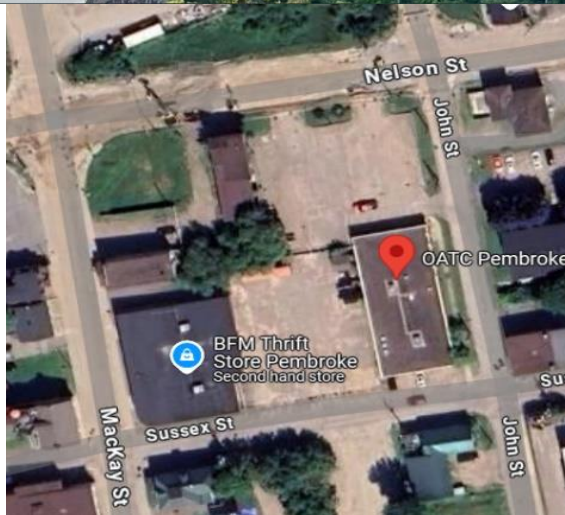


Warming Centre Final Report 2024/2025



Background

In 2023/2024 it was reported that 101 people accessed overnight Warming Centre services over 5 months in Pembroke. Recognizing that there are individuals who require short-term, episodic support from November to April, the Warming Centre Committee acknowledged the ongoing need to maintain this essential service.

On December 7, 2024, a 24/7 Warming Centre opened its doors at 156 John St. Pembroke to provide life-saving support to individuals experiencing homelessness and housing precarity during the harsh winter months. The Centre was established as a low-barrier, inclusive space where individuals could access warmth, safety, and support without judgment.

The Centre plays a critical role in protecting vulnerable community members from extreme cold weather. By remaining open 24/7, it ensures that options exist for individuals during dangerous conditions. The low-barrier and welcoming environment provides individuals with a dependable refuge, regardless of their circumstances.

This year's Warming Centre was designed to provide comprehensive wrap-around support. This means that individuals seeking shelter are not only given a warm place to stay but also access to a range of services that address their broader needs if they wish to access them and engage with the Mesa team. Another difference this year is a social contract for all guests. The social contract includes a code of conduct for Warming Centre guests which outlines respectful behavior, as well as consent for communication with the Mesa team.

The Centre was staffed with front-line staff from MacKay Manor trained in helping people access addictions and mental health support. The Mesa team supports this work during the day with the goal of providing low-barrier wrap-around support to these individuals. In addition to the support of the Mesa team, Public Health provides harm reduction programming each week at the Warming Centre, and Pembroke Regional Hospital provides linens, through a linen exchange program, on a weekly basis. The Warming Centre was funded through a municipal partnership involving the County of Renfrew, City of Pembroke, Town of Petawawa, and Township of Laurentian Valley.

Objectives

- Offer 24/7 low-barrier Warming Centre during cold-weather months
- Every guest participates in a social contract
- Connect individuals to Mesa team supports including health, mental health services, substance use supports, and support for basic needs
- Provide harm reduction education, and programming
- Create connection through a supportive environment

Service Delivery and Impact

- 24/7 Access
 - Warm indoor space with recliners, bathroom, and coffee
 - Linens (including blankets) provided and laundered by Pembroke Regional Hospital
 - Onsite lockers with storage bins for personal belongings (procedure that limits the number of personal belongings one can have in the Warming Centre)
 - Minimal barriers to access services
- Connection to Mesa Outreach Team Supports
 - Regular onsite outreach
 - Mental health assessments, crisis de-escalation, and referrals
 - Substance use support, harm reduction education, and care coordination
 - System navigation (ID replacement, access to financial benefits, medical appointments etc)

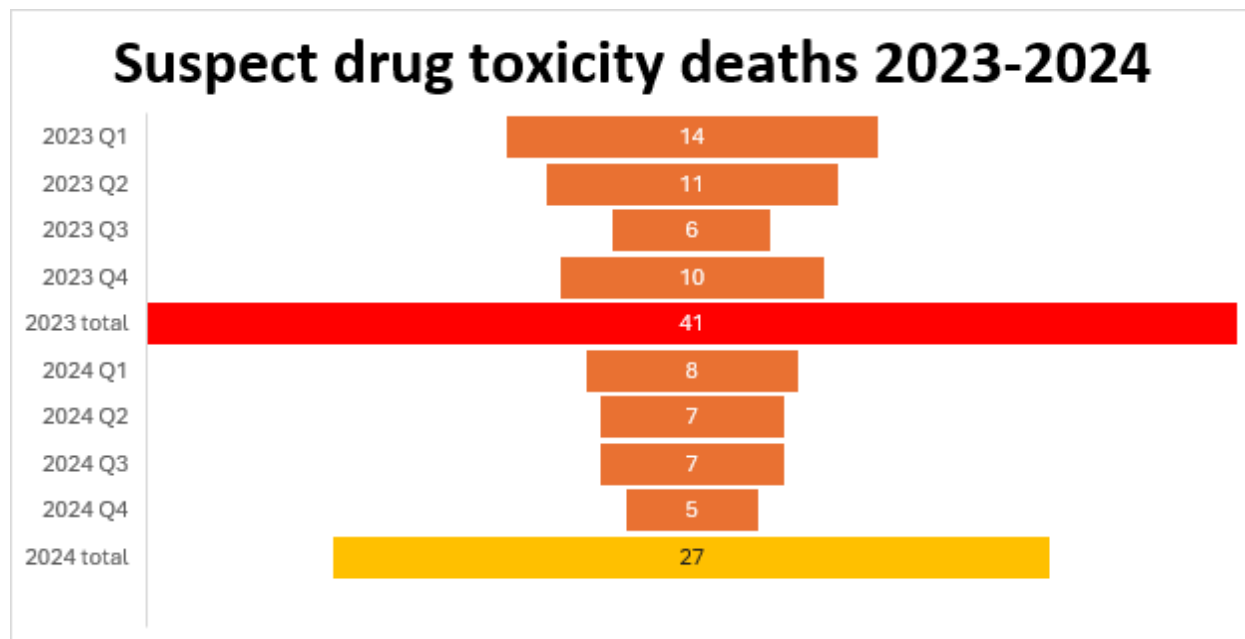
County of Renfrew Paramedic Services

Paramedics bring a critical set of skills and compassionate care to the broader community and warming centre environment. Their presence enhances both the safety and well-being of guests through:

- **Case Finding:** Paramedics identify and engage vulnerable people daily. Additionally, Paramedics directly refer and admit people to the warming center with a comprehensive baseline health, vulnerability and risk assessment.
- **Health Assessments and Monitoring:** Performing on-site clinical assessments to identify urgent or ongoing medical concerns, helping to catch issues early and ensure appropriate next steps.
- **Wound Care Management:** Providing care for minor injuries, skin conditions, or infections, which are common among individuals experiencing homelessness or living in unstable conditions.
- **Medical Consultations and Coordination:** Offering medical guidance and collaborating with clients' primary care providers, local clinics (like Renfrew County Virtual Triage Assessment Centre, or Rapid Access Addictions Medicine) and other healthcare partners to ensure continuity of care.
- **Referral and Follow-Up Support:** Helping clients access specialized services by facilitating referrals and supporting follow-up care to prevent individuals from falling through the cracks.
- **Health Education and Coaching:** Engaging in conversations with clients around harm reduction strategies, chronic disease management (e.g., diabetes, hypertension, COPD, CHF), and alternative care options—offering practical and compassionate advice using a person-centered approach.

