



Notice and Agenda
United Counties of Leeds and Grenville
Committee of the Whole

Wednesday, July 9, 2025
Immediately Following the Planning Advisory Committee Meeting
Council Chambers
25 Central Avenue West, Brockville, Ontario

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13. Questions from the Media
14. Questions from the Public
15. Closed Meeting - Nil
16. Adjournment

**United Counties of Leeds and Grenville
Committee of the Whole
Minutes**

Wednesday, June 4, 2025

9:00 a.m.

Council Chambers

25 Central Avenue West, Brockville, Ontario

Members Present: Nancy Peckford, Chair
Brant Burrow, Michael Cameron, Tory Deschamps, Roger Haley,
Arie Hoogenboom, Herb Scott, Jeff Shaver, Corinna Smith-Gatcke

Staff Present: Al Horsman, Chief Administrative Officer,
Shanna Culhane, Director of Community and Social Services
Bill Guy, Interim Director of Public Works
Kim Little, Director of Corporate Services
Jeff Carss, Paramedic Chief
Pat Huffman, Treasurer
Marc Thivierge, Manager of Information Technology
Andrea Bolton, Interim County Clerk (Recording Secretary)

1. Call to Order

Recording Timestamp 00:00:01

The Chair called the meeting to order at 9:00 a.m.

2. Adoption of the Agenda

Recording Timestamp 00:00:06

Resolution No. CW-073-2025

Moved by Arie Hoogenboom

Seconded by Michael Cameron

THAT the Agenda for the June 4, 2025 meeting of the Committee of the Whole be adopted as circulated.

CARRIED

3. Disclosure of Pecuniary Interest and General Nature Thereof – Nil

Recording Timestamp 00:00:28

4. Adoption of the Minutes of the Previous Meeting

4.1 Special Meeting Minutes Dated April 24, 2025 and Regular Meeting Minutes Dated May 7, 2025

Recording Timestamp 00:00:40

Resolution No. CW-074-2025

Moved by Herb Scott

Seconded by Jeff Shaver

THAT the Minutes of the Committee of the Whole Special meeting held on April 24, 2025 and the regular meeting held on May 7, 2025 be adopted as circulated.

CARRIED

5. Delegations/Presentations – Nil

Recording Timestamp 00:01:06

6. Staff Reports - Action Reports

6.1 Administration

6.1.1 Report No. CW-046-2025: Budget Variance Analysis April 2025

Recording Timestamp 00:01:36

Recording Timestamp 00:02:19

In response to questions from the Committee regarding the lease of the Courthouse in Brockville, Ms. Little confirmed the lease with the Province does

not expire until June 1, 2029. She indicated she would bring back a report with more information regarding the lease closer to its expiry.

Chief Carss jointed the meeting at 9:09 a.m.

Resolution No. CW-075-2025

Moved by Corinna Smith-Gatcke

Seconded by Brant Burrow

THAT the Committee of the Whole recommends that the Budget Variance Analysis for April 2025 as attached to Report No. CW-046-2025 be accepted.

CARRIED

6.1.2 Report No. CW-047-2025: User Fees and Charges

Recording Timestamp 00:12:08

Recording Timestamp 00:13:24

Mr. Hoogenboom suggested the title of Schedule F be changed to reflect the construction of the G. Tackaberry and Family Home. Staff were instructed to make the change in the upcoming by-law.

Resolution No. CW-076-2025

Moved by Tory Deschamps

Seconded by Roger Haley

THAT the Committee of the Whole recommends the adoption of the 2025 User Fees for the United Counties of Leeds and Grenville as presented in Attachment 1 to Report No. CW-047-2025; and

THAT By-law No. 25-10 be repealed; and

THAT the necessary by-law be prepared.

CARRIED

6.2 Corporate Services

6.2.1 Report No. CW-048-2025: Municipal Insurance Annual Renewal

Recording Timestamp 00:14:22

Recording Timestamp 00:15:18

Mr. Hoogenboom suggested Ms. Jones and the Warden ask if the Association of Municipalities of Ontario (AMO) or the Eastern Ontario Wardens' Caucus (EOWC) are working to mitigate the cost of insurance for municipalities. Warden Smith-Gatcke indicated she could raise the issue with the EOWC.

Recording Timestamp 00:17:30

Warden Smith-Gatcke requested a closed meeting report regarding the status of the Counties' insurance and the impact insurance claims have had on cost.

Recording Timestamp 00:21:44

Mr. Hoogenboom suggested the Corporate Services and Finance Committee take a closer look at insurance, noting there is a lack of competition.

Resolution No. CW-077-2025

Moved by Jeff Shaver

Seconded by Corinna Smith-Gatcke

THAT the Committee of the Whole recommends the Chief Administrative Officer be authorized to sign the 2025 annual contract for the Municipal Insurance Program with Intact Public Entities for the policy period June 30, 2025 to June 30, 2026 at a cost of \$1,968,870.60 including taxes; and THAT the Committee of the Whole recommends the Chief Administrative Office be authorized to complete and sign the Housing Services Corporation's Alternate Broker Coverage Form on behalf of the Counties; and THAT the necessary by-law be prepared.

CARRIED

6.3 Public Works – Nil

Recording Timestamp 00:22:57

7. Staff Reports - Information Reports

7.1 Report No. CW-049-2025: County Road 43 Expansion

Recording Timestamp 00:23:01

Ms. Culhane joined the meeting at 9:25 a.m.

Recording Timestamp 00:24:38

Ms. Peckford noted the Counties and the Municipality of North Grenville have worked hard to mitigate the impact of the construction on businesses in Kemptville and stated she will be speaking with the Warden to further identify areas where the Counties and the Municipality can work together.

Resolution No. CW-078-2025

Moved by Michael Cameron

Seconded by Herb Scott

THAT the Information Report listed on the Committee of the Whole Agenda dated June 4, 2025 be received and filed.

CARRIED

8. Sub-Committee, Ad Hoc Committee, and Member Reports

8.1 Corporate Services and Finance Committee Report

Recording Timestamp 00:29:29

Resolution No. CW-079-2025

Moved by Corinna Smith-Gatcke

Seconded by Brant Burrow

THAT the Corporate Services and Finance Committee Report dated May 21, 2025 be adopted as circulated.

CARRIED

8.2 Eastern Ontario Wardens' Caucus Update - Warden Smith-Gatcke

Recording Timestamp 00:31:33

Warden Smith-Gatcke noted the EOWC held its Queen's Park Advocacy Day recently, participating in a productive multi-ministerial meeting that included the Premier. She noted they met with other members of government throughout the

day. She stated the EOWC received a delegation from the Ontario Roads Association regarding the standardization of asphalt; however, she felt not enough information was provided to the EOWC in advance of the delegation and said she expressed this concern to the EOWC Administration. Warden Smith-Gatcke said it is understood that standardization would be beneficial for the asphalt plants, but there are a number of factors affecting the type of asphalt that ought to be applied to roads. She said the EOWC did not vote in favour of the recommendation. She noted the visit to Queen's Park was productive and provided an opportunity to highlight what Eastern Ontario does for the Province and how it affects the GDP.

Recording Timestamp 00:34:53

Mr. Scott suggested the amount of recycled material that can be included in asphalt ought to be standardized across the Province. Warden Smith-Gatcke noted this was not discussed and indicated she would speak with the Director of Public Works at the Counties, then take this comment back to the EOWC. Mr. Scott said it helps when evaluating tenders to know that the mixture is standardized.

Recording Timestamp 00:37:05

Mr. Hoogenboom recommended the Warden also speak with George Tackaberry to obtain the perspective of a contractor regarding asphalt standardization.

8.3 AMO Board Update - Robin Jones - Nil

Recording Timestamp 00:37:52

8.4 South East Health Unit Update - Robin Jones - Nil

Recording Timestamp 00:38:03

9. Information Items

9.1 Information Items List Dated June 4, 2025

Recording Timestamp 00:38:12

The information item list was received and filed.

10. Unfinished Business

10.1 CAO's Report - Policy and Action Requests

Recording Timestamp 00:38:34

Mr. Horsman noted there is a report regarding the Strategic Initiatives coming to the Committee in July.

11. Announcements

Recording Timestamp 00:40:09

Mr. Scott announced that next week they will begin moving in the beds at the new G. Tackaberry and Family Home. In response to a question from Ms. Peckford, Warden Smith-Gatcke stated that while there is no official move-in date yet agreed upon with the Ministry, staff continue to work on the matter. She thanked Ms. Hunter and Ms. Tutak for their efforts. She indicated she will keep Council apprised of the status of the inspections and the move-in date.

Mr. Hoogenboom left the meeting at 9:42 a.m.

12. Notices of By-law/Notices of Motion

Recording Timestamp 00:42:13

12.1 A By-law to Repeal By-law No. 25-10 and Adopt the 2025 User Fees for the United Counties of Leeds and Grenville

12.2 A By-law to Authorize the 2025 Annual Insurance Contract for the Municipal Insurance Program Between the UCLG and Intact Public Entities

13. Questions from the Media

Recording Timestamp 00:42:41

There were no questions from the media.

14. Questions from the Public

Recording Timestamp 00:42:46

There were no questions from the public.

15. Closed Meeting – Nil

Recording Timestamp 00:42:57

16. Adjournment

Recording Timestamp 00:42:59

Resolution No. CW-080-2025

Moved by Brant Burrow

Seconded by Tory Deschamps

THAT the meeting of the Committee of the Whole adjourn at 9:43 a.m.

CARRIED

Chair

Christina Conklin, County Clerk

JULY 9, 2025

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW-051-2025

BUDGET VARIANCE ANALYSIS MAY 2025

**KATIE CLARKE
DEPUTY TREASURER**

**PAT HUFFMAN
TREASURER**

RECOMMENDATIONS

THAT the Committee of the Whole recommends that the Budget Variance Analysis for May 2025 as attached to Report No. CW-051-2025 be accepted.

FINANCIAL IMPLICATIONS

Currently, there are no financial implications associated with this report however; any final year-end deficit will be transferred from the Tax Rate Stabilization Reserve as per Policy ADM-020. The current balance in the Tax Rate Stabilization Reserve is \$4,723,088. There are no major financial issues that staff have identified for this report.

STRATEGIC INITIATIVES

To support Section 4.2 of the Counties' Strategic Initiatives, this report assists with maintaining the financial sustainability of the Counties by providing monthly financial analysis.

CLIMATE CHANGE IMPLICATIONS

Where possible reports are provided in a digital format to reduce the Counties carbon footprint.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats on request.

The United Counties of Leeds and Grenville makes every effort to provide services in a manner that is inclusive, to ensure accessibility barriers are reduced or eliminated where possible.

COMMUNICATIONS CONSIDERATIONS

There are no communications implications as a result of this report. The report will be on the Counties' website for public consumption.

BACKGROUND

In February 2025, Council approved the 2025 Budget with operating expenses of \$165,774,253 and a net capital budget of \$88,661,429. Monthly budget variance reports are presented to the Committee of the Whole beginning in June of each year with projections being presented in September and continuing until the end of the year. The purpose of this report is to highlight any significant variances as of May 31, 2025 for both the operating budget and capital budget.

DISCUSSION/ALTERNATIVES

Operating Budget:

The attached operating budget variance report compares the 2025 approved budget with the 2025 year to date actuals to arrive at the dollar variance and percentage of budget spent with the month of May representing 41.7% of the year. Wages and

benefits are averaging 38% as payroll is paid one week behind. This report only includes paid expenditures. If goods and services have been provided but not yet paid, these transactions are not reflected in the actuals.

The following is an overview of any significant variances for the Operating Budget:

Council:

- Budgeted revenue includes the \$120,000 transfer from the Dedicated Hospital Reserve to fund year 2 of the 5 year commitment to the Kingston General Hospital, \$212,500 to fund year 6 of the 10 year commitment to the Brockville General Hospital Foundation, an \$90,000 to fund year 3 of 10 for the Kemptville District Hospital Donation. The monies will be disbursed later in December with the offsetting reserve transfers occurring at the same time
- The \$75,000 donation to Sherwood Park Manor for year 2 of the 5 year commitment to their redevelopment fundraising campaign will occur in December
- The \$75,000 one-time donation to Ronald McDonald Foundation has been paid
- Budgeted transfers from reserves included \$30,000 operating carry over from the 2024 budget for strategic planning. This revenue has been transferred into the operating budget. An additional \$58,725 was budgeted as a transfer from the Stabilization Reserve to help fund the Health Care Recruitment initiatives. This transfer will occur at year-end when all expenses have been paid
- Insurance costs were distributed in January for the first six months of the year
- Wages and benefits as well as mileage will be over budget due to the new Corporate Services and Finance Committee as this committee was unbudgeted
- Professional development is 75% spent as the ROMA Conference occurred in January and the registration costs for the AMO conference in August have been paid for
- Memberships have been paid for the year
- Legal fees, contracted services and computer equipment are currently under budget

Administration:

- Wages and benefits are under budget due to staff vacancies
- Office supplies, mileage and travel, meeting expenses, professional development, and legal expenses are currently under budget as expenses will occur later in the year
- Insurance costs were distributed in January for the first six months of the year

- Consulting costs are over budget due to the timing of the CAO Recruitment invoices
- Computer license renewals for Video streaming and eScribe will be paid in July and August
- Accessibility Committee expenses are under budget

Corporate Services:

- Budgeted transfers of \$252,774 from the Stabilization Reserve to the HR operating budget will occur at year-end to help fund the HR Project Manager assisting with MVL Recruiting, the HRIS Coordinator and to fund the Compensation Review
- Overall wages and benefits are under slightly budget due to staff vacancies
- Insurance costs were distributed for the first six months of the year
- Audit fees have been expensed for the year
- Legal expenses are over budget
- Consultants and network charges are under budget in IT but consultants are trending over budget in Accounting Services and Human Resources
- IT computer licensing is 58% expended with Microsoft licensing to occur later in the year
- Memberships have been expensed for the year in IT and Accounting Services but are currently under budget for HR

Properties:

- Revenues include rent paid to the Counties for office space at 32 Wall Street, Brockville and 375 William Street, Gananoque. It also includes revenue for parking at 32 Wall Street which is invoiced at the start of the year
- The \$20,000 approved carry over from the 2024 budget for 25 Central office renovations has been transferred to the 2025 budget to offset current renovation expenses
- The province has a long-term lease agreement with the Counties to lease the Courthouse for \$1 in rent plus the actual cost of insurance. Insurance for the first half of 2025 totals \$20,580 for the Courthouse. This amount plus the remaining cost of the insurance from July to December will be invoiced after the Counties receives the remaining invoice for the 2025 insurance
- Insurance costs were distributed for the first 6 months of the year
- Wages and benefits are under budget due to staff vacancies
- Materials and supplies are over budget due to the office renovations at 25 Central Avenue. \$100,000 was approved in the 2025 capital budget, however,

actual expenses as well as the offsetting revenue as a transfer from the Amortization Reserve will occur in the operating budget as the renovations do not meet the capitalization threshold

- Hydro, heat and water expense are currently under budget
- Contracted services include snow plowing, building cleaning services, carpet cleaning, window cleaning, floor stripping and painting and is currently over budget. Snow plowing costs are higher in the first quarter of the year offset by other contracted services occurring later in the year. Invoices for cleaning have not all been received

Property Assessment:

- Two of the quarterly installment payments to MPAC was remitted
- Consultants are currently under budget and are based on hours as required
- Legal fees are currently under budget

POA:

- Fine revenue received is 44% of budget as of May 2025
- Wages and benefits are trending on budget
- Office supplies, mileage and travel and computer software are under budget partially offset by the computer equipment budget being fully expended
- The Ministry of Attorney General invoices for quality assurance, ICON charges, Prosecutor Fees and Justice of the Peace costs. Invoices have only been paid up until April due to the timing of when the invoices are received
- Interpreter fees and collection agency fees are currently trending over budget offset by professional development being under budget
- Audit fees have been distributed for the year and the annual Court Administrative Management Software (CAMS) support fees have been paid. This software is used to assist with collection activities

Fire Emergency:

- Tower rent revenue is higher than anticipated at 59% of the annual budget and is based upon the rental space provided to 3rd parties
- A transfer from the Stabilization Reserve was budgeted in the amount of \$50,000 to pay for one-time consulting costs for the Fire Radio Tower System Evaluation. Funds will be transferred at year-end when the consulting project is complete
- Insurance costs were distributed for the first six months of the year
- Fire Dispatch costs have been paid to the City of Brockville for January to June
- Tower repairs and maintenance costs are under budget

Emergency Management:

- Contracted services, office/computer supplies, professional development, and mileage and travel are under budget at this time

911

- Budgeted revenue includes a recovery from participating municipalities which was invoiced in the first quarter
- The OPP contract has been paid for the year

Weed Inspection:

- Activities for Weed Inspection started in May and continue throughout the summer months

Transportation Services:

- Overall wages and benefits are 42% of budget due to the additional part-time employees brought in for winter control
- Revenue received for permits and other miscellaneous items are only 21% of budget as the annual aggregate revenue is not received until September
- Contribution from reserves includes \$301,500 carry over funding from the 2024 budget. This amount has been transferred to the 2025 budget to offset consulting costs and shouldering costs
- Insurance costs were distributed for the first six months of the year
- Consulting is currently under budget with costs expected later in the year
- 44% of the total winter control budget has been expended as of April 30th
- Hard top, beacon maintenance, weed control, lane marking, bridge cleaning, culvert maintenance, and contracted services at each patrol are below budget at this time as these maintenance programs begin in late Spring
- Vehicle maintenance is trending slightly over budget for in-house repairs but under budget for work outsourced
- Fuel expenses are over budget as more driving occurs with winter plowing than in summer operations
- Vehicle license fees are paid later in the year
- The transfer for new capital projects occurs in December and is based on actuals
- Interest expense on the capital financing for Road 43 Expansion is under budget and is based on the cash draws with Infrastructure Ontario (IO). As construction continues to pick up, additional draws will be required on the IO loan and the monthly interest expense will increase. The offsetting transfer from the Dedicated Infrastructure Reserve to fund the interest will occur at year-end

