology of Choice

The psychology of choice refers to the study of how individuals make decisions when faced with multiple options or alternatives. It explores the cognitive processes, motivations, and biases influencing our choices. Several key theories and concepts related to the psychology of choice can impact the success of a benefit program, including the paradox of choice and decision fatigue.

Understanding multi-generational workforce to a successful benefit plan



Do you know what your employees want?

Unconscious bias can play a role in employers' decisions regarding benefit plans. It can manifest in benefit plan strategies in various ways.

- Gender bias
- Age bias
- Cultural bias
- Family bias



How do you implement?

To determine if your benefit plan meets employee needs, you'll have to revisit your benefits philosophy and answer a few fundamental questions. Why does your organization offer employee benefits? Understanding the purpose behind benefit plan provisions is crucial to measure their effectiveness.

- Corporate responsibility
- Define the outcomes
- How success is measured in relation to the benefit plan
- Communication strategy



Link to full article:

<https://www.cowangroup.ca/blog/how-to-implement-a-multi-generational-benefit-plan-using-the-psychology-of-choice/>

Premium Illustration

Premium Illustration

Benefit	Current Costs	Proposed Costs	% Change	Renewal Costs	% Change
Life Insurance	\$ 32,752.30	\$ 32,853.36	0.3%	\$ 29,477.07	-10.0%
Dependent Life Insurance	\$ 178.80	\$ 180.50	1.0%	\$ 160.92	-10.0%
Long Term Disability - Taxable	\$ 114,590.81	\$ 79,296.84	-30.8%	\$ 79,296.84	-30.8%
Long Term Disability - Non Taxable	\$ 2,461.76	\$ 1,787.12	-27.4%	\$ 1,787.24	-27.4%
Critical Illness	\$ 25.57	\$ 25.57	0.0%	\$ 25.57	0.0%
Extended Health Care	\$ 316,231.38	\$ 321,606.66	1.7%	\$ 316,231.38	0.0%
Hospital	\$ 7,202.65	\$ 7,202.65	0.0%	\$ 7,202.65	0.0%
Dental Care	\$ 104,869.28	\$ 121,962.40	16.3%	\$ 117,453.59	12.0%
Total Monthly Cost	\$ 578,313	\$ 564,915	-2.3%	\$ 551,635	-4.6%
Total Annual Cost	\$ 6,939,751	\$ 6,778,981	-2.3%	\$ 6,619,623	-4.6%

Retention Expenses

Expense	Charge Basis	Current Charge	Renewal Charge
General Administration	Premium	1.50%	1.70%
Claims Administration	Paid Claims	3.50%	3.50%
Profit Charge	Premium	0.5% to 1.0%	0.5% to 1.0%
Risk Charge	Premium	0.25% to 2.0%	0.25% to 2.0%
Pooling	Premium	31.37%	31.37%
Estimated Annual Expenses		\$ 1,565,498	\$ 1,576,080

Retention Expenses – General Administration Fee

- Manulife provided the following summary regarding the increase to the GA fee: Manulife continues to make investments in our business to provide an optimal experience for our plan members as well as cost containment for plan sponsors. Examples of these costs include the following:
 - System maintenance and development costs which include IT spend for adjudication, reporting, and financial support systems
 - Security of internal systems, flow of web-based information and applications, and protection of policyholder and member data across all our platforms, systems, applications, and processes
 - Inflationary pressures on Corporate and Divisional overhead
 - Internal costs associated with the continued development, maintenance, and support of cost-containment strategies for our clients.

Questions/Discussion

Appendix A

Your Cowan Team and Benefit Plan Details

Your Cowan Team

Anne Marie Nevins
Principal Consultant

Francine Sabourin
Senior Benefits Specialist

Daniel Penny
Senior Underwriting Specialist

At Cowan Insurance Group, we believe our role is to provide you with sound advice and innovative solutions that maximize your investment.

Our team members take an ownership approach with each of our clients, resulting in long-lasting and caring relationships.

This is accomplished by creating a partnership based on trust, communication and service.



Talent wins games, but teamwork and intelligence wins championships.

~
Michael Jordan

Your Benefit Details

Benefit	Rating Method	Funding Method	Insurance Carrier	Renewal Date
Life Insurance	Experience Rated	Non-Refund	Manulife	Jan 1
Dependent Life Insurance	Fully Pooled	Non-Refund	Manulife	Jan 1
Long Term Disability	Fully Pooled	Non-Refund	Manulife	Jan 1
Critical Illness	Fully Pooled	Non-Refund	Manulife	Jan 1
Extended Health Care	Experience Rated	Refund	Manulife	Jan 1
Dental Care	Experience Rated	Refund	Manulife	Jan 1
Health Care Spending Account	Fully Pooled	Non-Refund	Manulife	Jan 1
Employee Assistance Program	Fully Pooled	Non-Refund	Homewood	Jan 1
AD&D	Fully Pooled	Non-Refund	SSQ	Jan 1

Appendix B

Rate History

Rate Changes – Five Year History

Benefit	Jan 1, 2020	Jan 1, 2021	Jan 1, 2022	Jan 1, 2023	Jan 1, 2024	5 Year Avg
Life Insurance	10.0%	15.0%	5.0%	12.0%	-10.0%	6.4%
Dependent Life Insurance	10.0%	15.0%	5.0%	12.0%	-10.0%	6.4%
Long Term Disability - Taxable	15.0%	37.0%	27.0%	0.0%	-30.8%	9.6%
Long Term Disability - Non Taxable	-5.0%	0.0%	0.0%	8.0%	-27.4%	-4.9%
Extended Health Care	0.0%	0.0%	24.0%	16.0%	0.0%	8.0%
Dental Care	0.0%	0.0%	10.0%	0.0%	12.0%	4.4%
Overall Change	2.7%	6.8%	19.7%	8.9%	-4.7%	6.7%

Historical Rates

Optional Employee Life Insurance

Age Band	Male		Female	
	Smoker	Non Smoker	Smoker	Non Smoker
18-24	0.120	0.070	0.090	0.050
24-29	0.120	0.070	0.090	0.050
30-34	0.120	0.070	0.090	0.050
35-39	0.180	0.100	0.120	0.070
40-44	0.280	0.160	0.210	0.120
45-49	0.460	0.260	0.330	0.190
50-54	0.770	0.440	0.490	0.280
55-59	1.310	0.750	0.740	0.420
60-64	1.810	1.050	1.240	0.710
65-69	2.720	1.870	1.830	1.070

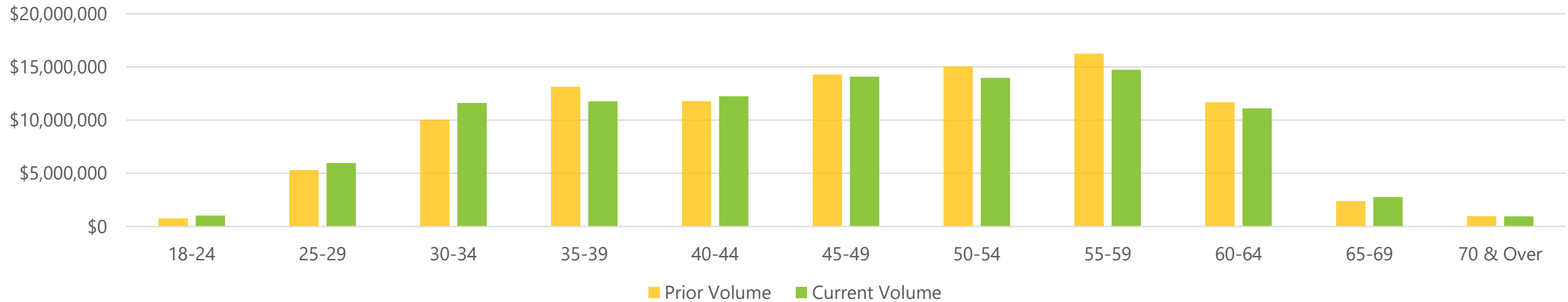
Appendix C

Demographics

Life Demographics

Life Insurance	Prior Year	Current Year	Changes
Number of Covered Lives	934	902	-32 lives
Average Age of Covered Lives	47.2	46.6	-0.5 years
Total Volume of Life Insurance	101,777,500	100,317,000	-1.4%
Volume of Insurance Age 50 and Older	46,411,500	43,562,500	-6.1%
Average Volume per Covered Life	108,969	111,216	2.1%
Volume of Male Coverage	56,285,000	52,373,000	-7.0%