The County of Renfrew Paramedic Service Logistics Division has established a supply process for the ordering of many of the supplies for the warming centre through their Operative IQ

platform. Given the operations of the Paramedic Service, support was offered to the warming centre by both Paramedics and Commanders 24/7.



Mesa-related interventions appear to be making a meaningful impact on community health, as evidenced by a significant decrease in drug toxicity deaths—from 41 in 2023 to 27 in 2024. This 34% reduction indicates that enhanced support services, prevention initiatives, or harm reduction strategies are effectively contributing to better health outcomes and saving lives in the community.

Pembroke Regional Hospital Mental Health Crisis Services

Crisis Workers play a vital frontline role in supporting the emotional, mental, and practical needs of clients accessing the warming centre. Their expertise ensures that individuals in distress or facing complex challenges receive compassionate, coordinated, and timely care through:

- **Service Navigation & Resource Connection:** Supporting clients in actively connecting with community services (not just referring them), walking alongside them to access food programs, financial support, and more.
- **Direct Mental Health Referrals:** Making direct referrals to internal programs without needing to go through centralized systems like Access MHA, streamlining care for individuals in crisis.
- **Support for Complex Needs:** Working with clients experiencing intersecting challenges—such as mental illness, substance use, homelessness, or trauma—to provide holistic and coordinated care.

- **Mental Health Assessments & Hospital Coordination:** Facilitating mental health assessments on-site and coordinating with hospital emergency departments when a higher level of care or hospitalization may be needed.
- **Safety Planning:** Collaborating with clients to create personalized safety plans related to suicidal ideation, or situations involving domestic or interpersonal violence.

MacKay Manor Addictions Caseworkers

The Addictions Caseworkers provide compassionate, person-centered support that meets individuals where they're at both physically and in their recovery journey. At the Warming Centre, they are crucial by:

- **Providing Early Intervention and Harm Reduction Support:** Engaging guests through non-judgmental outreach to offer early intervention for substance use. This includes distributing harm reduction supplies, overdose prevention education and creating a safer environment for those actively using substances.
- **Supporting Complex Needs:** Building trusting relationships with clients who are facing overlapping challenges such as chronic homelessness, unsafe housing, trauma, mental health struggles, substance use, interpersonal violence, and social marginalization. Workers meet people where they are and validate their lived experiences.
- **Individualized, Goal-Oriented Support:** Offering support tailored to each client's unique needs and self-identified goals, whether that means stabilization, detox, accessing treatment, or simply being connected to someone who will listen without judgment.
- **Service Navigation and Transitions:** Helping clients navigate the often-confusing world of addiction services, including supporting referrals and warm transitions to detox, residential treatment, outpatient programs, case management, and housing supports.

The Addictions Caseworkers from MacKay Manor were also instrumental in supporting the clients of the Warming Centre by offering extra support to the staff and clients.

Addictions Treatment Services

Addictions Treatment Services staff actively support some of the clients who have had stays at the Warming Centre. Clients are either seen at the Warming Centre or they walk over to the Pembroke Addictions Treatment Services Office which is a five-minute walk. In addition to the direct client support, staff support Warming Centre staff by consulting with them when appropriate, and where there is consent.

Addictions Treatment Services has a staff member who works out of OATC and has been dropping into the Warming Centre to build rapport with clients and share information about services almost daily. The services provided by Addictions Treatment Services are integral to supporting clients. These services include:

- Check-ins with clients who have not yet agreed to services
- Handing out harm reduction supplies when requested
- System navigation

- Referrals to other agencies, and residential treatment
- Advocacy
- Psycho education and counselling
- Case management

County of Renfrew Community Services

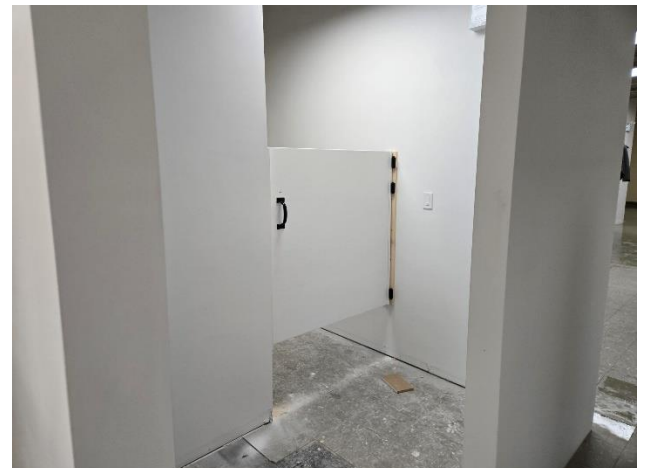
Community Services staff bring essential knowledge of financial and housing-related resources and can be a vital connection point for guests navigating income insecurity, housing instability, and emergency needs. They are integral to support Warming Centre clients by:

- **Navigating Financial Assistance Programs:** Helping guests understand and access financial supports they may not know are available, including emergency funds, benefits, or subsidies tied to their personal circumstances.
- **OW/ODSP Case Support:** For individuals already connected to Ontario Works or ODSP, workers can provide continuity of care, help with paperwork, reporting changes, or troubleshooting issues related to benefits or case management.
- **Housing Applications and Navigation:** Assisting guests with applying to housing waitlists, finding subsidized housing options, and completing the often-overwhelming paperwork involved in securing more stable accommodations.
- **Transportation-Related Support:** Helping guests with the costs of travel related to critical services, including accessing detox, treatment programs, or safe shelter options.

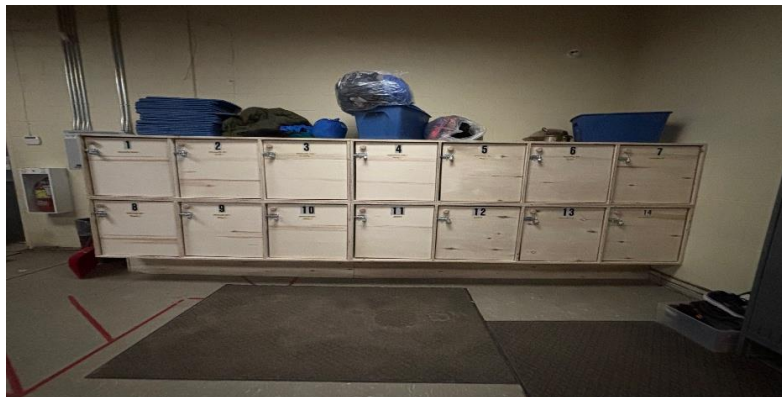
Caseworkers within the Community Supports Division attended the Warming Centre regularly on Monday and Wednesday mornings to connect with clients seeking services. This provided an opportunity to connect with clients already involved with the Mesa team; engage with new clients and establish rapport with those who have not previously engaged with services; assess eligibility for a supportive motel stay or income supports; connect clients to housing options including the Renfrew County Community Housing waiting list and other rent subsidy programs; help to navigate challenges related to clients experiencing crisis and develop collaborative solutions for complex situations.