Waste Management:

- Budgeted revenues include the provincial subsidies associated with the Household Hazardous Waste days, which are invoiced in December
- The costs associated with the Household Hazardous Waste days will occur during the summer when the events are held
- Insurance costs were distributed for the first six months of the year

Health Unit:

- January to May levy payments have been expensed

Paramedic Service:

- Provincial subsidy received for operations is currently 39% of budget. The 2025 budgeted increase is based on the provincial cost share formula of 50% of the approved prior year budget. Current cash flow from the province does not include the 2025 increase as this has not yet been announced and confirmed by the province
- \$48,750 in provincial funding has been received for the Dedicated Offload Nurse Program however amounts paid to Brockville General Hospital (BGH) are based on invoices submitted. The invoice for January to March 2025 program costs was paid in June in the amount of \$33,188. Any unused funding by Brockville General Hospital is payable back to the province
- Overall wages and benefits are currently 31% of budget, however, wages are based on 2022 collective bargaining rates and will have a retroactive adjustment when the Collective Agreement is settled. Accruals have been set up for both 2023 and 2024 but no estimates have been calculated for 2025 at the time of this report. In addition, overtime and backfill costs are highest throughout the summer months
- Annual insurance costs were distributed in January for the first six months of the year
- Professional development expenses are currently under budget as costs are anticipated to occur later in the year
- Office supplies, office equipment, photocopying, consultants and contracted services are currently under budget
- Legal expenses are 100.79% of budget
- Patient care medical supplies and equipment are 24% of budget, however, invoices have not all been received
- Facility leasing and fuel are under budget as not all invoices have been received

- Vehicle maintenance for work outsourced is currently 93% of the annual budget
- The budget included \$45,000 in revenue from the sale of retired ambulances and an ERV. Once new vehicles are received, the Counties will work towards disposing the retiring vehicles
- \$251,500 was received from Intact Insurance due to an insurance claim for an ambulance involved in an accident. This revenue will fund the replacement vehicle
- Community Paramedicine Long-Term Care Program, High Intensity Supports At Home (HISH), and Substance Use and Additional Program (SUAP) are currently under budget however, wages are based on 2022 rates and not all invoices have been received. It is anticipated that all program funding will be spent by year-end
- Cross Border costs are reconciled in December
- The \$384,252 approved for new capital is transferred to capital in December once all invoices have been reconciled for year-end
- In year WSIB expenses are currently exceeding the budgeted expense by \$258,000. Some of this will be recoverable from the 100% provincially funded Community Paramedicine programs but the majority of the overage will be funded from regular operations

Maple View Lodge:

- Resident Fee revenue include the residents' accommodation fees which are invoiced monthly and are on budget. In May 2025, the Ministry of Long-Term Care (MLTC) announced an inflationary rate increase of 2.4% as of July 1st. The 2025 budget included an increase of 1% as of July 1st based on historical rate increases therefore resident fee revenue will be greater than budget
- Provincial revenues include the monthly provincial subsidies received in all four funding envelopes which are Nursing, Program and Support, Raw Food, and Other Accommodations. On June 20th, the Ministry of Long-Term Care (MLTC) announced that level-of-care base funding was increasing 2.1% retroactive to April 2025
- Maple View Lodge received notification on June 19th that as of April 1st, the new funded Case Mix Index (CMI) is increasing by 0.2% to 1.0029. This will increase funding to the Nursing and Personal Care envelope retroactive to April
- In January 2025, MLTC announced an increase in the amount of Direct Care provincial funding for Q1 2025. It is projected that this will provide an additional \$9,859 in direct care funding based on the current 60 beds for January to March

- The Ministry announced in June that Infection, Prevention and Control (IPAC) funding will continue in a consolidated model where homes can utilize previous IPAC Personnel, IPAC Lead and IPAC Training & Education funding in any of the three areas
- MLTC also announced that they will be consolidating the funding provided through the Resident Health and Well-Being (RHWB) program with the Allied Health Staffing Supplement
- Overall wages and benefits are 24% of budget. The 2025 salary plan included gradually increasing staffing throughout 2025 so that there are sufficient numbers of staff ready for the opening of the G. Tackaberry and Family Home
- Materials and supplies are currently under budget as purchases are expected to increase once the 192 bed home is open
- Purchased services is 42 of budget as staffing agencies have been utilized to provide direct care to residents in 2025. This has amounted to an addition expense of \$109,219 from January to May. In addition, insurance has been distributed for the first six months of the year
- Additional detail on the variances by department is provided in MVL-028-2025 Maple View Lodge Financial Report May 2025

Maple View Lodge Redevelopment:

- Contribution from reserves to cover the operational costs of the new redevelopment project will occur at year-end based on actuals
- Wages and benefits relate to the Construction Project Manager and the Fundraising Coordinator are on budget
- Materials and supplies include \$202,809 in purchases funded from the Fundraising Committee approved purchased for ceiling tracks. Off-setting donation revenue will be recorded for May month-end. In addition, \$39,040 in equipment purchases funded from the GTFH capital budget have been expensed here as the items do not meet the \$10,000 Tangible Capital Asset capitalization threshold. Offsetting funding from the GTFH budget will be transferred at year-end
- Purchased services consists of the 2025 fees paid year to date for Colliers
- Debenture interest is the interest on the construction financing for the 192 bed home redevelopment
- Contribution to Amortization for the 7.5% tax levy increase to fund the 192 bed home will occur at year-end. The current expenditures are actual amortization expense on the existing home

St. Lawrence Lodge:

- The 1st quarterly payment was paid in March

St. Lawrence Lodge Redevelopment:

- Budgeted revenue is the Counties share of the provincial subsidy which is received from the City of Brockville in June and December. The Counties subsidy is based on \$10.35/bed/day for 64 beds which was determined at the time of the redevelopment
- Semi-annual debenture payments are usually paid in March and September
- There is 1 remaining debenture issue associated with the redevelopment and it will be fully repaid on September 15, 2025

Community & Social Services:

- Ontario Works is currently under budget due to caseloads being lower than anticipated. Employment related expenses and other administration expense are under budget as a result
- Children Services is currently on budget. It is anticipated that all provincial funding will be fully utilized by year-end
- Community Housing is trending over budget due to the following:
 - The first tax installments for 2025 has been paid and insurance premiums have been distributed for the first six months of 2025
 - Utilities are trending over budget and grounds costs are currently 100% of budget due to winter maintenance. These are partially offset by community housing rental income being higher than budget
 - Housing programs process payments a month in advance which means May contains six months of expenses or 50% of budgeted expenditures
 - Provincial revenue for April to June has not been received for several provincially funded programs
- In addition, budgeted transfers from the Housing Amortization Reserve will occur at year-end to offset operating costs for capital improvements that do not meet the capitalization threshold

Charleston Lake:

- Costs are seasonal and are expected to occur throughout the summer
- Insurance costs have been for the first six months of the year

Planning:

- Actual revenue related to planning applications is currently 71% of budget
- \$20,134 was received as a Peer Review Deposit and will be reconciled to actual once the Peer Review is complete
- Budgeted transfers from reserves will occur at year-end if required to offset any actual expenditures incurred in one-time consulting projects and any OMB appeals
- Consulting costs for the DC Study and Population and Growth Update are currently 7% of budget. Additional expenses will occur throughout the year
- Legal fees are under budget

GIS:

- Service agreements with Gananoque for GIS services are invoiced later in the year
- Licensing costs occur in July and October
- Contracted services for Teranet and the Next Generation 911 Data Cleanup have not yet occurred
- Professional development is currently under budget

Consent Review Committee:

- Application fee revenue is 26% of budget as of May 31st
- Legal fees, photocopying and other administration expenses are under budget at this time

Economic Development:

- \$70,500 in carry over funding from the 2024 budget has been recognized in the 2025 budget to offset expenditures in marketing materials, marketing investment and the CRM software implementation
- Overall wages and benefits are under budget due to temporary staffing vacancies
- Marketing materials are 60% of budget
- The CRM software purchase and implementation has not yet occurred
- Professional development and regional marketing investment are under budget
- Small Business Centre is showing under budget due to the timing of the cash flow for the provincial subsidy, however, this program is expected to be on budget for the year

Forest Management:

- Expenses for Forest Resources promotion/meeting expense are over budget offset by materials and supplies trending under budget

- Insurance costs have been distributed for the first six months of the year
- Professional development has been fully expended
- Contracted services included expenditures for forest renewal and the 2026-2036 Forest Management Plan. Costs are anticipated to occur later in the year
- Education expenditures are currently 53% of budget
- Interpretive Centre expenditures are currently 58% of budget
- Semi-annual reserve repayments for internal borrowing for the purchase of additional property at Limerick Forest occurs in February and August and will be repaid in 2026
- The \$40,000 transfer to reserve for forest regeneration will occur at year-end

Transfer to Reserve:

- The March levy payment has been received so the required transfers to the Dedicated Hospital Levy Reserve Fund and Dedicated Infrastructure Levy Reserve Fund have been completed
- The transfer to reserve also includes \$135,461 in interest earned on the Dedicated Hospital Levy, the Dedicated Infrastructure Levy, and the Supportive Housing Reserve Fund, which is transferred to the respective reserve funds

Revenues:

- Interest revenue includes interest earned on funds in the Counties general bank account and is currently earning prime less 1.9% or 3.05%
- Interest on the investment portfolio is calculated at the end of the year
- Transfer from the Working Fund Reserve will be completed at the end of the year if required to offset a deficit
- The first quarter levy installment has been received
- Grant-in-Lieu and Supplementaries/Write Offs are not received until mid-December

Capital Budget:

The attached Capital Budget Report compares the 2025 approved budget to the combined total of the actual and committed expenditures to reflect the variance as of May 31, 2025. A status column is also included for notes or comments on the projects as well as a column indicating an estimated completion date for all work in progress.

The committed column includes commitments that have been made by the Counties through the issuance of purchase orders, authorized internal memos for procurement under \$150,000, and reports which have been approved by Committees or Council.

A section has also been added at the bottom of the report which summarizes the funding sources based on the approved Capital Budget, actuals to date, committed amounts, and the variance which reflects the available funds at the time of the report.

Included in the approved 2025 Capital Budget were 54 capital projects from 7 different departments broken down as follows:

- IT – 1
- Properties – 3
- Public Works – 32
- Paramedic Services – 5
- Maple View Lodge – 4
- Social Housing – 8
- Forest Management - 1

In addition, the following unbudgeted capital expenditure has been included in the report:

- Refurbished power load systems with stretchers – In order for power load units and stretchers to pass certification for utilization in new ambulances, the units required capital repair. This work was funded from the Paramedic Service Equipment Reserve.
- Purchase of vacant land 126 John Street, Brockville – Purchase of vacant property funded from the Housing Amortization Reserve for future housing opportunities.

ATTACHMENTS

1. Budget Variance Report to May 31, 2025
2. 2025 Capital Budget Report with actuals as of May 31, 2025

The report set out above has been reviewed and the information verified by the individuals listed below.

**KATIE CLARKE,
DEPUTY TREASURER**

**JUNE 29, 2025
DATE**

**PAT HUFFMAN,
TREASURER**

**JUNE 30, 2025
DATE**

**AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER**

**JULY 2, 2025
DATE**

UNITED COUNTIES OF LEEDS & GRENVILLE
2024 CONSOLIDATED BUDGET
BUDGET VARIANCE REPORT
As of May 31, 2025

| | 2025 BUDGET REVENUE | 2025 BUDGET EXPENSE | 2025 NET BUDGET | 2025 ACTUAL REVENUE | 2025 ACTUAL EXPENSE | 2025 NET ACTUAL | 2025 VARIANCE | % of BUDGET SPENT |
|---|---------------------------|---------------------------|-----------------------|---------------------------|---------------------------|-----------------------|------------------------|----------------------|
| GENERAL GOVERNMENT | | | | | | | | |
| COUNCIL | (511,225.00) | 1,353,369.66 | 842,144.66 | (30,000.00) | 398,310.65 | 368,310.65 | (473,834.01) | 44% |
| JOINT SERVICES | (89,524.05) | 217,344.14 | 127,820.09 | (37,669.00) | 91,450.03 | 53,781.03 | (74,039.06) | 42% |
| ADMINISTRATION | (43,750.00) | 1,346,127.91 | 1,302,377.91 | (35.00) | 472,908.66 | 472,873.66 | (829,504.25) | 36% |
| CORPORATE SERVICES | (429,774.00) | 5,905,074.00 | 5,475,300.00 | (63,000.00) | 2,355,907.67 | 2,292,907.67 | (3,182,392.33) | 42% |
| PROPERTIES | (468,291.85) | 1,355,417.75 | 887,125.90 | (181,145.76) | 586,146.01 | 405,000.25 | (482,125.65) | 46% |
| PROPERTY ASSESSMENT | 0.00 | 1,382,675.21 | 1,382,675.21 | 0.00 | 687,186.50 | 687,186.50 | (695,488.71) | 50% |
| TOTAL | (1,542,564.90) | 11,560,008.67 | 10,017,443.77 | (311,849.76) | 4,591,909.52 | 4,280,059.76 | (5,737,384.01) | 43% |
| PROTECTION TO PERSONS & PROPERTY | | | | | | | | |
| PROVINCIAL OFFENCES | (1,399,737.93) | 1,119,283.23 | (280,454.70) | (599,557.41) | 428,367.79 | (171,189.62) | 109,265.08 | 61% |
| FIRE EMERGENCY | (103,535.00) | 971,185.71 | 867,650.71 | (31,485.87) | 393,625.66 | 362,139.79 | (505,510.92) | 42% |
| EMERGENCY MANAGEMENT | 0.00 | 58,446.00 | 58,446.00 | 0.00 | 18,811.24 | 18,811.24 | (39,634.76) | 32% |
| 911 | (14,320.09) | 56,712.53 | 42,392.44 | (14,682.92) | 55,901.43 | 41,218.51 | (1,173.93) | 97% |
| WEED INSPECTION | 0.00 | 32,412.00 | 32,412.00 | 0.00 | 4,673.81 | 4,673.81 | (27,738.19) | 14% |
| TOTAL | (1,517,593.02) | 2,238,039.47 | 720,446.45 | (645,726.20) | 901,379.93 | 255,653.73 | (464,792.72) | 35% |
| TRANSPORTATION SERVICES | (1,880,117.11) | 22,933,114.82 | 21,052,997.71 | (404,009.35) | 9,085,890.49 | 8,681,881.14 | (12,371,116.57) | 41% |
| WASTE MANAGEMENT | (135,000.00) | 379,543.52 | 244,543.52 | 0.00 | 31,748.06 | 31,748.06 | (212,795.46) | 13% |
| HEALTH SERVICES | | | | | | | | |
| HEALTH UNIT | 0.00 | 1,512,000.00 | 1,512,000.00 | 0.00 | 630,000.00 | 630,000.00 | (882,000.00) | 42% |
| PARAMEDIC SERVICE | (16,247,931.44) | 25,221,475.37 | 8,973,543.93 | (5,918,603.07) | 7,934,431.64 | 2,015,828.57 | (6,957,715.36) | 22% |
| TOTAL | (16,247,931.44) | 26,733,475.37 | 10,485,543.93 | (5,918,603.07) | 8,564,431.64 | 2,645,828.57 | (7,839,715.36) | 25% |

UNITED COUNTIES OF LEEDS & GRENVILLE
2024 CONSOLIDATED BUDGET
BUDGET VARIANCE REPORT
As of May 31, 2025

| | 2025 BUDGET REVENUE | 2025 BUDGET EXPENSE | 2025 NET BUDGET | 2025 ACTUAL REVENUE | 2025 ACTUAL EXPENSE | 2025 NET ACTUAL | 2025 VARIANCE | % of BUDGET SPENT |
|--|------------------------------------|------------------------------------|--------------------------------|------------------------------------|------------------------------------|--------------------------------|--------------------------|------------------------------|
| HOMES FOR THE AGED | | | | | | | | |
| MAPLE VIEW LODGE | (12,509,266.03) | 17,757,142.70 | 5,247,876.67 | (2,865,290.83) | 4,717,641.87 | 1,852,351.04 | (3,395,525.63) | 35% |
| 746 CR 42 (ORIGINAL MVL BUILDING) | (75,830.53) | 75,830.53 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0% |
| MVL REDEVELOPMENT | (3,742,668.41) | 6,619,180.67 | 2,876,512.26 | 0.00 | 1,171,984.18 | 1,171,984.18 | (1,704,528.08) | 41% |
| ST. LAWRENCE LODGE | 0.00 | 1,027,098.45 | 1,027,098.45 | 0.00 | 251,883.75 | 251,883.75 | (775,214.70) | 25% |
| ST. LAWRENCE LODGE REDEVELOPMENT | (241,750.00) | 584,136.35 | 342,386.35 | 0.00 | 282,068.20 | 282,068.20 | (60,318.15) | 82% |
| TOTAL | (16,569,514.97) | 26,063,388.70 | 9,493,873.73 | (2,865,290.83) | 6,423,578.00 | 3,558,287.17 | (5,935,586.56) | 37% |
| COMMUNITY & SOCIAL SERVICES | | | | | | | | |
| ONTARIO WORKS | (21,094,150.45) | 22,480,592.83 | 1,386,442.38 | (6,867,784.75) | 7,301,637.61 | 433,852.86 | (952,589.52) | 31% |
| CHILDREN'S SERVICES | (31,265,906.15) | 31,927,827.60 | 661,921.45 | (10,580,607.45) | 10,856,210.97 | 275,603.52 | (386,317.93) | 42% |
| COMMUNITY HOUSING | (10,837,620.46) | 15,801,167.72 | 4,688,624.26 | (4,460,591.11) | 7,398,817.73 | 2,938,226.62 | (1,750,397.64) | 63% |
| TOTAL | (63,197,677.06) | 70,209,588.15 | 6,736,988.09 | (21,908,983.31) | 25,556,666.31 | 3,647,683.00 | (3,089,305.09) | 54% |
| CHARLESTON LAKE PARK | 0.00 | 26,039.65 | 26,039.65 | 0.00 | 4,470.50 | 4,470.50 | (21,569.15) | 17% |
| PLANNING & DEVELOPMENT | | | | | | | | |
| PLANNING | (210,000.00) | 528,089.00 | 318,089.00 | (41,949.56) | 118,501.77 | 76,552.21 | (241,536.79) | 24% |
| GIS | (10,000.00) | 442,081.10 | 432,081.10 | (880.00) | 143,569.62 | 142,689.62 | (289,391.48) | 33% |
| CONSENT REVIEW | (162,750.00) | 168,788.00 | 6,038.00 | (42,330.00) | 69,591.72 | 27,261.72 | 21,223.72 | 452% |
| ECONOMIC DEVELOPMENT | (442,049.58) | 1,293,883.00 | 851,833.42 | (341,863.48) | 421,155.53 | 79,292.05 | (772,541.37) | 9% |
| FOREST MANAGEMENT | (9,087.50) | 529,936.61 | 520,849.11 | (3,007.50) | 192,495.37 | 189,487.87 | (331,361.24) | 36% |
| TOTAL | (833,887.08) | 2,962,777.71 | 2,128,890.63 | (430,030.54) | 945,314.01 | 515,283.47 | (1,613,607.16) | 24% |