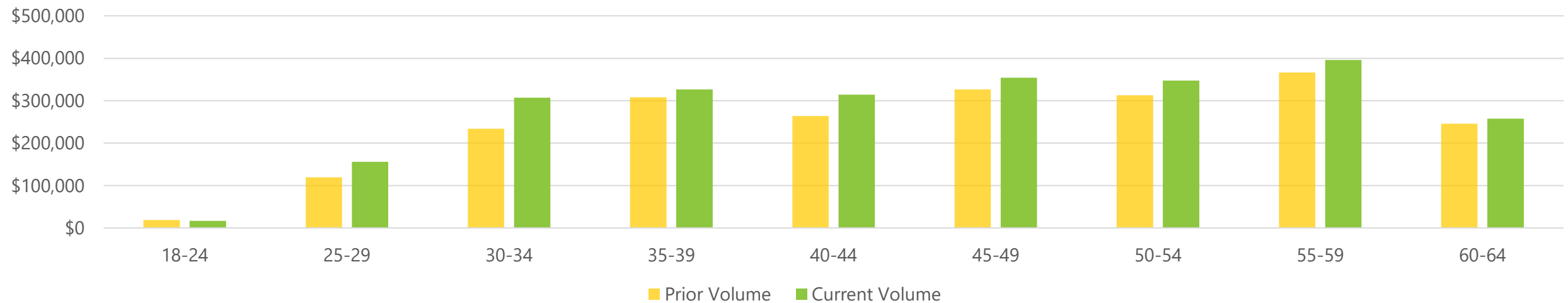
Volume of Insurance Coverage by Age Band



Taxable LTD Demographics

LTD Changes	Prior Year	Current Year	Changes
Number of Covered Lives	552	592	40 lives
Average Age of Covered Lives	46.2	45.6	-0.5 years
Total Volume of LTD Insurance	2,195,369	2,475,947	12.8%
Volume of Insurance Age 50 and Older	925,383	1,001,083	8.2%
Average Volume per Covered Life	3,977	4,182	5.2%
Volume of Female Coverage	886,486	1,054,660	19.0%

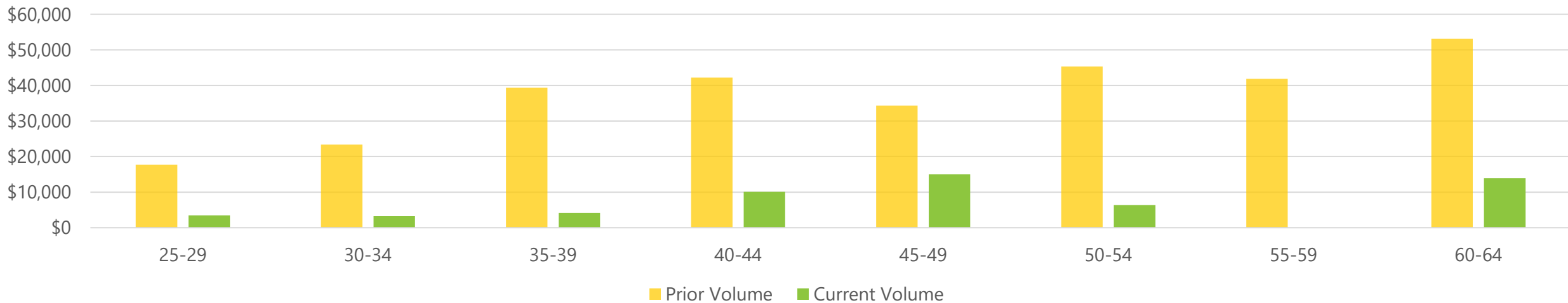
Volume of Insurance Coverage by Age Band



Non Taxable LTD Demographics

LTD Changes	Prior Year	Current Year	Changes
Number of Covered Lives	81	13	-68 lives
Average Age of Covered Lives	47.5	47.6	0.1 years
Total Volume of LTD Insurance	297,282	56,319	-81.1%
Volume of Insurance Age 50 and Older	140,343	20,332	-85.5%
Average Volume per Covered Life	3,670	4,332	18.0%
Volume of Female Coverage	107,938	33,402	-69.1%

Volume of Insurance Coverage by Age Band



Appendix D

Premium and Claims by Benefit

Premium & Claims

Life Insurance

Experience Period	Paid Premium	Paid Claims	Paid Loss Ratio
Jul 1, 2020 to Jun 30, 2021	\$ 285,635	\$ 93,000	32.6%
Jul 1, 2021 to Jun 30, 2022	\$ 320,990	\$ 1,510	0.5%
Jul 1, 2022 to Jun 30, 2023	\$ 356,536	\$ -	0.0%

Long Term Disability

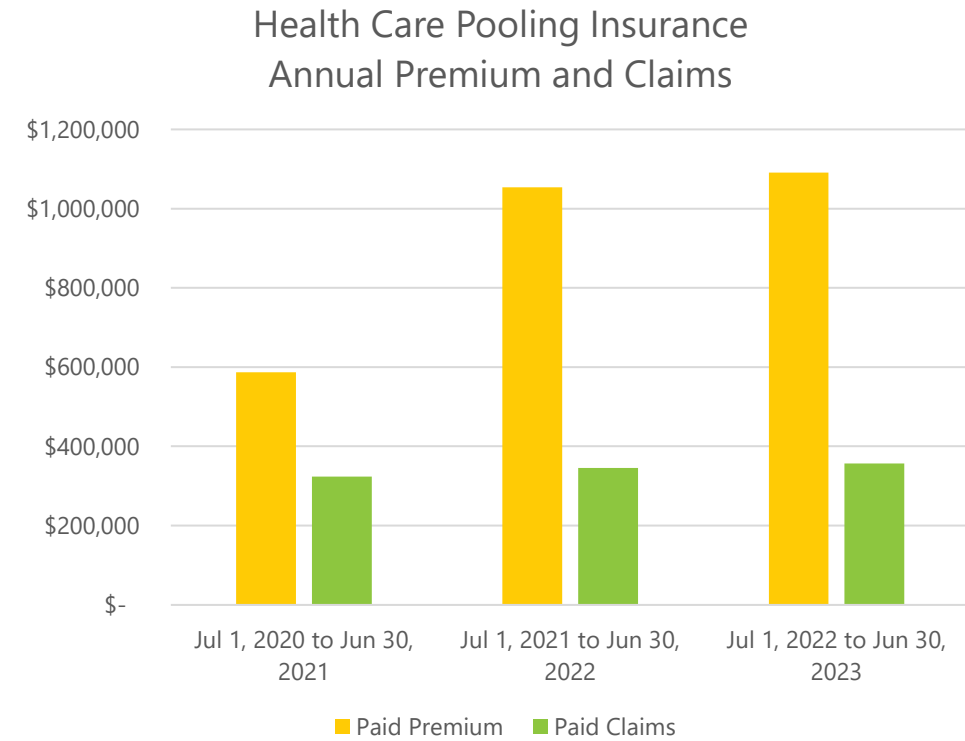
Experience Period	Paid Premium	Paid Claims	Paid Loss Ratio
Jul 1, 2020 to Jun 30, 2021	\$ 848,016	\$ 638,939	75.3%
Jul 1, 2021 to Jun 30, 2022	\$ 1,102,725	\$ 906,567	82.2%
Jul 1, 2022 to Jun 30, 2023	\$ 1,340,681	\$ 420,015	31.3%