County of Renfrew Development & Property

Staff from the Development and Property department managed renovations to the rear portion of the OATC building to create a functional and safe space for the Warming Centre inclusive of bathroom facilities, secure areas for staff and guests, and egress routes. This new space spans approximately 2500 ft² and is available for multidisciplinary support for vulnerable individuals.



Development and Property began the Warming Centre project on Tuesday, November 19, and by Friday, November 22, construction was underway. Construction was completed on December 5, 2024.



Support From the Community



Several local businesses stepped up to support the Centre, with Demers Masonry Inc. and Ethier Electric each donating \$5,000, and The Home Depot, through TS General Contracting, contributing \$2,000 worth of materials for the Centre's retrofit.



The response from the community was very positive. We had calls from people wanting to donate clothing, household items and food. What could not be accepted was referred to other organizations so that there was no duplication in services. Any food donations that were accepted met the Public Health guidelines.

We have also received financial donations and there is a link on the County website where electronic payments can be sent. All donations received will go towards the County of Renfrew's Housing and Homelessness Fund, targeting efforts that included the Warming Centre in Pembroke.

Warming Centre Staff Training Session

MacKay Manor staff training took place at the County Administrative Building on December 6 and 13, 2024. Topics covered included, but were not limited to:

- CPR and AED Training delivered by Robert Blackwell, Acting Commander, Paramedic Service
- Naloxone training provided by Public Health
- Overview of the Warming Centre Handbook (a living document that includes policies and procedures to support staff and clients)
- Education on the social contract and how to review this with clients
- Education on sign-in and sign-out procedures
- Review scenarios
- Overview of Mesa and the various organizations involved in the outreach team which included in-person presentation from a representative from each of the following organizations:
 - Addiction Treatment Services
 - County of Renfrew Community Services
 - Pembroke Regional Hospital Community Mental Health
 - County of Renfrew Paramedic Service
 - MacKay Manor



The training ended with a tour of the Warming Centre, and an overview of the cameras and onsite procedures. Further training sessions took place on April 4 and 9, 2025 after additional individuals were hired to support the staffing of the warming centre.

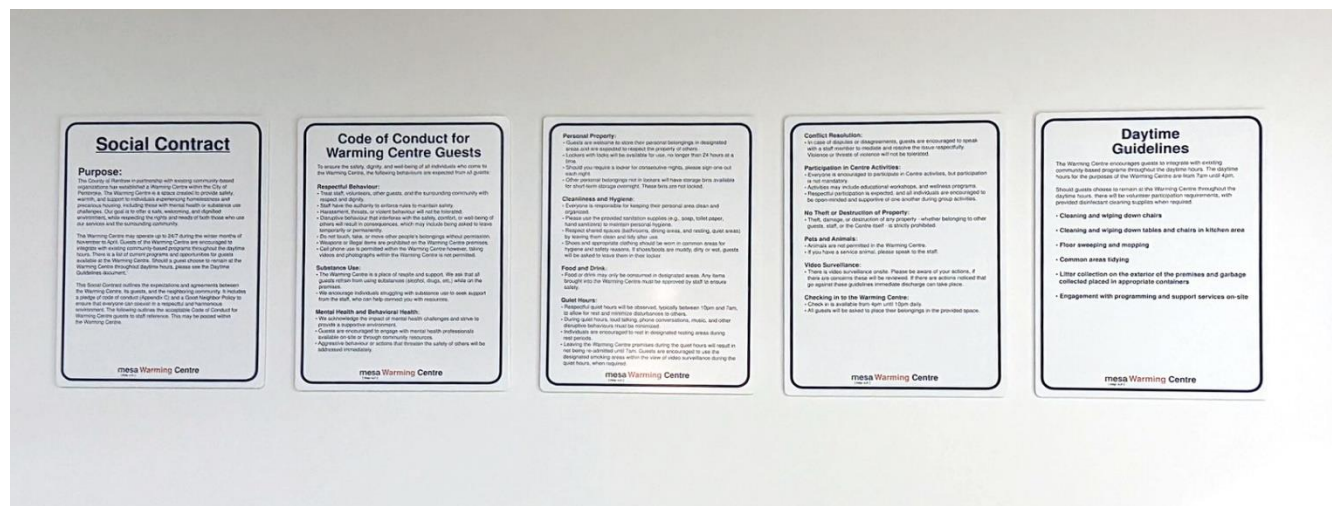
Low-Barrier Support Model

The Centre adopted a low-barrier approach, allowing access for individuals who might otherwise face exclusion from traditional systems due to mental health issues, substance use, or lack of identification. This model ensures that services meet people where they are at, with dignity and respect at the core of every interaction. Staff are available around the clock to offer connections to mental health services, substance use support, and other critical community resources.

Social Contract, Code of Conduct and Daytime Guidelines

Through the Mesa Outreach Team's experience with the supportive motel stays model, it was found that clients responded well to social contracts. Clients at the Warming Centre are asked to adhere to the established social contract, code of conduct, and daytime guidelines to ensure a safe, respectful, and supportive environment for everyone. These expectations are not just rules, they are shared commitments that help protect the dignity and well-being of all individuals seeking a warm place to stay. By following these guidelines, clients contributed to a

community atmosphere where trust could grow, conflicts were minimized, and essential services can be delivered effectively. Respecting staff, fellow guests, and the space itself is key to maintaining a welcoming and functional Centre for all who rely on it.



Comprehensive policy and procedure documents for the Warming Centre were developed by the County of Renfrew's Community Services and Human Resources departments. These documents ensure a structured, consistent approach to delivering services and support to individuals in need.