UNITED COUNTIES OF LEEDS & GRENVILLE
2024 CONSOLIDATED BUDGET
BUDGET VARIANCE REPORT
As of May 31, 2025

| | 2025 BUDGET REVENUE | 2025 BUDGET EXPENSE | 2025 NET BUDGET | 2025 ACTUAL REVENUE | 2025 ACTUAL EXPENSE | 2025 NET ACTUAL | 2025 VARIANCE | % of BUDGET SPENT |
|---------------------------------------|---------------------------|---------------------------|------------------------|---------------------------|---------------------------|------------------------|------------------------|----------------------|
| RESERVE TRANSFERS | | | | | | | | |
| TRANSFER TO RESERVE | 0.00 | 0.00 | 0.00 | 0.00 | 135,460.93 | 135,460.93 | 135,460.93 | 0% |
| DEDICATED HOSPITAL LEVY | 0.00 | 485,141.42 | 485,141.42 | 0.00 | 121,285.35 | 121,285.35 | (363,856.07) | 25% |
| DEDICATED INFRASTRUCTURE LEVY | 0.00 | 2,183,136.39 | 2,183,136.39 | 0.00 | 545,784.10 | 545,784.10 | (1,637,352.29) | 25% |
| TOTAL RESERVE TRANSFERS | 0.00 | 2,668,277.81 | 2,668,277.81 | 0.00 | 802,530.38 | 802,530.38 | (1,865,747.43) | 30% |
| TOTAL REVENUES/EXPENDITURES | (101,924,285.58) | 165,774,253.87 | 63,575,045.29 | (32,484,493.06) | 56,907,918.84 | 24,423,425.78 | (39,151,619.51) | 38% |
| OTHER REVENUES & TRANSFERS | | | | | | | | |
| INTEREST REVENUE | (2,028,735.76) | 0.00 | (2,028,735.76) | (784,820.36) | 0.00 | (784,820.36) | 1,243,915.40 | 39% |
| OTHER REVENUE | 0.00 | 0.00 | 0.00 | (12,623.31) | 0.00 | (12,623.31) | (12,623.31) | 0% |
| INTERNAL CHARGEBACK RECOVERIES | (6,379,891.53) | 0.00 | (6,379,891.53) | (2,658,288.70) | 0.00 | (2,658,288.70) | 3,721,602.83 | 42% |
| TRANSFER FROM RESERVE | (200,000.00) | 0.00 | (200,000.00) | 0.00 | 0.00 | 0.00 | 200,000.00 | 0% |
| TOTAL OTHER REVENUE | (8,608,627.29) | 0.00 | (8,608,627.29) | (3,455,732.37) | 0.00 | (3,455,732.37) | 5,152,894.92 | 40% |
| COUNTY LEVY | | | | | | | | |
| LEVY | (51,448,140.19) | 0.00 | (51,448,140.19) | (12,024,910.80) | 0.00 | (12,024,910.80) | 39,423,229.39 | 23% |
| DEDICATED HOSPITAL LEVY | (485,141.42) | 0.00 | (485,141.42) | (121,285.35) | 0.00 | (121,285.35) | 363,856.07 | 25% |
| DEDICATED INFRASTRUCTURE LEVY | (2,183,136.39) | 0.00 | (2,183,136.39) | (545,784.10) | 0.00 | (545,784.10) | 1,637,352.29 | 25% |
| TOTAL COUNTY LEVY | (54,116,418.00) | 0.00 | (54,116,418.00) | (12,691,980.25) | 0.00 | (12,691,980.25) | 41,424,437.75 | 23% |
| GRANT-IN-LIEU | (600,000.00) | 0.00 | (600,000.00) | 0.00 | 0.00 | 0.00 | 600,000.00 | 0% |
| SUPPLEMENTARIES/WRITE OFFS | (250,000.00) | 0.00 | (250,000.00) | 0.00 | 0.00 | 0.00 | 250,000.00 | 0% |
| TOTALS/VARIANCE | (165,499,330.87) | 165,774,253.87 | 0.00 | (48,632,205.68) | 56,907,918.84 | 8,275,713.16 | 8,275,713.16 | 0% |

UNITED COUNTIES OF LEEDS & GRENVILLE

2025 CAPITAL BUDGET REPORT

As of May 31, 2025

| PROJECT | 2025 | 2025 | REALLOCATED | REALLOCATED | APPROVED | COMMITTED | VARIANCE | STATUS | ESTIMATED |
|--|------------|-----------|---------------------------------------|----------------------------------|--------------------------------|-----------|--------------|---|------------|
| | BUDGET | ACTUAL | TO (FROM) OTHER CAPITAL PROJECT | TO (FROM) OPERATING BUDGET | TRANSFER (FROM) RESERVES | | | | COMPLETION |
| CORPORATE SERVICES | | | | | | | | | |
| IT | | | | | | | | | |
| Asset Management Software | 51,865.00 | 24,575.04 | | | | 27,289.96 | 0.00 | Awarded to PSD Citywide for new Asset and Work Management Software replacing Worktech. Approved under By-Law 24-02. Implementation started in 2024 and will be completed in 2025. | Dec-25 |
| Total IT | 51,865.00 | 24,575.04 | 0.00 | 0.00 | 0.00 | 27,289.96 | 0.00 | | |
| Total CORPORATE SERVICES | 51,865.00 | 24,575.04 | 0.00 | 0.00 | 0.00 | 27,289.96 | 0.00 | | |
| PROPERTIES | | | | | | | | | |
| 25 CENTRAL | | | | | | | | | |
| First Floor Renovations | 100,000.00 | | | | | | (100,000.00) | Phase 1 awarded to Competitive Renovations Inc. for \$38,400 plus HST, however, office modifications will not meet the TCA requirements for capitalization and will charge to the operating budget with offsetting funds from the Carry Over Reserve. Phase 2 to occur later in 2025. | Dec-25 |
| Total 25 CENTRAL | 100,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | (100,000.00) | | |
| 375 WILLIAM ST | | | | | | | | | |
| Roof | 75,000.00 | | | | | | (75,000.00) | Tender documents being prepared. | Fall 2025 |
| Total 375 WILLIAM ST | 75,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | (75,000.00) | | |
| 555 KING ST W | | | | | | | | | |
| Siding | 25,000.00 | | | | | | (25,000.00) | Quotes being sought. | Fall 2025 |
| Total 555 KING ST W | 25,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | (25,000.00) | | |
| Total PROPERTIES | 200,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | (200,000.00) | | |
| PUBLIC WORKS | | | | | | | | | |
| ROADS | | | | | | | | | |
| Rd 29 - Coons Rd, Elizabethtown-Kitley | 443,609.00 | | | | | 9,585.79 | (434,023.21) | Design in progress; was awarded to GHD. | Nov-25 |

UNITED COUNTIES OF LEEDS & GRENVILLE

2025 CAPITAL BUDGET REPORT

As of May 31, 2025

| PROJECT | 2025 | 2025 | REALLOCATED | REALLOCATED | APPROVED TRANSFER (FROM) RESERVES | COMMITTED | VARIANCE | STATUS | ESTIMATED |
|--|--------------|--------------|---------------------------------|----------------------------|-----------------------------------|--------------|----------------|--|------------|
| | BUDGET | ACTUAL | TO (FROM) OTHER CAPITAL PROJECT | TO (FROM) OPERATING BUDGET | | | | | COMPLETION |
| Rd 43 - Road Widening to Four Lanes, North Grenville | 7,500,000.00 | 2,414,458.64 | | | | | (5,085,541.36) | Multi-year project. \$2.8 M single source to Aecom for design. Construction awarded to Tomlinson. Staged construction has commenced on the west side of the creek. Project funded from construction financing with Infrastructure Ontario. | Dec-26 |
| Rd 4 - Rd 3 to Escott Township Line, TLTI | 2,190,000.00 | 30,690.03 | | | (350,395.89) | 2,509,705.86 | 0.00 | \$30,690 geotechnical spent to date. Tender awarded per CC-018-2025. | Nov-25 |
| Rd 7 - Rd 16 to Kinch, Elizabethtown-Kitley | 1,897,011.00 | 41,279.00 | | | | 1,805,104.91 | (50,627.09) | Awarded per CW-006-2025 to Tackaberry. | Nov-25 |
| Rd 13 - Rd 32 To UCLG Boundary, TLTI | 125,000.00 | 86,586.58 | | | | | (38,413.42) | Approved per CC-019-2024. Awarded to G. Tackaberry & Sons Construction. Construction completed in 2025. | Complete |
| Rd 42 - Rd 15 to Newboro, Rideau Lakes | | 1,927.20 | | | | | 1,927.20 | Construction completed in 2024. Remaining expense will move to operating budget. | Complete |
| Rd 18 - Guy Rd to Summerville Rd, North Grenville | 475,000.00 | | 42,723.52 | | | 432,276.48 | 0.00 | Awarded per CW-043-2025 to Miller Paving Limited. | Sep-25 |
| RD 2 - Frontenanc to Gananoque Limit, TLTI | 3,000,000.00 | 30,065.12 | | | | | (2,969,934.88) | To be tendered. | Nov-25 |
| Rd 22 - Heckson to Edwardsburgh S Gower Township Line, North Grenville | 1,700,000.00 | | | | (354,824.00) | 2,039,823.97 | (15,000.03) | Awarded per CW-030-2025 to GIP. | Aug-25 |
| Rd 2 - Johnstown Cross Culvert West Branch to Outfall, Edwardsburgh-Cardinal | 500,000.00 | | | | | | (500,000.00) | To be tendered. | Nov-25 |
| Rd 32 - Greens Rd to Hwy 15, TLTI | 175,000.00 | | (57,073.86) | | | 232,073.86 | (0.00) | Awarded per CW-043-2025 to Miller Paving Limited. | Sep-25 |
| Rd 4 - Quabbin Rail Crossing, Front of Yonge | 500,000.00 | | | | | | (500,000.00) | To be tendered. | Nov-25 |
| Rd 3 - Retaining Wall, TLTI | 300,000.00 | 15,183.40 | | | | 22,020.06 | (262,796.54) | Designed awarded to Shellex. Tender Closing in July. | Nov-25 |
| Rd 7 - Kinch to Kitley Line 8, Elizabethtown-Kitley | 2,608,640.00 | | | | | 2,608,639.99 | (0.01) | Awarded per CW-006-2025 to Tackaberry. | Nov-25 |
| Rd 5 - TI Parkway to Hy 401, Front of Yonge | 200,000.00 | | 34,482.31 | | | 163,670.78 | (1,846.91) | Awarded per CW-043-2025 to Miller Paving Limited. | Sep-25 |
| Rd 17 - Kitley/SE Twp Ln to Smiths Falls limit, Merrickville-Wolford | 165,000.00 | | (20,131.97) | | | 185,131.97 | (0.00) | Awarded per CW-043-2025 to Miller Paving Limited. | Sep-25 |
| Rd 26 - Brockville Limit to EK, Elizabethtown-Kitley | 200,000.00 | | | | | 181,438.08 | (18,561.92) | Awarded per CW-043-2025 to Miller Paving Limited. | Sep-25 |

| UNITED COUNTIES OF LEEDS & GRENVILLE | | | | | | | | | |
|--|---------------|--------------|---------------------------------------|----------------------------------|--------------------------------|---------------|----------------|--|------------|
| 2025 CAPITAL BUDGET REPORT | | | | | | | | | |
| As of May 31, 2025 | | | | | | | | | |
| PROJECT | 2025 | 2025 | REALLOCATED | REALLOCATED | APPROVED | COMMITTED | VARIANCE | STATUS | ESTIMATED |
| | BUDGET | ACTUAL | TO (FROM) OTHER CAPITAL PROJECT | TO (FROM) OPERATING BUDGET | TRANSFER (FROM) RESERVES | | | | COMPLETION |
| Total ROADS | 21,979,260.00 | 2,620,189.97 | 0.00 | 0.00 | (705,219.89) | 10,189,471.75 | (9,874,818.17) | | |
| | | | | | | | | | |
| BRIDGES | | | | | | | | | |
| Hyndman Bridge, Edwardburgh-Cardinal | 650,000.00 | | | | | 647,879.46 | (2,120.54) | Awarded to Urban Link in 2024. Construction underway. | Aug-25 |
| Lyndhurst Bridge, TLT1 | 1,080,956.00 | | | | | | (1,080,956.00) | Out for tender; closing in July. | Oct-25 |
| Fish Hatchery Bridge, Westport | 464,098.00 | | | | | 80,583.74 | (383,514.26) | TSI completing design. | Dec-25 |
| Lyn Creek Bridge, Elizabethtown-Kitley | 400,478.00 | 2,618.79 | | | | 37,595.74 | (360,263.47) | 2025 budget is for design work only with construction planned in 2026. Ainley completing design with relocation of utility anticipated to start in 2025. | Dec-27 |
| Kemptville Creek Bridge, North Grenville | 8,000,000.00 | 1,069,089.75 | | | | | (6,930,910.25) | Bridge portion of Rd 43 Expansion. Multi-Year project funded by Construction Financing through Infrastructure Ontario. | Oct-26 |
| Wright's Bridge, Elizabethtown-Kitley | 100,000.00 | | | | | 8,756.45 | (91,243.55) | 2025 budget is for design work only. Condition assessment underway by Keystone. Construction anticipated for 2026. | Nov-26 |
| Total BRIDGES | 10,695,532.00 | 1,071,708.54 | 0.00 | 0.00 | 0.00 | 774,815.39 | (8,849,008.07) | | |
| CULVERTS | | | | | | | | | |
| Dulmage Culvert, North Grenville | 800,000.00 | | | | | | (800,000.00) | To be tendered. Design underway | Dec-25 |
| Westport Storm Sewer, Westport | 414,971.00 | 80,102.94 | | | | 302,647.46 | (32,220.60) | Awarded per CW-100-2024 to Campbell's Trucking. Construction in progress. | Jul-25 |
| Added Culvert, Elizabethtown-Kitley | 300,000.00 | 19,233 | | | | 7,937.28 | (272,830.08) | Public tender document PW-2025-09 awarded to Keystone for design work. Tender out for construction. | Dec-25 |
| Total CULVERTS | 1,514,971.00 | 99,335.58 | 0.00 | 0.00 | 0.00 | 310,584.74 | (1,105,050.68) | | |
| BUILDINGS | | | | | | | | | |

UNITED COUNTIES OF LEEDS & GRENVILLE

2025 CAPITAL BUDGET REPORT

As of May 31, 2025

| PROJECT | 2025 | 2025 | REALLOCATED | REALLOCATED | APPROVED | COMMITTED | VARIANCE | STATUS | ESTIMATED |
|---------------------|---------------|--------------|---------------------------------------|----------------------------------|--------------------------------|---------------|-----------------|--|------------|
| | BUDGET | ACTUAL | TO (FROM) OTHER CAPITAL PROJECT | TO (FROM) OPERATING BUDGET | TRANSFER (FROM) RESERVES | | | | COMPLETION |
| Greenbush Garage | 700,000.00 | | | | | 674,591.46 | (25,408.54) | Awarded per CW-092-2024 to Tackaberry for Phase 2 Carry Over. Phase 2 completed. Phase 3 awarded per CW-032-2025 to GIP. | Oct-25 |
| Total BUILDINGS | 700,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 674,591.46 | (25,408.54) | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| EQUIPMENT | | | | | | | | | |
| Heavy Weight Trucks | 821,348.00 | 798,676.24 | | | | | (22,671.76) | Awarded per CC-024-2023 to Cornwall Freightliner for 2024 trucks (not delivered until 2025). CW-043-2024 awarded to AEBI for 2025 trucks (delivered in 2025). | Complete |
| Light Weight Trucks | 575,132.00 | 256,590 | | | | 254,125.92 | (64,416.20) | 3 tonne trucks from 2024 delivered in 2025. 2025 budgeted service truck awarded to James Braden. 3/4 tonnes awarded to Myers per CW-027-2025. | Dec-25 |
| Loader | 250,000.00 | | | | | | (250,000.00) | Out for tender. | Dec-25 |
| Sander/Plow Units | 926,403.00 | 799,019.92 | 100,740.94 | | | 16,734.56 | (9,907.58) | 2024 Sander/Plow approved in 2023. Delivery delayed until 2025. 2025 sander/plow units awarded to AEBI per CW-043-2024. All sander/plow units now delivered. Spare plow awarded to AEBI. | Oct-25 |
| Tractor | 130,000.00 | | (112,961.54) | | | 199,225.73 | (43,735.81) | Budgeted tractor awarded to Weagants per CW-009-2025. 2nd tractor awarded to Colvoy per PW-2025-08. | Jul-25 |
| Mowers | 310,000.00 | | 12,220.60 | | | 297,779.40 | 0.00 | Savings from snow plows approved per CW-009-2025 to use towards additional mowers. Boom mower and guide rail mower awarded to Colvoy. Weagants was awarded flail mowers per CW-009-2025. | Jul-25 |
| Total EQUIPMENT | 3,012,883.00 | 1,854,286.04 | 0.00 | 0.00 | 0.00 | 767,865.62 | (390,731.34) | | |
| Total PUBLIC WORKS | 37,902,646.00 | 5,645,520.13 | 0.00 | 0.00 | (705,219.89) | 12,717,328.95 | (20,245,016.81) | | |