Premium & Claims

Health Care Pooling Insurance

Experience Period	Paid Premium	Paid Claims	Paid Loss Ratio
Jul 1, 2020 to Jun 30, 2021	\$ 587,263	\$ 323,820	55.1%
Jul 1, 2021 to Jun 30, 2022	\$ 1,053,764	\$ 345,270	32.8%
Jul 1, 2022 to Jun 30, 2023	\$ 1,091,483	\$ 305,569	28.0%

Pooling Details	
Large Amount Pooling Limit	\$ 15,000
Large Amount Pooling Basis	Per Individual
Out of Country Pooling	1st Dollar
Current Pooling Charge	31.37%
Renewal Pooling Charge	31.37%



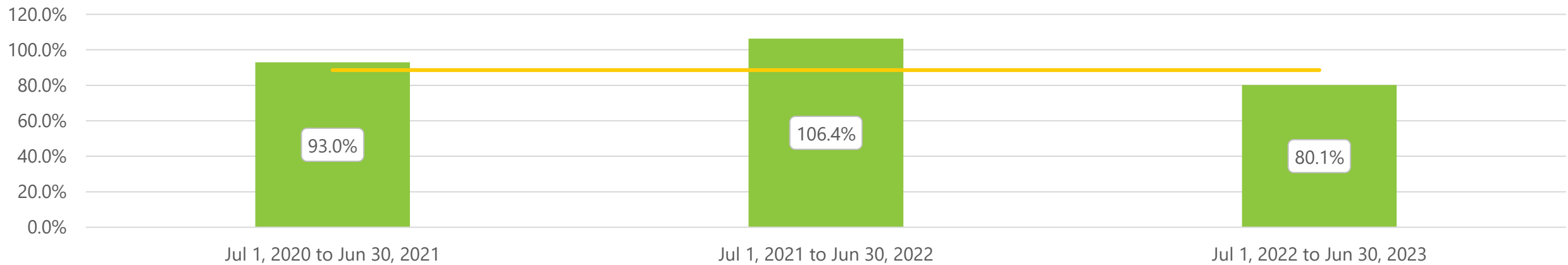
Premium & Claims – Health Care

Experience Period	Paid Premium	Paid Claims	Paid Loss Ratio	Target Loss Ratio
Jul 1, 2020 to Jun 30, 2021	\$ 1,918,399	\$ 1,783,160	93.0%	88.6%
Jul 1, 2021 to Jun 30, 2022	\$ 1,816,370	\$ 1,931,734	106.4%	88.6%
Jul 1, 2022 to Jun 30, 2023	\$ 2,387,901	\$ 1,913,657	80.1%	88.6%

Premiums & claims exclude health care pooling insurance.

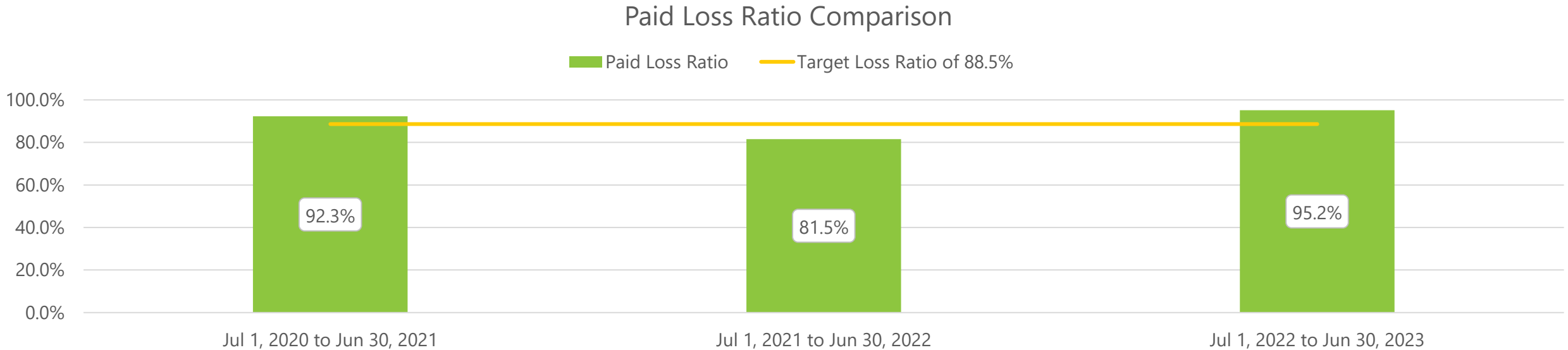
Paid Loss Ratio Comparison

■ Paid Loss Ratio — Target Loss Ratio of 88.6%



Premium & Claims – Dental Care

Experience Period	Paid Premium	Paid Claims	Paid Loss Ratio	Target Loss Ratio
Jul 1, 2020 to Jun 30, 2021	\$ 1,115,552	\$ 1,029,869	92.3%	88.5%
Jul 1, 2021 to Jun 30, 2022	\$ 1,193,302	\$ 972,890	81.5%	88.5%
Jul 1, 2022 to Jun 30, 2023	\$ 1,242,716	\$ 1,182,445	95.2%	88.5%



Appendix E

Disability Claims Information

Long Term Disability Claims Paid

For the period Jul 1, 2022 to Jun 30, 2023

Certificate	Gender	Age at Disability	Date of Disability	Amount Paid	Claim Status
7082	Female	48	19-Jan-2016	\$ 37,284	Open
20149	Female	59	23-Jan-2017	\$ 6,978	Closed
271004	Male	56	8-Sep-2017	\$ 18,131	Open
523	Female	40	12-Oct-2017	\$ 25,861	Open
9006	Female	50	22-Mar-2018	\$ 35,370	Open
7052	Male	51	14-Jun-2019	\$ 600	Open
320	Male	59	5-Sep-2019	\$ (14,421)	Open
7606	Male	44	28-Oct-2019	\$ 600	Open
5063	Male	59	23-Jul-2020	\$ 18,924	Open
1002010	Male	59	19-Sep-2020	\$ 37,670	Open
800000003	Female	57	7-Jan-2021	\$ 22,585	Open
20254	Male	56	19-Jan-2021	\$ 32,376	Closed
300038	Male	49	25-Jan-2021	\$ 29,813	Closed
5080	Female	38	16-Feb-2021	\$ 29,501	Closed
300092	Male	39	25-Feb-2021	\$ 1,519	Closed
10346	Female	57	17-Mar-2021	\$ 21,000	Closed
1002084	Female	39	15-May-2021	\$ 11,441	Closed
2814	Male	58	24-Jul-2021	\$ 52,954	Open
7887	Male	63	16-Aug-2021	\$ 56	Closed
1001401	Male	62	21-Jan-2022	\$ 31,124	Open
1001879	Female	34	29-Nov-2022	\$ 13,317	Open
10173	Male	38	24-Jan-2023	\$ 4,083	Open
10135	Male	57	29-Jan-2023	\$ 3,251	Open
Total Long Term Disability Claims Paid				\$ 420,015	