Clients

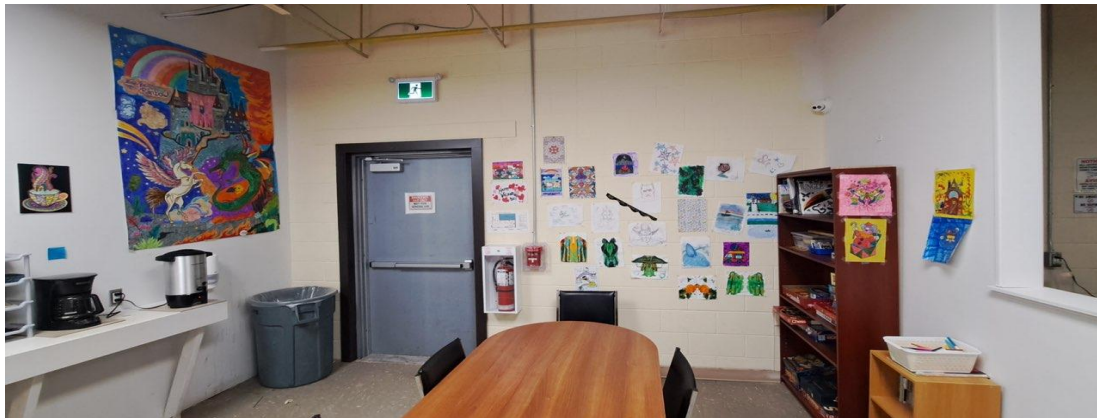
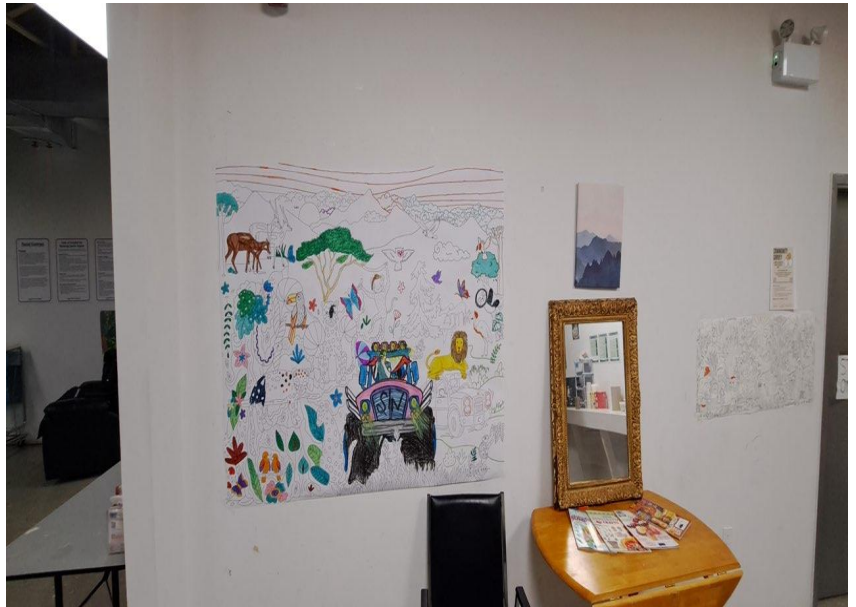
One of the major successes of the Warming Centre has been the way in which the MacKay Manor staff interact with clients. They have worked hard to build trust with clients and create a welcoming atmosphere. At times staff have acknowledged birthdays when they are aware of them, and clients would join in the celebration. A couple of the quotes from clients to staff include:

"Please don't give up on us or this program"

"The Services you offer came at a perfect time. It was a life saver for us personally and we value your kindness and non-judgemental personalities."

Community and Connection

Creating a sense of community and connection at the Warming Centre is essential to fostering a safe, welcoming environment where clients can feel seen, respected, and supported. By building trust through consistent, compassionate interactions, staff help guests feel more comfortable and open to engaging with available resources. This trust becomes the foundation for individuals to access vital services such as basic needs support, paramedic services, mental health care, and addiction support/treatment. Just as importantly, cultivating meaningful relationships helps reduce feelings of isolation, reminding guests that they are not alone. A strong sense of community can offer not only warmth and safety, but also hope, dignity, and the first steps toward stability.



Connection to existing services

The intent of the Warming Centre is not to duplicate services within the community, but rather to connect individuals to the existing services. After someone walks through the door of the Warming Centre, there is a calendar of events on the wall, as well as flyers advertising community activities. For example, the calendar regularly displays the following:

- Hours of Breakfast and Lunch at the Grind
- Programming being offered at the Warming Centre by Public Health
- Outreach being provided at the Warming Centre by Community Supports
- Mealtimes for St. Vincent de Paul, and Wesley United Church
- Food Bank operating hours

Renfrew County and District Health Unit

In partnership with Public Health, the Centre offers weekly harm reduction education and programming every Wednesday afternoon. These sessions provided participants with vital information and supplies aimed at reducing the risks associated with substance use. This proactive, health-focused approach helps build trust and contributes to a safer and more informed community.

In addition, the way in which MacKay Manor staff approach clients was from a place of harm reduction and education. Even though substance use is not permitted on site, it remains essential to engage in harm reduction conversations. These discussions acknowledge the realities of a client's substance use without judgment, prioritizes their safety, and builds trust. Harm reduction strategies—such as education on safer use practices, overdose prevention, and access to resources like naloxone—can significantly reduce risks. By having open, non-stigmatizing conversations, staff create a supportive environment that respects the client's autonomy while promoting well-being and potentially laying the groundwork for future engagement in treatment or recovery services.

The Renfrew County and District Health Unit also supported operations of the Centre from a food inspection perspective and advised on requirements for the kitchenette facilities.

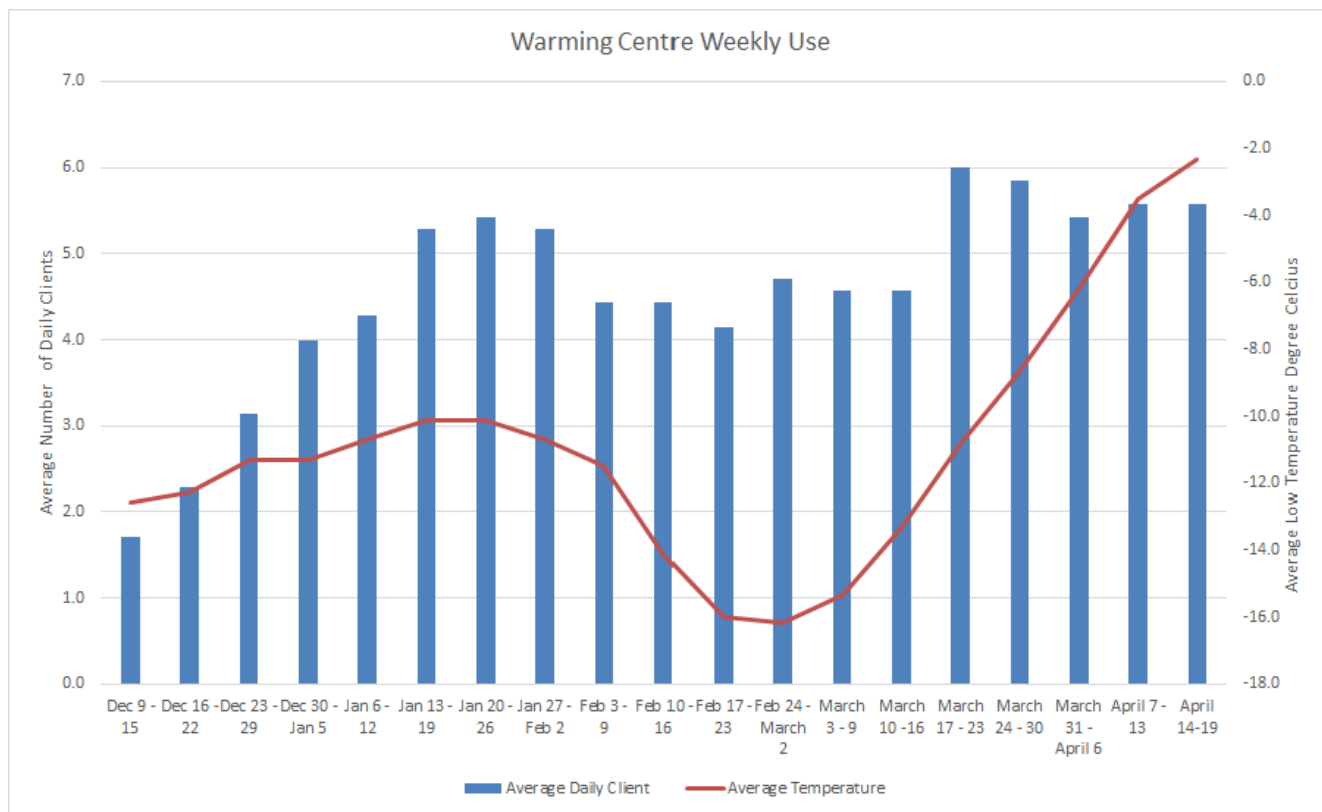
Service Usage

These numbers reflect not only a consistent and growing demand for safe overnight stays but also the critical role of daytime access for warming, rest, and connection to services.