UNITED COUNTIES OF LEEDS & GRENVILLE

2025 CAPITAL BUDGET REPORT

As of May 31, 2025

| PROJECT | 2025 | 2025 | REALLOCATED | REALLOCATED | APPROVED | COMMITTED | VARIANCE | STATUS | ESTIMATED |
|--|----------------------|---------------------|---------------------------------------|----------------------------------|--------------------------------|-------------------|------------------------|--|------------|
| | BUDGET | ACTUAL | TO (FROM) OTHER CAPITAL PROJECT | TO (FROM) OPERATING BUDGET | TRANSFER (FROM) RESERVES | | | | COMPLETION |
| PARAMEDIC SERVICE | | | | | | | | | |
| PARAMEDIC SERVICE VEHICLES | | | | | | | | | |
| Ambulances | 951,642.00 | 348,417.00 | | | | 603,225.00 | 0.00 | Approved per JSC-040-2024 for the purchase of 4 ambulances purchased from Crestline Coach Limited. | Sep-25 |
| Emergency Response Vehicles | 379,000.00 | | | | | 337,639.68 | (41,360.32) | Approved per JSC-014-2025 for the delivery of three paraemdic response unit awarded to Rowlands Emergency Vehicle Products. | Aug-25 |
| Total PARAMEDIC SERVICE VEHICLES | 1,330,642.00 | 348,417.00 | 0.00 | 0.00 | 0.00 | 940,864.68 | (41,360.32) | | |
| MEDICAL EQUIPMENT | | | | | | | | | |
| Defibrillators | 78,562.00 | | | | | | (78,562.00) | Defibrillators have been received from Stryker. | Complete |
| Refurbished Power Load System with Stretcher | 0.00 | 68,853.48 | | | | | 68,853.48 | Power load units and stretchers required to be refurbished for certified installation into 2024 ambulances. | Complete |
| CPR Device | 53,023.00 | 47,402.72 | | | | | (5,620.28) | Non-Standard procurement approved for purchase from Stryker Canada. | Complete |
| Power Load System with Stretcher | 287,993.00 | 300,866.31 | | | | | 12,873.31 | Approved per JSC-015-2025 for four power load systems with cots purchased from Stryker Canada. | Complete |
| Total MEDICAL EQUIPMENT | 419,578.00 | 417,122.51 | 0.00 | 0.00 | 0.00 | 0.00 | (2,455.49) | | |
| Total PARAMEDIC SERVICE | 1,750,220.00 | 765,539.51 | 0.00 | 0.00 | 0.00 | 940,864.68 | (43,815.81) | | |
| MAPLE VIEW LODGE | | | | | | | | | |
| BUILDING | | | | | | | | | |
| Redevelopment Project | 48,000,000.00 | 5,636,362.30 | | | | | (42,363,637.70) | Multi-year project. Estimates for 2025 cash flow provided at time of budget. Project is funded with construction financing through Infrastructure Ontario. | 31-Aug-25 |
| Total BUILDING | 48,000,000.00 | 5,636,362.30 | 0.00 | 0.00 | 0.00 | 0.00 | (42,363,637.70) | | |
| BETTERMENTS | | | | | | | | | |
| HVAC | 65,851.00 | 45,612.90 | | | | | (20,238.10) | Humidifiers replaced in March by Upper Canada HVAC. | Complete |

| UNITED COUNTIES OF LEEDS & GRENVILLE 2025 CAPITAL BUDGET REPORT As of May 31, 2025 | | | | | | | | | |
|--|---------------|--------------|---------------------------------------|----------------------------------|--------------------------------|------------|-----------------|---|------------|
| PROJECT | 2025 | 2025 | REALLOCATED | REALLOCATED | APPROVED | COMMITTED | VARIANCE | STATUS | ESTIMATED |
| | BUDGET | ACTUAL | TO (FROM) OTHER CAPITAL PROJECT | TO (FROM) OPERATING BUDGET | TRANSFER (FROM) RESERVES | | | | COMPLETION |
| Sprinkler Replacement | 127,813.00 | 152,487.36 | | | | | 24,674.36 | RFQ awarded to Drapeau Automatic Sprinkler Corp. Awarded in 2024 but work was not completed until February 2025. | Complete |
| Foundation | 17,000.00 | | | | | | (17,000.00) | Work to be completed in the fall. | Dec-25 |
| Total BETTERMENTS | 210,664.00 | 198,100.26 | 0.00 | 0.00 | 0.00 | 0.00 | (12,563.74) | | |
| Total MAPLE VIEW LODGE | 48,210,664.00 | 5,834,462.56 | 0.00 | 0.00 | 0.00 | 0.00 | (42,376,201.44) | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| SOCIAL HOUSING | | | | | | | | | |
| BETTERMENTS | | | | | | | | | |
| 98 Reynold Drive, Brockville | 15,000.00 | | | | | 12,358.75 | (2,641.25) | New vinyl siding, soffit and fascia installed. | Complete |
| 150 Stone St. South, Gananoque | 50,000.00 | | | | | 33,333.24 | (16,666.76) | Awarded to Wiltse's - Brockville Glass. | Jun-25 |
| 43 Centre St, Lansdowne | 30,000.00 | | | | | 27,777.16 | (2,222.84) | Awarded en Wiltse's - Brockville Glass. | Jul-25 |
| 275 Water St, Prescott | 50,000.00 | | | | | 32,003.52 | (17,996.48) | Awarded to United Counties Construction. | Aug-25 |
| 56 Bedford, Westport | 155,000.00 | | | | | | (155,000.00) | To be tendered in June 2025. | Dec-25 |
| 33 Bennett St, Edwardsburgh-Cardinal | 30,000.00 | | | | | 26,050.56 | (3,949.44) | Awarded to United Counties Construction. | Aug-25 |
| Cabin Project, Brockville | 121,034.00 | 320,100.67 | | | | | 199,066.67 | Carry over from 2024 for Sleep Cabin Project. Final costing provided to JSC in JSC-016-2025 with additional funding provided by the Housing Amortization Reserve with repayment of \$90,000 over 10 years starting in 2026. | Complete |
| 126 John St, Brockville | 0.00 | 78,643.07 | | | | | 78,643.07 | Purchase of vacant property funded from the Housing Amortization Reserve. Sale completed. | Complete |
| Total BETTERMENTS | 451,034.00 | 398,743.74 | 0.00 | 0.00 | 0.00 | 131,523.23 | 79,232.97 | | |
| EQUIPMENT | | | | | | | | | |

UNITED COUNTIES OF LEEDS & GRENVILLE

2025 CAPITAL BUDGET REPORT

As of May 31, 2025

| PROJECT | 2025 | 2025 | REALLOCATED | REALLOCATED | APPROVED | COMMITTED | VARIANCE | STATUS | ESTIMATED |
|--------------------------------|-----------------|---------------|---------------------------------------|----------------------------------|--------------------------------|---------------|-----------------|--|------------|
| | BUDGET | ACTUAL | TO (FROM) OTHER CAPITAL PROJECT | TO (FROM) OPERATING BUDGET | TRANSFER (FROM) RESERVES | | | | COMPLETION |
| Truck | 55,000.00 | | | | | | (55,000.00) | Tendered in 2025. | Sep-25 |
| Total EQUIPMENT | 55,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | (55,000.00) | | |
| Total SOCIAL HOUSING | 506,034.00 | 398,743.74 | 0.00 | 0.00 | 0.00 | 131,523.23 | 24,232.97 | | |
| PLANNING | | | | | | | | | |
| FOREST MANAGEMENT | | | | | | | | | |
| Overhead Doors | 40,000.00 | | | | | 24,931.20 | (15,068.80) | Awarded to Draper Doors for \$24,500 plus HST. Installation in progress. | Jul-25 |
| Total FOREST MANAGEMENT | 40,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 24,931.20 | (15,068.80) | | |
| Total PLANNING | 40,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 24,931.20 | (15,068.80) | | |
| TOTAL CAPITAL PROJECTS | 88,661,429.00 | 12,668,840.98 | 0.00 | 0.00 | (705,219.89) | 13,841,938.02 | (62,855,869.89) | | |
| FUNDING SOURCES | | | | | | | | | |
| FEDERAL GAS TAX | (4,653,344.00) | 41,279.00 | | | | 4,612,065.00 | 0.00 | | |
| PROVINCIAL SUBSIDIES | (3,781,213.00) | 268,671.09 | | | | 1,828,639.46 | (1,683,902.45) | | |
| TRF FROM CARRY FORWARD RESERVE | (5,176,143.00) | 1,472,752.19 | | | | 2,217,435.16 | (1,485,955.65) | | |
| TRF FROM AMORTIZATION RESERVE | (10,236,477.00) | 2,236,784.29 | | | (705,219.89) | 3,994,534.81 | (4,710,377.79) | | |
| PROCEEDS FROM LONG-TERM DEBT | (63,500,000.00) | 9,119,910.69 | | | | 0.00 | (54,380,089.31) | | |
| NET IMPACT ON LEVY | (1,314,252.00) | (470,556.28) | | | | 1,189,263.59 | (595,544.69) | | |
| TOTAL FUNDING SOURCES | (88,661,429.00) | 12,668,840.98 | | 0.00 | (705,219.89) | 13,841,938.02 | (62,855,869.89) | | |

JULY 9, 2025

COMMITTEE OF THE WHOLE

REPORT NO. CW-056-2025

REMOTE WORK POLICY

**RICK PURDY
MANAGER, HUMAN RESOURCES**

**KIMBERLY LITTLE
DIRECTOR, CORPORATE SERVICES**

RECOMMENDATIONS

THAT Committee of the Whole recommends the adoption of the Remote Work Policy to take effect August 1, 2025;

THAT the necessary by-law be prepared.

FINANCIAL IMPLICATIONS

Only the positions in the Provincial Offences Department are not equipped with mobile equipment. With intentional scheduling of approved remote work days, this group could conceivably share 2-3 laptops. Standard laptop set up, inclusive of licensing, etc. costs approximately \$2,000 per unit. Implementation of this policy may cost \$4,000-\$6,000 in one-time unbudgeted costs.

STRATEGIC INITIATIVES

The introduction of a Remote Work Policy contributes to the foundational strategic priority to operate a responsible government built upon the strength of our employees. Providing employees this flexibility aligns with strategic initiative 4.3 Create a long-term strategy for workplace sustainability and culture.

CLIMATE CHANGE IMPLICATIONS

Where possible, reports are provided in a digital format to reduce the Counties carbon footprint. Likewise, policies are made available to staff in digital format through posting on the intranet.

ACCESSIBILITY CONSIDERATIONS

This report and the associated policy can be made available in alternate accessible formats on request.

COMMUNICATIONS CONSIDERATIONS

Based on the direction provided to staff, this matter requires regular communication protocols to be completed.

BACKGROUND

As the workforce and labour market changes, flexible work arrangements can offer an array of advantages to both employees and employers. The attached Remote Work Policy is an entirely new policy intended to provide an additional flexible work option of value to eligible employees.

This policy first came to Committee of the Whole on November 4, 2024. There was mixed feedback, many questions and concerns about the policy as presented. Staff undertook further research into the issues identified by the Committee and sought clarifying direction from the Interim CAO and new Warden. It was determined that policy direction from the recently established Corporate Services and Finance Committee and the new CAO would be sought.

Having received clarifying direction at the May 21, 2025 meeting of the Corporate Services and Finance Committee meeting, the policy was further revised and returned to the Corporate Services and Finance (CSF) Committee for consideration on June 18, 2025.

The CSF Committee requested the Policy advance to Committee of the Whole with revision to reflect CAO approval required to work remotely outside the Province of Ontario. This revision has been made to the attached policy.

DISCUSSION/ALTERNATIVES

Several questions/concerns were raised at the initial provision of the Remote Work Policy to Committee of the Whole and in subsequent discussions at the Corporate Services Finance Committee. For ease of the reader, a question-answer format is used to ensure each item is addressed.

Is there evidence that confirms remote work actually supports recruitment and retention?

Literature and statistics subsequent to the COVID-19 pandemic indicate remote work, particularly hybrid options are now “almost standard business practice” or the “new normal”.

- 49% of Canadian job seekers would like a hybrid role, 26% are interested in a fully remote position, and only 24% prefer a fully in-office position. (Robert Half, May 2025)
- 66% of Canadian workers cite flexibility in when and where they work as a top influence of job satisfaction and decision to stay with an employer. (Robert Half, May 2025)
- “A mismatch between employees’ preferences for telework and the hours they work from home may negatively affect employee retention.” (Statistics Canada, January 2024)
- A 2023 study published in the Journal of Economic Perspectives suggests “when working from home is feasible, hybrid arrangements that allow people to work from home one or two days a week can improve productivity and lead to happier employees.” (Schirle, September 2024)
- 76% of employees want their company to make work permanently flexible in terms of schedule and or location per a Harris poll. (Forbes Business Council, February 2022)

The opportunity to work remotely provides employees flexibility which some employees value and which may be a key differentiator in a tight labour market, aid talent recruitment to Leeds Grenville and positively contribute to job satisfaction and thereby retention.

What is the prevalence of remote work policies amongst Leeds Grenville municipalities?

On May 27, 2025 a query was sent to the thirteen Leeds Grenville municipalities. Responses were received from four of the thirteen. Two indicated they have no formal remote work policy. One has a policy that has carried over since introduced during the pandemic; their policy does not specify maximum number of days. The final responding municipality has in place a formal Remote Work Policy dated June 2023. This policy is very similar in content to the Policy here proposed, including the up to maximum of two days.

How have the implications of home as the workplace been contemplated and addressed from a health and safety perspective?

The *Working for Workers Five Act, 2024* amended the *Occupational Health and Safety Act* (OHSA) to capture its applicability to “telework performed in or about a private residence or the lands and appurtenances used in connection therewith”. This means the OHSA now formally applies to employees who telework and employers with employees who telework. Telework is currently undefined in the OHSA but the Canadian Centre for Occupational Health and Safety defines telework as a “voluntary arrangement in which workers request to work somewhere other than at the designated worksite.” Telework, remote work and work from home terms are used interchangeable throughout literature and various policy examples reviewed.

In recognition of this mutual OHSA responsibility, the policy includes:

- Employee expectation to maintain a safe remote working environment
- Requirement for home workstation to meet health and safety requirements including ergonomically sound.
- Access to a competent supervisor to report an injury while working remotely.
- Right to investigate accident/injury claims that occur in the home workspace.
- Employee acknowledgement of these responsibilities within the Remote Work Agreement.
- Requirement for the completion of a Remote Work Health & Safety checklist at commencement and at least annually thereafter.

How will privacy and data/cyber security be managed and protected?

Similar to when at a Counties worksite, the onus is on the employee to protect confidential information and to report any real or suspected breach of privacy.

Additionally, only Counties supplied equipment, applications and systems are to be used to conduct work and personal phone numbers are to be blocked when calling external parties.

Data and cyber security are the responsibility of all staff wherever they are working. Counties owned equipment and multi-factor authentication must be used while working remotely to connect to the Counties Network with VPN. The same security measures in place for onsite work, will continue in the case of remote work.

How will productivity and accountability for time be measured, managed and monitored for employees working remotely?

Productivity and accountability for time will be managed in the same manner as if the employee were working on site. Every employee has positional expectations, tasks to complete, customer (internal or external) needs to meet, etc. Supervisors are responsible for ensuring these expectations are met, how this oversight occurs varies by position. Additionally, employees eligible to work remotely will have completed their probation and have a solid grounding in the skills needed to complete their duties, regardless of location.

At the workplace, employees are trusted to manage their time appropriately whether it be in relation to breaks, leave requests, or fulfilling their duties, the same will hold true for employees working remotely.

How many employees and in what positions would be potentially eligible for remote work under the proposed policy?

The policy is applicable to all non-union employees, though not all non-union positions lend themselves to working remotely due to the nature of work, operational needs and legislative requirements.

While remote work offers enhanced flexibility to non-union Counties employees, it is important to recognize that 75-80% of the Counties workforce, cannot work remotely due to the nature of their work. Positions that lend themselves to remote work may be supervisory or support services. The drafted policy endeavours to strike a balance between the needs of the Corporation and its diverse employee groups and occupations, against the opportunity to offer this flexibility.

The following non-union positions, subject to the policy parameters related to performance, attendance and operational needs, would be potentially eligible to work remotely to varying degrees.