Life & Disability Reserves

Certificate	Gender	Date of Birth	Date of Disability	Net Monthly LTD Benefit	Disabled Life Reserves	Life Insurance Face Amount	Waiver of Premium Reserves
5105	M	28-Nov-1961	4-Jul-2008	\$ 1,370	\$ 49,993	\$ 57,000	\$ 7,838
5018	F	1-Oct-1958	4-Mar-2010	\$ 726	\$ -	\$ 88,000	\$ 672
117	M	30-May-1971	28-Aug-2010	\$ 1,565	\$ 172,009	\$ 70,000	\$ 22,531
7072	M	25-Aug-1960	6-Oct-2011	\$ 2,454	\$ 59,002	\$ 130,500	\$ 12,214
261639983	F	7-Jul-1963	13-Dec-2011	\$ 995	\$ 54,222	\$ 50,000	\$ 6,049
468895131	M	26-May-1961	21-Jan-2012	\$ 1,715	\$ 56,216	\$ 66,000	\$ 8,026
5108	M	16-Jan-1959	4-Feb-2012	\$ 2,095	\$ 13,720	\$ 87,000	\$ 2,275
109	F	28-May-1975	4-Jan-2013	\$ 3,180	\$ 514,917	\$ 114,000	\$ 31,751
7082	F	20-Nov-1967	19-Jan-2016	\$ 3,107	\$ 304,248	\$ 147,500	\$ 30,252
271004	M	5-Jul-1961	8-Sep-2017	\$ 1,511	\$ 50,635	\$ 70,000	\$ 10,547
523	F	26-Jan-1977	12-Oct-2017	\$ 2,155	\$ 350,797	\$ 92,000	\$ 25,748
9006	F	19-Mar-1968	22-Mar-2018	\$ 2,947	\$ 289,523	\$ 97,000	\$ 21,606
6679	F	8-Dec-1973	26-Mar-2019	\$ -	\$ -	\$ 94,000	\$ 22,173
7052	M	15-Feb-1968	14-Jun-2019	\$ 50	\$ 4,728	\$ 158,500	\$ 51,955
320	M	8-Apr-1960	5-Sep-2019	\$ 1,590	\$ 32,389	\$ 25,000	\$ 2,366
7606	M	5-Jun-1975	28-Oct-2019	\$ 50	\$ 7,047	\$ 174,500	\$ 70,468
5063	M	9-Jan-1961	23-Jul-2020	\$ 1,577	\$ 45,749	\$ 80,000	\$ 10,625
1002010	M	24-Aug-1961	19-Sep-2020	\$ 3,139	\$ 107,546	\$ 163,000	\$ 26,338
800000003	F	13-Apr-1963	7-Jan-2021	\$ 1,882	\$ 98,119	\$ 56,000	\$ 10,093
111354	F	24-Oct-1995	12-Apr-2021	\$ -	\$ -	\$ 115,000	\$ 26,567
2814	M	27-Jan-1963	24-Jul-2021	\$ 4,932	\$ 145,165	\$ 25,000	\$ 5,094
1001401	M	7-Nov-1959	21-Jan-2022	\$ 2,153	\$ 23,615	\$ 121,000	\$ 13,063
1001879	F	21-Sep-1988	29-Nov-2022	\$ 4,091	\$ 195,851	\$ 153,000	\$ 21,224
10173	M	16-Sep-1984	24-Jan-2023	\$ 3,500	\$ 167,802	\$ 68,000	\$ 13,556
10135	M	3-Dec-1965	29-Jan-2023	\$ 3,363	\$ 138,076	\$ 61,000	\$ 15,902
Totals				\$ 50,148	\$ 2,881,370	\$ 2,363,000	\$ 468,933

Prior Year Totals	\$ 93,968	\$ 3,458,106	\$ 3,372,000	\$ 771,674
Change from prior year	\$ (43,820)	\$ (576,736)	\$ (1,009,000)	\$ (302,741)

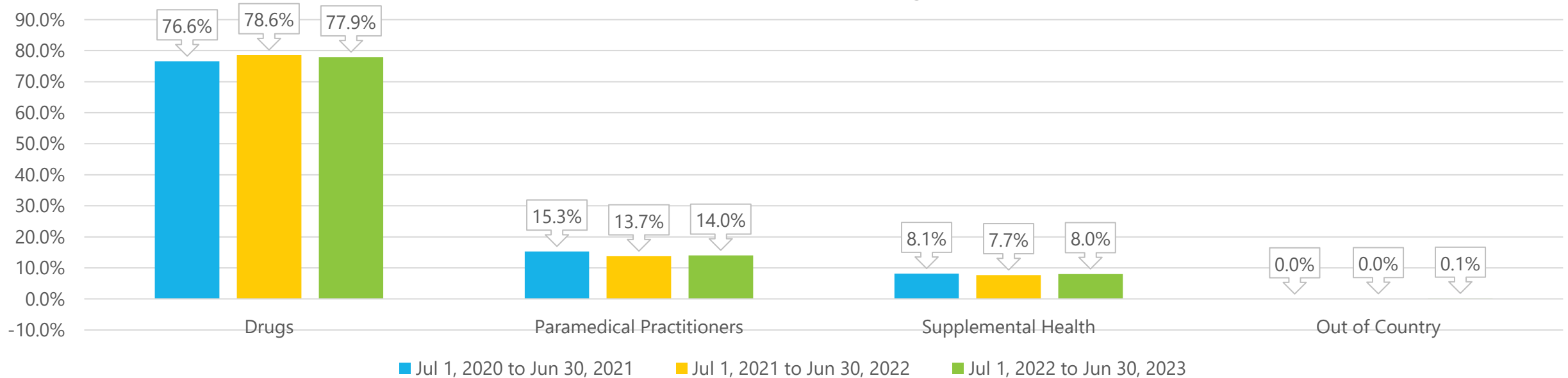
Appendix F

Health and Dental Claims Breakdowns

Health Care Paid Claims Breakdown

Extended Health Care	Jul 1, 2020 to Jun 30, 2021	Jul 1, 2021 to Jun 30, 2022	Jul 1, 2022 to Jun 30, 2023	% Change	\$ Change
Drugs	\$ 1,613,746	\$ 1,789,430	\$ 1,902,287	6.3%	\$ 112,857
Paramedical Practitioners	\$ 322,482	\$ 313,016	\$ 341,824	9.2%	\$ 28,808
Supplemental Health	\$ 171,141	\$ 174,557	\$ 195,869	12.2%	\$ 21,312
Out of Country	\$ (389)	\$ -	\$ 2,930	0.0%	\$ 2,930
Total Extended Health Care	\$ 2,106,980	\$ 2,277,004	\$ 2,442,910	7.3%	\$ 165,906

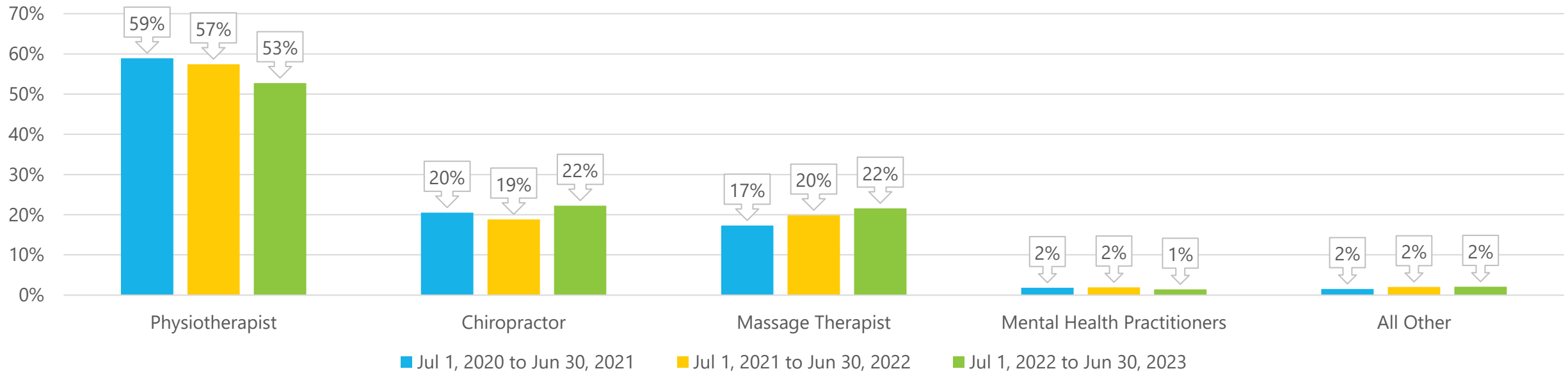
Extended Health Care Claims as Percentage of Paid Claims