Total Visits:
2,135

**Overnight
Stays:** 1469

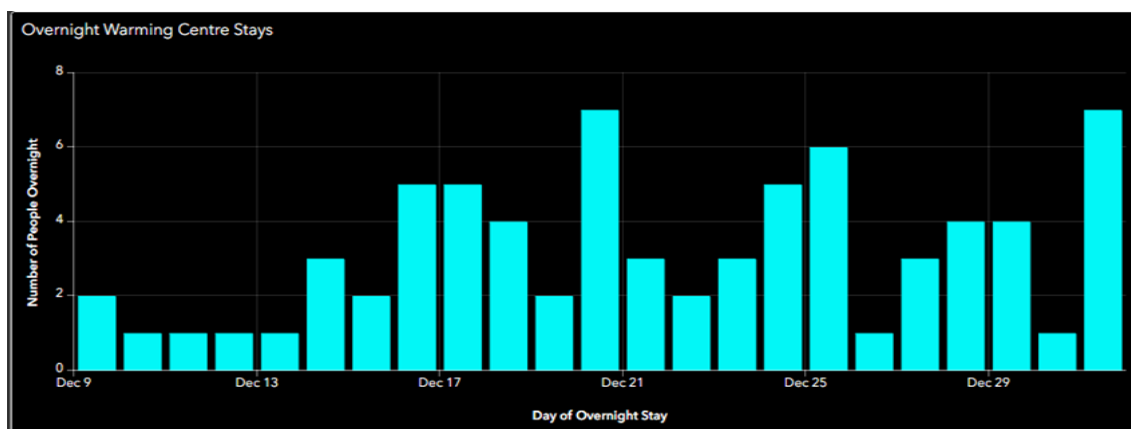
**Unique
Clients
Served:** 132



Monthly Statistics

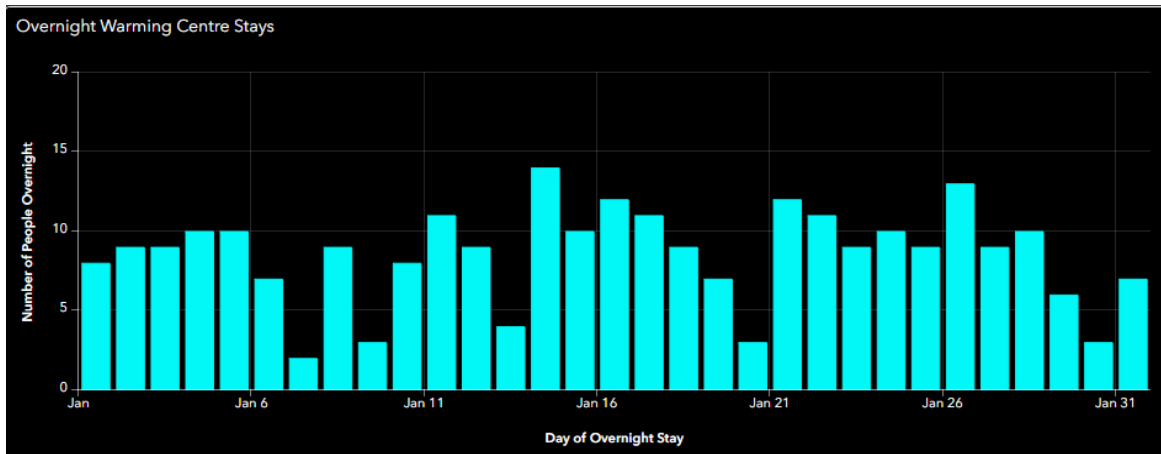
December 2024

- Warming Centre opened overnight (8pm-8am) to public on December 7
- Opened for 24/7 operations as of December 14
- 107 visits to the Centre
- 36 new unique clients
- 73 overnight stays
- Average visits per day (Dec 14-Dec 31): 6
- Average visits overnight: 3



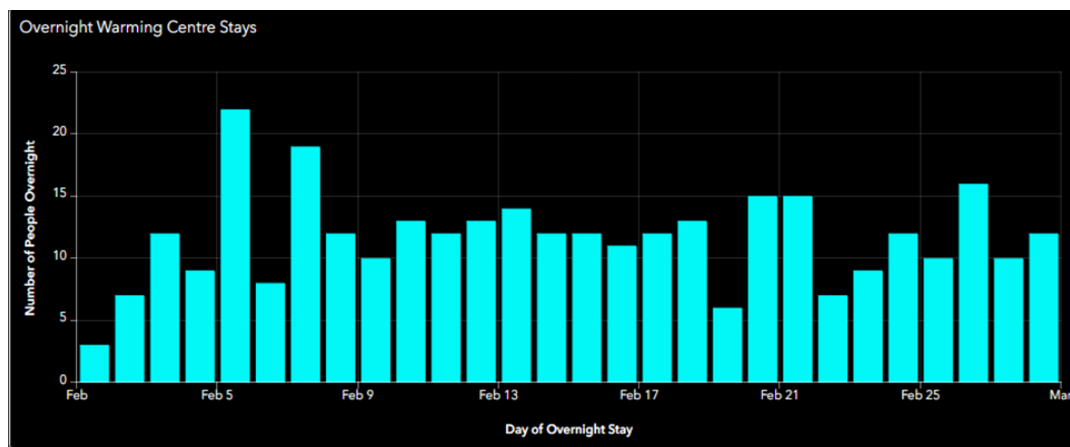
January 2025

- 357 visits
- 28 new unique clients
- 264 overnight stays
- Average visits per day: 12
- Average visits overnight: 9