- All positions in the Information Technology Department
- All positions in the Human Resources Department
- All positions in the Accounting Services/Finance Department
- Administration Division – MVL Construction Administrator, Special Projects Coordinator, Economic Development Manager, Communications Coordinator, Clerk
- Public Works Division – Administrative Assistant, Engineering Technician, Planner 1, Planner 2, Senior Leaders
- Paramedic Services – Administrative positions, Superintendents, Senior Leaders
- Community and Social Services – Policy Analyst, Affordable Housing Coordinator, Financial Analyst, Homelessness Coordinator, Supervisors, Executive Assistant, Senior Leaders.

Of the 184 non-union employees, the above positions account for 98 employees. Through the Employee Engagement Survey, 26 employees commented on the absence a remote work policy; comments were about equally split between divisions comprised mostly of unionized employees and divisions with wholly non-union employees.

How will consistent application of and adherence to the policy be monitored, ensured and achieved?

Recognizing the different operational needs by Division/Department and role, application of this policy will by necessity look different throughout the organization. Leaders best know their operations and are best positioned to determine the extent that remote work is appropriate and may be approved. All Counties employees are responsible for following policy set by Council. Leaders, in their decision-making capacity and position of trust, have an enhanced responsibility to ensure policy adherence. Concerns about policy compliance may be identified by employees to Human Resources for follow-up.

What is the anticipated cost of establishing remote workstations in employee homes, in terms of furnishing, equipment and technology?

The majority of non-union positions potentially eligible to work remotely have laptops which allow them to use Counties equipment when working remotely. Presently, only the positions in the Provincial Offences Department are not equipped with mobile

equipment. The cost of providing such would be influenced by the number of employees interested in requesting and approved for remote work. Recognizing, there would still remain a minimum number of employees required in office/on site, with intentional scheduling of approved remote work days, this group could conceivably share 2-3 laptops. Standard laptop set up, inclusive of licensing, etc. costs approximately \$2,000 per unit.

Per the proposed policy, it is only at the request of the employee that a remote work arrangement would be considered. No employee is required to work remotely, as such, setting up a home workstation (i.e. chair, desk, second monitor), internet, insurance, heat, etc. are not costs the Counties will incur to support remote work. Aside from the provision of a Counties laptop, other costs associated with working remotely are employee responsibility. The policy clearly indicates the requirement that approval of this benefit is to be cost neutral to the Counties.

Key revisions to the Policy since it was last proposed to Committee of the Whole and to address feedback received, include:

- Clarification throughout that Remote Work is a benefit not an entitlement.
- Only Counties supplied equipment, applications and systems will be used to conduct work remotely.
- Section 8 – Communication Standards and Expectations – new section
- Section 9 – additions to the Health and Safety section, specifically defining the workplace, requirement checklist completion, and no in-person meetings to be conducted at remote home workspace.
- CAO approval to exceptionally work remotely outside Province of Ontario

The attached policy has been reviewed and had input by relevant stakeholders, including the HR Manager, Directors and CAO. Communication of policy changes will ensure it is well understood by employees. The policy is to be reviewed annually to assess its effectiveness and continued relevance.

ATTACHMENTS

A – List of Sources Cited or Referenced

A - Remote Work Policy

The report set out above has been reviewed and the information verified by the individuals listed below.

RICK PURDY
MANAGER OF HUMAN RESOURCES

JUNE 26, 2025
DATE

KIMBERLY LITTLE
DIRECTOR OF CORPORATE SERVICES

JUNE 26, 2025
DATE

PAT HUFFMAN
TREASURER

JUNE 26, 2025
DATE

AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER

JUNE 30, 2025
DATE

ATTACHMENT A – LIST OF SOURCES CITED OR REFERENCED

[Canadian Remote Work Statistics and Trends 2025 | Robert Half](#), May 16, 2025.

[Going Remote To Enhance Retention, Versatility And Survivability](#), S. Ordocia for the Forbes Business Council, February 24, 2022.

[Research to Insights: Working from home in Canada](#), Statistics Canada. January 18, 2024.

[Settling into a New Normal? Working from Home across Canada – C.D. Howe Institute](#), T. Schirle, September 25, 2024.

The Hybrid Workplace: Flexibility in Municipal Employment. OMHRA webinar presented by L. Williams of Williams HR Law, May 28, 2025.

[Working for Workers ... From Home? Ontario's Working for Workers Five Act, 2024 and Telework - Ogletree](#), P. Yung, Ogletree Deakins, January 9, 2025.

[Working from Home in Canada Statistics for 2025 | Made in CA](#), January 4, 2025.

Remote Work Policy

| | | | |
|---------------------------------|---|-----------------------|---------------|
| Department: | Human Resources | Bylaw #: | |
| Effective Date: | | Version: | June 26, 2025 |
| Approved by: | Counties Council | Approval Date: | |
| Legislative Authorities: | <i>Employment Standards Act, 2000 (ESA); Ontario Human Rights Code, 1990; Working for Workers Five Act, 2024; Ontario Health and Safety Act, 1990; Municipal Freedom of Information and Protection of Privacy Act, 1990</i> | | |

Policy Statement

The United Counties of Leeds and Grenville (Counties) recognizes the modernization of the workplace and supports its employees to work remotely where possible to foster a productive and flexible work environment without compromising the delivery and quality of services provided to the community. Working remotely may be approved when the job can be performed without disruption to productivity and/or service levels.

Purpose

The Counties values its employees and offers the benefit of enhanced flexibility in work arrangements, such as remote work, in support of employee wellbeing and improved work-life balance, while continuing to maintain internal and external service levels. This policy outlines corporate requirements and employee responsibilities for working remotely.

Definitions

Anchor day: Predetermined day(s) on which the employee attends their assigned Counties work site. Anchor days will be outlined in the employee's Remote Work Agreement but may be changed with the approval of the employee's Supervisor/Manager or changed by the employee's Supervisor/Manager as operationally required. The minimum number of anchor days required will be determined in accordance with this policy.

Designated work location: The location within the employee's home in which the employee will establish a suitable, dedicated workstation.

Standard Work Week: The standard number of hours an employee is at work in any given week. This is normally 35, 37.5 or 40 hours.

Regular Business Hours: Core business hours for office-based positions are typically the hours between 8:00 a.m. and 4:00 p.m. Alternatively, "regular business hours" is defined as the employee's usual scheduled hours of work.

Remote Work: Remote work is a voluntary arrangement that allows an employee to work remotely from home on a temporary basis.

Scope

This policy applies to all full-time, part-time and contract non-union employees of the United Counties of Leeds and Grenville who have completed their probationary period at the Counties. Remote work instituted as part of emergency and business continuity planning is not covered by this policy.

Remote Work Policy

1. General

- a. There must continue to be adequate coverage to fulfil the needs of the internal and external customers without sacrificing quality, efficiency and productivity. Approval will not be granted if it would diminish the level or quality of service to the public or internal customers, result in additional cost to the Counties, or place undue hardship on other staff resources.
- b. Due to service delivery needs and the type of work involved, remote work arrangements cannot be implemented for all positions at the Counties. Further, some divisions or departments may have greater flexibility than other divisions or departments to approve certain arrangements. Hence, there will be variation across the Counties and within departments in the ability to implement remote work based on the positions and nature of work in each department.
- c. Working remotely is an employee benefit and not a guarantee or an entitlement. Remote work must be requested in writing and approved by the Manager or Director before the arrangement commences.
- d. A detailed agreement outlining the conditions for remote work approval must be signed by the Manager and Employee. The agreement will clearly identify:
 - i. Remote work schedule (i.e., anchor and remote workdays)
 - ii. Duration of the agreement
 - iii. Conditions to be met by the employee during the agreement.
 - iv. Termination of agreement
- e. Remote work must adhere to employment laws, (e.g., *Employment Standards Act* provisions related to meal/break times and overtime) and Counties policies, where applicable.
 - i. Employees are legislated to take at least a 30-minute unpaid meal break during or not later than the end of five hours of working.
 - ii. Overtime will continue to be paid in accordance with the Hours of Work Policy where overtime must be preapproved and includes hours worked over and above an employee's standard weekly hours as agreed to in their Remote Work agreement.
 - iii. Employees are not expected to respond to emails or calls outside of their regular working hours except if the employee is scheduled to be on-call, part of a call-tree, or they are preapproved to work overtime. See Disconnecting from Work Policy.
 - iv. Vacation and public holidays will be in accordance with the applicable Vacation Leave and Statutory and Paid Holidays policies.
- f. Attendance at assigned Counties worksite from time to time (e.g. anchor days, meetings, training) is not subject to mileage reimbursement.
- g. Employees are expected to be onsite for key events including, but not limited to mandatory training or team meetings as determined by Supervisor/Manager.
- h. Temporary or ad hoc remote work may arise through other exceptional circumstances such as special projects. An agreement is not required where the arrangement is short-term, i.e., an occasional day; however, approval and eligibility requirements must continue to be met.
- i. The designated remote work location must be located within the Province of Ontario.

Remote Work Policy

- The Chief Administrative Officer may on an exceptional basis and on the recommendation of the respective Director, approve a temporary work location outside the Province of Ontario.
- j. Remote work is not a replacement for a workplace accommodation. Employees who require workplace accommodation must contact their Supervisor and their Human Resources Consultant to request and arrange a suitable workplace accommodation.

2. Eligibility

- a. Basic Eligibility Requirements:
 - i. Remote work will be approved only for those employees who have demonstrated, and who continue to demonstrate satisfactory or effective performance and attendance;
 - ii. Employees who have been subject to any disciplinary action in the previous six months will not be eligible for consideration;
 - iii. Employee has successfully completed their probationary period with the Counties;
 - iv. There is no increased labour, operational or capital costs to the Counties arising from approved remote work arrangements;
 - v. Work can be sent to and from the employee's designated work location with ease, speed and confidentiality;
 - vi. There are regularly completed duties with a low requirement for in-person face-to-face contact with customers (internal or external), community members, other employees, direct reports, management, etc.
 - vii. The needs of internal and external customers can be satisfied without adverse impact to the Counties.
- b. Requests to work remotely must be made in writing at least two weeks before the proposed start date.
 - i. Where an employee is requesting an ad hoc arrangement, the request should be made as soon as possible, but may be considered with less than two weeks' notice.
- c. Each position will be assessed by the Department Manager for the applicability of remote work, including:
 - i. Positional duties and responsibilities;
 - ii. Proportion of total job duties appropriate for remote work;
 - iii. Labour, operational or capital costs;
- d. Requests will be considered in the context of the whole department/teams and its operational needs. This may require coordination between department supervisors. Approvals and remote work schedules may be adjusted to accommodate requests from other employees to ensure equitable access to this flexibility.
- e. Denial of remote work will be communicated in writing. Reasons for the denial must be indicated.
- f. Employees must have established regular working hours.

Remote Work Policy

3. Hours of Work

- a. A maximum of two remote workdays per week may be approved. The number of workdays per week to be approved is to align with the amount of work that can be properly completed remotely without over taxing other employees to support the work (e.g., additional scanning and emailing to the remote employee).
- b. Policy exceptions such as a greater than the maximum number of remote workdays or a fully remote position require CAO approval and a business case for same.
- c. The employee is expected to maintain their hybrid schedule per their remote work agreement. Deviations from the approved schedule require Supervisor/Manager approval.
- d. Employees working remotely will maintain the Counties' regular business hours and must dedicate full attention to the job duties during the regular workday. Employee must be reachable and responsive by email and telephone during their scheduled hours except for normal break periods and/or when in a work-related meeting, training etc.
- e. Work time shall not be reduced for or impacted by family care, childcare, household chores or work for another employer.
- f. The employee will be prepared to attend their assigned Counties worksite when requested, even on short notice and days scheduled to be working remotely. The employer will endeavour to keep such requests to a minimum and exceptional circumstances.
- g. If the employee is unable to perform their regular work duties remotely due to illness, loss of internet/phone service, etc. the employee must promptly notify their supervisor.
- h. There will be no substitution of remote workdays or revision of approved location-based schedule in the event an approved remote day is also a statutory holiday.
- i. Remote work cannot be combined with the Compressed Work Week afforded through the Flexible Work Arrangements Policy.

4. Duration of Remote Work Agreement

- a. The remote work agreement may be put in place for a maximum of one year with a review after three (3) months to determine whether the arrangement has been beneficial for both the Counties and the employee. After one year the employee may apply to extend their remote work arrangement indefinitely with annual reviews.
- b. Annual requests to continue working remotely are due by February 1st to allow Managers to consider scheduling issues and operational requirements. In-year or new requests may be considered on a first-come basis in the context of operational needs.
- c. Annual reviews will consider whether it is feasible and appropriate to continue with the arrangement and are subject to the employee meeting the following employment requirements on a continuing basis:
 - i. The employee performs all job duties at a satisfactory performance level;
 - ii. The employee maintains a satisfactory level of attendance;
 - iii. The employee's work schedule does not interfere with normal interactions with their supervisor, co-workers, or customers/clients;
 - iv. The employee's altered schedule does not adversely affect other employees in the performance of their job duties.

Remote Work Policy

5. Cancellation

- a. The Counties reserves the right to alter, suspend, or discontinue approved remote work arrangements, for any reason, by providing reasonable notice to the employee. Reasons the agreement may be altered, suspended or discontinued include, but are not limited to:
 - i. Emergency situations;
 - ii. Absence of a co-worker;
 - iii. Staff training/conferences/in-person meetings;
 - iv. Peak vacation periods;
 - v. Allowing equitable access to remote work if additional requests are received.
 - vi. Any occupational health and safety issues which may be a factor in the health and safety of the employee, co-workers and customers/clients;
 - vii. Unsatisfactory productivity/performance and/or failure to meet the conditions of the agreement.
- b. Employees may terminate their agreement early by notifying their Supervisor and/or Manager of their desire to return regularly to their assigned usual work location and mutually agreeing on a date.
- c. Reasonable notice is defined as two weeks' notice or alternatively, as mutually agreed upon by the employee and the designated manager.

6. Confidentiality

- a. The employee remains responsible for ensuring information, electronic or hard copy, is kept confidential and free from access by anyone not required to have access for their duties as an employee of the Counties to at least the same degree as when working from their regular Counties work location.
 - i. Any real or suspected breach of this clause where there may be unauthorized access, disclosure, loss or theft of personal/sensitive information or a Counties device, must be immediately reported by the employee to their Supervisor.
- b. Employee remains responsible to ensure confidentiality of any work-related telephone calls/conversations taking place while working remotely is maintained by taking all necessary precautions. This includes but is not limited to ensuring no one else in the home can overhear any conversation confidential in nature.
- c. Employee is responsible for the safe and secure transport of all confidential and/or personal information removed from the municipal worksite and for the safe and secure return of such information to the Counties.
- d. Only Counties supplied equipment, applications and systems are to be used to conduct work.
- e. Work products developed or produced by the employee while working from home remain the property of the employer.
- f. To protect staff's personal information, staff making work related calls from a personal phone should take steps to ensure the phone number is blocked.

7. Equipment and Technology

- a. Employees using employer-owned equipment will be responsible for ensuring all items are properly used and maintained in accordance with Counties policy. Employees agree to take reasonable steps to protect the equipment from theft, damage, or misuse, and will return the equipment in good working order upon return to the workplace and/or at the request of the employer.
- b. All equipment provided remains the property of the Counties and is provided only for the use and access of the employee for work purposes. Equipment provided by the Counties may be recalled on 24 hours' notice.
- c. Working remotely may require the installation of an electronic token on the employee's personal cellular phone.
- d. Phone calls between the employee's home and the workplace are permissible and the toll-free line may be used where long-distance charges may apply.
- e. Employees are not eligible to claim any expenses from the Counties that are incurred due to remote work arrangements, including insurance, phone lines, phone bills, internet connection and usage fees, utilities, meal allowance, hydro, home office furnishings, etc. Remote work shall not create any new costs for the Employer.
- f. Employees are responsible to ensure they have adequate internet service at their remote work location to allow them to effectively perform their job duties. Failure to meet this requirement may result in termination of the arrangement until such time as appropriate service is available.
- g. Employees may access basic office supplies required to perform duties while working remotely (e.g. pen, paper) from Counties' stock. Items, such as printer ink cartridges, not routinely supplied to employees will not be specially ordered to support remote work and are the responsibility of the employee.
- h. Employees approved for a remote work arrangement may be required to share or reserve a workstation on days scheduled to be at their regular Counties work location.

8. Communication Standards and Expectations

The success or failure of remote work is often influenced by effective communication. The following communication expectations will support success:

- a. Employees are accountable for maintaining sufficient communication with their colleagues and supervisor. Sharing work schedules and setting recurring check-in meetings is expected.
- b. Supervisors will stay in regular communication with remote workers to support their success, performance and wellbeing. With tasks delineated and assigned in advance, at a minimum daily contact with supervisor by email, TEAMS or phone (method as mutually agreed), is expected.
- c. Video chat/conferencing creates better rapport, shows body language and can lessen feelings of isolation. Employees are encouraged to use their cameras when participating in virtual meetings.

Remote Work Policy

- d. Timeliness of response to email or voicemail by employees working remotely should look no different than if they were working at a Counties work location.
- e. Out-of-Office message will not be used to indicate an employee is working remotely, unless the employee is actually unavailable due to a meeting or time away from work.
- f. The employee will provide their Supervisor with the phone number they can be reached at when working remotely. If this is a personal number, only the Supervisor and HR will have access this number.
- g. Remote work may mean working alone, which in itself is not a risk but may present a unique challenge should something unexpected happen. The employee will ensure their emergency contact information is current in UKG for use if a remote employee is unexpectedly unreachable.