Paramedical Paid Claims Breakdown

Paramedical Practitioners	Jul 1, 2020 to Jun 30, 2021	Jul 1, 2021 to Jun 30, 2022	Jul 1, 2022 to Jun 30, 2023	% Change	\$ Change
Physiotherapist	\$ 189,927	\$ 179,794	\$ 180,354	0.3%	\$ 560
Chiropractor	\$ 66,107	\$ 58,891	\$ 76,006	29.1%	\$ 17,115
Massage Therapist	\$ 55,750	\$ 62,062	\$ 73,678	18.7%	\$ 11,616
Mental Health Practitioners	\$ 5,789	\$ 6,020	\$ 4,738	-21.3%	\$ (1,282)
All Other	\$ 4,910	\$ 6,249	\$ 7,047	12.8%	\$ 798
Total Paramedical Practitioners	\$ 322,482	\$ 313,016	\$ 341,823	9.2%	\$ 28,807

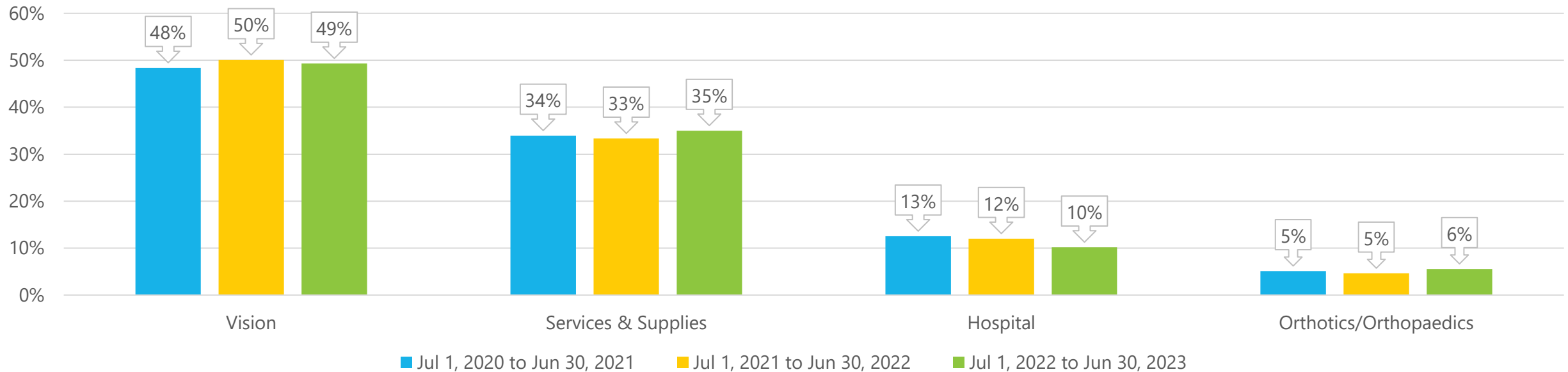
Paramedical Claims as Percentage of Paid Claims



Supplemental Health Paid Claims Breakdown

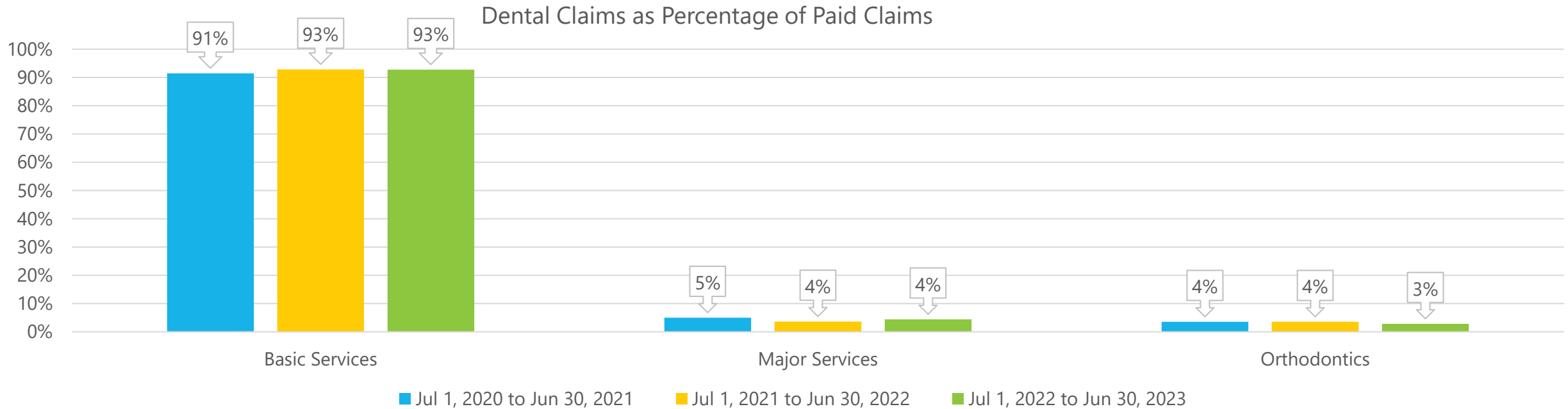
Supplemental Health Care	Jul 1, 2020 to Jun 30, 2021	Jul 1, 2021 to Jun 30, 2022	Jul 1, 2022 to Jun 30, 2023	% Change	\$ Change
Vision	\$ 82,846	\$ 87,413	\$ 96,600	10.5%	\$ 9,187
Services & Supplies	\$ 58,144	\$ 58,209	\$ 68,545	17.8%	\$ 10,335
Hospital	\$ 21,400	\$ 20,900	\$ 19,870	-4.9%	\$ (1,030)
Orthotics/Orthopaedics	\$ 8,752	\$ 8,036	\$ 10,855	35.1%	\$ 2,819
Total Supplemental Health Care	\$ 171,142	\$ 174,558	\$ 195,869	12.2%	\$ 21,312

Supplemental Claims as Percentage of Paid Claims



Dental Care Paid Claims Breakdown

Dental Care	Jul 1, 2020 to Jun 30, 2021	Jul 1, 2021 to Jun 30, 2022	Jul 1, 2022 to Jun 30, 2023	% Change	\$ Change
Basic Services	\$ 941,704	\$ 902,908	\$ 1,096,683	21.5%	\$ 193,775
Major Services	\$ 51,724	\$ 35,207	\$ 52,117	48.0%	\$ 16,911
Orthodontics	\$ 36,441	\$ 34,776	\$ 33,645	-3.3%	\$ (1,131)
Total Dental Care	\$ 1,029,869	\$ 972,890	\$ 1,182,445	21.5%	\$ 209,555