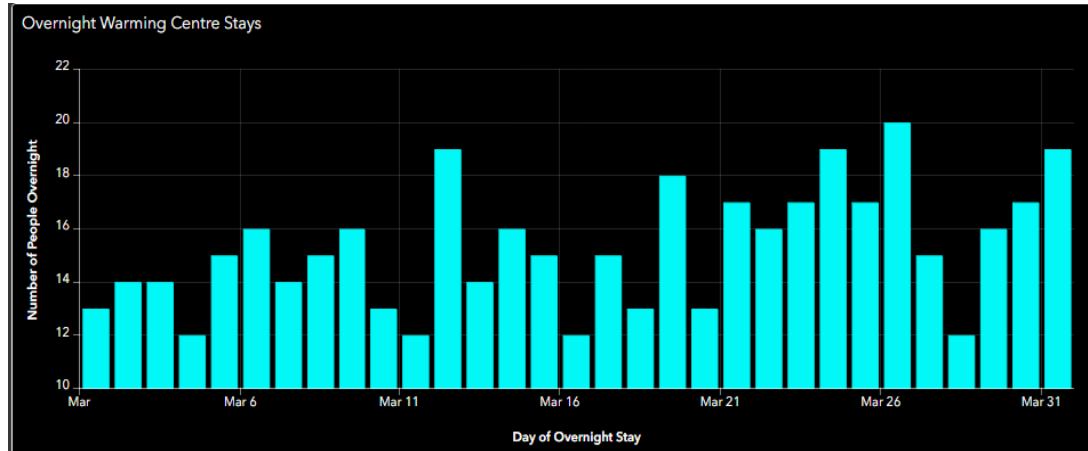
February 2025

- 456 visits to the Centre
- 31 new unique clients
- 326 overnight stays
- Average visits per day: 16
- Average visits overnight: 12



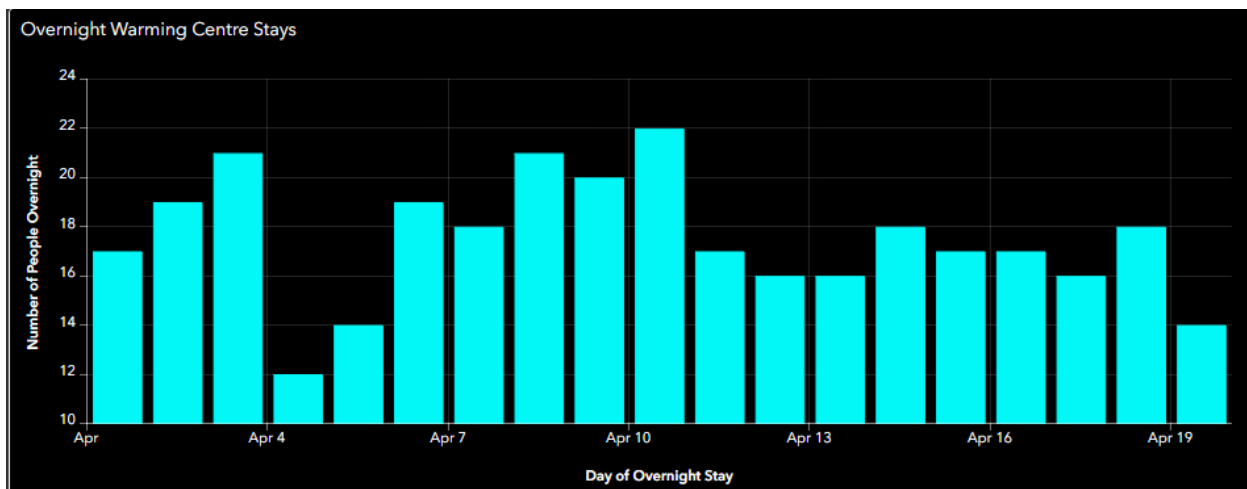
March 2025

- 720 Visits to the Centre
- 27 new unique Clients
- 474 Overnight Stays
- Average visits per day: 23
- Average visits overnight: 15

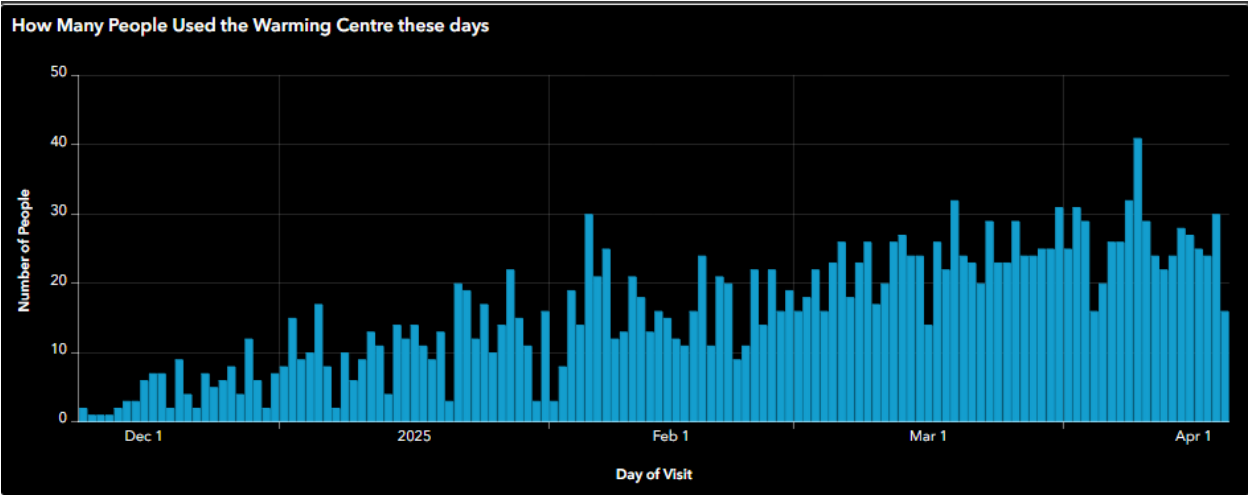


April 1 - April 19, 2025

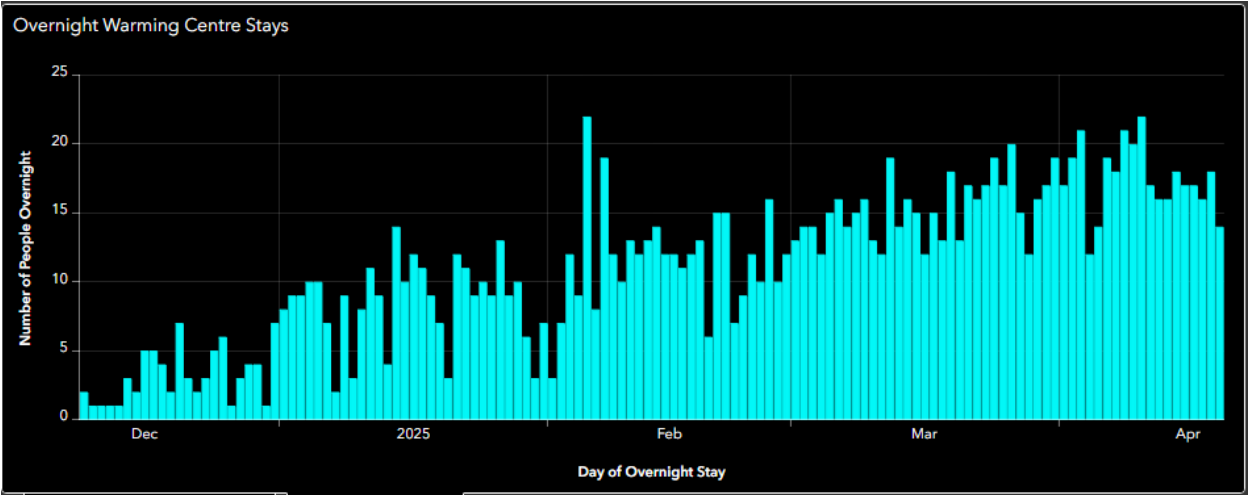
- 495 Visits to the Centre
- 10 new unique Clients
- 332 Overnight Stays
- Average visits per day: 26
- Average visits overnight: 17