9. Health and Safety While Working from Home

- a. Employee and employer rights and responsibilities as it relates to workplace health and safety and workplace illness or injury still apply while working remotely. The Employee will take every reasonable precaution to maintain a safe working environment while working remotely.
- b. The designated home workstation is considered the "workplace". Other parts of the home that may be used by the employee, such as the kitchen or washroom are not considered part of the workplace.
- c. The designated home workstation must meet health and safety requirements including being ergonomically sound and appropriate to the nature of the work.
 - i. Employees with workstation/workplace accommodations at their usual Counties worksite must provide evidence the home workstation/environment meets the accommodation needs in order to be considered for a remote work arrangement.
 - ii. Employees will complete the Remote Work Health & Safety checklist in advance of commencing remote work and at least annually thereafter. The Supervisor will ensure this requirement is met. Completed checklist will be forwarded to Human Resources for retention on the employee's file.
 - iii. Employees will be provided resources about home office ergonomics.
- d. Employees will report to their supervisor without delay, any accident or job-related injury occurring in the course and scope of employment while working from home.
 - i. The employer maintains the right to investigate any alleged accident or injury claims that occur at the home.
 - ii. The employee will grant access to the remote work location by the Ministry of Labour or Workplace Safety Insurance Board authorities when required.
- e. The employee remains liable for injuries to third parties and/or members of the employee's family on the employee's premises.
- f. The employee will not host in-person work related meetings at their remote workspace.

Remote Work Policy

10. Ineligible Items

- a. The Counties' insurance coverage does not cover equipment owned by the employee.
- b. The Counties will not be liable for loss or damage of the Counties' property in the care of the employee at the approved remote work location. The employee shall be responsible for the costs associated with loss or damage.
- c. The Counties does not require any employee to work remotely and therefore we will not issue a T2200. For further information, please visit the Canada Revenue Agency website.

11. Compliance

Any failure to adhere to and/or abuse of the Remote Work Agreement will result in immediate termination of the Agreement and of the benefit to work remotely, and may result in appropriate disciplinary measures, up to and including termination from employment.

12. Roles and Responsibilities.

Director, Manager or Supervisor is responsible to:

- Determine whether a request for working remotely is feasible and practical in the context of job duties, past performance, equipment requirements and operational requirements.
- Maintain ongoing communications and monitor performance.
- Communicate job expectations, e.g., hours of work, deliverables/deadlines to be met, meeting attendance, etc.
- Stay in regular communication with employees working remotely to support their success, performance, and wellbeing.
- Follow the established protocols if the employee reports a workplace accident including completing an Accident/Incident Report, Form 7, and reporting to Human Resources.
- Endeavour to provide reasonable notice if an employee is required to attend a work function on-site or at another location or otherwise alter their approved work location schedule (unless it is due to an urgent situation).
- Adjust, suspend or terminate the remote work arrangement if circumstances arise that justify the change.

Employee is responsible to:

- Request and obtain approval prior to beginning remote work.
- Adhere to all employer rules, policies, procedures, practices and instructions as would apply if the employee was working at their regular work location.
- Adhere to the terms of their Remote Work agreement.
- Take all reasonable precautions to maintain their health and safety while working from home.
- Complete and submit the Remote Work Health & Safety checklist at least annually.
- Ensure performance goals and service levels continue to be met.

Remote Work Policy

Employee is responsible to (continued):

- Take all reasonable precautions to ensure the security of confidential information and private conversations.
- Immediately report any potential breach of privacy.
- Ensure home/personal internet service if duties require online internet service and/or access to the Counties' computer network.

Human Resources Department is responsible to:

- Provide guidance associated with the policy.
- Provide information about home office ergonomics and other resources supportive to working remotely.

Approval and Review

This policy is approved by Council and reviewed by the Directors and CAO annually or as required. Procedures and forms associated with this Policy are operational in nature and may be revised from time to time by the Human Resources Manager.

Inquiries

Questions, concerns or suggestions may be directed to the Departmental Manager or Supervisor.

Appendices

Appendix A – Remote Work Request form

Appendix B – Remote Work Agreement template

Remote Work Request Form

Part A: to be completed by the Employee

Name and Position: _____

Department: _____

Department Manager: _____

Please describe the proposed arrangement in detail (i.e. location and schedule of work including anchor days)

Date of Request: _____ **Preferred Date to Commence:** _____

Duration of Arrangement: (maximum of one year): _____

Describe the typical tasks/current duties of your position that can be performed from home:

What percentage of your total duties does this represent? _____

Describe any typical tasks/duties of your position that cannot be performed from home:

Please describe your proposed designated work location in your home.

Is your proposed work location:

In a shared space? ☐ Yes ☐ No

In an office or vacant room? ☐ Yes ☐ No

In a space where it is easy to concentrate? ☐ Yes ☐ No

Arranged to support neutral postures to minimize the risks of musculoskeletal disorder injuries.

☐ Yes ☐ No

Is there is adequate space to work effectively? ☐ Yes ☐ No

I can work on the computer (via internet connection) and be available by phone at the same time.

☐ Yes ☐ No

Part B: to be completed by Department Manager

I, ☐ support or ☐ do not support the request.

Rationale:

Manager Signature: _____ **Date:** _____

Part C: to be completed by the Director

Discussed with Department Manager: ☐ Yes ☐ No

Request Approved: ☐ **Request Denied:** ☐

Concerns/Suggestions:

Director Signature: _____ **Date:** _____

Remote Work Agreement

Section 1: Agreement Established

This remote work agreement is established between the United Counties of Leeds and Grenville (Counties) and (Employee Name)_____. This agreement shall become effective as of (Date/Month/Year)_____ and shall remain in effect until (Date/Month/Year)_____, barring any necessary modifications or termination of the agreement by the United Counties of Leeds and Grenville, the employee, the manager or successor to the manager of the employee.

Section 2: Remote Work Details

Location Schedule:

| | Monday | Tuesday | Wednesday | Thursday | Friday |
|----------------------|---|---|---|---|---|
| Week 1 of Pay period | On-Site <input type="checkbox"/> Home <input type="checkbox"/> | On-Site <input type="checkbox"/> Home <input type="checkbox"/> | On-Site <input type="checkbox"/> Home <input type="checkbox"/> | On-Site <input type="checkbox"/> Home <input type="checkbox"/> | On-Site <input type="checkbox"/> Home <input type="checkbox"/> |
| Week 2 of Pay period | On-Site <input type="checkbox"/> Home <input type="checkbox"/> | On-Site <input type="checkbox"/> Home <input type="checkbox"/> | On-Site <input type="checkbox"/> Home <input type="checkbox"/> | On-Site <input type="checkbox"/> Home <input type="checkbox"/> | On-Site <input type="checkbox"/> Home <input type="checkbox"/> |

Home Address: _____

Section 3: Terms & Conditions

1. I have read and understand my responsibilities under the Remote Work Policy, and I agree to adhere to the requirements of the Remote Work Policy.
2. I will take every reasonable precaution to maintain a safe and healthy working environment while working remotely.
3. Further, I acknowledge that I will comply with all Counties policies and procedures, legislation and regulations referred to therein, and any other directions or policies issued by the Counties.
4. I will immediately inform my supervisor/manager of any changes that may alter the information provided in my request or as indicated in this agreement.
5. This agreement may be discontinued, altered or temporarily suspended in accordance with the Remote Work Policy.
6. I am entering into this agreement voluntarily.
7. I acknowledge that the terms of this remote work agreement may be altered or cancelled by the Counties at any time.

8. This agreement shall be reviewed no later than *(date)* _____ to assess compliance with the Remote Work Policy and agreeability of the arrangement for both the employee and employer. Any alterations made as a result of the review shall require amendment to, or termination of, this Remote Work Agreement.
9. I acknowledge that the establishment of this remote work agreement does not create a contractual entitlement to any ongoing remote work arrangement and that I may not commence any proceeding against the Counties for breach of contract or constructive dismissal in the event the Counties alters or cancels this remote work agreement.
10. This Agreement is entered into without prejudice and without precedent to any other matter now or in the future, except to enforce the terms of this Agreement itself.

I have read and understand this agreement and all its provisions. By the signing below, I agree to be bound by its terms and conditions.

Employee Signature

Date

Section 4: Supervisor Acknowledgement

1. I confirm the employee's duties can be performed from home and existing levels of service will be maintained or improved.
2. I confirm this agreement is operationally feasible and cost-neutral based on the schedule above.
3. I confirm this agreement is mutually acceptable to the employee and supervisor.
4. I confirm the employee's performance and attendance are satisfactory and the employee displays work habits supportive of a successful remote work arrangement.

Supervisor Signature

Date

Section 5: Manager/Director Approval

1. I confirm the employee's duties can be performed from home and existing levels of service will be maintained or improved.
2. I confirm that this agreement is operationally feasible and cost-neutral based on the schedule above.

Department Manager/Director Signature

Date

JULY 9, 2025

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW-052-2025

APPROVAL OF ATV USE ON DESIGNATED COUNTY ROADS: RIDEAU LAKES ATV CLUB REQUEST

**CHAD FINDLAY, MANAGER
OPERATIONS AND ENGINEERING
PUBLIC WORKS**

RECOMMENDATIONS

THAT the Committee of the Whole recommends Council grant the Rideau Lakes ATV Club's request to permit All-Terrain Vehicles (ATVs) on the following segments of County Roads:

- County Road 44 from Ottawa boundary to Royal Landing Gate to connect new Ottawa trail system with existing Kemptville trail system, approximately 500m;
- County Road 43 (Mill St.) from Broadway St. to St. Lawrence St., approximately 500m;
- County Road 15 (St. Lawrence St.) from County Road 43 (Mill St.) to County Road 16, approximately 950m; and
- County Road 16 from County Road 15 (St. Lawrence St.) to Read St., approximately 450m.

THAT the Committee of the Whole recommends that Schedule 'A' of By-Law No. 15-50 be amended to include the designated Counties' Road sections for ATV use; and

THAT the Committee of the Whole be informed that recommendations for other road sections requested by the Rideau Lakes ATV Club will be brought forward at a later date following the completion of assessments; and

THAT the necessary by-law be prepared.

FINANCIAL IMPLICATIONS

Minor costs will be associated with signage for the designated ATV routes on Counties' Roads. These costs will be covered within the existing Operating Budget.

STRATEGIC INITIATIVES

Pillar 1: invest in roads, bridges, infrastructure and sustainable growth:

1.6 – Encourage and support Economic Development and tourism in the Counties.

CLIMATE CHANGE IMPLICATIONS

No significant climate change implications are anticipated from permitting ATV use on the designated roads.

ACCESSIBILITY CONSIDERATIONS

The ATV routes will enhance recreational access without compromising accessibility for other road users. Clear signage will ensure that all users are informed of shared road use.

COMMUNICATIONS CONSIDERATIONS

Clear signage will be installed along the designated ATV routes. Updates to maps will be made to reflect the approved ATV routes. Notices will also be shared through the Counties' website, and social media channels.

BACKGROUND

On June 3, 2025, the Counties received a request from the Rideau Lakes ATV Club (RLATVC) seeking approval for ATV use on specific Counties Roads. The request included several road sections. Staff have completed a review and the above sections are recommended.

DISCUSSION/ALTERNATIVES

The Highway Traffic Act allows ATVs on roadways if a by-law is passed by the road authority. Counties By-Law No. 15-50 provides operational guidelines for ATVs on County Roads.

Staff have reviewed two road sections in the RLATVC's request, considering factors such as:

- Risk to ATV riders;
- Potential conflicts with other road users;
- Road design suitability;
- Noise pollution; and
- Posted speed

In support of the recommended sections of roads, on August 12, 2024, the Village of Merrickville-Wolford's Council passed a motion approving and endorsing the proposal submitted by the RLATVC for the passage of ATVs through the Village of Merrickville.

Counties staff also reached out to staff of the Municipality of North Grenville, and there were no issues regarding the request.

The Rideau Lakes ATV Club has also provided liability insurance that names the Counties as an additional insured party. Additionally, there is an agreement in place between the Counties and the ATV Club indicating the ATV Club is responsible to repair any damages on the road as a result of ATV use by the ATV Club members.

ATTACHMENTS

Attachment 1: Email correspondence from Rideau Lakes ATV Club (Mike Starr), to the United Counties of Leeds and Grenville

The report set out above has been reviewed and the information verified by the individuals listed below.

CHAD FINDLAY
MANAGER, OPERATIONS AND ENGINEERING

JUNE 23, 2025
DATE

BILL GUY
INTERM DIRECTOR PUBLIC WORKS

JUNE 23, 2025
DATE

PAT HUFFMAN
TREASURER

JUNE 23, 2025
DATE

AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER

JUNE 26, 2025
DATE

From: Mike Starr <Mike.Starr@RLATVC.org>

Sent: June 3, 2025 2:09 PM

To: Adebayo, Adem <Adem.Adebayo@uclg.on.ca>

Subject: Fw: ATV access to L&G county Roads (Merrickville and Kemptville)

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

As discussed. Here is the email we discussed.

Regards,



Mike Starr

President, Rideau Lakes ATV Club

Web www.rlatvc.org Email:
mike.starr@rlatvc.org



From: Mike Starr

<Mike.Starr@RLATVC.org>

Sent: Wednesday, April 16, 2025 3:46 PM

To: Adebayo, Adem <Adem.Adebayo@uclg.on.ca>

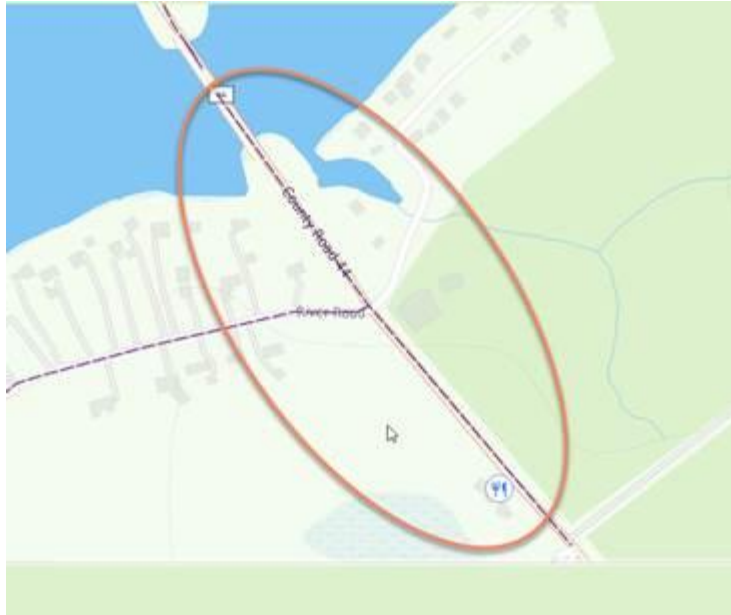
Subject: ATV access to L&G county Roads (Merrickville and Kemptville)

Hi Adem,

I hope you had a great winter. ATV season is once again upon us and I just had a bylaw passed to allow access to some of the roads, and trails in Ottawa, which now gives us some options across the Rideau River in to Leeds and Grenville. I know I submitted a larger proposal to you last year, where we ended up to just focussing on the county roads near Smiths Falls to assist with our very successful ride. But I wonder instead of trying to get the rest of the proposal approved why don't I focus on the immediate requirements which is access to Merrickville and Kemptville. I am hoping this request could be done within the next few months so that we can have these routes for the 2025 season. Please let me know if you have any questions.

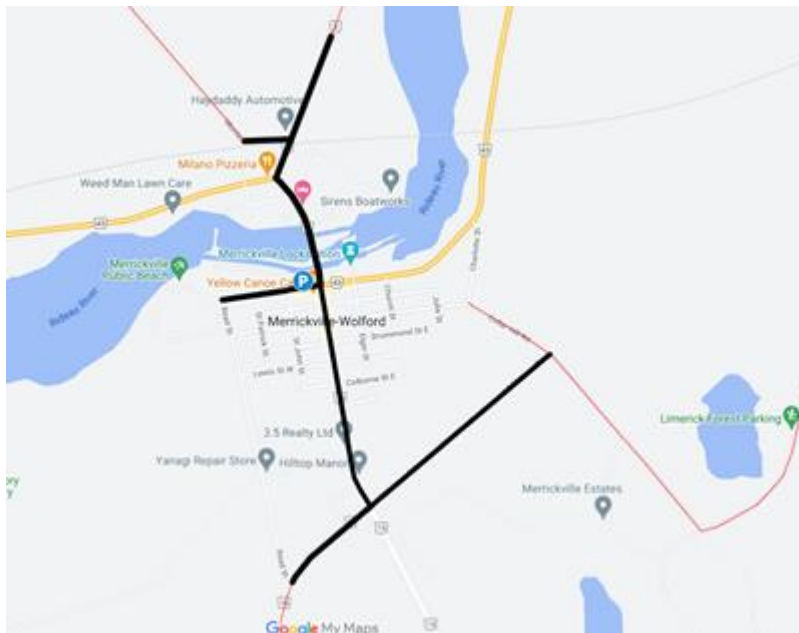
Kemptville

1. We request access to County Road 44, from the Ottawa City limits across the bridge to Royal Landing Gate in order to connect with the new trail system in Ottawa and the existing trail system in Kemptville



Merrickville

Last year Merrickville Council passed a bylaw to allow ATV traffic to use Mill Street and St. Lawrence St to get through the town and then continue to the existing trail system south of the town. I have attached the email I sent to you in the fall. The missing piece to complete this connection is the county own roads, which I understand includes the locks. Below is the proposed map and route and I believe the 2 sections that are county owned



Streets to include.