Dental Basic Services Claim Analysis

Annual Amount Paid

Prior Year

\$902,908

Current Year

\$1,096,683

+21.5% increase YOY

Annual # of Claims

Prior Year

10,881

Current Year

12,744

+17.1% increase YOY

of Unique Certs Claiming

Prior Year

1,655

Current Year

1,836

+10.9% increase YOY

Average Annual Amount Paid Per Unique Certificate

Prior Year

546

Current Year

597

+9.3% increase YOY

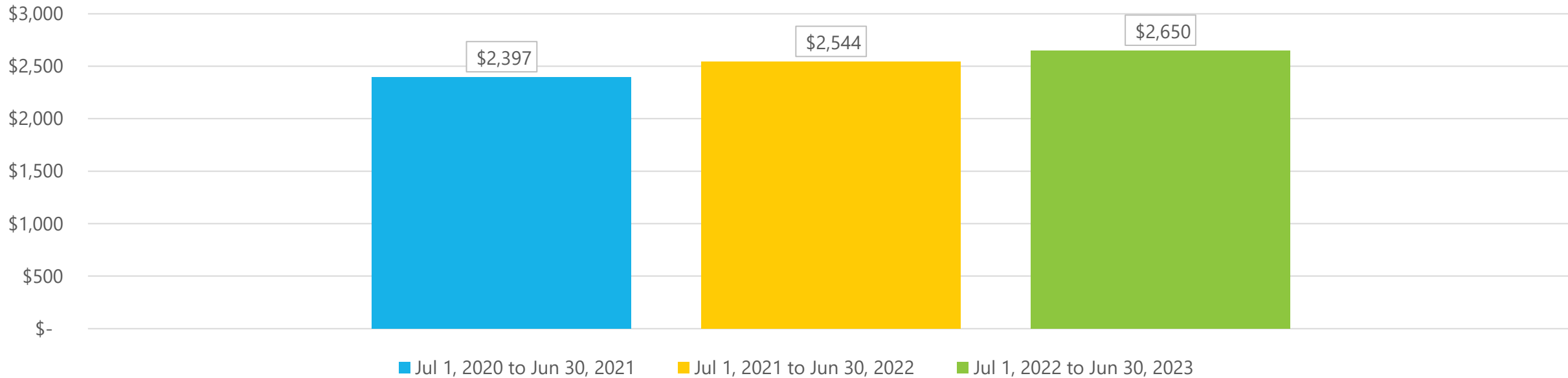
Appendix G

Average Annual Health and Dental
Spend per Employee

Average Annual Health Care Claim Amount per Certificate

Extended Health Care	Jul 1, 2020 to Jun 30, 2021	Jul 1, 2021 to Jun 30, 2022	Jul 1, 2022 to Jun 30, 2023	% Change	\$ Change
Total Extended Health Care	\$ 2,106,980	\$ 2,277,004	\$ 2,442,910	7.3%	\$ 165,906
Number of Certificates Covered	879	895	922	3.0%	27
Average Annual Claims Per Certificate	\$ 2,397	\$ 2,544	\$ 2,650	4.1%	\$ 105

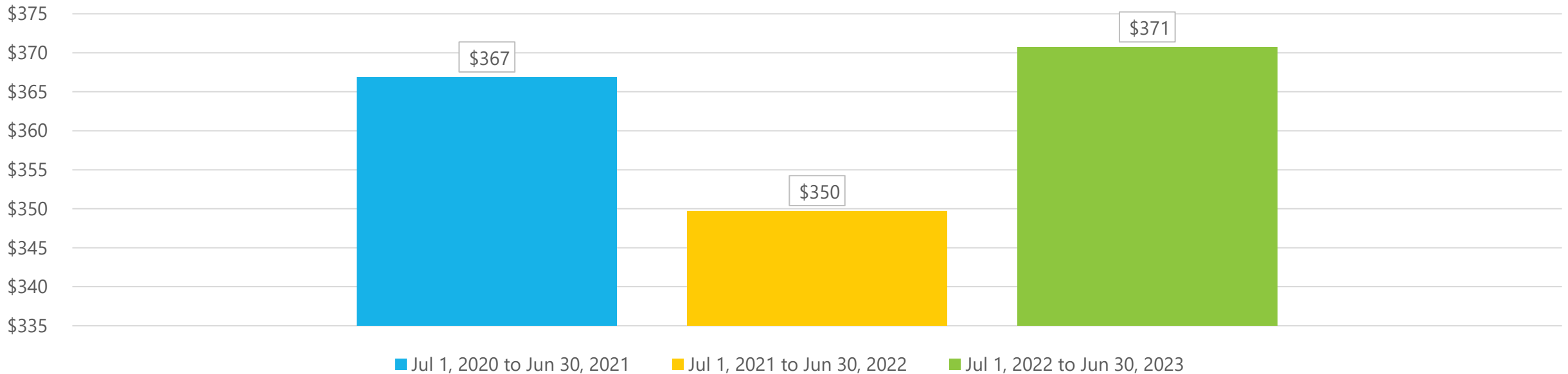
Average Annual Claims per Certificate



Average Annual Paramedical Claim Amount per Certificate

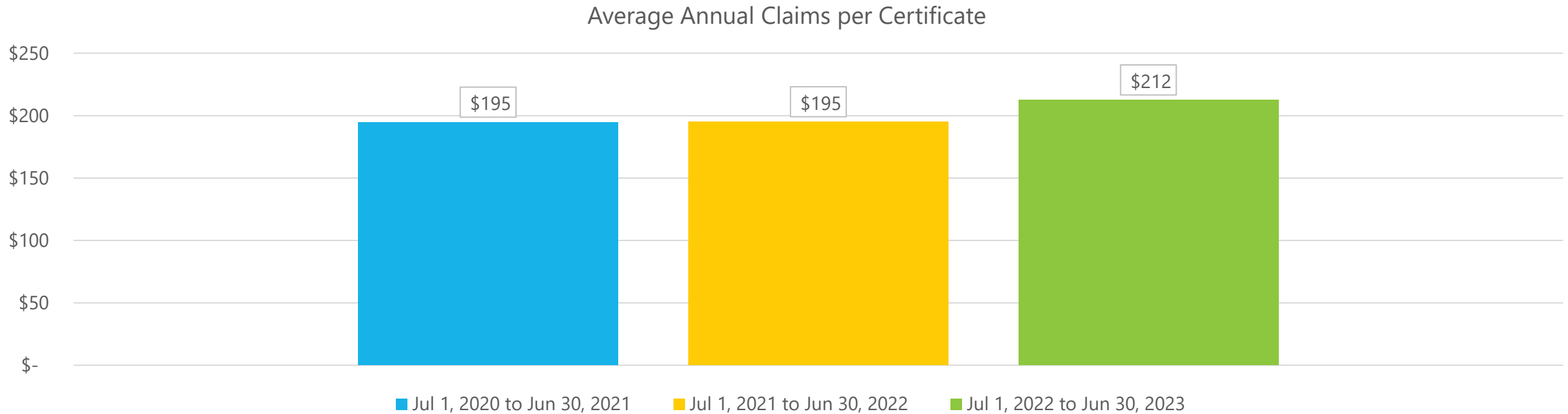
Paramedical Practitioners	Jul 1, 2020 to Jun 30, 2021	Jul 1, 2021 to Jun 30, 2022	Jul 1, 2022 to Jun 30, 2023	% Change	\$ Change
Total Paramedical Practitioners	\$ 322,482	\$ 313,016	\$ 341,823	9.2%	\$ 28,807
Number of Certificates Covered	879	895	922	3.0%	27
Average Annual Claims Per Certificate	\$ 367	\$ 350	\$ 371	6.0%	\$ 21