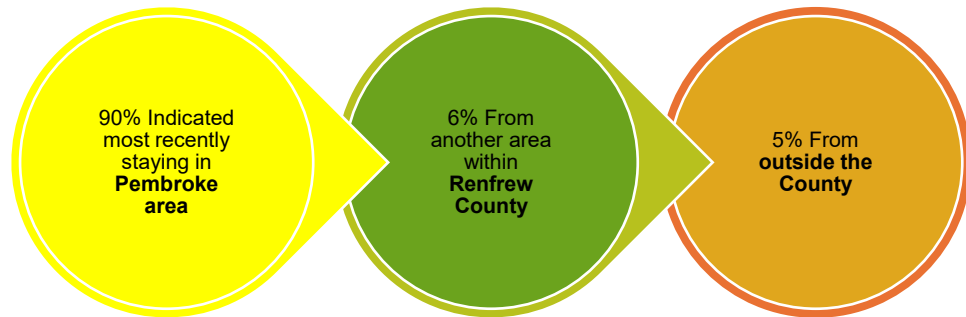
Overall Daytime Usage



Overall Nighttime Usage



Client Demographics



61% Male

36% Female

3% Other/Unreported

81% Adults aged
25–64

13% Youth aged
16–24

6% Seniors aged
65+

Financials

Between November 2024 and March 2025, the Warming Centre cost a total of \$282,129.66. Operating costs totaled \$178,503.53, with major allocations going toward staffing and service delivery through Mackay Manor, which totalled \$141,929.47 across five months. Lease costs for the Ontario Addiction Treatment Centre (OATC) location amounted to \$19,800.00, supporting consistent access to a stable facility. Additional operational costs covered a range of essentials including security, cleaning, and supplies. Capital expenses totaled \$103,626.13, primarily used for renovations and infrastructure improvements, such as plumbing, electrical work, security system upgrades, and general contracting, notably with T.S. General Contracting and Ethier Electric. Revenue has been provided by donations from the municipal governments of Pembroke & Petawawa, and the Province of Ontario Encampment Funding. In aggregate, the County of Renfrew has provided \$2,373,227.08 of its own funds to the Mesa program since inception to March 31, 2025.

Refer to Appendix A for a detailed breakdown of all Warming Centre revenue and expenses.

Next Steps

The funding through the Homelessness and Addiction Recovery Treatment (HART) Hub has provided the opportunity to continue the operations of the Warming Centre as a year-round component of the HART Hub system. This facility can continue to serve as a vital intake point for individuals with complex needs, including those experiencing homelessness, substance use, and mental health challenges.

The HART Hub will provide a range of services, including:

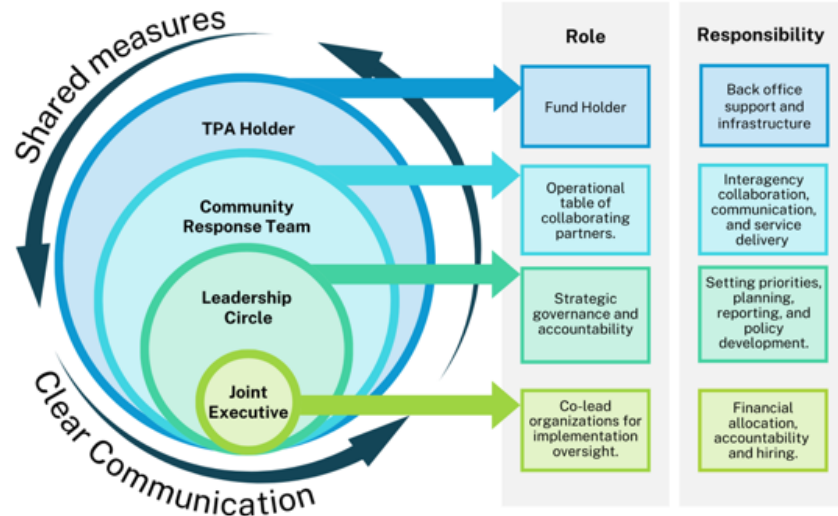
- Primary Care
- Mental Health Services
- Addiction Care and Support
- Social Services and Employment Support
- Supportive Bridge Housing Services

The chart below illustrates the Governance Model for the HART Hub. The Joint Executive is currently in the process of finalizing budget lines with the province, actively recruiting for the Hub Lead and other key management positions, and awaiting the final transfer payment agreement from the Ministry of Health.

HART Hub Governance Model

Key Components

1. Transfer Payment Agency (TPA)
2. Joint Executive
3. Leadership Circle
4. Community Response Team
5. Hub Lead
6. Hub Site Manager



With the implementation of the Hart Hub, this marks a pivotal moment to build on the strong foundation laid by community partners over the past year. It also presents an opportunity to introduce new service pathways, housing options, and treatment services that will more comprehensively support individuals facing homelessness, mental health challenges, and addictions. Backed by the province's funding commitment, these efforts aim to enhance service integration and improve health outcomes and overall well-being across our communities.

APPENDIX A

WARMING CENTRE REPORTING - DEC 31, 2024 AS OF APR 22, 2025
NOV - DEC 2024

NOV - DEC 2024 JAN - MAR 2025

CONTRIBUTIONS:

CITY OF PEMBROKE	\$	5,595.24	\$	94,404.76	\$	100,000.00
TOWN OF PETAWAWA	\$	1,119.05	\$	18,880.95	\$	20,000.00
ENCAMPMENT FUNDING - CAPITAL	\$	97,174.55	\$	3,969.59	\$	101,144.14
ENCAMPMENT FUNDING - OPERATING			\$	60,985.52	\$	60,985.52
	\$	103,888.84	\$	178,240.82	\$	282,129.66