1. **Broadway Street - County Road 15 (Mill St to village limits - Country Road**
- 2) - **Need L&G approval**

2. Montague Road (all of it)
3. **Mill Street - County Road 15 (Broadway Street to Main Street) - Need L&G approval**
4. Main Street West (all of it)
5. St. Lawrence (the locks to HF McLean Rd)



Mike Starr

President, Rideau Lakes ATV Club

Web www.rlatvc.org Email:
mike.starr@rlatvc.org



JULY 9, 2025

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW-053-2025

**CONSTRUCTION AGREEMENT FOR COMMUNITY SQUARE (SHOPPERS) PLAZA ON
COUNTY ROAD 43**

**BILL GUY
INTERIM DIRECTOR, PUBLIC WORKS**

RECOMMENDATION

THAT the Committee of the Whole recommends approval of parking lot construction at 2721 County Road 43, Kemptville, being completed by R.W. Tomlinson Limited at a cost of \$225,596.83, excluding taxes; and

THAT the necessary by-law be prepared.

FINANCIAL IMPLICATIONS

The estimated cost as per R.W. Tomlinson Limited to construct the parking on the Counties' property located at 2721 County Road 43, Kemptville, complete with storm sewer system, curbs, parking stalls and lighting is \$225,596.83, plus HST. The net book value of this property is \$288,000.00. The Counties is looking to enter into a Land Exchange Agreement to exchange this land with the newly constructed parking lot for the last remaining parcel of land required for the property acquisition in the County Road 43 Expansion Project. That parcel is currently used for parking at the Community Square Plaza and is needed to construct a roundabout.

STRATEGIC INITIATIVES

Road rehabilitation projects are key to the United Counties' strategic effort to improve the safety, performance, and resilience of the Counties' infrastructure.

This work supports Pillar 1, Invest in Road, Bridges and Sustainable Growth, of the Counties Strategic Initiatives. Specifically, 1.1 - Improve County Roads

Restoring the deteriorated roadways reduces vehicle repair costs for residents, strengthens economic activity through better connectivity, and promotes active transportation by creating safer routes. Constructing this addition to the Shoppers Plaza parking lot is a large part of the expansion of County Road 43.

This project supports the Council's strategic goals of improving County Roads and bridges, investing in sustainable infrastructure, enhancing public safety, and ensuring long-term financial planning.

CLIMATE CHANGE IMPLICATIONS

Recycled products such as asphalt and the concrete additives such as slag and/or silica fume will be used during construction. Heavy equipment is also equipped with filters, exhaust systems and fluids that greatly reduce emissions.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats on request. The United Counties of Leeds and Grenville makes every effort to provide services in a manner that is inclusive to ensure accessibility barriers are reduced or eliminated, where possible.

All aspects of the Accessibility for Ontarians with Disabilities Act (AODA) legislation will be followed with the construction. This project provides enhanced pedestrian traverses for everyone including cyclists and those with disabilities. These enhancements include 3 meter (10 ft.) wide multi-use pathways, detectable warning plates, depressed curbs at crossings, accessible pedestrian activated signals at crossings, pedestrian lighting, numerous benches strategically placed along the pathways, and trees and shrubs for shade and aesthetics.

COMMUNICATIONS CONSIDERATIONS

A website for the project has been created with different pages dealing with the many facets of the work such as a project overview page, an important information page where traffic disruptions and road closures will be highlighted, a photos page, public notices, a construction schedule, a map of the project, a FAQs page, a contacts page, and a links page. The website is updated daily.

The website is a standalone site with links to the Counties' and the Municipality of North Grenville's homepages.

BACKGROUND

To complete the purchase of the plaza property from 5031716 Ontario Inc. required to construct the roundabout at the entrance to the Community Square Plaza (Shoppers Drug Mart), the Counties must provide replacement parking for the thirty-three (33) lost parking stalls and reconfigure the existing lighting and drainage system to suit the new alignment.

On March 25, 2025, the Crown Patent was received indicating the United Counties' ownership of the property located at 2721 County Road 43. This is the property abutting the Community Square Plaza that was purchased to reconstruct the Shoppers Drug Mart parking that will be lost with the construction of one of the projects roundabouts

DISCUSSION/ALTERNATIVES

The property located at 2721 County Road 43, the MNR property, has been purchased by the Counties. Unfortunately, a deal for the sale and removal of the house on the property at appraised market value fell through and the house had to be demolished so as not to delay R.W. Tomlinson Limited's construction progress.

Tomlinson has agreed to construct the replacement parking complete with curbs, storm sewer system and lighting at an estimated cost of \$225,596.83. Although the cost may seem high, all applicable unit prices from the County Road 43 expansion contract have been used. Some existing items such as light standards and pole bases will be reused.

Other items such as earth excavation and removal have been estimated, as well as some timelines, and may come in at a lower cost than originally anticipated.

The construction of this parking lot is key to enabling ownership of the property required to construct the roundabout at the entrance to the Community Square Plaza. Once the new parking is completed, the deal for the ownership of the property required to construct the roundabout can be completed and construction on the roundabout can begin.

The construction agreement has been reviewed by the Counties' solicitor, Mr. John Simpson.

Finalizing this deal with 5031716 Ontario Inc. will complete the property acquisition aspect of the County Road 43 expansion project.

ATTACHMENTS

The report set out above has been reviewed and the information verified by the individuals listed below.

**BILL GUY,
INTERIM DIRECTOR, PUBLIC WORKS**

**JUNE 25, 2025
DATE**

**PAT HUFFMAN,
TREASURER**

**JUNE 25, 2025
DATE**

**AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER**

**JUNE 25, 2025
DATE**

JULY 9, 2025

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW-055-2025

HAZARDOUS AND SPECIAL PRODUCTS MATERIALS SERVICES AGREEMENT

**JOEL MARTINEAU
FOREST MANAGER**

**BILL GUY
INTERIM DIRECTOR, PUBLIC WORKS**

RECOMMENDATIONS

THAT the Committee of the Whole recommends entering into a new Service Agreement between the United Counties of Leeds and Grenville and Product Care Association of Canada (PCAC); and

THAT the necessary by-law be prepared.

FINANCIAL IMPLICATIONS

No financial expenditure is associated with this report.

The Counties is compensated by Product Care Association for material collected through the Household Hazardous Waste (HHW) program. The compensation amounts are based on the weight of material collected (by kilogram) at a rate of \$1.52 for paints and coatings; \$1.96 for pesticides; and \$1.20 for solvents. In 2024, the County received approximately \$43,953 in reimbursements.

STRATEGIC INITIATIVES

This report is consistent with Pillar 4.2 Maintain the financial sustainability of the County.

CLIMATE CHANGE IMPLICATIONS

The HHW program provides residents with an opportunity to safely dispose of hazardous waste and prevent potential environmental impacts from contaminants.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats on request. The United Counties of Leeds and Grenville makes every effort to provide services in a manner that is inclusive to ensure accessibility barriers are reduced or eliminated, where possible.

COMMUNICATIONS CONSIDERATIONS

The dates, times, and locations of Household Hazardous Waste days have been communicated to our member municipalities, posted online and circulated on social media.

BACKGROUND

Hazardous waste producers in Ontario are accountable for the waste produced by their products and have the option to meet their obligations through a Producer Responsibility Organization (PRO). The waste collected from the County's HHW program provides an opportunity for producers to meet their obligations through the services provided by the PRO (i.e. Product Care Association of Canada). The PRO provides participating municipalities with compensation for waste collected.

DISCUSSION/ALTERNATIVES

The agreement outlines the terms and conditions for the Counties to receive compensation for the expenses involved in the collection of household hazardous waste. Iterations of this agreement have been in place since 2015.

The new contract will replace the current amending agreement with the Product Care Association – Municipal Industry Stewardship Plan (ISP) Materials Services Agreement that was authorized in December of 2021.

ATTACHMENTS

Nil.

The report set out above has been reviewed and the information verified by the individuals listed below.

**JOEL MARTINEAU
FOREST MANAGER**

**JUNE 25, 2025
DATE**

**BILL GUY
INTERIM DIRECTOR PUBLIC WORKS**

**JUNE 25, 2025
DATE**

**AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER**

**JUNE 27, 2025
DATE**

JULY 9, 2025

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW-050-2025

PROCUREMENT POLICY SCHEDULE OF EXCLUSIONS

**PAT HUFFMAN
TREASURER**

RECOMMENDATIONS

For Information Only.

FINANCIAL IMPLICATIONS

There are no financial impacts associated with this report.

STRATEGIC INITIATIVES

To support Section 4.2 of the Counties' Strategic Initiatives, this report assists with maintaining the financial sustainability of the Counties through proper procurement.

CLIMATE CHANGE IMPLICATIONS

Where possible, reports are provided in a digital format to reduce the Counties' carbon footprint.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats on request.

The United Counties of Leeds and Grenville makes every effort to provide services in a manner that is inclusive, to ensure accessibility barriers are reduced or eliminated, where possible.

COMMUNICATIONS CONSIDERATIONS

There are no communications implications as a result of this report. The report will be on the Counties' website for public consumption.

BACKGROUND

At the Corporate Services and Finance Committee meeting on May 21, 2025, a request was made to bring forward the schedule of exemptions listed in the Procurement Policy. An information report was presented at the Corporate Services and Finance Committee meeting on June 18th and the direction to staff was to share the information with all of Council.

DISCUSSION/ALTERNATIVES

The Counties adopted the updated Procurement Policy on December 12, 2024 which includes a schedule of exclusions in Attachment 1. An exclusion is an exception which means that normal procurement practices would not apply. This is a common practice as the list includes operational expenditures such as training and education, employer's general expenses, professional and specialty services, and utilities.

These are expenditures that the Counties must incur regularly to operate. Insurance is included on the schedule of exclusions but is applicable to damage claims and not the Counties' corporate insurance needs.

The market for municipal insurance is small with only two providers in Ontario. The Counties utilizes the services of Halpenny Insurance Brokers Ltd who act as the Counties' agent. The Counties did go to market in 2022 and it is the Broker that prepares the information, evaluates the proposals and makes recommendations to staff. Cost is an important factor in deciding on an insurance program but the Counties also reviews the value-added services such as risk management.

ATTACHMENTS

Attachment 1 – Schedule of Exclusions

The report set out above has been reviewed and the information verified by the individuals listed below.

**PAT HUFFMAN,
TREASURER**

**JUNE 19, 2025
DATE**

**AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER**

**JUNE 19, 2025
DATE**

SCHEDULE OF EXCLUSIONS

2.2.1. Excluded Acquisitions and Expenditures

This policy does not apply to contracts or agreements related to:

- (a) hiring of employees or employee compensation;
- (b) the sale, purchase, lease or license of Real Property;
- (c) any form of assistance, such as grants, donations, loans, equity infusion, guarantees or fiscal incentives; and/or
- (d) cost sharing agreements approved by Council or JSC.

This policy does not apply to expenditures related to:

- (a) payments under the excluded contracts or agreements set out above;
- (b) training and education for staff, including courses, conferences, seminars, conventions, memberships, periodicals, magazines, subscriptions, staff training, staff development, staff workshops, facilitators and program hosts, and books;
- (c) refundable employee expenses and employee purchase plans;
- (d) payments for consumption of utilities including water and sewage charges, telephone service (other than cell service), hydro and gas services;
- (e) payments to regulated authorities such as utilities, railway or telecommunication organizations operating within and across municipal rights-of-way or other Counties lands;
- (f) goods purchased on a commodity market, such as Electricity, Natural Gas, Fuel, etc.;
- (g) general expenses for postage costs, insurance or court settlements, sinking fund payments, tax remittances, debenture payments and honoraria;
- (h) entertainers for special events;
- (i) events supporting local non-profit organizations;
- (j) charges by other levels of government and their agencies;
- (k) Investments, as recommended by the Treasurer and/or CAO;
- (l) Ongoing maintenance of existing computer hardware and software;

(m) Professional Services and Special Services:

- Committee fees;
- Legal fees for expert or professional legal services for all Counties' requirements and insurance matters;
- Arbitrators;
- POA Prosecutors;
- Fees for professional witnesses – appearing on the Counties' behalf at administrative court hearings;
- Physicians, nurses, pharmacists and other health care providers;
- Medical and counselling fees;
- Realty services and appraisal services;
- Honorariums;
- Public debenture sales;
- Group benefits; and
- those exceptions set out in Schedule A of the Counties' Financial Management Policy.

JULY 9, 2025

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW-054-2025

STRATEGIC INITIATIVES FRAMEWORK - UPDATE

**KRYSTIN STITT
PROJECT MANAGEMENT SPECIALIST**

**AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER**

RECOMMENDATIONS

For information purposes only.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

STRATEGIC INITIATIVES

This report is regarding the entirety of the Strategic Initiatives Framework.

CLIMATE CHANGE IMPLICATIONS

Where possible, reports are provided in a digital format to reduce the Counties carbon footprint.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats on request. The United Counties of Leeds and Grenville make every effort to provide services in a way that is inclusive to ensure accessibility barriers are reduced, or eliminated, where possible.

COMMUNICATIONS CONSIDERATIONS

Based on the directions provided to staff, this matter requires regular communication protocols to be completed. The Strategic Initiatives Framework will be communicated in both its designated report heading and through additional mechanisms being developed and implemented.

BACKGROUND

In April 2023, Council retained the services of StrategyCorp to undertake the creation of the Counties' very first Strategic Initiatives Framework ("the Framework"). From April through to November 2023, a series of workshops were conducted by StrategyCorp who worked closely with Council and the Senior Leadership Team. The objective was to craft a framework that accurately reflected both the Counties' current realities and aspirational goals. The culmination of these efforts was the approval of the Strategic Initiatives Framework by Council in December 2023.

Following the Framework's approval, the former CAO initiated 'Town-Hall' style meetings within each division's Leadership Teams in February and March of 2024. These gatherings provided a platform for open dialogue, allowing the organization to begin being introduced to the Counties' first Strategic Initiatives Framework. After a pause, a presentation was brought forward to Council by the former CAO in May of 2024 regarding the Strategic Initiatives Framework Implementation and Becoming an Employer of Choice. At that time, Council directed a pause in discussions given the timing of the implementation and concurring Human Resources discussions.

As some time has passed staff wanted to take the opportunity to bring the matter back for discussion and recommitment.

DISCUSSION/ALTERNATIVES

Structurally, the Strategic Initiatives Framework (SIF) is comprised of four pillars:

- **Investing in Roads, Bridges, Infrastructure, and Sustainable Growth:** Key investment in our physical infrastructure to support sustainable development.
- **Supporting Key Investments in Well-being:** Focus on enhancing the quality of life for our residents.
- **Facilitating and Promoting the Increase in Supply of Accommodations:** Efforts dedicated to expanding housing and accommodation availability.
- **Operating a Responsible Government:** Building a strong foundation based on the strength of our employees.

Within these pillars are 20 goals that encompass 154 initiatives and tasks. Recent efforts have sought to promote the visibility of the SIF by integrating it into our staff Intranet. This ensures all employees have easy access to crucial information regarding our strategic goals and initiatives.

Moreover, we have begun displaying the framework around County buildings, similar to our approach with our Employee Core Values. This is a step forward in embedding the framework within our organizational culture and ensuring its constant presence and visibility within our everyday environments.

In addition to creating greater visibility around the Strategic Initiatives Framework, staff are currently in the process of developing a performance measurement framework aligned with the SIF priorities. This framework will be pivotal in tracking and reporting the progress of the SIF. It is designed to integrate seamlessly with our employee engagement progress and performance program, promoting a governance and tracking structure across all initiatives. The objective is to ensure mechanisms are in place to guide each department in executing initiatives transparently and support the tracking and reporting of the organization's progress to Council and the public.

As the performance measurement framework becomes operationalized, additional town halls and departmental education and training will occur. This approach ensures staff are adequately equipped with the knowledge and tools necessary to align their activities with the SIF. It also provides an opportunity for ongoing feedback and engagement with employees, further enhancing the framework's implementation.

Staff will present this framework in a draft form in Fall 2025. At this juncture, we will seek further guidance from Council to decide if there's a need to re-engage our consultant for additional refresher work. While there is strong desire to have a successful SIF, it is crucial to ensure all mechanisms needed for its success are operational and effective.

The implications of these steps include enhanced alignment of strategic goals with departmental activities and increased accountability through systematic progress tracking. This ensures our strategic initiatives are not only ambitious but achievable, driving meaningful improvement in service delivery and overall Counties governance.

ATTACHMENTS

Nil

The report set out above has been reviewed and the information verified by the individuals listed below.

KRYSTIN STITT
PROJECT MANAGEMENT SPECIALIST

JUNE 23, 2025
DATE

AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER

JUNE 26, 2025
DATE

JULY 9, 2025

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW-057-2025

MUNICIPAL ACCOUNTABILITY ACT

**CHRISTINA CONKLIN
COUNTY CLERK/MANAGER OF LEGISLATIVE SERVICES**

**AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER**

RECOMMENDATION

This report is for information purposes.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report. Potential financial implications could include legal fees associated with complaints made to the Counties' Integrity Commissioner regarding breaches of the Council's Code of Conduct.

STRATEGIC INITIATIVES

This report aligns with **Pillar 4**, the foundation of the Counties' Strategic Initiatives, to operate a responsible government built on the strength of employees. By remaining informed regarding Provincial policy changes, Council and staff will have improved capacity to communicate with the public and internal audiences which aligns with **Goal 4.6**.

CLIMATE CHANGE IMPLICATIONS

Where possible, reports are provided in a digital format to reduce the Counties' carbon footprint.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats on request.

The United Counties of Leeds and Grenville makes every effort to provide services in a manner that is inclusive, to ensure accessibility barriers are reduced or eliminated where possible.

COMMUNICATIONS CONSIDERATIONS

There are no direct implications to communications as a result of this report. The report will be on the Counties' website for public consumption.

The Province issued a public consultation survey regarding how to strengthen accountability surrounding municipal codes of conduct from April 15th to July 15th, 2021. Municipalities were invited to provide feedback through the online survey process during that period. The Association of Municipalities of Ontario (AMO) provided feedback to the Province regarding what was then Bill 241, specifically recommending amendments to the proposed legislation including the consensus threshold for the proposed removal from office as being too high and indicating progressive penalties should be necessary.