Average Annual Claims per Certificate



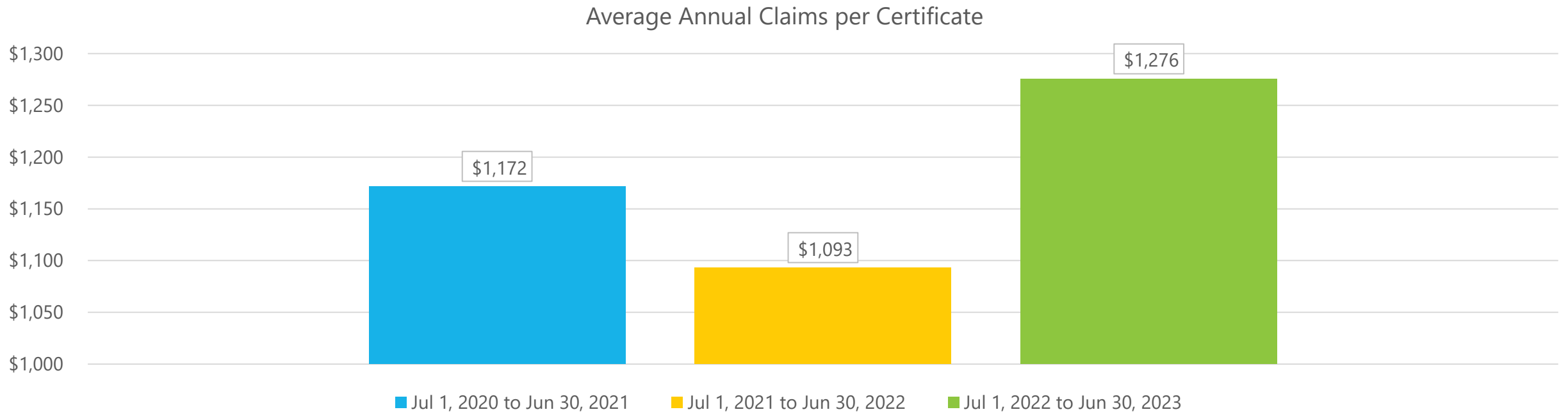
Average Annual Supp. Health Claim Amount per Certificate

Supplemental Health Care	Jul 1, 2020 to Jun 30, 2021	Jul 1, 2021 to Jun 30, 2022	Jul 1, 2022 to Jun 30, 2023	% Change	\$ Change
Total Supplemental Health Care	\$ 171,142	\$ 174,558	\$ 195,869	12.2%	\$ 21,312
Number of Certificates Covered	879	895	922	3.0%	27
Average Annual Claims Per Certificate	\$ 195	\$ 195	\$ 212	8.9%	\$ 17



Average Annual Dental Care Claim Amount per Certificate

Dental Care	Jul 1, 2020 to Jun 30, 2021	Jul 1, 2021 to Jun 30, 2022	Jul 1, 2022 to Jun 30, 2023	% Change	\$ Change
Total Dental Care	\$ 1,029,869	\$ 972,890	\$ 1,182,445	21.5%	\$ 209,555
Number of Certificates Covered	879	890	927	4.2%	37
Average Annual Claims Per Certificate	\$ 1,172	\$ 1,093	\$ 1,276	16.7%	\$ 182



Appendix H

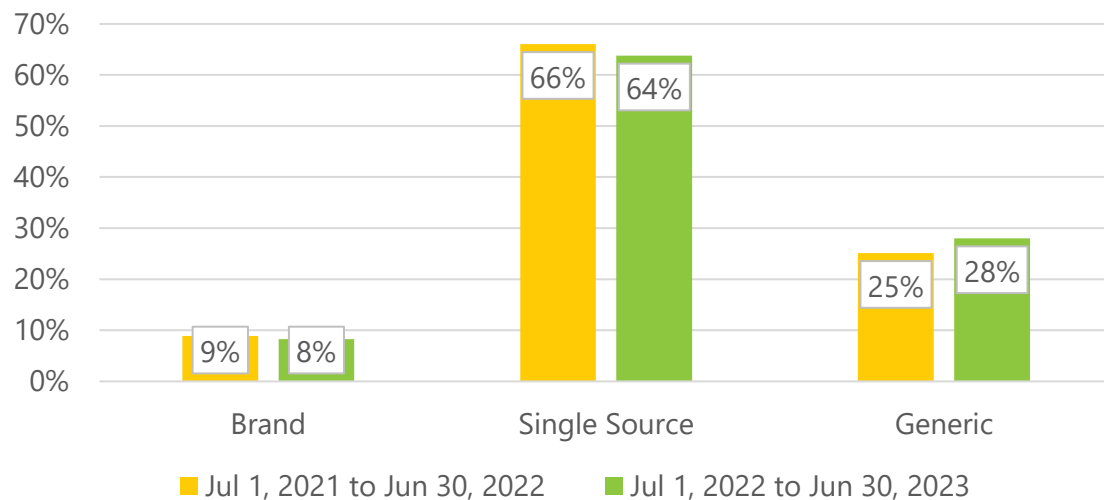
Drug Claim Statistics

Drug Claim Statistics

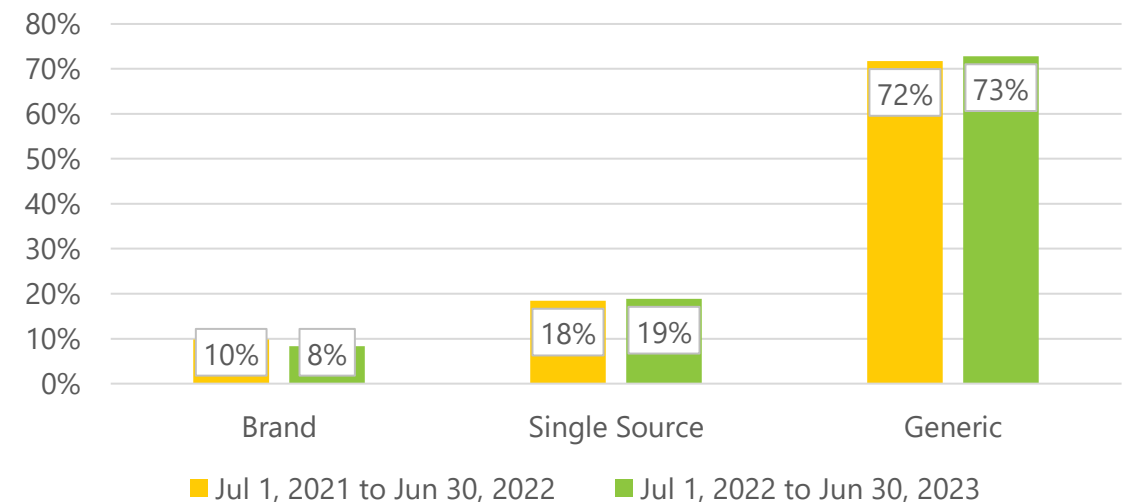
	Jul 1, 2020 to Jun 30, 2021	Jul 1, 2021 to Jun 30, 2022	Jul 1, 2022 to Jun 30, 2023	% Change	\$/# Change
Drug Claims Paid	\$ 1,613,746	\$ 1,789,430	\$ 1,902,287	6.3%	\$ 112,857
Average Number of Certificates	879	895	922	3.0%	27
Average Annual Cost Per Certificate	\$ 1,836	\$ 1,999	\$ 2,063	3.2%	\$ 64
Total Number of Scripts	20,001	20,395	24,428	19.8%	4,033
Average Cost per Script	\$ 80.68	\$ 87.74	\$ 77.87	-11.2%	\$ (10)
Average Number of Scripts per Certificate	22.8	22.8	26.5	16.3%	3.7