EXPENSES - OPERATING

EXPENSES - OPERATING	INV #						
ONTARIO ADDICTION TREATMENT CENTRE	DEC 2024 RENT	\$	6,600.00		\$	6,600.00	
MASTERCARD LAZARY	DEC 10 2024	\$	114.29		\$	114.29	
AMAZON CANADA - EFT	CA55LTZACCU	\$		\$	9.15	\$	9.15
AMAZON CANADA - EFT	CA55LTZHACCU	\$		\$	13.16	\$	13.16
AMAZON CANADA - EFT	CA5VNH7DRGI	\$		\$	51.14	\$	51.14
AMAZON CANADA - EFT	CA5ZUC58J1O1	\$		\$	82.41	\$	82.41
AMAZON CANADA - EFT	CA56PPOOACCU	\$		\$	10.88	\$	10.88
AMAZON CANADA - EFT	CA59EQD8ACCU	\$		\$	10.89	\$	10.89
AMAZON CANADA - EFT	CA5EXHEOACCU	\$		\$	28.94	\$	28.94
AMAZON CANADA - EFT	CA5A1CBM8RI	\$		\$	33.57	\$	33.57
AMAZON CANADA - EFT	CA5ES2VXHGGI	\$		\$	38.55	\$	38.55
AMAZON CANADA - EFT	CA542363JAI	\$		\$	76.80	\$	76.80
AMAZON CANADA - EFT	CA5EY3VXHGGI	\$		\$	192.71	\$	192.71
AMAZON CANADA - EFT	CA569PQWACCU	\$		\$	65.97	\$	65.97
AMAZON CANADA - EFT	CA5SF55A25WI	\$		\$	74.55	\$	74.55
AMAZON CANADA - EFT	CA56BYK3ACCU	\$		\$	87.85	\$	87.85
AMAZON CANADA - EFT	1QDW-CKLQ-DQWX	-\$		\$	0.01	-\$	0.01
AMAZON CANADA - EFT	CA51U2ISAZ5WI	\$		\$	19.14	\$	19.14
AMAZONCANADA - EFT	CA51VG65AZ5WI	\$		\$	19.14	\$	19.14
AMAZON CANADA - EFT	CA59EQD8ACCU	\$		\$	23.38	\$	23.38
AMAZON CANADA - EFT	CA51DMJAWJ5I	\$		\$	25.42	\$	25.42
AMAZON CANADA - EFT	CA50OUZXYUI	\$		\$	30.47	\$	30.47
AMAZON CANADA - EFT	CA59EIM3ACCU	\$		\$	40.81	\$	40.81
AMAZON CANADA - EFT	CA53Z3QHR0GI	\$		\$	47.81	\$	47.81
AMAZON CANADA - EFT	CA53WVUR5WI	\$		\$	47.98	\$	47.98
AMAZON CANADA - EFT	CA53ZTVQSQI	\$		\$	14.85	\$	14.85
AMAZON CANADA - EFT	CA53M1ID87UI	\$		\$	19.93	\$	19.93
AMAZON CANADA - EFT	CA51H9W0ESCI	\$		\$	20.34	\$	20.34
AMAZONCANADA - EFT	CA5G0Y2LACCU	\$		\$	20.65	\$	20.65
AMAZON CANADA - EFT	CA52KY1CYKUI	\$		\$	20.66	\$	20.66
AMAZON CANADA - EFT	CA5NNW57K4I	\$		\$	20.95	\$	20.95
J.R.G. PLUMBING - EFT	45	\$		\$	301.21	\$	301.21
J.R.G. PLUMBING - EFT	74	\$		\$	554.59	\$	554.59
J.R.G. PLUMBING - EFT	59	\$		\$	1,208.40	\$	1,208.40
ONTARIO ADDICTION TREATMENT CENTRE - EFT	01/01/2025	\$		\$	6,600.00	\$	6,600.00
ONTARIO ADDICTION TREATMENT CENTRE - EFT	01/02/2025	\$		\$	6,600.00	\$	6,600.00
ONTARIOADDICTION TREATMENT CENTRE - EFT	01/03/2025	\$		\$	6,600.00	\$	6,600.00
THE SECURITY COMPANY - EFT	241712	\$		\$	232.62	\$	232.62
ULINE CANADA CORP - EFT	15671012	\$		\$	2,190.43	\$	2,190.43
MACKAY MANOR - EFT	NOV 24	\$		\$	13,643.55	\$	13,643.55
MACKAY MANOR - EFT	DEC 24	\$		\$	15,226.69	\$	15,226.69
MACKAY MANOR - EFT	JAN 25	\$		\$	31,391.36	\$	31,391.36
MACKAY MANOR - EFT	FEB 25	\$		\$	37,638.17	\$	37,638.17
MACKAY MANOR - EFT	Mar-25	\$		\$	44,029.70	\$	44,029.70
ECOMAIDS INC.	3218	\$		\$	705.52	\$	705.52
ECOMAIDS INC.	3227	\$		\$	1,248.25	\$	1,248.25
J.R.G. PLUMBING - EFT	141	\$		\$	259.49	\$	259.49
J.R.G. PLUMBING - EFT	128	\$		\$	302.23	\$	302.23
TOMLINSON ENVIRONMENTAL - EFT	AMINV13431	\$		\$	361.25	\$	361.25
TOMLINSON ENVIRONMENTAL - EFT	AMINV19034	\$		\$	289.00	\$	289.00
AMAZON CANADA - EFT	CA55Z363JAI	\$		\$	67.96	\$	67.96
AMAZON CANADA - EFT	CA56N363JAI	\$		\$	67.96	\$	67.96
AMAZON CANADA - EFT	CA56P363JAI	\$		\$	67.96	\$	67.96
AMAZON CANADA - EFT	CA53AHV5AZ5WI	\$		\$	68.51	\$	68.51
AMAZON CANADA - EFT	CA51ZP27K5AI	\$		\$	81.39	\$	81.39
AMAZON CANADA - EFT	CA574XCBH8I	\$		\$	128.18	\$	128.18
GIANT TIGER - PEMBROKE	05/03/2025	\$		\$	776.73	\$	776.73
		\$	6,714.29	\$	171,789.24	\$	178,503.53

EXPENSES - CAPITAL

CITY OF PEMBROKE	BY LAW 2018-01 - 156 JOHN ST	\$	3,144.14		\$	3,144.14
SLAWOMIR TYLOCH (T.S. GENERAL CONTRACTING) -EFT	106	\$	20,352.00		\$	20,352.00
THE SECURITY COMPANY - EFT	240207	\$	1,793.21		\$	1,793.21
NMR ENGINEERING - EFT	531-01	\$	3,561.60		\$	3,561.60
DEMERS MASONRY INC. - EFT	847	\$	6,614.40		\$	6,614.40
J.R.G. PLUMBING - EFT	2027	\$	7,137.95		\$	7,137.95
ETHIER ELCTRIC INC.	8358	\$	18,810.34		\$	18,810.34
SLAWOMIR TYLOCH (T.S. GENERAL CONTRACTING) - EFT	107	\$	22,509.62		\$	22,509.62
MASTERCARD-BLACKBURN	DEC 10 2024	\$	2,706.73		\$	2,706.73
HOME DEPOT CREDIT SERVICES - EFT	2473631	\$	47.26		\$	47.26
HOME DEPOT CREDIT SERVICES - EFT	3452034	\$	181.76		\$	181.76
KS SECURITY- EFT	12302024-01	\$	8,904.00		\$	8,904.00
PRE-LOCK SECURITY SERVICES INC.	234806		305.28		\$	305.28
PRE-LOCK SECURITY SERVICES INC.	234630		885.31		\$	885.31
MASTERCARD-LAZARY	DEC 30 2024	\$	220.95		\$	220.95
SLAWOMIR TYLOCH (T.S. GENERAL CONTRACTING) - EFT	114			\$	6,451.58	\$ 6,451.58
		\$	97,174.55	\$	6,451.58	\$ 103,626.13

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