As of May 1, 2025, the Province of Ontario's website indicates the intention of further consultation and working with the municipal sector to develop the necessary regulations to support the changes made through the Municipal Accountability Act, if passed. Additionally, it is indicated that decisions about what is included in the standardized code of conduct will be made after consultations with the municipal sector which could include rules for ethical behaviour with respect to, for example, harassment and discrimination and training requirements for members of council and certain local boards. Details surrounding further consultation are not available at this time.

BACKGROUND

Changes to the Municipal Act, 2001, as amended by Bill 68 in 2017, require municipalities to establish codes of conduct for members of council and local boards. While not limited to the following, codes of conduct must include rules surrounding:

- Gifts, benefits and hospitality;
- Respectful conduct, including conduct toward officers and employees of the municipality or the local board;
- Confidential information; and
- Use of property of the municipality or local board.

A by-law cannot provide that a member who contravenes a code of conduct is guilty of an offence or is required to pay an administrative penalty.

Additionally, the Municipal Act, 2001, as amended, requires municipalities to appoint an integrity commissioner. Key responsibilities of the integrity commissioner include oversight of the municipality's code of conduct for members of council, committees and local boards, investigation of code of conduct breaches, providing advice and educational resources regarding ethical conduct, and reporting to council on activities and findings.

On May 1, 2025, the Province announced Bill 9, the Municipal Accountability Act, 2025, which reintroduces legislation originally proposed under Bill 241, which was not enacted prior to the Provincial election.

DISCUSSION/ALTERNATIVES

The Municipal Accountability Act, 2025, proposes changes to the Municipal Act to strengthen the integrity commissioner and code of conduct framework to:

- Allow for the creation of a standard code of conduct for all municipalities and require mandatory code of conduct training for members of council and certain local boards;
- Create a regulation-making authority to set out the municipal integrity commissioner investigation processes, including a complaints mechanism and reporting requirements;

- Provide a role for the Integrity Commissioner of Ontario to provide advice to municipalities and training to municipal integrity commissioners as well as review and conduct inquiries into all reports from municipal integrity commissioners recommending that a member be considered for removal and disqualification; and
- Establish a stronger penalty by creating a mechanism for members of council and certain local boards to be removed and disqualified from office for four years for serious violations of the code of conduct.

In order for municipal integrity commissioners and the Integrity Commissioner of Ontario to consider recommending removal and disqualification from office, the proposed legislation would require the following four criteria to be met:

1. The member has contravened the code of conduct;
2. The contravention is of a serious nature;
3. The member's conduct that is the subject of the inquiry has resulted in harm to the health, safety or well-being of persons; and
4. The existing penalties are insufficient to address the contravention or ensure that the contravention is not repeated.

The proposed legislation also allows for the Integrity Commissioner of Ontario to consider whether the contravention negatively impacts public confidence in the ability of the member to execute their duties and of the council or local board to fulfill its role, including by meeting its statutory obligations.

If passed, the Municipal Accountability Act would create a process to remove and disqualify members that allows for municipal integrity commissioners, should they find following investigation the criteria for removal and disqualification are met, make a recommendation of same to the Integrity Commissioner of Ontario. The Integrity Commissioner of Ontario would then be required to conduct an investigation to determine whether the criteria has been met and provide a recommendation to the municipal council the member in question be removed from their seat and disqualified from office for four years. All members of the municipal council who are not exempt would be required to vote on the matter. The only members who would be exempt from voting in this scenario would be the council member against whom the complaint was made or a member who declares a conflict of interest under the Municipal Conflict of Interest Act. The vote would need to be unanimous to remove a member from their seat and disqualify them from office for four years.

The report set out above has been reviewed and the information verified by the individuals listed below.

CHRISTINA CONKLIN
COUNTY CLERK/MANAGER OF LEGISLATIVE SERVICES

JULY 2, 2025
DATE

AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER

JULY 3, 2025
DATE

UNITED COUNTIES OF LEEDS AND GRENVILLE

CORPORATE SERVICES AND FINANCE COMMITTEE REPORT

To the Chair and Members of the Committee of the Whole of United Counties of Leeds and Grenville

Members, We, your Corporate Services and Finance Committee, beg leave to report as follows:

The Corporate Services and Finance Committee met June 18, 2025 at 9:00 a.m. in the Council Chambers, 25 Central Avenue West, Brockville.

Members Present: Corinna Smith-Gatcke, Chair
Brant Burrow, Roger Haley, Robin Jones, Nancy Peckford

Staff Present: Al Horsman, Chief Administrative Officer
Pat Huffman, Treasurer
Rick Purdy, Human Resources Manager
Andrea Bolton, Deputy Clerk (Recording Secretary)

1. Call to Order

Recording Timestamp 00:00:01

Ms. Smith-Gatcke called the meeting to order at 9:01 a.m.

2. Adoption of the Agenda

Recording Timestamp 00:00:08

Resolution No. CSF-009-2025

Moved by Brant Burrow

Seconded by Roger Haley

THAT the Agenda for the June 18, 2025 meeting of the Corporate Services and Finance Committee be adopted as circulated.

CARRIED

3. Disclosure of Pecuniary Interest and General Nature Thereof – Nil

Recording Timestamp 00:00:32

4. Adoption of the Minutes of the Previous Meeting

4.1 Meeting Minutes Dated May 21, 2025

Recording Timestamp 00:00:44

Resolution No. CSF-010-2025

Moved by Robin Jones

Seconded by Brant Burrow

THAT the Minutes of the Corporate Services and Finance Committee Meeting held on May 21, 2025 be adopted as circulated.

CARRIED

5. Delegations/Presentations – Nil

Recording Timestamp 00:01:14

6. Staff Reports

6.1 Corporate Administration

6.1.1 Report No. CSF-010-2025: Lease Agreement - 375 William Street South, Gananoque

Recording Timestamp 00:01:17

Resolution No. CSF-011-2025

Moved by Brant Burrow

Seconded by Roger Haley

THAT the Corporate Services and Finance Committee recommends the United Counties of Leeds and Grenville enter into a renewed lease agreement with the Kingston Employment and Youth Services to lease

rooms 111, 122, 124, 137, 139, 140, 141, 142 at 375 William Street South, Gananoque; and

THAT the term of the agreement be effective September 1, 2025 and be on a month-to-month basis up to and including August 31, 2028; and

THAT the necessary by-law be prepared.

CARRIED

6.2 Information Technology – Nil

Recording Timestamp 00:02:33

6.3 Human Resources

6.3.1 Report No. CSF-007-2025: Remote Work Policy

Recording Timestamp 00:12:29

Ms. Jones discussed the policy's language, noting it could be interpreted as applying to all employees who have completed their probationary period. She suggested this wording may be overstated, potentially leading to grievances, and recommended a revision. Ms. Jones recommended the CAO have final approval for out-of-province remote work requests.

Recording Timestamp 00:15:00

Ms. Jones suggested developing a more prescriptive procedure for check-ins with remote employees and a training program for supervisors that provides clear expectations and a structured approach to ensure that both supervisors and employees are set up for success.

Recording Timestamp 00:23:09

Resolution No. CSF-012-2025

Moved by Robin Jones

Seconded by Roger Haley

THAT the Remote Work Policy be deferred to the July Committee of the Whole meeting.

CARRIED

Resolution No. CSF-013-2025

Moved by Roger Haley

Seconded by Robin Jones

**THAT the Corporate Services and Finance Committee recommends the adoption of the Remote Work Policy as attached to Report No. CSF-007-2025 to take effect August 1, 2025; and
THAT the necessary by-law be prepared.**

DEFERRED

6.3.2 Report No. CSF-008-2025: Pregnancy and Parental Leave Policy

Recording Timestamp 00:24:30

Resolution No. CSF-014-2025

Moved by Brant Burrow

Seconded by Roger Haley

**THAT the Corporate Services and Finance Committee recommends the adoption of the updated Pregnancy and Parental Leave Policy; and
THAT the necessary by-law be prepared; and
THAT By-law 10-92 be revised to remove and retire Policy E-6 Pregnancy Leave and Parental Leave and Policy E-6.1 Supplementary Pregnancy Benefit; and
THAT By-law 24-18 be amended to rescind Article #3.**

CARRIED

6.3.3 Consultancy Services for Human Resources - Verbal Update

Recording Timestamp 00:25:54

6.4 Finance

6.4.1 Report No. CSF-011-2025: Procurement Policy Schedule of Exclusions

Recording Timestamp 00:31:38

The Committee requested the Procurement Policy Schedule of Exclusions report be provided to the Committee of the Whole as an information item.

7. Notices of By-law/Notices of Motion

Recording Timestamp 00:33:03

7.1 A By-law to Adopt the Remote Work Policy

7.2 A By-law to Adopt a Pregnancy and Parental Leave Policy and to Amend By-law 10-92 to Remove and Retire Policy E-6 and Policy E-6.1 and to Amend By-law 24-18 to Rescind Section 3

7.3 A By-law to Enter into a Renewed Lease Agreement with Kingston Employment and Youth Services for Space at 375 William Street South, Gananoque

8. Questions from the Media

Recording Timestamp 00:36:47

9. Questions from the Public

Recording Timestamp 00:36:47

10. Closed Meeting

Recording Timestamp 00:36:55

Ms. Huffman left the meeting.

Resolution No. CSF-015-2025

Moved by Robin Jones

Seconded by Brant Burrow

THAT the the Corporate Services and Finance Committee, as provided in Section 239 (2) of the Municipal Act, 2001 S.O. 2001, Chapter 25, move into a closed meeting at 9:38 a.m. to address matters pertaining to:

10.1 personal matters about an identifiable individual, including municipal or local board employees and labour relations or employee

- negotiations; specifically, Closed Report No. CSF-009-2025: Consultancy Services for Paramedic Service; and**
- 10.2 a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; specifically, Employee Engagement Survey Results 2025.**

CARRIED

10.1 Closed Report No. CSF-009-2025: Consultancy Services for Paramedic

10.2 Employee Engagement Survey Results 2025

Ms. Peckford joined the meeting at 10:17 a.m.

Mr. Purdy left the meeting at 10:35 a.m.

Resolution No. CSF-016-2025

Moved by Brant Burrow

Seconded by Robin Jones

THAT the closed meeting adjourn and the open meeting of the Committee of the Whole resume at 11:02 a.m.

CARRIED

10.3 Reporting Out from Closed Meeting

Recording Timestamp 00:38:06

Under Item 10.1 the Committee met in closed session to discuss matters pertaining to personal matters about an identifiable individual, including municipal or local board employees and labour relations or employee negotiations; specifically, Closed Report No. CSF-009-2025: Consultancy Services for Paramedic Service and will consider a resolution in open session.

Resolution No. CSF-017-2025

Moved by Brant Burrow

Seconded by Robin Jones

THAT the Corporate Services and Finance Committee directs staff to proceed with the process to procure consultancy services for the Paramedic Service Division as outlined in Closed Report No. CSF-009-2025.

CARRIED

Under Item 10.2 the Committee met in closed session to discuss matters pertaining to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; specifically, Employee Engagement Survey Results 2025. The Committee took no action beyond receiving the information from staff.

11. Adjournment

Recording Timestamp 00:39:32

Resolution No. CSF-018-2025

Moved by Roger Haley

Seconded by Brant Burrow

THAT the meeting of the Corporate Services and Finance Committee adjourn at 11:04 a.m.

CARRIED

All of which is respectfully submitted this 9th day of July, 2025.

Information Items

Committee of the Whole Meeting – July 9, 2025 News Articles, Press Releases, Periodicals & Miscellaneous Items

Items Available Upon Request:

- i. City of Peterborough Resolution re: Request to Amend Bill 6 Regarding Encampments and Shelter Space (20-May-25)
- ii. District of Parry Sound Municipal Association Resolution re: Request for Free Access to Information from the Ministry of Municipal Affairs and Housing and Ombudsman's Office Regarding Integrity Commissioner Process ((23-May-25)
- iii. Prince Edward County Resolution Recommending Changes to Bill 5 re: Electricity Act, Environmental Protections, and the Definition of Special Economic Zones (27-May-25)
- iv. Prince Edward County Resolution re: Formal Request to Rescind the Strong Mayor Legislation (28-May-25)
- v. Township of Georgian Bay Resolution and Position Paper re: Gaps in Current Federal and Provincial Frameworks Regarding Floating Accommodations (02-Jun-25)
- vi. Municipality of North Grenville Resolution Recommending Changes to Bill 5 re: Environmental Protections, Housing and Infrastructure Development, Consultation, and Special Economic Zones (4-Jun-25)
- vii. Municipality of Tweed Resolution re: Request to Amend Ontario Regulation 391/21, Blue Box to Make Producers Responsible for the End-of-Life Management or Recycling Product from All Sources (10-Jun-25)
- viii. Prince Edward County Resolution re: Request to Exempt the Canada Disability Benefit from Income Tax (13-Jun-25)
- ix. Town of Bracebridge Resolution re: Reduction of Road Salt and the Development of Limited Liability Legislation and a Single Set of Provincially Endorsed Standard Best Management Practices for Snow and Ice Management of Private Lands (16-Jun-25)
- x. Town of Bradford West Gwillimbury Resolution re: Request to Increase Income Support thresholds for Canadian Veterans (17-Jun-25)

- xi. Maggie King, Ontario Historical Society, Email re: Nominations for Awards Recognizing Those Who Have Contributed to the Preservation and Promotion of Ontario's History (26-Jun-25)

Counties' Planning Matters

- i. Cherie Mills, Manager of Planning Services
Notice of Decision Regarding Amendment No. 7 to the Township of Leeds and the Thousand Islands Official Plan (29-May-25)
- ii. Elaine Mallory, Planner II
Notice of Decision Regarding Subdivision Application File 07-T-20243 MNG), Whaley Farm Subdivision (02-Jun-25)
- iii. Cherie Mills, Manager of Planning Services
Notice of Decision Regarding Amendment No. 13 to the Municipality of North Grenville Official Plan (09-Jun-25)
- iv. Cherie Mills, Manager of Planning Services
Notice of No Appeal Regarding Official Plan Amendment No. 7 to the Township of Leeds and the Thousand Islands Official Plan (19-Jun-25)
- v. Cherie Mills, Manager of Planning Services
Status of Decision on Amendment No. 13 to the Municipality of North Grenville Official Plan (02-Jul-25)

Information requested by _____

June 30, 2025

United Counties of Leeds and Grenville

Dear Kerry Morris - CEMC:

Emergency Management Ontario (EMO) is proud to support your efforts to deliver on our common mission to ensure Ontarians are safe, practiced and prepared before, during and after emergencies.

The Emergency Management and Civil Protection Act (EMCPA) requires each municipality to develop and implement an Emergency Management (EM) program that includes:

- Municipal hazard and identification risk assessment;
- Municipal critical infrastructure list;
- Municipal emergency plan;
- Program By-law;
- Annual Review;
- Annual training;
- Annual exercise;
- Public education program;
- An Emergency Operations Center;
- A Community Emergency Management Coordinator;
- An Emergency Management Program Committee;
- A Municipal Emergency Control Group (MECG) and;
- An Emergency Information Officer.

Emergency Management Ontario (EMO) assists municipalities by making available our Field Officers and other resources to provide advice and guidance, deliver training, participate in exercises, and other advisory services including annually advising municipalities on achieving their EMCPA requirements.

Thank you for sharing your EM program related information and the effort undertaken to do so. Upon review of the documentation submitted, EMO is pleased to advise that our assessment indicates that your municipality has satisfied all thirteen (13) program elements required under the EMCPA 2024.

Congratulations on your municipality's efforts in meeting your EMCPA requirements in 2024.

You may also be interested in learning of the following information for further context:

- 423 of 444 municipalities sought EMO's advice on their progress to meet their EMCPA requirements in 2024, of which 418 were advised they appeared to satisfy their EMCPA requirements.
- Of the 5 municipalities who were advised they did not appear to meet all 13 program elements required under the EMCPA, the most prevalent reasons were:
 - Not conducting an annual exercise as prescribed;
 - CEMC did not complete training;
 - Not completing the annual MCEG training; and/or
 - Not completing an annual review of their EM program.

There is nothing more important than the safety and wellbeing of our families and loved ones, and the importance of ensuring that your municipality is as prepared as possible for any potential emergency cannot be understated.

Once again, EMO is here to assist municipalities in achieving their EMCPA requirements. For further information or if you have any questions or concerns about this letter, please contact our Field Officer assigned to your Sector; their contact information is below.

Name: James Brown

Email: james.r.brown@ontario.ca

Phone: 613-242-4189

Sincerely,

Heather Levecque
 Assistant Deputy Minister, Operations Division
 Ministry of Emergency Preparedness and Response

cc: Warden Corinna Smith-Gatke

CAO's July 2025 – Committee of the Whole – Action and Policy Report

This report is to bring forward new issues undertaken by the Directors and highlight upcoming policy decisions that need to come forward to Council from across all Counties' operations.

| Issue | Action Item | Policy Implication | Timeframe |
|---|--|--|---------------------------|
| Maple View Lodge | Reutilization Plan and budget Construction completion | | August 2025 |
| Household Hazardous Waste | Tender Process for Mobile Depots | | Fall 2025/2026 |
| Strategic Initiatives / Performance | Report to outline steps moving forward | | July 2025 |
| Economic Development | Consolidation of Small Business Program delivery | | Fall 2025 |
| Andrewsville Bridge | Action steps related to Andrewsville Bridge | Consider Next Steps | Report for September 2025 |
| Counties Council Remuneration | Corporate Services will issue tender for compensation review | Council to determine compensation effective next term of Council | July 2025 RFP Issued |
| Planning Population data and Development Charges | Final Report on population study | | Winter 2025 |
| | Final Report on Development Charges | | Spring 2026 |