Drug Type Distribution

By Paid Amount



By # of Prescriptions



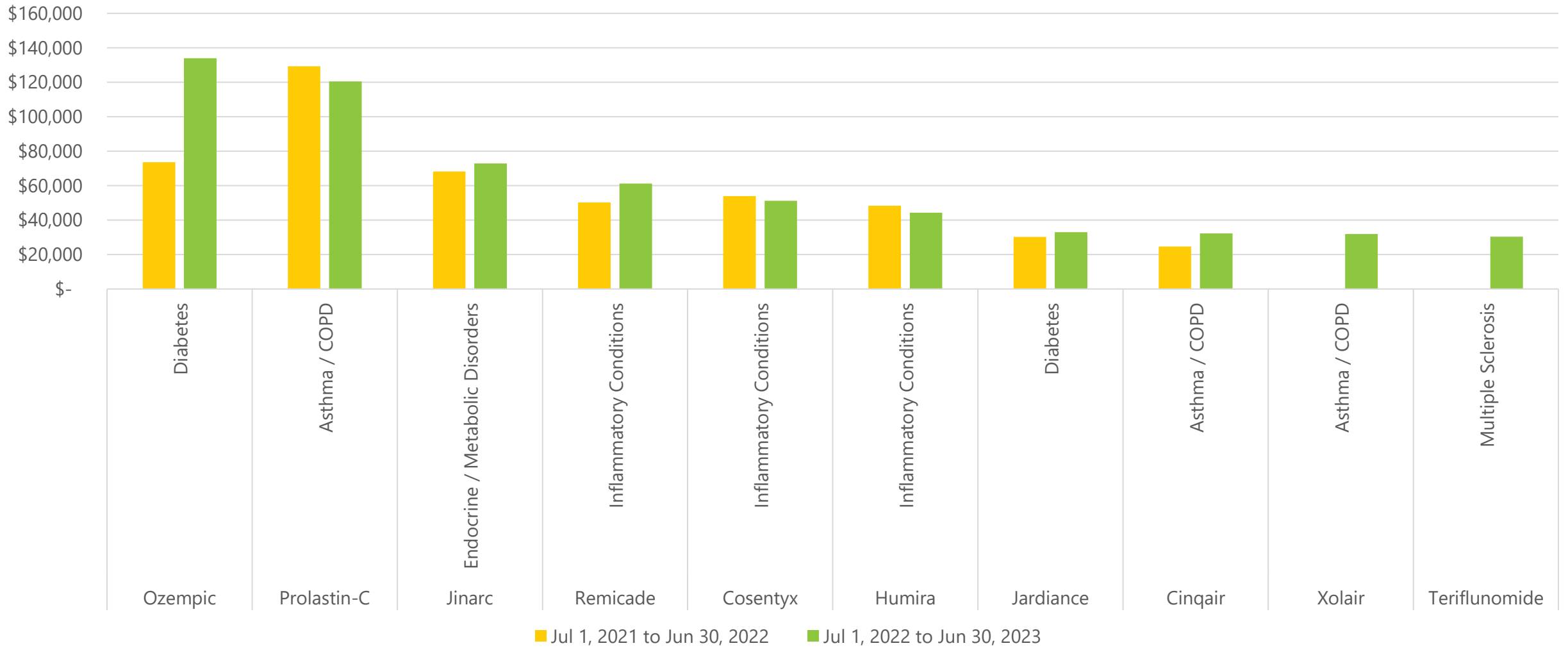
Top 10 Drug Classifications – Based on Current Period

Top 10 Drug Classifications by Amount Paid	Jul 1, 2021 to Jun 30, 2022	Jul 1, 2022 to Jun 30, 2023	\$ Change	% Change
Inflammatory Conditions	\$ 250,856	\$ 280,932	\$ 30,075	12.0%
Diabetes	\$ 187,309	\$ 264,815	\$ 77,506	41.4%
Asthma / COPD	\$ 112,274	\$ 150,582	\$ 38,308	34.1%
Rare Disease	\$ 129,361	\$ 120,509	\$ (8,852)	-6.8%
Depression	\$ 105,022	\$ 113,919	\$ 8,897	8.5%
Endocrine / Metabolic Disorders	\$ 69,019	\$ 74,129	\$ 5,110	7.4%
High Blood Pressure	\$ 63,163	\$ 67,525	\$ 4,362	6.9%
Attention Deficit Disorder	\$ 38,940	\$ 64,967	\$ 26,026	66.8%
Ulcer / Reflux	\$ 54,731	\$ 62,690	\$ 7,959	14.5%
Multiple Sclerosis	\$ 59,328	\$ 58,714	\$ (614)	-1.0%
Total Top 10 Classifications	\$ 1,070,004	\$ 1,258,782	\$ 188,778	17.6%

Top 10 Drug Classifications – By # of Claims

Top 10 Drug Classifications by # of Claims	Jul 1, 2021 to Jun 30, 2022	Jul 1, 2022 to Jun 30, 2023	# Change	% Change
Depression	2,578	3,109	531	20.6%
High Blood Pressure	2,532	2,903	371	14.7%
Diabetes	1,182	1,691	509	43.1%
High Cholesterol	1,214	1,465	251	20.7%
Ulcer / Reflux	1,208	1,446	238	19.7%
Infections	848	1,315	467	55.1%
Pain, Narcotic Analgesics	1,083	1,175	92	8.5%
Asthma / COPD	852	1,023	171	20.1%
Neurological Disorders	840	1,018	178	21.2%
Mental Disorders	1,009	1,015	6	0.6%
Total Top 10 Classifications	13,346	16,160	2,814	21.1%

Top 10 Drugs Claimed by Amount Paid



How Can Cowan Help?





Platinum
member

COUNTY OF RENFREW

BY-LAW NUMBER ~~113-22~~ -23

A BY-LAW TO AUTHORIZE THE CLERK TO ENTER INTO
A SERVICE AGREEMENT RENEWAL WITH COWAN BENEFITS CONSULTING
FOR A BENEFITS PROGRAM

WHEREAS the County of Renfrew wishes to renew its service agreement with Cowan Benefits Consulting to negotiate on behalf of the staff and elected officials of the County of Renfrew as the County of Renfrew's Benefits Consultant;

AND WHEREAS the renewal for service with Cowan Benefits Consulting be extended from January 1, ~~2024~~ ~~2023~~ - December 31, ~~2024~~ ~~2023~~;

NOW THEREFORE the Council of the Corporation of the County of Renfrew hereby enacts as follows:

THAT By-law ~~135-21~~ **113-22** enacted on the ~~13th~~ ~~24th~~ of ~~October, 2022~~ ~~November, 2021~~ is hereby repealed.

That this By-law shall come into force and take effect on the 1st day of January, ~~2024~~ ~~2023~~.

READ a first time this ~~29th~~ ~~26th~~ day of ~~November, 2023~~ ~~October, 2022~~.

READ a second time this ~~29th~~ ~~26th~~ day of ~~November, 2023~~ ~~October, 2022~~.

READ a third time and finally passed this ~~29th~~ ~~26th~~ day of ~~November, 2023~~ ~~October, 2022~~.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

COUNTY OF RENFREW

BY-LAW NUMBER ~~114-22~~ -23

A BY-LAW TO AUTHORIZE THE CLERK TO ENTER INTO A
SERVICE AGREEMENT RENEWAL WITH MANULIFE FINANCIAL
FOR THE PROVISION OF A BENEFITS PROGRAM

WHEREAS the County of Renfrew wishes to renew its service agreement with Manulife Financial, as Insurer, for the Benefits Insurance Program for staff and elected officials of the County of Renfrew;

AND WHEREAS this renewal for service with Manulife Financial be extended from January 1, ~~2023~~ **2024** - December 31, ~~2023~~ **2024**;

NOW THEREFORE the Council of the Corporation of the County of Renfrew hereby enacts as follows:

THAT By-law ~~136-21~~ **114-22** enacted on the ~~13th~~ **24th** of ~~October, 2022~~ **November, 2021** is hereby repealed.

That this By-law shall come into force and take effect on the 1st day of January, ~~2024~~ **2023**.

READ a first time this ~~29th~~ **26th** day of ~~November, 2023~~ **October, 2022**.

READ a second time this ~~29th~~ **26th** day of ~~November, 2023~~ **October, 2022**.

READ a third time and finally passed this ~~29th~~ **26th** day of ~~November, 2023~~ **October, 2022**.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK