

COUNTY OF RENFREW



MINUTES OF THE PROCEEDINGS

of the

COUNCIL OF THE CORPORATION

of the

COUNTY OF RENFREW

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**- Budget Workshop Information Session -**

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County Council  
Pembroke, Ontario  
February 22, 2011

**BUDGET WORKSHOP INFORMATION SESSION**

The Budget Workshop Information Session of the Council of the Corporation of the County of Renfrew was held at 9:00 a.m., February 22, 2011.

The Warden, Robert Sweet, presided.

The roll was called and all members were found to be present except Reeve Lentz and Mayor Rabishaw.

Moved by: Reeve Rathwell  
Seconded by: Mayor Wilson

THAT this meeting become a closed meeting for the following purpose(s) - Time – 9:05 a.m.

(a) the security of the property of the municipality or local board;

(b) personal matters about an identifiable individual, including municipal or local board employees;

- (c) a proposed or pending acquisition or disposition of land by the municipality or local board;
- (d) labour relations or employee negotiations;
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another act;
- (h) A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:
  - (i) The meeting is held for the purpose of educating or training the members AND
  - (ii) At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

CARRIED.

Moved by: Mayor Visneskie  
 Seconded by: Reeve Stewart

THAT this resume as an open session of County Council. Time – 9:20 a.m.

CARRIED.

Warden Sweet provided opening remarks as follows:

Good morning County Councillors, staff and media and welcome to the 2011 County of Renfrew Budget Workshop Session.

For the information provided today, I would like to thank Mr. Jim Kutschke and the Finance Department for the excellent work done in preparing the draft budgets for review by Committee and County Council. I would also like to thank our CAO, Jim Hutton, our Department Heads and all staff for their work on preparing the draft budget. Lastly, I would like to thank all Committees for their review of their respective budgets and providing direction to County Council.

In terms of municipal budgets, the difficulties resulting from past provincial downloading have been recently compounded by our difficult economic times, particularly in the forestry, manufacturing and agricultural sectors of our economy. As our ratepayers struggle with increased costs, it is extremely important to bring forward a responsible budget at the County level.

Although municipalities did not get everything that they requested during the Provincial Municipal Fiscal Service Delivery Review (PMFSDR), the Province did enact significant uploads for social services that should not have been downloaded to the property tax base. Province-wide, these savings will amount to \$1.5 billion between the years 2008 and 2018. As you will see as we review the budget, the provincial uploading costs in 2011 have had a significant benefit to the proposed budget. We need to continue to press the province to complete the upload exercise pertaining to roads and bridges.

As a participant on the Review Panel, I can tell you that the Province refused a request to legislate that the benefits of the upload be shared with the lower tiers. The Province indicated that this would have to be addressed at the upper tier.

In reviewing the draft budget that was prepared by staff, I was very pleased to see that County staff has prepared a budget that is very responsible in terms of ratepayers at both the upper and lower-tier. By continuing a recent trend of a lower tax rate at the upper tier, and not utilizing the full benefits of assessment growth, the proposed budget provides taxation room at the lower tier.

Combined with a reduced education tax rate, the reduction in the County tax rate is truly good news for our lower tiers.

I will now ask Mayor Briscoe, Chair of the Finance & Administration Committee to oversee the review of the draft budget.

Thank you.

Mayor Raye-Anne Briscoe, Chair of the Finance & Administration Committee provided opening remarks as follows:

Welcome Mr. Warden and fellow members of County Council, CAO Jim Hutton and Department Heads, members of the media and the public.

Ladies and Gentlemen, County staff will be reviewing the following documents which can be found on your desk today:

1. 2011 Budget Projection – General Revenue Fund
2. Public Works Budget
3. Miramichi Lodge Budget
4. Bonnechere Manor Budget
5. Renfrew County Housing Corporation Budget

6. Schedule of Reserves – 2011
7. Capital Fund Budget - 2011
8. 2011 Staffing Changes
9. Business Cases for each Staffing change

During and following the presentation, I invite questions on the 2011 budget as presented to the February meetings of the various Standing Committee's of County Council.

It is my goal and the goal of the Finance & Administration Committee to make every effort to adopt the 2011 County of Renfrew Budget by the end of this month.

In August 2007, the Honourable Dalton McGuinty, Premier of Ontario announced that the Government of Ontario would upload \$935 million in disability and drug benefits over a period of four years. The upload began in 2008 with 100% of the cost of the Ontario Drug Benefit Program (ODB) and continued into 2009 with the upload of 100% of the cost of administering the Ontario Disability Support Program (ODSP). The total cost of ODSP benefits would be uploaded by 2011. The Provincial-Municipal and Fiscal Service Delivery Review (PMFSDR) Report continued the Social Assistance Upload trend by transferring the municipal costs of Ontario Works Benefits (income and employment assistance) starting in 2010 and continuing over a nine-year period until 2018.

Early 2010, the Finance & Administration Committee requested from the Chief Administrative Officer and Department Heads to overview uploaded cost savings to be realized from 2011 to 2018 and for staff to prepare a report for the consideration of County Council by mid-year 2010. On August 13, 2010 a report to the Finance & Administration Committee was presented by CAO, Jim Hutton and Department Heads. The 2011 budget projection that was made to Council in mid-2010, indicated the Social Assistance upload savings of \$2,251,976 for 2011 (ODSP \$2,215,526; Ontario Works Benefits \$36,450) was offset by the loss of OMPF Funding (\$308,300), the loss of one-time reserves utilized within the 2010 budget (\$1,218,000) and a projected 2% Cost of Living Adjustment for 2011 of \$635,927 brought the forecasted 2011 levy close to the levy requirement in 2010 of \$34,048,322.

The 2011 budget for the Corporation of the County of Renfrew that will be presented today includes a levy increase of \$170,267 or a 0.5% increase over the 2010 levy requirement.

Considering the real assessment growth for the County of Renfrew of 1.6% over 2010 leaves county tax room expressed in dollars of approximately \$375,000. In the past, local municipalities have also taken advantage of reduced county and education tax rates which will have been lowered again in 2011.

You will hear from County staff today the costs for the County programs that are being provided for in 2011.

Again, I invite active participation from members of County Council today during and after the overview of the 2011 County of Renfrew Budget by staff.

Before I turn it over to our Chief Administrative Officer Jim Hutton, are there any questions from Council.

Thank you.

A copy of the 2011 General Revenue Fund Budget was distributed and is attached as Appendix I.

Chief Administrative Officer/Clerk Mr. Jim Hutton provided remarks as follows:

Thank you Chair Briscoe, Warden Sweet and members of County Council.

Prior to commencing our budget review, I would like to briefly comment on our budget process and capital asset management.

In terms of our process, work on the budget started last August and our Department Heads and staff have worked hard as a team to get us to this point today. Last fall, after consultation with Past Warden Rathwell, and Chair of Finance & Administration Committee Mayor Briscoe, Department Heads were asked to use a target of 2% in preparing their respective budgets. As you will see, some departments were able to meet or exceed this target, while others were not. This is not surprising, as the budget variables faced by each department (provincial legislation, cost-sharing of programs, etc.) are quite different. Overall, however, I believe the target helped us get to the proposed draft/preliminary budget increase of 0.50%.

The other aspect of our budget that I wish to mention is capital asset management.

To allow for better planning for building maintenance, the RCHC completed an engineering study in 2007 (Capital Reserve Fund Study and Life Cycle Audit). Similar studies were completed for all other County facilities in 2008.

Departments are now bringing forward Capital Asset Management Plans based on the engineering reports (mainly Renfrew County Housing Corporation, Miramichi Lodge and Bonnechere Manor). We know we need to invest in the maintenance of our buildings. The plans are meant to be preventative and to reduce or eliminate unexpected expenses.

Finally, Department Heads and staff are here to answer questions and to provide information regarding our budget. If we do not have the answer or information immediately available, we will endeavour to provide it as quickly as possible.

Mr. James D. Kutschke, Treasurer/Deputy Clerk overviewed the 2011 General Revenue Fund Budget (Operations and Development & Property Committees).

Moved by: Mayor Campbell

Seconded by: Mayor Emon

THAT the Public Works contract position (Engineering Technician) be negotiated on an annual basis and that it be renewed yearly.

MOTION DEFEATED.

Moved by: Reeve Stack  
Seconded by: Reeve Green

THAT the Public Works contract position (Engineering Technician) be negotiated on an annual basis between an individual and the Director of Public Works with no annual business case required to be submitted to County Council; AND FURTHER THAT it is the intention that this contract position be funded through capital projects rather than the operating budget.

CARRIED.

Constant Creek Bridge – a public meeting was held and there was not support on the structure of the bridge which was designed by Genivar. This will be brought back to the Operations Committee for discussion on available options.

Council recessed at 10:45 a.m. Council reconvened at 11:02 a.m. with the same persons present.

Moved by: Reeve Rathwell  
Seconded by: Reeve Stewart

THAT the new Forester position stated in the draft budget of February 22, 2011 be approved as proposed.

CARRIED.

Moved by: Mayor Murphy  
Seconded by: Reeve Stewart

THAT the summer student positions within the Development & Property Department be approved as proposed.

CARRIED.

Moved by: Mayor Campbell  
Seconded by: Mayor Emon

THAT the OVTA (Ottawa Valley Tourist Association) activity is stimulating growth in the County of Renfrew be recognized through an annual increase in contribution commensurate with the increase in annual percentage of County new assessment growth.

Moved by: Mayor Campbell  
Seconded by: Mayor Emon

THAT the above resolution regarding the OVTA be tabled.

MOTION CARRIED.

Council asked staff to work on a report providing estimates of in-kind contributions by the County of Renfrew to the Ottawa Valley Tourist Association.

Council recessed for lunch at 11:55 a.m. Council reconvened at 12:40 p.m. with the same members present.

Chair Briscoe thanked Shayne Hoelke and Bonnechere Manor for the art class at Bonnechere Manor which was highlighted on The Regional Contact Show on Saturday, February 19, 2011.

Moved by: Reeve Stack  
Seconded by: Mayor Campbell

THAT the carpet in the Council Chambers not be replaced in 2011, but that any necessary repairs be made to the existing carpet.

CARRIED.

The proposed budget recommended an increase in the Tariff of Fees. Mayor Campbell requested staff review that if the increase is approved, can we offer an incentive after the environmental assessment is completed.

Moved by: Mayor Weckworth  
Seconded by: Mayor Visneskie

THAT the Tariff of Fees related to planning applications not be revised as proposed in the 2011 Development & Property Committee budget.

CARRIED.

Mr. Jeff Foss, Financial Services Officer overviewed the Health Committee budget.

Moved by: Mayor Campbell  
Seconded by: Reeve Stewart

THAT the part-time Rehabilitation Assistant be approved as proposed in the 2011 Bonnechere Manor Budget (BM-01 Business Case, Bonnechere Manor Budget).

CARRIED.

Moved by: Mayor Visneskie  
Seconded by: Mayor Campbell

THAT the part-time Rehabilitation Assistant (ML-02 Business Case, Miramichi Lodge Budget) and the part-time Laundry Aide (ML-01 Business Case, Miramichi Lodge Budget) be approved as proposed in the 2011 Miramichi Lodge Budget.

CARRIED.

Reeve Stack requested that the number of Quebec residents that live in our Long-Term Care Homes be communicated to County Council at some time in the future.

Moved by: Reeve Stack  
Seconded by: Mayor Visneskie

THAT County Council adjourn. Time – 2:40 p.m.

CARRIED.

A second Budget Workshop Information Session of the Council of the Corporation of the County of Renfrew was held at 9:00 a.m., February 24, 2011.

The Warden, Robert Sweet, presided.

The roll was called and all members were found to be present except Mayor Murphy, Mayor Rabishaw, Reeve Green, Reeve Stack and Mayor Thompson.

Warden Sweet reminded Council that the following resolution was tabled at the February 22, 2011 Budget Workshop as follows:

Moved by: Mayor Campbell  
Seconded by: Mayor Emon

THAT the OVTA (Ottawa Valley Tourist Association) activity is stimulating growth in the County of Renfrew be recognized through an annual increase in contribution commensurate with the increase in annual percentage of County new assessment growth.

MOTION TABLED.

Chair Briscoe advised Council that in order to deal with this resolution in accordance with our Procedural By-law, there is a need to bring forward the tabled motion at the next similar type of meeting, and therefore must be dealt with today.

Mayor Campbell indicated that the OVTA will not be meeting in March and the issue cannot be dealt with at this time and she recommended that the motion be withdrawn.

Moved by: Mayor Campbell  
Seconded by: Mayor Emon

THAT the following motion regarding OVTA be withdrawn;

Moved by: Mayor Campbell  
Seconded by: Mayor Emon

THAT the OVTA (Ottawa Valley Tourist Association) activity is stimulating growth in the County of Renfrew be recognized through an annual increase in contribution commensurate with the increase in annual percentage of County new assessment growth.

CARRIED.

Reeve Stack entered the meeting at 9:15 a.m.

Mr. Jeff Foss overviewed the Social Services Committee budget.

Reeve Green entered the meeting at 9:17 a.m.

Moved by: Mayor Visneskie

Seconded by: Mayor Wilson

THAT County Council approve that the Data Entry Clerk position in the Child Care Division be increased by an additional 910 hours to become a full-time Secretary 1 position in Group Two of the County of Renfrew Employment By-law # 1.

CARRIED.

Moved by: Reeve Green

Seconded by: Mayor Visneskie

THAT County Council approve an increase of 1820 hours for a site supervisor position to the Ontario Works Division on a term contract basis to replace the current site supervisor who has been seconded to the Social Services Solution Modernization Project with the Ministry of Community & Social Services for a twenty-nine month period.

CARRIED.

Mayor Murphy entered the meeting at 10:07 a.m.

Council recessed at 10:25 a.m. Council reconvened at 10:40 a.m. with the same persons present.

Moved by: Reeve Rathwell

Seconded by: Reeve Green

THAT a full-time Unionized Tenant Relations Coordinator for a one-year contract term be hired for the Renfrew County Housing Corporation to support the delivery, management and administration of social housing and tenant relations in Group 6, Grid Year 1 (\$20.58), Year 2 (\$22.04) and Year 3 (\$23.53) as proposed in Business Case RCHC-01 Social Services Committee budget; FURTHER THAT the position be reviewed at the end of one year to determine cost savings and consideration of alternate options.

Amendment to Motion:

Moved by: Mayor Campbell  
Seconded by: Mayor Visneskie

THAT the original motion be amended to hire a Unionized Tenant Relations Coordinator on a one-year contract position, to be reviewed at the end of one-year in light of cost savings and/or assessment of other models.

MOTION DEFEATED.

ORIGINAL MOTION CARRIED.

Council directed that all future Business cases include a job description during the budget process.

Moved by: Reeve Stack  
Seconded by: Mayor Visneskie

THAT the Finance & Administration Committee review the remuneration of the Warden and County Councillors for consideration for County Council in 2011 for implementation in the 2012 budget year.

CARRIED.

Moved by: Mayor Visneskie  
Seconded by: Reeve Stack

THAT the allotment per County Councillor for attendance at conferences be increased from \$2,000 per year to \$2,500 per County Councillor for 2011.

CARRIED.

Moved by: Reeve Stewart  
Seconded by: Reeve Stack

THAT the compensation for County Councillors for attendance at conferences be reviewed by the Finance & Administration Committee for implementation in 2012.

CARRIED.

Moved by: Reeve Stewart  
Seconded by: Reeve Green

THAT the \$10,000 for electronic voting be removed from the Finance Department budget.

CARRIED.

Mayor Campbell asked staff to consider the timing of the review of the 2012 budget so that actual expenditures from the previous year are available.

Moved by: Mayor Visneskie  
Seconded by: Reeve Lentz

THAT County council approve a reduction in hours to the part-time Secretary I Meals-On-Wheels position by thirteen (13) hours annual, reflective of the reduction in Meals on Wheels usage, but meeting the employer's obligation to accommodate.

CARRIED.

Moved by: Mayor Visneskie  
Seconded by: Reeve Lentz

THAT County Council approve that the Paramedic hours be increase by 2,832 hours due to the current collective agreement and the increase of statutory holiday hours from the current 8 hours to 12 hours.

CARRIED.

Moved by: Reeve Stewart  
Seconded by: Mayor Emon

THAT a By-law to adopt the estimates of the sums required during the year for 2011 for general, capital and all purposes of the County of Renfrew be adopted at this session of County Council; AND FURTHER THAT the 2011 tax rates for County purposes be adopted by by-law after the adoption of the 2011 tax policy by-laws.

CARRIED.

Moved by: Mayor Visneskie  
Seconded by: Reeve Stack

THAT County Council adjourn. Time – 1:30 p.m.

CARRIED.



## WELCOME TO THE 2011 COUNTY OF RENFREW BUDGET WORKSHOP

February 22, 2011

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## Documents

- 2011 Detailed Budget
- 2011 Staffing Changes
- Slide Deck

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## 2011 County of Renfrew Budget

| 2010 Levy    | 2011 Levy    | Difference | %    |
|--------------|--------------|------------|------|
| \$34,048,322 | \$34,218,589 | \$170,267  | 0.5% |

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## 2011 Tax Policy Not Finalized – But Assuming Status Quo From 2010

- Use Adjusted Start Ratios from OPTA
- 50% Budgetary Increase to Restricted Class – Industrial
- Wtd CVA Increase In 2011 is 8.18%
  - Real growth is 1.6%
  - Reassessment change is 6.4%

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## County Tax Room

- Real Growth 1.6%
- 2010 wt assessment \* 1.6% \* 2010 residential county tax rate = \$545,000
- 2011 levy increase is only \$170,267
- County Tax Room created = \$374,733

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## 2011 Budget Impact on Tax Rate After Assessment Growth

| 2010 Rate  | 2011 Rate  | Difference         | %             |
|------------|------------|--------------------|---------------|
| 0.00413359 | 0.00383907 | <b>-0.00029452</b> | <b>-7.125</b> |

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## Residential – Rate Impact per \$100,000 CVA – County Only

| 2010     | 2011     | % Change | \$ Change |
|----------|----------|----------|-----------|
| \$413.36 | \$383.91 | -7.125%  | -29.45    |



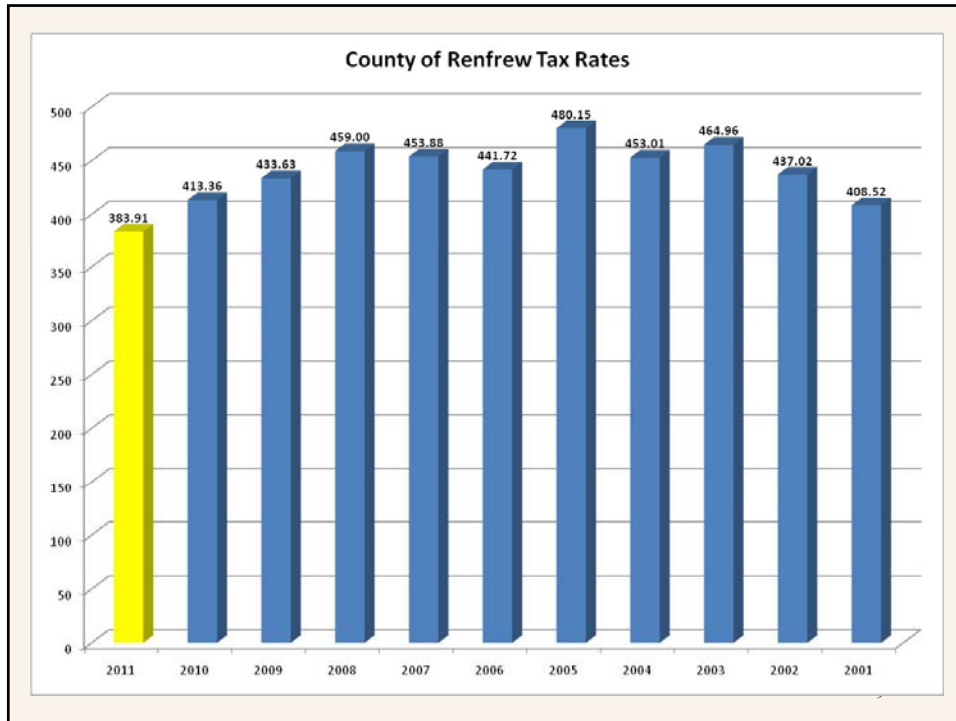
7

## Residential – Rate Impact

2010 – 100,000 CVA  
 2011 – 106,400 CVA (6.4% reassessment)

2010 County taxes = \$413.36  
 2011 County taxes = \$408.48  
 Difference (\$4.88)

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## Tax Rate Trend

- This is the lowest County tax rate in 10 years.

**Estimated Res. Education Tax Rates  
Were Released By the Province on  
January 31, 2011**

| 2011     | 2010     | %<br>Change   | \$ Change    |
|----------|----------|---------------|--------------|
| \$231.00 | \$241.00 | <b>-4.15%</b> | <b>-\$10</b> |

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**Combined County and Education  
Res. Rates for 2011**

|           | 2010     | 2011     | Difference<br>\$ | Difference<br>% |
|-----------|----------|----------|------------------|-----------------|
| County    | \$413.36 | \$383.91 | <b>-29.45</b>    | <b>-7.13%</b>   |
| Education | \$241.00 | \$231.00 | <b>-10.00</b>    | <b>-4.15%</b>   |
| Total     | \$654.36 | \$614.91 | <b>-39.45</b>    | <b>-6.03%</b>   |

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## Budget Overview

- By Committee
  - Departmental Budget

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## Committee Order

- Operations
- Development & Property
- Health
- Social Services
- Finance & Administration

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## Tariff of Fees By-law

- By-law 17-08 of the County of Renfrew is the Tariff of Fees By-law that applies to the processing of applications made in respect of planning matters.
- Below is a table that outlines the proposed increases for 2011. A more detailed comparison between Counties is available.
- It should be noted that the fees for plans of subdivision/condominium are not recommended for an increase.

| Planning Applications   | From     | To       | Variance \$ | Variance % |
|-------------------------|----------|----------|-------------|------------|
| Consent Application     | \$565.00 | \$575.00 | \$10.00     | 1.8%       |
| Recirculation Fee       | \$34.00  | \$35.00  | \$1.00      | 3.0%       |
| Validation of Title     | \$460.00 | \$470.00 | \$10.00     | 2.2%       |
| Official Plan Amendment | \$425.00 | \$435.00 | \$10.00     | 2.4%       |
| Zoning By-law Amendment | \$290.00 | \$300.00 | \$10.00     | 3.4%       |
| Combined OPA & ZBA      | \$635.00 | \$650.00 | \$15.00     | 2.4%       |

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## User Fee By-Law

- Changes proposed to the user fee by-law for 2011 have been considered during the development of the various program budgets that are affected:
  - D&P (maps)
  - Provincial Offences Administration (room rental)
  - Bonnechere Manor (room rental)
  - Miramichi Lodge (room rental)

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## OPERATIONS COMMITTEE

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## PW - Hours

- No Change in Public Works staffing

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# Public Works

|  | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|--|--------------------|--------------------|--------------------|-----------------------------------|-------------------|
|  |                    |                    |                    | <u>Variance \$</u>                | <u>Variance %</u> |
| <b>PUBLIC WORKS</b>                    | <b>13,267,899</b>  | <b>12,636,710</b>  | <b>12,800,000</b>  | <b>631,189</b>                    | <b>5.0%</b>       |
| Administration                         | 1,029,600          | 1,021,135          | 988,800            | 8,465                             | 0.8%              |
| Capital Works - Management             | 473,000            | 480,800            | 570,000            | (7,800)                           | -1.6%             |
| Clearing                               | 0                  | 0                  | 0                  | 0                                 |                   |
| Depreciation                           | 7,815,900          | 7,745,378          | 7,745,378          | 70,522                            | 0.9%              |
| Equipment                              | (324,600)          | (547,615)          | (609,000)          | 223,015                           | -40.7%            |
| Housing                                | 251,100            | 223,390            | 211,900            | 27,710                            | 12.4%             |
| Maintenance                            | 5,801,000          | 5,561,000          | 5,421,200          | 240,000                           | 4.3%              |
| Recoveries - Federal                   | (200,000)          | (950,000)          | (335,000)          | 750,000                           | -78.9%            |
| Recoveries - Other                     | (43,300)           | (60,000)           | (35,000)           | 16,700                            | -27.8%            |
| Recoveries - Provincial                | (200,000)          | (950,000)          | (335,000)          | 750,000                           | -78.9%            |
| Surplus Adjustment - Trf To Reserves   | 324,600            | 100,000            | 0                  | 224,600                           | 224.6%            |
| Surplus Adjustment - Trf From Reserves | (3,637,701)        | (5,000,000)        | (4,891,900)        | 1,362,299                         | -27.2%            |
| Surplus Adjustment - Capital           | 9,794,200          | 12,758,000         | 11,814,000         | (2,963,800)                       | -23.2%            |
| Surplus Adjustment - Depreciation      | (7,815,900)        | (7,745,378)        | (7,745,378)        | (70,522)                          | 0.9%              |

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# Public Works

|                       | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|-----------------------|--------------------|--------------------|--------------------|-----------------------------------|-------------------|
|                       |                    |                    |                    | <u>Variance \$</u>                | <u>Variance %</u> |
| <b>MAINTENANCE</b>    | <b>5,801,000</b>   | <b>5,561,000</b>   | <b>5,421,200</b>   | <b>240,000</b>                    | <b>4.3%</b>       |
| Bridges and Culverts  | 179,000            | 203,000            | 213,000            | (24,000)                          | -11.8%            |
| Roadside Maintenance  | 529,500            | 435,500            | 444,100            | 94,000                            | 21.6%             |
| Hard Top Maintenance  | 1,249,000          | 1,166,000          | 947,600            | 83,000                            | 7.1%              |
| Loose Top Maintenance | 34,000             | 34,000             | 43,000             | 0                                 | 0.0%              |
| Winter Control        | 3,149,400          | 3,097,000          | 3,095,600          | 52,400                            | 1.7%              |
| Safety Devices        | 650,500            | 597,000            | 598,400            | 53,500                            | 9.0%              |
| Misc                  | 163,200            | 144,000            | 160,000            | 19,200                            | 13.3%             |
| Recoveries            | (153,600)          | (115,500)          | (80,500)           | (38,100)                          | 33.0%             |

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## Public Works

|                           | <u>2011 Budget</u>      | <u>2010 Budget</u>      | <u>2009 Budget</u>      | <u>2011 Budget vs 2010 Budget</u> |                      |
|---------------------------|-------------------------|-------------------------|-------------------------|-----------------------------------|----------------------|
|                           |                         |                         |                         | <u>Variance \$</u>                | <u>Variance %</u>    |
| <b><u>EQUIPMENT</u></b>   | <b><u>(324,600)</u></b> | <b><u>(547,615)</u></b> | <b><u>(609,000)</u></b> | <b><u>223,015</u></b>             | <b><u>-40.7%</u></b> |
| Small Equipment, Misc     | 45,400                  | 20,500                  | 31,000                  | 24,900                            | 121.5%               |
| Vehicle Operating Costs   | 1,230,000               | 1,331,885               | 1,160,000               | (101,885)                         | -7.6%                |
| Vehicle Operating Revenue | (1,600,000)             | (1,900,000)             | (1,800,000)             | 300,000                           | -15.8%               |
| Recoveries                | 0                       | 0                       | 0                       | 0                                 |                      |

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## Public Works - Capital

| <u>Secondary Category</u>       | <u>2011 Budget \$</u> | <u>Asset Purchase Description</u>   |
|---------------------------------|-----------------------|-------------------------------------|
| Hard Surface - Asphalt          | 200,000               | County Road 22 (Grattan Road)       |
| Road Substructure - Rehab       | 700,000               | County Road 22 (Grattan Road)       |
| Hard Surface - Asphalt          | 350,000               | County Road 28 (Barron Canyon Road) |
| Road Substructure - Rehab       | 450,000               | County Road 28 (Barron Canyon Road) |
| Road Substructure - Reconstruct | 480,000               | County Road 34 (Whelan Road)        |
| Hard Surface - Asphalt          | 200,000               | County Road 61 (Haley Road)         |
| Road Substructure - Rehab       | 550,000               | County Road 61 (Haley Road)         |
| Hard Surface - Asphalt          | 300,000               | County Road 62 (Combermere Road)    |
| Road Substructure - Rehab       | 250,000               | County Road 62 (Combermere Road)    |
| Hard Surface - Asphalt          | 150,000               | County Road 63 (Flat Rapids Road)   |
| Road Substructure - Reconstruct | 650,000               | County Road 63 (Flat Rapids Road)   |
| Hard Surface - Other            | 200,000               | County Road 64 (Opeongo Road) - ST  |
| Road Substructure - Reconstruct | 150,000               | County Road 64 (Opeongo Road)       |
| Hard Surface - Asphalt          | 150,000               | County Road 66 (Opeongo Road)       |
| Road Substructure - Reconstruct | 750,000               | County Road 66 (Opeongo Road)       |
| Hard Surface - Asphalt          | 200,000               | County Road 68 (Letterkenny Road)   |
| Road Substructure - Reconstruct | 600,000               | County Road 68 (Letterkenny Road)   |
| Hard Surface - Other            | 75,000                | County Road 69 (Siberia Road) - ST  |
| Road Substructure - Rehab       | 80,000                | Guide Rails - Various Locations     |
| Road Substructure - Rehab       | 60,000                | County Road 20 Frost Heave Repair   |
| Bridge - Permanent - Rehab      | 620,000               | B-032 - Calabogie Bridge            |
| Bridge - Permanent - Rehab      | 260,000               | B-053 - Constant Creek Bridge       |
| Bridge - Permanent - Rehab      | 700,000               | B-203 - Petawawa River Bridge       |
| Bridge - Permanent - Rehab      | 150,000               | Bridge Repairs - General            |
| Traffic Control Systems         | 200,000               | Winner's Circle - Amprior - NEW     |

22

## Public Works - Capital

| Secondary<br>Category    | 2011<br>Budget \$ | Asset Purchase Description          |
|--------------------------|-------------------|-------------------------------------|
| Capital Work in Progress | 30,400            | County Road 10 (Division Street)    |
| Capital Work in Progress | 30,000            | County Road 70 (Ruby Road)          |
| Capital Work in Progress | 50,000            | County Road 71 (Matawatchan Road)   |
| Capital Work in Progress | 50,000            | C-030 - Hales Creek Culvert         |
| Capital Work in Progress | 50,000            | B-067 - Addington Bridge            |
| Capital Work in Progress | 20,000            | B-055 - Mountain Chute Bridge - DCS |
| Capital Work in Progress | 10,000            | B-102 - Brennens Creek Bridge - DCS |
| Capital Work in Progress | 15,000            | C-227 - Mink Creek Culvert - SE     |
| Capital Work in Progress | 25,000            | C-201 - Broomes Creek Culvert - SE  |
| Capital Work in Progress | 7,000             | C037 - Bagot Creek Culvert - SE     |
|                          | <b>8,762,400</b>  |                                     |

23

## Public Works - Capital

| Secondary<br>Category            | 2011<br>Budget \$ | Asset Purchase Description         |
|----------------------------------|-------------------|------------------------------------|
| Attachments (plow/spreader, etc) | 20,000            | Boom Type Mower - Southwest Patrol |
| Computer Hardware                | 12,000            | Scanner                            |
| Flat Roofing                     | 110,000           | Roof Replacement - Goshen Patrol   |
| Backhoe/Loaders                  | 100,000           | Backhoe/Loader - Southwest Patrol  |
| Heavy Duty Trucks                | 250,000           | Heavy Duty Truck - Pembroke Patrol |
| Heavy Duty Trucks                | 250,000           | Heavy Duty Truck - Goshen Patrol   |
| Heavy Duty Trucks                | 205,800           | Heavy Duty Truck - Cobden Patrol   |
| Light Duty Trucks                | 28,000            | Light Duty Trucks - Goshen Patrol  |
| Light Duty Trucks                | 28,000            | Light Duty Trucks - Cobden Patrol  |
| Light Duty Trucks                | 28,000            | Light Duty Trucks - Construction   |
|                                  | <b>1,031,800</b>  |                                    |

24

## Development & Property Committee

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## D&P - Hours

| <u>Department</u> | <u>Job Title</u> | <u>2011 Budget</u><br><u>Hours</u> | <u>2010 Budget</u><br><u>Hours</u> | <u>Variance</u><br><u>Hours</u> |
|-------------------|------------------|------------------------------------|------------------------------------|---------------------------------|
| Forestry          | Forester         | 1,365                              |                                    | 1,365                           |
| Pembroke          | Student          | 400                                | 280                                | 120                             |
| RCP               | Student          | 400                                | -                                  | 400                             |
|                   |                  | <u>2,165</u>                       | <u>280</u>                         | <u>1,885</u>                    |

|                  |         |
|------------------|---------|
| Business Cases – | For-01  |
|                  | Prop-01 |
|                  | Prop-02 |

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# D&P - Net County Cost

|                                   | <u>2011 Budget vs 2010 Budget</u> |                    |                    |                    |                   |
|-----------------------------------|-----------------------------------|--------------------|--------------------|--------------------|-------------------|
|                                   | <u>2011 Budget</u>                | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> |
| PROPERTY - Pembroke               | 358,029                           | 322,944            | 322,263            | 35,085             | 10.9%             |
| PROPERTY - Renfrew County Place   | (166,482)                         | (166,482)          | (156,607)          | 0                  | 0.0%              |
| PROPERTY - Arnprior Base          | 0                                 | 0                  | 0                  | 0                  |                   |
| PROPERTY - Barry's Bay Base       | 0                                 | 0                  | 0                  | 0                  |                   |
| PROPERTY - Petawawa Base          | 0                                 | 0                  | 0                  | 0                  |                   |
| FORESTRY DEPT.                    | (86,939)                          | (65,142)           | (57,958)           | (21,797)           | 33.5%             |
| SPECIAL PROJECTS                  | 20,000                            | 20,000             | 20,000             | 0                  | 0.0%              |
| ECONOMIC DEVELOPMENT              | 366,555                           | 345,593            | 345,799            | 20,962             | 6.1%              |
| ENTERPRISE CENTRE                 | 28,055                            | 28,055             | 25,250             | 0                  | 0.0%              |
| OTTAWA VALLEY TOURIST ASSOCIATION | 170,541                           | 170,541            | 170,541            | 0                  | 0.0%              |
| PLANNING DEPARTMENT               | 672,694                           | 674,165            | 650,457            | (1,471)            | -0.2%             |
| AGRICULTURE & REFORESTATION       | 22,000                            | 22,000             | 22,000             | 0                  | 0.0%              |
|                                   | <u>1,384,453</u>                  | <u>1,351,674</u>   | <u>1,341,745</u>   | <u>32,779</u>      | <u>2.4%</u>       |

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|  | <u>2011 Budget vs 2010 Budget</u> |                    |                    |                    |                   |
|--|-----------------------------------|--------------------|--------------------|--------------------|-------------------|
|  | <u>2011 Budget</u>                | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> |
| PROPERTY - Pembroke                    | 358,029                           | 322,944            | 322,263            | 35,085             | 10.9%             |
| Salaries                               | 126,674                           | 121,547            | 122,218            | 5,124              | 4.2%              |
| Employee Benefits                      | 29,280                            | 28,091             | 27,296             | 1,189              | 4.2%              |
| Advertising                            | 1,500                             | 0                  | 0                  | 1,500              |                   |
| Capital - under threshold              | 158,300                           | 0                  | 0                  | 158,300            |                   |
| Depreciation                           | 191,991                           | 191,947            | 191,947            | 44                 | 0.0%              |
| Elevator Maintenance                   | 5,200                             | 5,100              | 5,100              | 100                | 2.0%              |
| Garbage Disposal                       | 3,200                             | 3,000              | 3,000              | 200                | 6.7%              |
| Groundskeeping                         | 5,000                             | 5,000              | 5,000              | 0                  | 0.0%              |
| Insurance                              | 30,580                            | 28,580             | 33,503             | 2,000              | 7.0%              |
| Janitorial Contract                    | 93,940                            | 93,940             | 93,940             | 0                  | 0.0%              |
| Legal                                  | 500                               | 500                | 500                | 0                  | 0.0%              |
| Lights, Heat & Power                   | 125,000                           | 125,000            | 129,920            | 0                  | 0.0%              |
| Mechanical                             | 16,500                            | 16,500             | 16,500             | 0                  | 0.0%              |
| Memberships/Subscriptions              | 2,100                             | 2,100              | 2,100              | 0                  | 0.0%              |
| Miscellaneous                          | 2,500                             | 2,500              | 2,500              | 0                  | 0.0%              |
| Office Supplies                        | 6,400                             | 6,400              | 6,400              | 0                  | 0.0%              |
| Professional Development               | 500                               | 500                | 500                | 0                  | 0.0%              |
| Recoveries - County                    | (10,000)                          | (5,000)            | (5,000)            | (5,000)            | 100.0%            |
| Recoveries - Other                     | (2,000)                           | (42,000)           | (7,500)            | 40,000             | -95.2%            |
| Recruitment                            | 0                                 | 0                  | 0                  | 0                  |                   |
| Repairs & Maintenance                  | 32,650                            | 32,650             | 40,750             | 0                  | 0.0%              |
| Revenue - Health Unit Lease            | (284,792)                         | (268,664)          | (268,664)          | (16,128)           | 6.0%              |
| Security & Monitoring                  | 4,000                             | 4,000              | 4,000              | 0                  | 0.0%              |
| Special Projects                       | 0                                 | 0                  | 24,000             | 0                  |                   |
| Surplus Adjustment - Trf From Reserves | (330,000)                         | (70,000)           | 0                  | (260,000)          | 371.4%            |
| Surplus Adjustment - Trf To Reserves   |                                   |                    | 75,000             |                    |                   |
| Surplus Adjustment - Capital           | 330,000                           | 220,500            | 0                  | 109,500            | 49.7%             |
| Surplus Adjustment - Depreciation      | (191,991)                         | (191,947)          | (191,947)          | (44)               | 0.0%              |
| Telephone                              | 2,500                             | 3,200              | 3,200              | 1,700              | -21.9%            |
| Travel                                 | 3,500                             | 4,500              | 4,500              | (1,000)            | -22.2%            |
| Vehicle Expenses                       | 5,000                             | 5,000              | 5,000              | 0                  | 0.0%              |

### Pembroke Property – Non TCA

|  |                  |
|--|------------------|
| Clean ductwork                                       | \$15,000         |
| Exterior caulking of windows/doors (deferred from 2  | \$50,000         |
| Install automatic louvres on generator building      | \$7,000          |
| Install handicap operators on front doors            | \$4,500          |
| Install handicap operators on public washrooms       | \$18,000         |
| Purchase commercial push lawnmower                   | \$800            |
| Replace cardboard dumpster                           | \$1,500          |
| Replace carpet in Health Unit (selective)            | \$15,000         |
| Develop options for Pembroke area buildings          | \$25,000         |
| Replace floor tiles at entrance doors and stairwells | \$6,500          |
| Replace large thermopanes in Hard Rock               | \$15,000         |
|  | <b>\$158,300</b> |

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### Pembroke Property –TCA

| Secondary<br>Category              | 2011<br>Budget \$ | Asset Purchase Description                               |
|------------------------------------|-------------------|--|
| Brick, Mortar, or Steel Commercial | 25,000            | Replace ceiling tiles in Health Unit                     |
| Brick, Mortar, or Steel Commercial | 80,000            | Building Automation system for HVAC (deferred from 2010) |
| Brick, Mortar, or Steel Commercial | 30,000            | Replace carpet in Council Chambers                       |
| Parking Lot/Sidewalk               | 175,000           | Pave east parking lot & improve drainage                 |
| Computer Hardware                  | 15,000            | Purchase wide format digital scanner                     |
| Small Equipment                    | 5,000             | Purchase portable manlift for maintenance (safety)       |
|                                    | <b>330,000</b>    |  |

**Paid for by the Building Reserve Fund**

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|  | 2011 Budget     | 2010 Budget     | 2009 Budget     | 2011 Budget vs 2010 Budget |              |
|--|-----------------|-----------------|-----------------|----------------------------|--------------|
|  |                 |                 |                 | Variance \$                | Variance %   |
| <b>FORESTRY DEPT.</b>                  | <b>(86,939)</b> | <b>(65,142)</b> | <b>(57,958)</b> | <b>(21,797)</b>            | <b>33.5%</b> |
| Salaries                               | 119,203         | 84,333          | 81,492          | 34,870                     | 41.3%        |
| Benefits                               | 19,768          |                 |                 | 19,768                     |              |
| Advertising                            | 400             | 1,500           | 2,000           | (1,100)                    | -73.3%       |
| Capital - Under Threshold              | 0               | 0               | 0               | 0                          |              |
| Conventions                            | 1,000           | 1,000           | 1,000           | 0                          | 0.0%         |
| Depreciation                           | 15,761          | 15,487          | 15,487          | 274                        | 1.8%         |
| Legal                                  | 500             | 2,000           | 2,500           | (1,500)                    | -75.0%       |
| Maintenance Operations                 | 1,000           | 1,000           | 2,000           | 0                          | 0.0%         |
| Memberships/Subscriptions              | 5,800           | 5,400           | 400             | 400                        | 7.4%         |
| Miscellaneous                          | 2,000           | 3,000           | 3,000           | (1,000)                    | -33.3%       |
| Office Supplies                        | 5,000           | 3,475           | 5,350           | 1,525                      | 43.9%        |
| Professional Development               | 1,500           | 3,000           | 3,000           | (1,500)                    | -50.0%       |
| Property Survey Costs                  | 2,500           | 2,500           | 2,500           | 0                          | 0.0%         |
| Recoveries - Other                     | (4,500)         | 0               | (1,000)         | (4,500)                    |              |
| Recoveries - Timber Sales              | (266,860)       | (180,000)       | (180,000)       | (86,860)                   | 48.3%        |
| Recruitment                            | 1,000           | 0               | 1,000           | 1,000                      |              |
| Small Tools / Supplies                 | 1,500           | 1,000           | 1,000           | 500                        | 50.0%        |
| Special Project                        | 5,000           | 0               | 0               | 5,000                      |              |
| Surplus Adjustment - Trf From Reserves | (61,110)        | 0               | (40,000)        | (61,110)                   |              |
| Surplus Adjustment - Capital           | 25,000          | 0               | 8,000           | 25,000                     |              |
| Surplus Adjustment - Depreciation      | (15,761)        | (15,487)        | (15,487)        | (274)                      | 1.8%         |
| Travel                                 | 6,000           | 3,500           | 7,500           | 2,500                      | 71.4%        |
| Tree Marking                           | 250             | 250             | 500             | 0                          | 0.0%         |
| Tree Planting                          | 36,110          | 0               | 40,000          | 36,110                     |              |
| Vehicle Expenses                       | 12,000          | 2,900           | 1,800           | 9,100                      | 313.8%       |

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**Health Committee**

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## Health Committee (Net County \$'s)

|                      | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|----------------------|--------------------|--------------------|--------------------|-----------------------------------|-------------------|
|                      |                    |                    |                    | <u>Variance \$</u>                | <u>Variance %</u> |
| BONNECHERE MANOR     | 1,117,735          | 1,095,062          | 1,117,287          | 22,673                            | 2.1%              |
| MIRAMICHI LODGE      | 1,127,474          | 931,194            | 818,792            | 196,280                           | 21.1%             |
| OTHER LONG TERM CARE | 90,918             | 95,669             | 99,306             | (4,751)                           | -5.0%             |
| HEALTH SERVICES      | 1,383,754          | 1,211,036          | 1,211,036          | 172,718                           | 14.3%             |
| PARAMEDIC SERVICE    | 5,386,291          | 5,296,807          | 5,296,807          | 89,484                            | 1.7%              |
| EMERGENCY MANAGEMENT | 143,346            | 184,650            | 140,846            | (41,304)                          | -22.4%            |
|                      | <u>9,249,518</u>   | <u>8,814,418</u>   | <u>8,684,074</u>   | <u>435,101</u>                    | <u>4.9%</u>       |

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## Bonnechere Manor – County \$

|  | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|--|--------------------|--------------------|--------------------|-----------------------------------|-------------------|
|  |                    |                    |                    | <u>Variance \$</u>                | <u>Variance %</u> |
| <u>BONNECHERE MANOR</u>                | <u>1,117,735</u>   | <u>1,095,062</u>   | <u>1,117,287</u>   | <u>22,673</u>                     | <u>2.1%</u>       |
| Total Municipal Cost                   | 1,868,581          | 2,042,305          | 1,588,929          | (173,723)                         | -8.5%             |
| Recoveries - City of Pembroke          | (665,281)          | (658,229)          | (471,642)          | (7,053)                           | 1.1%              |
| Surplus Adjustment - Trf From Reserves | (85,565)           | (289,014)          | 0                  | 203,449                           | -70.4%            |

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## Bonnechere Manor - Hours

| <u>Department</u> | <u>Job Title</u>         | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>Variance</u> |
|-------------------|--------------------------|--------------------|--------------------|-----------------|
|                   |                          | <u>Hours</u>       | <u>Hours</u>       | <u>Hours</u>    |
| Client Programs   | Rehabilitation Assistant | 3,536              | 3,120              | 416             |
| Client Programs   | Dietician                | 1,080              | 720                | 360             |
| Dietary           | Food Services Supervisor | 3,255              | 2,548              | 707             |
| Nursing Direct    | Health Care Aides        | 122,252            | 120,432            | 1,820           |
|                   |                          | <b>130,123</b>     | <b>126,820</b>     | <b>3,303</b>    |

Business Case BM-01 and Resolutions from 2010

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## Bonnechere Manor - Expense

|   | <u>2011</u>       | <u>2010</u>       | <u>2009</u>       | <u>2011 Budget vs 2010 Budget</u> |                   |
|---|-------------------|-------------------|-------------------|-----------------------------------|-------------------|
|   | <u>Budget</u>     | <u>Budget</u>     | <u>Budget</u>     | <u>Variance \$</u>                | <u>Variance %</u> |
| CLIENT PROGRAMS & SERVICES              | 547,614           | 507,768           | 500,761           | 39,846                            | 7.8%              |
| NURSING SERVICES                        | 6,668,683         | 6,263,079         | 6,141,773         | 405,604                           | 6.5%              |
| DIETARY SERVICES                        | 1,636,048         | 1,552,590         | 1,533,155         | 83,458                            | 5.4%              |
| HOUSEKEEPING SERVICES                   | 800,656           | 727,115           | 719,351           | 73,542                            | 10.1%             |
| LAUNDRY AND LINEN SERVICES              | 382,165           | 364,923           | 360,234           | 17,241                            | 4.7%              |
| BUILDINGS AND PROPERTY MAINTENANCE      | 989,620           | 1,024,920         | 1,002,251         | (35,299)                          | -3.4%             |
| GENERAL AND ADMINISTRATIVE              | 992,191           | 964,291           | 967,381           | 27,900                            | 2.9%              |
| Homes for Aged Committee                | 3,000             | 3,000             | 3,000             | 0                                 | 0.0%              |
| Surplus Adjustment - To Reserves        | 100,000           | 0                 | 0                 | 100,000                           |                   |
| Surplus Adjustment - Capital            | 494,398           | 349,600           | 218,000           | 144,798                           | 41.4%             |
| Surplus Adjustment - Capital Auditorium | 656,825           | 750,000           | 0                 | (93,175)                          | -12.4%            |
| <b>TOTAL EXPENDITURE</b>                | <b>13,271,200</b> | <b>12,507,286</b> | <b>11,445,906</b> | <b>763,914</b>                    | <b>6.1%</b>       |

See BM Detailed Budgets

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# Bonnechere Manor - Capital

| Secondary Category                 | 2011 Budget \$   | Asset Purchase Description                 |
|------------------------------------|------------------|--|
| Brick, Mortar, or Steel Commercial | 20,000           | Door access control system ( cameras)      |
| Brick, Mortar, or Steel Commercial | 60,000           | Servery Renovations & flooring             |
| Brick, Mortar, or Steel Commercial | 656,825          | Remaing Auditorium to be funded            |
| Parking Lot/Sidewalk               | 100,000          | Asphalt 2 parking lots                     |
| Kitchen Equipment                  | 9,000            | Steam Table 5 Well                         |
| Kitchen Equipment                  | 15,000           | Refrigerator/Freezer Unit                  |
| Pumps and Tanks                    | 23,000           | Sewage pumps - to pump to municipal system |
| Kitchen Equipment                  | 25,000           | Steamer (Double Compartment)               |
| Furniture - Bathroom               | 30,000           | HM2 South Tub                              |
| Cleaning/Laundry Facilities        | 30,000           | 2 - 260 lb washers - laundry               |
| Medical Lift                       | 136,398          | Ceiling lifts                              |
| Shingle Roofing                    | 46,000           | Roofing - various locations                |
|                                    | <b>1,151,223</b> |  |

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|                                       | 2011 Budget       | 2010 Budget       | 2009 Budget       | 2011 Budget vs 2010 Budget Variance \$ | 2011 Budget vs 2010 Budget Variance % |
|---------------------------------------|-------------------|-------------------|-------------------|--|---------------------------------------|
| <b>MUNICIPAL SUBSIDY</b>              | <b>1,868,581</b>  | <b>2,042,305</b>  | <b>1,588,929</b>  | <b>(173,723)</b>                       | <b>-8.5%</b>                          |
| City of Pembroke -35.50%              | 665,281           | 658,229           | 512,559           | 7,053                                  | 1.1%                                  |
| County of Renfrew - 64.50%            | 1,203,300         | 1,384,076         | 1,076,370         | (180,776)                              | -13.1%                                |
| <b>RESIDENTS REVENUE</b>              | <b>3,170,978</b>  | <b>3,109,198</b>  | <b>3,074,432</b>  | <b>61,780</b>                          | <b>2.0%</b>                           |
| Basic Accommodation                   | 2,908,810         | 2,879,951         | 2,851,284         | 28,859                                 | 1.0%                                  |
| Preferred Accommodation               | 236,520           | 203,670           | 203,670           | 32,850                                 | 16.1%                                 |
| Respite Care                          | 24,648            | 24,577            | 18,478            | 71                                     | 0.3%                                  |
| Estate Recoveries - Provincial        | 700               | 700               | 700               | 0                                      | 0.0%                                  |
| Estate Recoveries - Municipal         | 300               | 300               | 300               | 0                                      | 0.0%                                  |
| Bed retention                         | 0                 | 0                 | 0                 | 0                                      |                                       |
| <b>OTHER REVENUE</b>                  | <b>524,166</b>    | <b>324,166</b>    | <b>0</b>          | <b>200,000</b>                         | <b>61.7%</b>                          |
| Donations                             | 524,166           | 324,166           | 0                 |  |                                       |
| <b>PROVINCIAL SUBSIDY</b>             | <b>7,289,567</b>  | <b>6,660,765</b>  | <b>6,508,574</b>  | <b>628,802</b>                         | <b>9.4%</b>                           |
| Operating Subsidy                     | 7,289,567         | 6,660,765         | 6,508,574         | 628,802                                | 9.4%                                  |
| <b>SURPLUS ADJUSTMENT - From Rese</b> | <b>417,908</b>    | <b>370,852</b>    | <b>273,971</b>    | <b>47,056</b>                          | <b>12.7%</b>                          |
| Surplus Adjustment - WSIB Reserve     | 0                 | 55,000            | 55,971            | (55,000)                               | -100.0%                               |
| Surplus Adjustment - Unallocated      | 405,107           | 0                 | 0                 | 405,107                                |                                       |
| Surplus Adjustment - EQUIP Reserve    | 12,801            | 315,852           | 218,000           | (303,051)                              | -95.9%                                |
| <b>GRAND TOTAL REVENUES</b>           | <b>13,271,200</b> | <b>12,507,286</b> | <b>11,445,906</b> | <b>763,914</b>                         | <b>6.1%</b>                           |

### BM-Municipal % Shift to City Of Pembroke – based on Resident Population

|              | 2010           | 2011           |
|--------------|----------------|----------------|
| Pembroke     | 32.13%         | 35.50%         |
| County       | 67.87%         | 64.50%         |
| <b>Total</b> | <b>100.00%</b> | <b>100.00%</b> |

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### BM-Municipal \$ Shift to City Of Pembroke – based on Resident Population

|                                 | <u>New %</u>            | <u>Old %</u>            | <u>Change</u> |
|---------------------------------|-------------------------|-------------------------|---------------|
| <b><u>MUNICIPAL SUBSIDY</u></b> | <b><u>1,868,581</u></b> | <b><u>1,868,581</u></b> |               |
| City of Pembroke -35.50%        | 665,281                 | 602,411                 | 62,870        |
| County of Renfrew - 64.50%      | 1,203,300               | 1,266,170               | (62,870)      |

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## Miramichi Lodge – County \$

|                               | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|-------------------------------|--------------------|--------------------|--------------------|-----------------------------------|-------------------|
|                               |                    |                    |                    | <u>Variance \$</u>                | <u>Variance %</u> |
| <b>MIRAMICHI LODGE</b>        | <b>1,127,474</b>   | <b>931,194</b>     | <b>818,792</b>     | <b>196,280</b>                    | <b>21.1%</b>      |
| Total Municipal Cost          | 1,751,022          | 1,375,026          | 1,165,232          | 375,995                           | 27.3%             |
| Recoveries - City of Pembroke | (623,548)          | (443,832)          | (346,440)          | (179,715)                         | 40.5%             |

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## Miramichi Lodge - Hours

| <u>Department</u>            | <u>Job Title</u>         | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>Variance</u> |
|------------------------------|--------------------------|--------------------|--------------------|-----------------|
|                              |                          | <u>Hours</u>       | <u>Hours</u>       | <u>Hours</u>    |
| Laundry                      | Laundry Aides            | 2,912              | 2,704              | 208             |
| Client Program               | Rehabilitation Assistant | 2,496              | 2,080              | 416             |
| Client Program               | Dietitian                | 996                | 923                | 73              |
| Food Services                | Food Services Supervisor | 2,970              | 2,496              | 474             |
| Nurse Direct                 | Health Care Aides        | 114,021            | 112,420            | 1,601           |
| <b>Miramichi Lodge Total</b> |                          | <b>123,395</b>     | <b>120,623</b>     | <b>2,772</b>    |

Business Cases ML-01, ML-02 & Resolutions

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## Miramichi Lodge - Expense

|  | <u>2011 Budget vs 2010 Budget</u> |                    |                    |                    |                   |
|--|-----------------------------------|--------------------|--------------------|--------------------|-------------------|
|  | <u>2011 Budget</u>                | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> |
| <u>CLIENT PROGRAMS &amp; SERVICES</u>  | 506,636                           | 469,888            | 463,426            | 36,748             | 7.8%              |
| <u>NURSING SERVICES</u>                | 6,425,980                         | 6,052,279          | 5,808,902          | 373,700            | 6.2%              |
| <u>FOOD SERVICES</u>                   | 1,597,124                         | 1,515,387          | 1,486,221          | 81,737             | 5.4%              |
| <u>HOUSEKEEPING SERVICES</u>           | 750,775                           | 707,807            | 665,836            | 42,968             | 6.1%              |
| <u>LAUNDRY AND LINEN SERVICES</u>      | 232,323                           | 214,579            | 211,991            | 17,744             | 8.3%              |
| <u>BUILDINGS AND PROPERTY</u>          | 909,037                           | 847,601            | 845,506            | 61,436             | 7.2%              |
| <u>GENERAL AND ADMINISTRATIVE</u>      | 993,473                           | 944,985            | 858,136            | 48,488             | 5.1%              |
| Homes for Aged Committee               | 3,000                             | 3,000              | 3,000              | 0                  | 0.0%              |
| Valley Manor Capital                   | 30,514                            | 30,514             | 30,514             | 0                  | 0.0%              |
| Surplus Adjustment - Trf To Reserves   | 100,000                           | 0                  | 0                  | 100,000            |                   |
| Surplus Adjustment - Principal         | 291,150                           | 275,355            | 260,417            | 15,795             | 5.7%              |
| Debenture Payment Interest Only (2024) | 335,660                           | 351,455            | 366,393            | (15,795)           | -4.5%             |
| Surplus Adjustment - Capital           | 221,737                           | 96,800             | 180,500            | 124,937            | 129.1%            |
| <b>GRAND TOTAL EXPENDITURE</b>         | <b>12,397,409</b>                 | <b>11,509,650</b>  | <b>11,180,842</b>  | <b>887,759</b>     | <b>7.7%</b>       |

See ML Detailed Budget

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## Miramichi Lodge - Capital

| <u>Secondary Category</u> | <u>2011 Budget \$</u> | <u>Asset Purchase Description</u>                |
|---------------------------|-----------------------|--|
| Parking Lot/Sidewalk      | 18,000                | Asphalt Sealing - as per Capital Assets Program  |
| Communications System     | 5,000                 | Emergency Alarm System                           |
| Kitchen Equipment         | 5,000                 | Upright Freezer                                  |
| Computer Software         | 8,500                 | IDT System Upgrade - going to a web based system |
| Generator                 | 25,000                | Power Factor Correction                          |
| Medical Lift              | 75,000                | 10 lifts   |
| Computer Hardware         | 85,237                | Point of Care and Completion of Wireless         |
|                           | <b>221,737</b>        |  |

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## Miramichi Lodge - Revenue

|   | 2011 Budget       | 2010 Budget       | 2009 Budget       | 2011 Budget vs 2010 Budget |               |
|---|-------------------|-------------------|-------------------|----------------------------|---------------|
|   |                   |                   |                   | Variance \$                | Variance %    |
| <b>MUNICIPAL SUBSIDY</b>                  | <b>1,751,022</b>  | <b>1,375,026</b>  | <b>1,165,232</b>  | <b>375,995</b>             | <b>27.3%</b>  |
| City of Pembroke -35.50%                  | 623,548           | 443,832           | 346,440           | 179,715                    | 40.5%         |
| County of Renfrew - 64.50%                | 1,127,474         | 931,194           | 818,792           | 196,280                    | 21.1%         |
| <b>REVENUE - MIRAMICHI LODGE</b>          | <b>3,313,365</b>  | <b>3,313,302</b>  | <b>3,177,936</b>  | <b>63</b>                  | <b>0.0%</b>   |
| Basic Accommodation                       | 2,791,624         | 2,791,624         | 2,700,790         | 0                          | 0.0%          |
| Respite Care                              | 21,741            | 21,678            | 17,246            | 63                         | 0.3%          |
| Bed Retention                             | 0                 | 0                 | 0                 | 0                          |               |
| Preferred Accommodation                   | 500,000           | 500,000           | 459,900           | 0                          | 0.0%          |
| Estate Recoveries - Provincial            | 0                 | 0                 | 0                 | 0                          |               |
| Estate Recoveries - Municipal             | 0                 | 0                 | 0                 | 0                          |               |
| <b>PROVINCIAL SUBSIDY</b>                 | <b>7,103,431</b>  | <b>6,724,522</b>  | <b>6,585,685</b>  | <b>378,909</b>             | <b>5.6%</b>   |
| Operating Subsidy                         | 6,476,324         | 6,097,414         | 5,958,578         | 378,910                    | 6.2%          |
| Capital Facility Subsidy                  | 627,107           | 627,107           | 627,107           | (1)                        | 0.0%          |
| <b>SURPLUS ADJUSTMENT - From Reserves</b> | <b>229,592</b>    | <b>96,800</b>     | <b>251,989</b>    | <b>132,792</b>             | <b>137.2%</b> |
| Surplus Adjustment - WSIB                 | 0                 | 0                 | 71,489            | 0                          |               |
| Surplus Adjustment - Unallocated          | 180,787           | 0                 | 0                 | 180,787                    |               |
| Surplus Adjustment - EQUIP                | 48,805            | 96,800            | 180,500           | (47,995)                   | -49.6%        |
| <b>GRAND TOTAL REVENUES</b>               | <b>12,397,409</b> | <b>11,509,650</b> | <b>11,180,842</b> | <b>887,759</b>             | <b>7.7%</b>   |

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## ML - Municipal % Shift to City Of Pembroke – based on Resident Population

|          | 2010    | 2011    |
|----------|---------|---------|
| Pembroke | 32.13%  | 35.50%  |
| County   | 67.87%  | 64.50%  |
| Total    | 100.00% | 100.00% |

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## ML - Municipal \$ Shift to City Of Pembroke – based on Resident Population

|                            | New %                   | Old %                   | Change   |
|----------------------------|-------------------------|-------------------------|----------|
| <b>MUNICIPAL SUBSIDY</b>   | <b><u>1,751,022</u></b> | <b><u>1,751,022</u></b> | <b>0</b> |
| City of Pembroke -35.50%   | 623,548                 | 564,640                 | 58,908   |
| County of Renfrew - 64.50% | 1,127,474               | 1,186,382               | (58,908) |

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## North Renfrew Long-Term Care Inc.

- Transfer of 21 beds from Bonnechere Manor
- Municipal Contribution (Letter of Understanding)
  - Lesser of:
    - (i) \$18.39 per resident day
    - (ii) *Municipal per diem for B/M adjusted for Capital related expenses*
    - (iii) *net per diem funding shortfall for NRLTC*
- 2011 Budget based on \$18.39/resident day
- **Total County/City contribution: \$140,959**
  - **County Share 64.50% \$90,918**
  - **City Share 35.50% \$50,041**

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## Renfrew County & District Health Unit

|                     | 2010               | 2011               | Difference<br>\$ | Difference<br>% |
|---------------------|--------------------|--------------------|------------------|-----------------|
| <b>Contribution</b> | <b>\$1,211,036</b> | <b>\$1,383,754</b> | <b>172,718</b>   | <b>14.3%</b>    |

### ⌘Obligated Municipalities

|                                   |                           |
|-----------------------------------|---------------------------|
| • County of Renfrew (85.77%)      | \$1,383,754               |
| ▪ City of Pembroke (13.01%)       | \$ 209,894                |
| ▪ Twp. Of South Algonquin (1.22%) | \$ 19,683                 |
|                                   | <b><u>\$1,613,331</u></b> |

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## Paramedic – County \$

- Goal of maintaining the 50/50 Funding Ratio With Provincial \$ was not achieved
- 50.4% municipal vs 49.6% province
- Provincial Revenue is Being Reduced By \$60,062 from 2010 – letter received from area representative
- New Collective Agreement is Reflected in this budget
- Reserves Decreased by \$931,303 over and above TCA

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|   | 2011 Budget | 2010 Budget | 2009 Budget | 2011 Budget vs 2010 Budget |            |
|---|-------------|-------------|-------------|----------------------------|------------|
|   |             |             |             | Variance \$                | Variance % |
| Admin - Salaries                            | 564,478     | 542,670     | 541,783     | 21,808                     | 4.0%       |
| Admin - Employee Benefits                   | 130,257     | 122,533     | 118,257     | 7,724                      | 6.3%       |
| Admin - Admin Charge                        | 86,000      | 90,350      | 89,100      | (4,350)                    | -4.8%      |
| Admin - Base Hospital Charges               | 30,660      | 29,767      | 29,767      | 893                        | 3.0%       |
| Admin - Communication Fees                  | 72,230      | 64,230      | 64,230      | 8,000                      | 12.5%      |
| Admin - Computer Supply & Maintenance       | 89,333      | 67,333      | 67,333      | 22,000                     | 32.7%      |
| Admin - Conferences & Conventions           | 4,996       | 4,996       | 4,996       | 0                          | 0.0%       |
| Admin - HR Charge                           | 143,657     | 137,924     | 134,759     | 5,733                      | 4.2%       |
| Admin - IT Charge                           | 57,564      | 54,501      | 38,251      | 3,063                      | 5.6%       |
| Admin - Legal                               | 39,367      | 38,220      | 31,158      | 1,147                      | 3.0%       |
| Admin - Membership Fees                     | 1,744       | 1,693       | 1,639       | 51                         | 3.0%       |
| Admin - Office Expenses                     | 34,979      | 34,979      | 34,979      | 0                          | 0.0%       |
| Admin - Professional Development            | 37,974      | 37,974      | 37,974      | 0                          | 0.0%       |
| Admin - Recruitment                         | 6,365       | 6,365       | 6,365       | 0                          | 0.0%       |
| Admin - Special Projects                    | 30,000      | 30,000      | 4,005       | 0                          | 0.0%       |
| Admin - Travel                              | 30,596      | 29,705      | 29,705      | 891                        | 3.0%       |
| Admin - Uniform Allowances                  | 700         | 700         | 0           | 0                          | 0.0%       |
| Depreciation                                | 640,956     | 467,102     | 467,102     | 173,854                    | 37.2%      |
| Paramedic - Salaries                        | 7,861,536   | 7,142,591   | 6,976,627   | 718,945                    | 10.1%      |
| Paramedic - Benefits                        | 1,687,973   | 1,544,983   | 1,508,971   | 142,990                    | 9.3%       |
| Paramedic - Base Station Costs              | 441,000     | 821,840     | 698,797     | (380,840)                  | -46.3%     |
| Paramedic - Insurance                       | 257,998     | 241,120     | 167,341     | 16,878                     | 7.0%       |
| Paramedic - Insurance Claims Costs          | 22,660      | 22,660      | 20,600      | 0                          | 0.0%       |
| Paramedic - Operational Costs               | 106,954     | 106,954     | 106,954     | 0                          | 0.0%       |
| Paramedic - Leased Equipment                | 147,000     |             |             | 147,000                    |            |
| Paramedic - Small Equipment & Supplies      | 435,000     | 188,000     | 136,910     | 247,000                    | 131.4%     |
| Paramedic - Vehicle Operation & Maintenance | 603,784     | 586,199     | 558,285     | 17,585                     | 3.0%       |
| Surplus Adjustment - Trf To Reserves        | 640,956     | 947,400     | 1,166,976   | (306,444)                  | -32.3%     |
| Surplus Adjustment - Capital                | 841,000     | 947,400     | 984,000     | (106,400)                  | -11.2%     |
| Surplus Adjustment - Depreciation           | (640,956)   | (467,102)   | (467,102)   | (173,854)                  | -37.2%     |
|   | 14,406,761  | 13,843,087  | 13,559,762  | 563,674                    | 4.1%       |

| Paramedic TCA's    |                |   |
|--------------------|----------------|---|
| Secondary Category | 2011 Budget \$ | Asset Purchase Description                |
| Computer Software  | 16,000         | IMEDIC software upgrade (Defib Interface) |
| Ambulance          | 165,000        |   |
| Ambulance          | 165,000        |   |
| Ambulance          | 165,000        |   |
| Ambulance          | 165,000        |   |
| Ambulance          | 165,000        |   |
|                    | 841,000        |   |

|   | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|---|--------------------|--------------------|--------------------|-----------------------------------|-------------------|
|   |                    |                    |                    | <u>Variance \$</u>                | <u>Variance %</u> |
| Provincial Subsidy - Operating            | (6,096,868)        | (6,156,930)        | (6,156,930)        | 60,062                            | -1.0%             |
| Recovery - County                         | (52,000)           | (49,500)           | (49,500)           | (2,500)                           | 5.1%              |
| Recovery - Cross Border                   | (142,329)          | (139,538)          | (136,802)          | (2,791)                           | 2.0%              |
| Recovery - Other Agency (Heart & Stroke)  | (30,000)           | (20,000)           | 0                  | (10,000)                          | 50.0%             |
| Revenue - Other                           | (110,000)          | (130,000)          | (75,600)           | 20,000                            | -15.4%            |
| Surplus Adjustment - Trf From Reserves    | (1,772,303)        | (1,190,189)        | (984,000)          | (582,114)                         | 48.9%             |
| Municipal Contribution - City of Pembroke | (816,970)          | (860,123)          | (860,123)          | 43,153                            | -5.0%             |
| <b>Total Revenues</b>                     | <b>(9,020,470)</b> | <b>(8,546,280)</b> | <b>(8,262,955)</b> | <b>(474,190)</b>                  | <b>5.5%</b>       |
| <b>Net Paramedic Costs</b>                | <b>5,386,291</b>   | <b>5,296,807</b>   | <b>5,296,807</b>   | <b>89,484</b>                     | <b>1.7%</b>       |

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## Emergency Management

|                                  | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|----------------------------------|--------------------|--------------------|--------------------|-----------------------------------|-------------------|
|                                  |                    |                    |                    | <u>Variance \$</u>                | <u>Variance %</u> |
| <b>EMERGENCY MANAGEMENT</b>      | <b>143,346</b>     | <b>184,650</b>     | <b>140,846</b>     | <b>(41,304)</b>                   | <b>-22.4%</b>     |
| Emergency Management             | 28,176             | 28,176             | 28,176             | 0                                 | 0.0%              |
| 911                              | 54,590             | 54,590             | 54,590             | 0                                 | 0.0%              |
| Purchased Service - Consultant   | 15,000             | 15,000             | 15,000             | 0                                 | 0.0%              |
| Admin Charge (Paramedic Service) | 52,000             | 49,500             | 49,500             | 2,500                             | 5.1%              |
| Fire Services Charges            | 88,580             | 88,580             | 88,580             | 0                                 | 0.0%              |
| Surplus Adjustment - Capital     | 0                  | 79,644             | 0                  | (79,644)                          | -100.0%           |
| Recoveries - Provincial JEPP     | 0                  | (35,840)           | 0                  | 35,840                            | -100.0%           |
| Recoveries - Other               | (95,000)           | (95,000)           | (95,000)           | 0                                 | 0.0%              |

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## Social Services Committee

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## Social Services

|                | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|----------------|--------------------|--------------------|--------------------|-----------------------------------|-------------------|
|                |                    |                    |                    | <u>Variance \$</u>                | <u>Variance %</u> |
| ONTARIO WORKS  | 2,050,277          | 4,143,891          | 5,962,243          | (2,093,614)                       | -50.5%            |
| CHILD CARE     | 513,855            | 506,957            | 489,457            | 6,898                             | 1.4%              |
| SOCIAL HOUSING | 4,031,357          | 3,830,376          | 3,493,635          | 200,981                           | 5.2%              |
|                | <u>6,595,489</u>   | <u>8,481,224</u>   | <u>9,945,335</u>   | <u>(1,885,735)</u>                | <u>-22.2%</u>     |

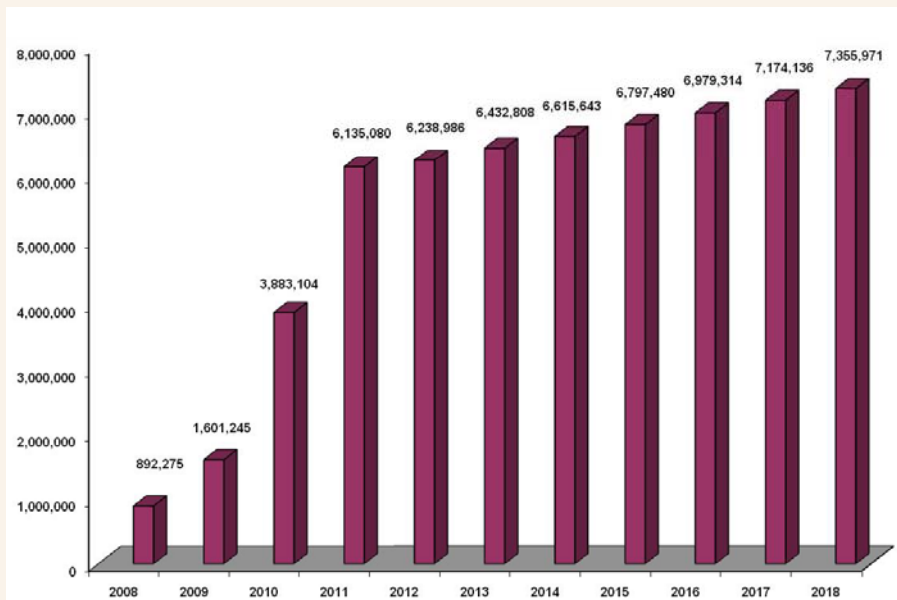
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# Social Assistance

- August 2007 - Premier Announces the Social Assistance Upload of Costs Back to the Province
  - 2008 ODSP Ontario Drug Benefits
  - 2009 ODSP Administration
  - 2010 ODSP Benefits from 80% to 90%
  - 2010 SA Costs Begin to Upload (3%)
  - **2011 ODSP Benefits from 90% to 100%**
  - **2011 SA Costs Upload another 3%**

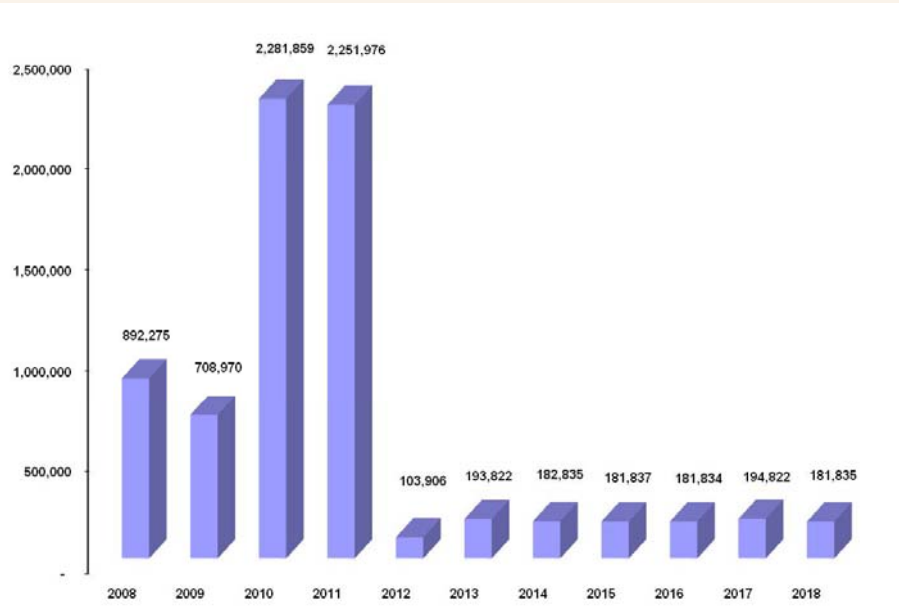
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### Cumulative Upload Savings Estimates - County



| Where Will The Upload Savings Go?       |                  |
|---|------------------|
| Loss of OMPF                            | 4,829,000        |
| Utilization of Reserve Beyond OMPF Loss | 580,404          |
| Reduce Future Year Levy (2012-2018)     | 1,220,892        |
| 2011 COLA Increase                      | 635,927          |
| Misc Budgetary Increases                | 89,749           |
| <b>Total</b>                            | <b>7,355,971</b> |

**Annual Upload Savings Estimates - County**



## Social Assistance

|                    | 2008             | 2009             | 2010             | 2011             |
|--------------------|------------------|------------------|------------------|------------------|
| ODSP-Drug Benefits | 1,376,071        | 1,376,071        | 1,376,071        | 1,376,071        |
| ODSP Admin         | 0                | 1,047,604        | 1,047,604        | 1,047,604        |
| ODSP Benefit       | 0                | 0                | 3,288,289        | 6,576,577        |
| SA                 | 0                | 0                | 53,448           | 106,899          |
| <b>Totals</b>      | <b>1,376,071</b> | <b>2,423,675</b> | <b>5,765,412</b> | <b>9,107,151</b> |
| <b>Pembroke</b>    | <b>483,796</b>   | <b>822,431</b>   | <b>1,882,308</b> | <b>2,972,071</b> |
| <b>County</b>      | <b>892,275</b>   | <b>1,601,245</b> | <b>3,883,104</b> | <b>6,135,080</b> |

\$2,251,976

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## Social Assistance

|   | 2011 Budget      | 2010 Budget      | 2009 Budget      | 2011 Budget vs 2010 Budget |               |
|---|------------------|------------------|------------------|----------------------------|---------------|
|   |                  |                  |                  | Variance \$                | Variance %    |
| <b>ONTARIO WORKS</b>                                    | <b>2,050,277</b> | <b>4,143,891</b> | <b>5,962,243</b> | <b>(2,093,614)</b>         | <b>-50.5%</b> |
| Social Assistance - Cost of Admin                       | 2,018,042        | 1,876,495        | 1,769,165        | 141,547                    | 7.5%          |
| Social Assistance - Benefits                            | 8,108,315        | 7,677,528        | 6,286,593        | 430,787                    | 5.6%          |
| Ontario Disability Support Program                      | 0                | 32,882,884       | 31,639,266       | (32,882,884)               | -100.0%       |
| Ontario Works   | 1,361,403        | 1,319,681        | 1,319,681        | 41,722                     | 3.2%          |
| Homelessness  | 328,568          | 104,610          | 101,113          | 223,958                    | 214.1%        |
| Emergency Energy Fund                                   | 16,320           | 16,320           | 16,320           | 0                          | 0.0%          |
| Eligibility Review Officer                              | 0                | 61,525           | 61,525           | (61,525)                   | -100.0%       |
| Enhanced Employment Services                            | 125,000          | 100,000          | 66,484           | 25,000                     | 25.0%         |
| SDMT Replacement Project                                | 93,890           | 0                | 0                | 93,890                     |               |
| Depreciation  | 78,874           | 63,223           | 63,223           | 15,651                     | 24.8%         |
| Provincial Subsidy - Social Assistance - COA            | (1,009,021)      | (1,066,108)      | (931,383)        | 57,087                     | -5.4%         |
| Provincial Subsidy - Social Assistance - Benefits       | (6,592,956)      | (6,198,844)      | (5,026,674)      | (394,112)                  | 6.4%          |
| Provincial Subsidy - Ontario Disability Support Program | 0                | (29,594,596)     | (25,311,413)     | 29,594,596                 | -100.0%       |
| Provincial Subsidy - Ontario Works                      | (1,105,459)      | (1,063,663)      | (1,055,745)      | (41,796)                   | 3.9%          |
| Provincial Subsidy - Homelessness                       | (104,610)        | (104,610)        | (101,113)        | 0                          | 0.0%          |
| Provincial Subsidy - Emergency Energy Fund              | (16,320)         | (16,320)         | (16,320)         | 0                          | 0.0%          |
| Provincial Subsidy - Eligibility Review Officer         | 0                | (61,525)         | (61,525)         | 61,525                     | -100.0%       |
| Prov Subsidy - Enhanced Employment Services             | (125,000)        | 0                | 0                | (125,000)                  |               |
| Prov Subsidy - SDMT Replacement Project                 | (93,890)         | (125,000)        | (91,484)         | 31,110                     | -24.9%        |
| Surplus Adjustment - Capital                            | 0                | 111,000          | 0                | (111,000)                  | -100.0%       |
| Surplus Adjustment - Trf From Reserves                  | (223,958)        | 0                | 0                | (223,958)                  |               |
| Surplus Adjustment - Depreciation                       | (78,874)         | (63,223)         | (63,223)         | (15,651)                   | 24.8%         |
| Municipal Contribution - City of Pembroke               | (730,047)        | (1,775,486)      | (2,702,247)      | 1,045,439                  | -58.9%        |

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## Social Assistance - Homelessness

|  | <u>2011<br/>Budget</u> | <u>2010<br/>Budget</u> | <u>2009<br/>Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|--|------------------------|------------------------|------------------------|-----------------------------------|-------------------|
|  |                        |                        |                        | <u>Variance \$</u>                | <u>Variance %</u> |
| SPECIAL ASSISTANCE                           | 328,568                | 104,610                | 101,113                | 223,958                           | 214.1%            |
| Surplus Adjustment - Trf From Reserves       | (223,958)              | 0                      |                        | (223,958)                         |                   |
| MCSS SUBSIDY                                 | (104,610)              | (104,610)              | (101,113)              | 0                                 | 0.0%              |
| <b>Total Homelessness Prevention Program</b> | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>                          |                   |

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## SA COA- Hours

| <u>Job Title</u> | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>Variance</u> |
|------------------|--------------------|--------------------|-----------------|
|                  | <u>Hours</u>       | <u>Hours</u>       | <u>Hours</u>    |
| Site Supervisor  | 1,820              | -                  | 1,820           |

Business Case - OW - 01

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# Child Care

|   | 2011 Budget    | 2010 Budget    | 2009 Budget    | 2011 Budget vs 2010 Budget |             |
|---|----------------|----------------|----------------|----------------------------|-------------|
|   |                |                |                | Variance \$                | Variance %  |
| <b>CHILD CARE</b>                         | <b>513,855</b> | <b>506,957</b> | <b>489,457</b> | <b>6,898</b>               | <b>1.4%</b> |
| Administration                            | 126,484        | 118,655        | 122,234        | 7,829                      | 6.6%        |
| Direct Costs                              | 2,296,130      | 2,313,549      | 2,313,549      | (17,419)                   | -0.8%       |
| Best Start - Administration               | 249,883        | 236,350        | 275,425        | 13,533                     | 5.7%        |
| Best Start - Direct Costs                 | 2,220,921      | 1,973,642      | 2,181,514      | 247,279                    | 12.5%       |
| Best Start - Special Needs                | 699,171        | 480,008        | 614,808        | 219,163                    | 45.7%       |
| Child Care- Special Needs                 | 410,755        | 410,767        | 410,767        | (12)                       | 0.0%        |
| Pay Equity                                | 124,326        | 124,326        | 124,326        | 0                          | 0.0%        |
| Depreciation                              | 21,372         | 17,331         | 17,331         | 4,041                      | 23.3%       |
| Provincial Subsidy - Child Care           | (2,407,455)    | (2,394,458)    | (2,417,605)    | (12,997)                   | 0.5%        |
| Provincial Subsidy - Best Start           | (3,140,975)    | (2,690,000)    | (3,071,747)    | (450,975)                  | 16.8%       |
| Special Project                           | 510,018        | 500,000        | 1,000,000      | 10,018                     | 2.0%        |
| Surplus Adjustment - Trf From Reserves    | (510,018)      | (500,000)      | (1,000,000)    | (10,018)                   | 2.0%        |
| Surplus Adjustment - Capital              | 0              | 0              | 0              | 0                          |             |
| Surplus Adjustment - Depreciation         | (21,372)       | (17,331)       | (17,331)       | (4,041)                    | 23.3%       |
| Municipal Contribution - City of Pembroke | (65,385)       | (65,882)       | (63,814)       | 497                        | -0.8%       |

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# Child Care

| <u>Job Title</u>                      | 2011 Budget  | 2010 Budget  | Variance     |
|---------------------------------------|--------------|--------------|--------------|
|                                       | <u>Hours</u> | <u>Hours</u> | <u>Hours</u> |
| ELCD Special Needs - Data Entry Clerk | 910          |              | 910          |

Business Case - CC- 01

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## Social Housing

|   | 2011 Budget      | 2010 Budget      | 2009 Budget      | 2011 Budget vs 2010 Budget |               |
|---|------------------|------------------|------------------|----------------------------|---------------|
|   |                  |                  |                  | Variance \$                | Variance %    |
| <b>SOCIAL HOUSING</b>                           | <b>4,031,357</b> | <b>3,830,376</b> | <b>3,493,635</b> | <b>200,981</b>             | <b>5.2%</b>   |
| Admin Charges                                   | 103,400          | 102,900          | 102,500          | 500                        | 0.5%          |
| Fairfields - Tax Rebate                         | 5,600            | 5,600            | 5,600            | 0                          | 0.0%          |
| HR Charges                                      | 73,729           | 70,636           | 68,097           | 3,093                      | 4.4%          |
| IT Charges                                      | 23,985           | 22,709           | 33,472           | 1,276                      | 5.6%          |
| Legal   | 500              | 500              | 500              | 0                          | 0.0%          |
| Memberships/Subscriptions                       | 500              | 500              | 500              | 0                          | 0.0%          |
| Miscellaneous                                   | 0                | 0                | 500              | 0                          | 0.0%          |
| Non Profit Housing                              | 1,600,000        | 1,600,000        | 1,600,000        | 0                          | 0.0%          |
| Office Supplies                                 | 1,500            | 1,500            | 1,500            | 0                          | 0.0%          |
| Postage/Courier                                 | 500              | 500              | 500              | 0                          | 0.0%          |
| RCHC - Transfer - Base                          | 4,489,664        | 4,335,351        | 3,569,091        | 154,313                    | 3.6%          |
| RCHC - Transfer - Affordable Housing            | 46,800           | 46,800           | 46,800           | 0                          | 0.0%          |
| RCHC - Transfer - Affordable Housing Admin      | 0                | 3,000            | 0                | (3,000)                    | -100.0%       |
| RCHC - Transfer - SHRRP                         | 429,211          | 2,668,759        | 0                | (2,239,548)                | -83.9%        |
| RCHC - Transfer - HIF                           | 0                | 0                | 91,002           | 0                          | 0.0%          |
| RCHC - Transfer - Homelessness Admin            | 0                | 0                | 10,111           | 0                          | 0.0%          |
| RCHC - Transfer - Strong Communities            | 140,086          | 140,086          | 140,086          | 0                          | 0.0%          |
| Revenue - Outside                               | (190,744)        | (193,819)        | (193,819)        | 3,075                      | -1.6%         |
| Revenue - Province - Affordable Housing         | (46,800)         | (46,800)         | (46,800)         | 0                          | 0.0%          |
| Revenue - Province - Affordable Housing Admin   | 0                | (3,000)          | 0                | 3,000                      | -100.0%       |
| Revenue - Province - SHRRP                      | (429,211)        | (2,668,759)      | 0                | 2,239,548                  | -83.9%        |
| Revenue - Province - HIF                        | 0                | 0                | (91,002)         | 0                          | 0.0%          |
| Revenue - Province - Homelessness Admin         | 0                | 0                | (10,111)         | 0                          | 0.0%          |
| Revenue - Province - Strong Communities         | (140,086)        | (140,086)        | (140,086)        | 0                          | 0.0%          |
| Revenue - Federal (Provincial) - Public Housing | (1,241,814)      | (1,241,814)      | (1,241,814)      | 0                          | 0.0%          |
| Special Project                                 | 0                | 0                | 0                | 0                          | 0.0%          |
| Staff Training                                  | 500              | 500              | 500              | 0                          | 0.0%          |
| <b>Surplus Adjustment - Trf From Reserves</b>   | <b>(325,000)</b> | <b>(381,148)</b> | <b>0</b>         | <b>56,148</b>              | <b>-14.7%</b> |
| Travel  | 2,000            | 2,000            | 2,000            | 0                          | 0.0%          |
| Municipal Contribution - City of Pembroke       | (512,963)        | (495,539)        | (455,492)        | (17,424)                   | 3.5%          |

## RCHC - Revenues

|  | 2011              | 2010              | 2009             | 2011 Budget vs 2010 Budget |               |
|--|-------------------|-------------------|------------------|----------------------------|---------------|
|  | BUDGET            | BUDGET            | BUDGET           | Variance \$                | Variance %    |
| Interest on Investments                    | 23,000            | 20,000            | 60,000           | 3,000                      | 15.0%         |
| Miscellaneous Revenue                      | 31,851            | 32,729            | 26,500           | (878)                      | -2.7%         |
| Provincial Subsidy - Debentures            | 1,153,199         | 1,153,199         | 1,153,199        | 0                          | 0.0%          |
| <b>Surplus Adjustment - From Reserves</b>  | <b>649,362</b>    | <b>250,000</b>    | <b>613,805</b>   | <b>399,362</b>             | <b>159.7%</b> |
| Tenant Revenue                             | 3,686,426         | 3,613,334         | 3,746,910        | 73,092                     | 2.0%          |
| County Transfer - Base                     | 4,489,664         | 4,335,351         | 3,569,091        | 154,313                    | 3.6%          |
| County Transfer - Affordable Housing       | 46,800            | 46,800            | 46,800           | 0                          | 0.0%          |
| County Transfer - Affordable Housing Admin | 0                 | 3,000             | 0                | (3,000)                    | -100.0%       |
| County Transfer - Home Ownership           | 0                 | 0                 | 0                | 0                          | 0.0%          |
| County Transfer - Rent Bank                | 0                 | 0                 | 0                | 0                          | 0.0%          |
| County Transfer - Rent Bank Admin          | 0                 | 0                 | 0                | 0                          | 0.0%          |
| County Transfer - Short Term Rent Admin    | 0                 | 0                 | 0                | 0                          | 0.0%          |
| County Transfer - SHRRP                    | 429,211           | 2,668,759         | 0                | (2,239,548)                | -83.9%        |
| County Transfer - HIF                      | 0                 | 0                 | 91,002           | 0                          | 0.0%          |
| County Transfer - Homelessness Admin       | 0                 | 0                 | 10,111           | 0                          | 0.0%          |
| County Transfer - Strong Communities       | 140,086           | 140,086           | 140,086          | 0                          | 0.0%          |
| <b>Total Revenues</b>                      | <b>10,649,599</b> | <b>12,263,258</b> | <b>9,457,504</b> | <b>(1,613,659)</b>         | <b>-13.2%</b> |

## RCHC - Hours

| <u>Job Title</u>             | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>Variance</u> |
|------------------------------|--------------------|--------------------|-----------------|
|                              | <u>Hours</u>       | <u>Hours</u>       | <u>Hours</u>    |
| Tenant Relations Coordinator | 1,820              | -                  | 1,820           |

Business Case - RCHC 01

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## RCHC – Expense

|   | 2011          | 2010          | 2009          | 2011 Budget vs 2010 Budget |                   |
|---|---------------|---------------|---------------|----------------------------|-------------------|
|   | <u>BUDGET</u> | <u>BUDGET</u> | <u>BUDGET</u> | <u>Variance \$</u>         | <u>Variance %</u> |
| Salaries  | 1,531,633     | 1,378,964     | 1,316,548     | 152,669                    | 11.1%             |
| Benefits  | 358,169       | 341,524       | 308,782       | 16,645                     | 4.9%              |
| Administration                                      | 813,256       | 879,026       | 697,835       | (65,770)                   | -7.5%             |
| Administration - Special Project - Non Profit SHRRP | 103,833       | 582,474       | 0             | (478,641)                  | -82.2%            |
| Building - Heat, Light & Power                      | 880,181       | 880,810       | 795,718       | (629)                      | -0.1%             |
| Building - Repairs & Maintenance                    | 318,451       | 301,493       | 330,555       | 16,958                     | 5.6%              |
| Building - Natural Gas                              | 183,916       | 183,916       | 183,916       | 0                          | 0.0%              |
| Building - Heating & Plumbing                       | 90,287        | 77,559        | 77,559        | 12,728                     | 16.4%             |
| Building - Taxes                                    | 1,190,927     | 1,204,290     | 1,302,746     | (13,363)                   | -1.1%             |
| Building - Water                                    | 443,308       | 433,658       | 344,076       | 9,650                      | 2.2%              |
| Building - Elevator                                 | 38,960        | 38,735        | 24,055        | 225                        | 0.6%              |
| Building - Painting                                 | 152,523       | 152,523       | 152,523       | 0                          | 0.0%              |
| Building - Garbage Removal                          | 37,675        | 37,175        | 26,730        | 500                        | 1.3%              |
| Building - Grounds Keeping                          | 171,901       | 139,000       | 137,526       | 32,901                     | 23.7%             |
| Building - Repairs - non TCA                        | 1,522,840     | 1,816,981     | 500,000       | (294,141)                  | -16.2%            |
| Financial - Depreciation                            | 695,268       | 672,237       | 670,538       | 23,031                     | 3.4%              |
| Financial - Rent Waiver                             | 220,454       | 220,700       | 242,657       | (246)                      | -0.1%             |
| Financial - Misc                                    | 300           | 300           | 300           | 0                          | 0.0%              |
| Financial - Mortgage Interest                       | 1,263,462     | 1,269,424     | 1,276,931     | (5,962)                    | -0.5%             |
| Financial - Rent Supplement                         | 282,000       | 282,000       | 282,000       | 0                          | 0.0%              |
| Financial - Rent Supplement - Strong Communities    | 140,086       | 140,086       | 140,086       | 0                          | 0.0%              |
| Financial - Rent Supplement - Affordable Housing    | 46,800        | 46,800        | 46,800        | 0                          | 0.0%              |
| Financial - HIF - Special Assistance                | 0             | 0             | 91,002        | 0                          | 0.0%              |
| Financial - Home Ownership                          | 0             | 0             | 0             | 0                          | 0.0%              |
| Financial - Rent Bank                               | 0             | 0             | 0             | 0                          | 0.0%              |
| Surplus Adjustment - To Reserves                    | 189,809       | 150,000       | 163,919       | 39,809                     | 26.5%             |
| Surplus Adjustment - Capital                        | 492,050       | 1,535,004     | 850,605       | (1,042,954)                | -67.9%            |
| Surplus Adjustment - Depreciation                   | (695,268)     | (672,237)     | (670,538)     | (23,031)                   | 3.4%              |
| Surplus Adjustment - Principal                      | 176,778       | 170,816       | 164,635       | 5,962                      | 3.5%              |
| <b>Total Expenditures</b>                           | 10,649,599    | 12,263,258    | 9,457,504     | (1,613,659)                | -13.2%            |

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| <b>RCHC</b>   |         | <u>Annual Budget</u>          | <u>Non TCA</u> | <u>TCA</u>     | <u>Non Profit</u> | <u>Total</u>     |
|---------------|---------|-------------------------------|----------------|----------------|-------------------|------------------|
| 425 Nelson    | 0710    | Public Area Flooring          | 19,000         |                |                   | 19,000           |
| 55 Poplar     | 0712    | Waterline Valves              | 6,000          |                |                   | 6,000            |
| 55 Poplar     | 0712    | Scooter Storage               | 4,000          |                |                   | 4,000            |
| 59 Wallace    | 0714    | Eavestrough/Soffit/Fascia     | 12,500         |                |                   | 12,500           |
| 59 Wallace    | 0714    | Balcony Repair/Painting       | 12,000         |                |                   | 12,000           |
| 59 Wallace    | 0714    | Replace Service Doors         | 4,000          |                |                   | 4,000            |
| Various       | Various | Flooring                      | 110,000        |                |                   | 110,000          |
| Various       | Various | Bathrooms                     | 80,000         |                |                   | 80,000           |
| Various       | Various | Hot Water Tanks               |                | 22,000         |                   | 22,000           |
| Various       | Various | Appliances                    | 30,000         |                |                   | 30,000           |
| 1             | 0718    | Parking Lot Extention         |                | 18,000         |                   | 18,000           |
| 1             | 0718    | Garbage Enclosure             | 3,000          |                |                   | 3,000            |
| 400 Nelson    | 0720    | Public Area Flooring          | 18,000         |                |                   | 18,000           |
| 400 Nelson    | 0720    | Window & Exhaust in Laundry   | 2,500          |                |                   | 2,500            |
| 400 Nelson    | 0720    | Storage Room                  | 4,500          |                |                   | 4,500            |
| 75 Stafford   | 0721    | Public Area Paint             | 12,000         |                |                   | 12,000           |
| 75 Stafford   | 0721    | Walkway Reconstruction        |                | 84,500         |                   | 84,500           |
| 510 Mackay    | 0711    | Lawnmower                     | 600            |                |                   | 600              |
| 260           | 0726    | Tractor                       |                | 9,500          |                   | 9,500            |
| 260           | 0726    | Waterline Valves              | 15,000         |                |                   | 15,000           |
| 5967          | 0727    | Balcony Repair/Painting       | 15,000         |                |                   | 15,000           |
| 5967          | 0727    | Public Area Flooring          | 25,000         |                |                   | 25,000           |
| 5967          | 0727    | Appliances                    | 21,000         |                |                   | 21,000           |
| 44 Lorne      | 0733    | Roof over HVAC                | 7,500          |                |                   | 7,500            |
| 236 Hall      | 0735    | Service Door for Outside Stor | 1,200          |                |                   | 1,200            |
| Sullivan      | 0742    | Windows                       | 90,000         |                |                   | 90,000           |
| Burwash       | 0743    | Air Make-up Unit              |                | 80,000         |                   | 80,000           |
| Burwash       | 0743    | Tractor                       |                | 30,000         |                   | 30,000           |
| 59 Wallace    | 0714    | Public Area Flooring          | 25,000         |                |                   | 25,000           |
| Lea St.       | 0716    | Siding                        | 100,000        |                |                   | 100,000          |
| Lea St.       | 0722    | Roof over Compound            |                | 25,000         |                   | 25,000           |
| 19 Smith      | 0722    | Landscaping/Fencing           | 18,900         |                |                   | 18,900           |
| 202 Cecil St. | 0725    | Furnace                       | 2,200          |                |                   | 2,200            |
| 5967          | 0727    | Parking Lot Reconstruction    |                | 75,000         |                   | 75,000           |
| 44 Lorne      | 0733    | Public Area Paint             | 11,000         |                |                   | 11,000           |
| 41 Vimy       | 0734    | Electronic Damper on AMU      | 1,200          |                |                   | 1,200            |
| 236 Hall      | 0735    | Gable Siding                  | 14,000         |                |                   | 14,000           |
| 236 Hall      | 0735    | Public Area Paint             | 22,000         |                |                   | 22,000           |
| Moran Hts     | 0730    | Exterior Doors                | 59,100         |                |                   | 59,100           |
| Burwash       | 0743    | Waterline Valves              | 15,000         |                |                   | 15,000           |
| Albert St.    | 0745    | Service Van                   |                | 29,250         |                   | 29,250           |
|               |         |                               | <u>761,200</u> | <u>373,250</u> |                   | <u>1,134,450</u> |

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|                         |      | <u>Annual Budget</u> | <u>Non TCA</u> | <u>TCA</u>    | <u>Non Profit</u> | <u>Total</u>   |
|-------------------------|------|----------------------|----------------|---------------|-------------------|----------------|
| <b>DOOR</b>             |      |                      |                |               |                   |                |
| 510 Mackay              | 0711 | Kitchen Cabinets     | 280,000        | -             |                   | 280,000        |
|                         |      |                      | <u>280,000</u> | <u>-</u>      |                   | <u>280,000</u> |
| <b>ONE TIME CAPITAL</b> |      |                      |                |               |                   |                |
| 400 Nelson              | 0720 | Kitchen Cabinets     | 51,312         | -             |                   | 51,312         |
|                         |      |                      | <u>51,312</u>  | <u>-</u>      |                   | <u>51,312</u>  |
| <b>OTTAWASKA</b>        |      |                      |                |               |                   |                |
| 200 Caruso              | 0748 | Front Fence          | 4,000          |               |                   | 4,000          |
| 200 Caruso              | 0748 | Carport Repairs      | 4,000          |               |                   | 4,000          |
| 200 Caruso              | 0748 | Flooring             | 6,800          |               |                   | 6,800          |
| 200 Caruso              | 0748 | Bathrooms            | 6,400          |               |                   | 6,400          |
| 26 Spruce               | 0749 | Flooring             | 6,800          |               |                   | 6,800          |
| 26 Spruce               | 0749 | Bathrooms            | 6,400          |               |                   | 6,400          |
| 26 Spruce               | 0749 | Landscaping          | 12,000         |               |                   | 12,000         |
| 26 Spruce               | 0749 | Public Area Paint    | 11,000         |               |                   | 11,000         |
|                         |      |                      | <u>57,400</u>  | <u>-</u>      |                   | <u>57,400</u>  |
| <b>AHP Fund Year 1</b>  |      |                      |                |               |                   |                |
| 59 Wallace              | 0714 | Replace all Locks    | 28,000         |               |                   | 28,000         |
| 400 Nelson              | 0720 | Replace all Locks    | 15,000         |               |                   | 15,000         |
|                         |      |                      | <u>43,000</u>  | <u>-</u>      |                   | <u>43,000</u>  |
| <b>AHP Fund Year 2</b>  |      |                      |                |               |                   |                |
| 59 Wallace              | 0714 | Security Cameras     |                | 14,500        |                   | 14,500         |
| 510 Mackay              | 0711 | Replace all Locks    | 55,000         |               |                   | 55,000         |
| 150                     |      |                      |                |               |                   |                |
| Elizabeth               | 0713 | Replace all Locks    | 30,500         |               |                   | 30,500         |
|                         |      |                      | <u>85,500</u>  | <u>14,500</u> |                   | <u>100,000</u> |

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|                           |      | <u>Annual Budget</u>       | <u>Non TCA</u>   | <u>TCA</u>     | <u>Non Profit</u> | <u>Total</u>     |
|---------------------------|------|----------------------------|------------------|----------------|-------------------|------------------|
| <b>SHRRP</b>              |      |                            |                  |                |                   |                  |
| Allan Wilfred             | O741 | Furnace Replacement        | 35,000           |                |                   | 35,000           |
| Edward                    | O743 | Furnace Replacement        | 35,000           |                |                   | 35,000           |
| Oak                       | O731 | Furnace Replacement        | 45,000           |                |                   | 45,000           |
| 150 Elizabeth             | O713 | Waterline Valve Replace    | 3,000            |                |                   | 3,000            |
| 75 Stafford               | O721 | Waterline Valve Replace    | 3,000            |                |                   | 3,000            |
| Airth Blvd                | O732 | Insulation & Siding        | 47,000           |                |                   | 47,000           |
| Airth Blvd                | O732 | Rebuild Patios             | 29,086           |                |                   | 29,086           |
| Sullivan Cres.            | O742 | Electrical Service Upgrade | 23,992           |                |                   | 23,992           |
| 41 Vimy                   | O734 | Roof Repair                |                  | 7,000          |                   | 7,000            |
| Arnold/Fraser             | O723 | Roof Shingling             |                  | 57,300         |                   | 57,300           |
| 5967 Palmer               | O727 | Generator                  |                  | 40,000         |                   | 40,000           |
|                           |      |                            | 221,078          | 104,300        |                   | 325,378          |
| <b>SHRRP - Non Profit</b> |      |                            |                  |                |                   |                  |
| St. Joseph                |      | Retaining Wall             |                  |                | 39,933            | 39,933           |
| St. Joseph                |      | Storage Building           |                  |                | 24,000            | 24,000           |
| St. Joseph                |      | Storage Building           |                  |                | 39,900            | 39,900           |
|                           |      |                            | -                | -              | 103,833           | 103,833          |
| <b>ADMIN Capital</b>      |      |                            |                  |                |                   |                  |
| RCHC                      | O499 | Computer Hardware          | 18,050           |                |                   | 18,050           |
| RCHC                      |      | Office Furniture           | 4,500            |                |                   | 4,500            |
| RCHC                      |      | Office Equipment           | 800              |                |                   | 800              |
|                           |      |                            | 23,350           | -              |                   | 23,350           |
| <b>Totals</b>             |      |                            | <b>1,522,840</b> | <b>492,050</b> | <b>103,833</b>    | <b>2,118,723</b> |

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## Finance & Administration Committee

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## Finance & Administration – Expenses

|                                    | <u>2011 Budget vs 2010 Budget</u> |                    |                    |                    |                   |
|------------------------------------|-----------------------------------|--------------------|--------------------|--------------------|-------------------|
|                                    | <u>2011 Budget</u>                | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> |
| MEMBERS OF COUNCIL                 | 320,316                           | 306,345            | 295,136            | 13,971             | 4.6%              |
| GENERAL - ADMINISTRATION           | 882,382                           | 932,469            | 707,353            | (50,087)           | -5.4%             |
| INFORMATION TECHNOLOGY             | 401,075                           | 400,323            | 392,594            | 752                | 0.2%              |
| HUMAN RESOURCES DEPARTMENT         | 197,488                           | 190,956            | 209,896            | 6,532              | 3.4%              |
| RECREATION & CULTURAL SERVICES     | 15,000                            | 15,000             | 10,000             | 0                  | 0.0%              |
| PROVINCIAL OFFENCES ADMINISTRATION | (748,057)                         | (726,677)          | (744,357)          | (21,380)           | 2.9%              |
| MPAC                               | 1,443,035                         | 1,386,338          | 1,347,047          | 56,697             | 4.1%              |
| FINANCIAL EXPENSE                  | 4,797,082                         | 5,303,073          | 4,908,368          | (505,991)          | -9.5%             |
| EXPO 150                           | 0                                 | 0                  | 0                  | 0                  |                   |
| <b>Totals</b>                      | <b>7,308,321</b>                  | <b>7,807,827</b>   | <b>7,126,037</b>   | <b>(499,506)</b>   | <b>-6.4%</b>      |

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## Members of Council

- Reflects the new members of each Committee
- Includes a 2% increase on per diem and Warden honorarium
- Includes 5 new laptops (replace all laptops in 3 years)

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## Finance & Admin - Hours

| <u>Department</u> | <u>Job Title</u> | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>Variance</u> |
|-------------------|------------------|--------------------|--------------------|-----------------|
|                   |                  | <u>Hours</u>       | <u>Hours</u>       | <u>Hours</u>    |
| Admin/Finance     | CAO - Former/New | 2,512              | 3,110              | (598)           |
| Expo 150          | Coordinator      | 910                | 1,820              | (910)           |
|                   |                  | <b>3,422</b>       | <b>4,930</b>       | <b>(1,508)</b>  |

Business Case - EXPO-01

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## General Admin

|   | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|---|--------------------|--------------------|--------------------|-----------------------------------|-------------------|
|   |                    |                    |                    | <u>Variance \$</u>                | <u>Variance %</u> |
| <b>GENERAL - ADMINISTRATION</b>           | <b>882,382</b>     | <b>932,469</b>     | <b>707,353</b>     | <b>(50,087)</b>                   | <b>-5.4%</b>      |
| Salaries                                  | 941,362            | 986,722            | 858,841            | (45,360)                          | -4.6%             |
| Employee Benefits                         | 219,420            | 217,147            | 185,982            | 2,273                             | 1.0%              |
| Capital - Under Threshold                 | 0                  | 0                  | 0                  | 0                                 |                   |
| Computer Maintenance                      | 25,000             | 25,000             | 24,500             | 0                                 | 0.0%              |
| Conferences & Conventions                 | 4,350              | 4,350              | 4,350              | 0                                 | 0.0%              |
| Depreciation                              | 24,000             | 24,000             | 23,407             | 0                                 | 0.0%              |
| General Legal & Audit                     | 26,000             | 25,000             | 21,600             | 1,000                             | 4.0%              |
| Membership Fees                           | 24,000             | 23,000             | 22,500             | 1,000                             | 4.3%              |
| Office Expense                            | 31,000             | 30,500             | 39,000             | 500                               | 1.6%              |
| Professional Development                  | 5,600              | 5,550              | 5,850              | 50                                | 0.9%              |
| Professional Development - Dept Heads/MGR | 25,000             | 0                  | 0                  | 25,000                            |                   |
| Recovery - Other Departments              | (519,800)          | (503,550)          | (497,970)          | (16,250)                          | 3.2%              |
| Recovery - Outside                        | 0                  | 0                  | 0                  | 0                                 |                   |
| Recruitment                               | 1,000              | 75,000             | 0                  | (74,000)                          | -98.7%            |
| Special Projects - EOWC                   | 12,750             |                    | 12,500             | 0                                 | 0.0%              |
| Surplus Adjustment - Capital              | 60,000             | 4,500              | 5,000              | 55,500                            | 1233.3%           |
| Surplus Adjustment - Depreciation         | (24,000)           | (24,000)           | (23,407)           | 0                                 | 0.0%              |
| Telephone                                 | 6,700              | 6,500              | 5,200              | 200                               | 3.1%              |
| Travel                                    | 20,000             | 20,000             | 20,000             | 0                                 | 0.0%              |

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## General Admin - Capital

| Secondary<br>Category | 2011<br>Budget \$ | Asset Purchase Description                    |
|-----------------------|-------------------|---|
| Computer Software     | 50,000            | Payroll System - New OHRS Reporting for Homes |
| Computer Hardware     | 10,000            | Electronic Voting System - request from CAO   |
|                       | 60,000            |   |

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## Financial Expenses

|  | 2011 Budget      | 2010 Budget      | 2009 Budget      | 2011 Budget vs 2010 Budget |              |
|--|------------------|------------------|------------------|----------------------------|--------------|
|  |                  |                  |                  | Variance \$                | Variance %   |
| <b>FINANCIAL EXPENSE</b>                           | <b>4,797,082</b> | <b>5,303,073</b> | <b>4,908,368</b> | <b>(505,991)</b>           | <b>-9.5%</b> |
| Capping Costs (Forgone Revenue Approach)           | 50,000           | 100,000          | 200,000          | (50,000)                   | -50.0%       |
| County Share - Taxes Written Off                   | 280,000          | 300,000          | 300,000          | (20,000)                   | -6.7%        |
| Debenture Interest - Miramichi Lodge (2014)        | 231,099          | 285,637          | 334,763          | (54,538)                   | -19.1%       |
| Provision for Unallocated Funds                    | 300,000          | 583,000          | 300,000          | (283,000)                  | -48.5%       |
| Post Employment Expenses (Sick, WSIB) - Reg 284/09 | 872,989          | 0                | 0                | 872,989                    |              |
| Post Employment Expenses (Contra)                  | (872,989)        | 0                | 0                | (872,989)                  |              |
| EOWC Broadband Contribution                        | 141,474          | 300,000          | 0                | (158,526)                  | -52.8%       |
| Surplus Adjustment - Trf to Gas Tax Reserve        | 2,559,509        | 2,552,436        | 2,638,605        | 7,073                      | 0.3%         |
| Surplus Adjustment - Principal - ML (2014)         | 1,205,000        | 1,152,000        | 1,105,000        | 53,000                     | 4.6%         |
| Vacant Building Rebates                            | 30,000           | 30,000           | 30,000           | 0                          | 0.0%         |

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## Financial Expense

### Debenture Repayment – M/L

- 10 YR Debenture (to 2014)
- Principal                    \$11,500,000
- All-Inclusive Interest Rate – 4.79%

|                         | <b>2010</b>      | <b>2011</b>      | <b>Difference</b> |
|-------------------------|------------------|------------------|-------------------|
| Principal Payment (M/L) | 1,152,000        | 1,205,000        | 53,000            |
| Interest Payment (M/L)  | 285,637          | 231,099          | (54,538)          |
| <b>O/S Principal</b>    | <b>5,185,000</b> | <b>3,980,000</b> | <b>1,205,000</b>  |

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## Long-Term Debt

### O/S Principal – December 31, 2010

|             |                        |                    |                     |
|-------------|------------------------|--------------------|---------------------|
| <b>M/L</b>  | - County Portion       | \$5,185,000        |                     |
|             | - Ministry Portion     | <u>\$6,006,375</u> |                     |
|             |                        |                    | \$11,191,375        |
| <br>        |                        |                    |                     |
| <b>RCHC</b> | - 63 Russell (Arn.)    | \$487,030          |                     |
|             | - 200 Caruso (Arn.)    | \$1,047,810        |                     |
|             | - 26 Spruce (Arn.)     | <u>\$1,689,405</u> | <u>\$3,224,245</u>  |
|             |                        |                    | <u>\$14,415,620</u> |
|             |                        |                    |                     |
|             | <b>Debt Per Capita</b> |                    | <u>\$185.55</u>     |

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## Finance & Administration -Revenue

|   | 2011 Budget       | 2010 Budget       | 2009 Budget       | 2011 Budget vs 2010 Budget |                |
|---|-------------------|-------------------|-------------------|----------------------------|----------------|
|   |                   |                   |                   | Variance \$                | Variance %     |
| <b>COUNTY LEVY</b>                                | <u>34,218,589</u> | <u>34,048,322</u> | <u>32,949,736</u> | <u>170,267</u>             | <u>0.5%</u>    |
| <b>PIL ADJUSTMENTS</b>                            | <u>(200,000)</u>  | <u>(275,000)</u>  | <u>(275,000)</u>  | <u>75,000</u>              | <u>-27.3%</u>  |
| <b>WATERPOWER GENERATING STATION</b>              | <u>373,108</u>    | <u>371,795</u>    | <u>366,250</u>    | <u>1,313</u>               | <u>0.4%</u>    |
| <b>RAILWAY/HYDRO RIGHTS-OF-WAY</b>                | <u>95,000</u>     | <u>90,000</u>     | <u>90,000</u>     | <u>5,000</u>               | <u>5.6%</u>    |
| <b>SUPPLEMENTARY REVENUE</b>                      | <u>425,000</u>    | <u>425,000</u>    | <u>425,000</u>    | <u>0</u>                   | <u>0.0%</u>    |
| <b>PROVINCIAL SUBSIDIES</b>                       | <u>0</u>          | <u>308,300</u>    | <u>3,254,600</u>  | <u>(308,300)</u>           | <u>-100.0%</u> |
| Ontario Municipal Partnership Fund                | 0                 | 308,300           | 3,254,600         | (308,300)                  | -100.0%        |
| <b>OTHER REVENUE</b>                              | <u>2,893,983</u>  | <u>4,123,436</u>  | <u>3,086,605</u>  | <u>(1,229,453)</u>         | <u>-29.8%</u>  |
| Interest Revenue                                  | 190,000           | 200,000           | 300,000           | (10,000)                   | -5.0%          |
| Other Revenue                                     | 0                 | 0                 | 145,000           | 0                          |                |
| Gas Tax Funding                                   | 2,559,509         | 2,552,436         | 2,638,605         | 7,073                      | 0.3%           |
| Surplus Adjustment - From Prov Subsidy Reserve    | 0                 | 968,000           |                   | (968,000)                  | -100.0%        |
| Surplus Adjustment - From Pandemic Reserve        | 0                 | 250,000           |                   | (250,000)                  | -100.0%        |
| Surplus Adjustment - From Bldg Reserve (EOWC)     | 141,474           | 0                 |                   | 141,474                    |                |
| Surplus Adjustment - From Working Capital Reserve | 0                 | 150,000           | 0                 | (150,000)                  | -100.0%        |
| Licenses  | 3,000             | 3,000             | 3,000             | 0                          | 0.0%           |
| <b>TOTAL REVENUES</b>                             | <u>37,805,680</u> | <u>39,091,853</u> | <u>39,897,191</u> | <u>(1,286,173)</u>         | <u>-3.3%</u>   |

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|                          |                        | Balance                      | Net                | Balance           |           |
|--------------------------|------------------------|------------------------------|--------------------|-------------------|-----------|
|                          |                        | 31-Dec-10                    | Change             | 31-Dec-11         |           |
| RESERVES                 | Child Care             | Child Care                   | 510,018            | (510,018)         | 0         |
|                          | Ec Dev                 | Contingency                  | 50,000             | 0                 | 50,000    |
|                          | Ec Dev                 | RED                          | 40,000             | 0                 | 40,000    |
|                          | Expo 150               | 150th Anniversary            | 186,530            | (186,530)         | 0         |
|                          | General                | Building Reserve Fund        | 2,097,695          | (323,401)         | 1,774,294 |
|                          | General                | Development Reserve Fund     | 7,497              | 0                 | 7,497     |
|                          | General                | Federal Gas Tax Reserve Fund | 0                  | 7,073             | 7,073     |
|                          | General                | Insurance                    | 150,000            | 0                 | 150,000   |
|                          | General                | IOA Reserve                  | 331,205            | (85,565)          | 245,640   |
|                          | General                | Pandemic                     | 0                  | 0                 | 0         |
|                          | General                | Reforestation Reserve Fund   | 394,191            | (61,110)          | 333,081   |
|                          | General                | Sick leave                   | 69,458             | 0                 | 69,458    |
|                          | General                | Subsidy Reduction            | 0                  | 0                 | 0         |
|                          | General                | Working funds                | 2,680,540          | 0                 | 2,680,540 |
|                          | General                | WSIB                         | 250,839            | 0                 | 250,839   |
|                          | Housing                | DOOR                         | 905,835            | (280,000)         | 625,835   |
|                          | Housing                | Severance                    | 295,422            | (45,000)          | 250,422   |
|                          | Information Technology | MS Server Transition         | 10,000             | 10,000            | 20,000    |
|                          | Paramedic              | Base Stations                | 1,694,374          | (931,303)         | 763,071   |
|                          | Paramedic              | Vehicles & Equipment         | 1,478,205          | (200,044)         | 1,278,161 |
|                          | Paramedic              | Severance                    | 1,359,752          | 0                 | 1,359,752 |
|                          | Paramedic              | WSIB                         | 776,074            | 0                 | 776,074   |
|                          | Planning               | DRAPE                        | 0                  | 0                 | 0         |
|                          | Public Works           | Equip                        | 1,011,633          | (630,600)         | 381,033   |
|                          | Public Works           | Inventory                    | 525,123            | 0                 | 525,123   |
|                          | Public Works           | Capital                      | 837,874            | (130,000)         | 707,874   |
|                          | Public Works           | Winter Control               | 185,810            | 0                 | 185,810   |
|                          | Public Works           | Working funds                | 65                 | (65)              | 0         |
| Social Services          | Fiscal Pressure        | 622,260                      | (223,958)          | 398,302           |           |
| <b>County Of Renfrew</b> |                        | <b>16,470,400</b>            | <b>(3,590,521)</b> | <b>12,879,879</b> |           |

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|                                    |                            | Balance<br>31-Dec-10 | Net<br>Change      | Balance<br>31-Dec-11 |
|------------------------------------|----------------------------|----------------------|--------------------|----------------------|
| LTC Home                           | WSIB                       | 0                    |                    | 0                    |
| LTC Home                           | Unallocated                | 605,107              | (405,107)          | 200,000              |
| LTC Home                           | Equip                      | 12,801               | 87,199             | 100,000              |
| LTC Home                           | Inventory                  | 161,208              | 0                  | 161,208              |
| <b>Bonnechere Manor</b>            |                            | <b>779,116</b>       | <b>(317,908)</b>   | <b>461,208</b>       |
| LTC Home                           | Contingency                | 200,000              | 0                  | 200,000              |
| LTC Home                           | WSIB                       | 0                    | 0                  | 0                    |
| LTC Home                           | Unallocated                | 200,000              | (180,787)          | 19,213               |
| LTC Home                           | Equip                      | 48,805               | 51,195             | 100,000              |
| LTC Home                           | Sick leave                 | 186,402              | 0                  | 186,402              |
| LTC Home                           | Inventory                  | 40,980               | 0                  | 40,980               |
| <b>Miramichi Lodge</b>             |                            | <b>676,187</b>       | <b>(129,592)</b>   | <b>546,595</b>       |
| Ottawaska                          | Ottawaska - Capital        | 109,052              | (17,591)           | 91,461               |
| Ottawaska                          | Ottawaska - Capital Repair | 0                    | 0                  | 0                    |
| RCHC                               | Capital                    | 2,246,640            | (247,650)          | 1,998,990            |
| RCHC                               | Capital Repair             | 51,312               | (51,312)           | 0                    |
| RCHC                               | AHP Admin Reserve          | 143,000              | (143,000)          | 0                    |
| RCHC                               | Working Capital            | 50,000               | 0                  | 50,000               |
| RCHC                               | WSIB                       | 112,228              | 0                  | 112,228              |
| <b>Renfrew County Housing Corp</b> |                            | <b>2,712,232</b>     | <b>(459,553)</b>   | <b>2,252,679</b>     |
| <b>Total Surplus Adjustment</b>    |                            | <b>20,637,935</b>    | <b>(4,497,574)</b> | <b>16,140,361</b>    |

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## Capital Budget

| Department                      | 2011<br>Budget \$ |
|---------------------------------|-------------------|
| <b>BM Total</b>                 | <b>1,151,223</b>  |
| <b>Finance Total</b>            | <b>60,000</b>     |
| <b>Forestry Total</b>           | <b>25,000</b>     |
| <b>IT Total</b>                 | <b>51,100</b>     |
| <b>ML Total</b>                 | <b>221,737</b>    |
| <b>Paramedic Total</b>          | <b>841,000</b>    |
| <b>Property - Pemb Total</b>    | <b>330,000</b>    |
| <b>Public Works - CAP Total</b> | <b>8,762,400</b>  |
| <b>Public Works - OPS Total</b> | <b>1,031,800</b>  |
| <b>RCHC Total</b>               | <b>492,050</b>    |
| <b>Grand Total</b>              | <b>12,966,310</b> |

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**1%**

**1% of 2010 levy = \$340,483**

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## **2011 County of Renfrew Budget**

| <b>2010 Levy</b>    | <b>2011Levy</b>     | <b>Difference</b> | <b>%</b>    |
|---------------------|---------------------|-------------------|-------------|
| <b>\$34,048,322</b> | <b>\$34,218,589</b> | <b>\$170,267</b>  | <b>0.5%</b> |

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## Residential – Rate Impact per \$100,000 CVA – County Only

| 2010     | 2011     | % Change | \$ Change |
|----------|----------|----------|-----------|
| \$413.36 | \$383.91 | -7.125%  | -29.45    |



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## Questions ?

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**County of Renfrew  
2011 Budget Workshop  
Detailed Budget Documents**

**COUNTY OF RENFREW  
2011 BUDGET  
GENERAL REVENUE FUND**

|   | <u>2011 Budget</u>    | <u>2010 Budget</u>    | <u>2009 Budget</u>    | <u>2011 Budget vs 2010 Budget</u> |                     |
|---|-----------------------|-----------------------|-----------------------|-----------------------------------|---------------------|
|   |                       |                       |                       | <u>Variance \$</u>                | <u>Variance %</u>   |
| <b><u>MEMBERS OF COUNCIL</u></b>                | <b><u>320,316</u></b> | <b><u>306,345</u></b> | <b><u>295,136</u></b> | <b><u>13,971</u></b>              | <b><u>4.6%</u></b>  |
| Accessibility Advisory Committee                | 1,022                 | 990                   | 990                   | 32                                | 3.2%                |
| Ad Hoc Committee Exp - Non Elected              | 2,500                 | 2,500                 | 2,500                 | 0                                 | 0.0%                |
| AECL Environmental Stewardship                  | 1,126                 | 1,094                 | 1,094                 | 32                                | 2.9%                |
| Agricultural Leadership Committee               | 1,246                 | 1,206                 | 1,206                 | 40                                | 3.3%                |
| Computer Supplies                               | 7,500                 | 0                     | 0                     | 7,500                             |                     |
| Council - Fees & Mileage                        | 57,013                | 55,884                | 55,884                | 1,129                             | 2.0%                |
| Council Conventions                             | 32,000                | 32,000                | 0                     | 0                                 | 0.0%                |
| Councillor Benefits - EHC/Dental                | 37,000                | 35,500                | 31,000                | 1,500                             | 4.2%                |
| Councillor Group Insurance                      | 8,000                 | 8,000                 | 8,000                 | 0                                 | 0.0%                |
| Councillor Liability Insurance                  | 7,500                 | 6,209                 | 5,200                 | 1,291                             | 20.8%               |
| County / City Liason Committee                  | 2,238                 | 2,555                 | 2,555                 | (317)                             | -12.4%              |
| CPP,UIC,Employer Health Tax                     | 3,000                 | 3,000                 | 4,000                 | 0                                 | 0.0%                |
| Depreciation                                    | 0                     | 6,722                 | 6,722                 | (6,722)                           | -100.0%             |
| Development & Property Comm - Fees & Mileage    | 21,684                | 18,262                | 18,262                | 3,422                             | 18.7%               |
| Development & Property Committee - Conventions  | 0                     | 0                     | 9,000                 | 0                                 |                     |
| EOWC Meetings                                   | 0                     | 0                     | 0                     | 0                                 |                     |
| Finance & Administration Comm. - Conventions    | 0                     | 0                     | 7,000                 | 0                                 |                     |
| Finance & Administration Comm. - Fees & Mileage | 21,416                | 20,582                | 20,582                | 834                               | 4.1%                |
| Health Comm. - Fees & Mileage                   | 15,405                | 15,381                | 15,381                | 24                                | 0.2%                |
| Health Committee - Conventions                  | 0                     | 0                     | 6,000                 | 0                                 |                     |
| Land Division Comm. - Fees & Mileage            | 3,356                 | 3,071                 | 3,071                 | 285                               | 9.3%                |
| LHIN Advisory Committee                         | 2,450                 | 4,850                 | 2,350                 | (2,400)                           | -49.5%              |
| MNR Forest Mgt Plan                             | 1,022                 | 1,073                 | 1,073                 | (51)                              | -4.8%               |
| MNR Regional Advisory Committee                 | 938                   | 906                   | 906                   | 32                                | 3.5%                |
| Municipal Advisory Comm - Fees & Mileage        | 3,140                 | 3,211                 | 711                   | (71)                              | -2.2%               |
| Operations Committee - Conventions              | 0                     | 0                     | 7,800                 | 0                                 |                     |
| Operations Committee - Fees & Mileage           | 20,523                | 18,635                | 18,635                | 1,888                             | 10.1%               |
| OVRTA Board - Fees and Mileage                  | 2,085                 | 2,250                 | 2,250                 | (165)                             | -7.3%               |
| Railway Comm. - Fees & Mileage                  | 910                   | 578                   | 578                   | 332                               | 57.4%               |
| Recoveries - County                             | (30,000)              | (30,000)              | (35,000)              | 0                                 | 0.0%                |
| Recoveries - Outside                            | 0                     | 0                     | 0                     | 0                                 |                     |
| Social Services & RCHC Board - Conventions      | 0                     | 0                     | 8,000                 | 0                                 |                     |
| Social Services & RCHC Board - Fees & Mileage   | 18,792                | 20,108                | 20,108                | (1,316)                           | -6.5%               |
| Surplus Adjustment - Depreciation               | 0                     | (6,722)               | (6,722)               | 6,722                             | -100.0%             |
| Warden's Salary & Expenses                      | 70,000                | 70,000                | 70,000                | 0                                 | 0.0%                |
| Warden's Banquet Expense                        | 6,000                 | 6,000                 | 6,000                 | 0                                 | 0.0%                |
| Wood Processing Committee                       | 2,450                 | 2,500                 | 0                     | (50)                              | -2.0%               |
| <b><u>GENERAL - ADMINISTRATION</u></b>          | <b><u>882,382</u></b> | <b><u>932,469</u></b> | <b><u>707,353</u></b> | <b><u>(50,087)</u></b>            | <b><u>-5.4%</u></b> |
| Salaries  | 941,362               | 986,722               | 858,841               | (45,360)                          | -4.6%               |
| Employee Benefits                               | 219,420               | 217,147               | 185,982               | 2,273                             | 1.0%                |
| Capital - Under Threshold                       | 0                     | 0                     | 0                     | 0                                 |                     |
| Computer Maintenance                            | 25,000                | 25,000                | 24,500                | 0                                 | 0.0%                |
| Conferences & Conventions                       | 4,350                 | 4,350                 | 4,350                 | 0                                 | 0.0%                |
| Depreciation                                    | 24,000                | 24,000                | 23,407                | 0                                 | 0.0%                |
| General Legal & Audit                           | 26,000                | 25,000                | 21,600                | 1,000                             | 4.0%                |
| Membership Fees                                 | 24,000                | 23,000                | 22,500                | 1,000                             | 4.3%                |
| Office Expense                                  | 31,000                | 30,500                | 39,000                | 500                               | 1.6%                |
| Professional Development                        | 5,600                 | 5,550                 | 5,850                 | 50                                | 0.9%                |
| Professional Development - Dept Heads/MGR       | 25,000                | 0                     | 0                     | 25,000                            |                     |
| Recovery - Other Departments                    | (519,800)             | (503,550)             | (497,970)             | (16,250)                          | 3.2%                |
| Recovery - Outside                              | 0                     | 0                     | 0                     | 0                                 |                     |
| Recruitment                                     | 1,000                 | 75,000                | 0                     | (74,000)                          | -98.7%              |
| Special Projects - EOWC                         | 12,750                | 12,750                | 12,500                | 0                                 | 0.0%                |
| Surplus Adjustment - Capital                    | 60,000                | 4,500                 | 5,000                 | 55,500                            | 1233.3%             |
| Surplus Adjustment - Depreciation               | (24,000)              | (24,000)              | (23,407)              | 0                                 | 0.0%                |
| Telephone                                       | 6,700                 | 6,500                 | 5,200                 | 200                               | 3.1%                |
| Travel  | 20,000                | 20,000                | 20,000                | 0                                 | 0.0%                |

**COUNTY OF RENFREW  
2011 BUDGET  
GENERAL REVENUE FUND**

|   | <u>2011 Budget</u>      | <u>2010 Budget</u>      | <u>2009 Budget</u>      | <u>2011 Budget vs 2010 Budget</u> |                     |
|---|-------------------------|-------------------------|-------------------------|-----------------------------------|---------------------|
|   |                         |                         |                         | <u>Variance \$</u>                | <u>Variance %</u>   |
| <b><u>PROPERTY - Pembroke</u></b>             | <b><u>358,029</u></b>   | <b><u>322,944</u></b>   | <b><u>322,263</u></b>   | <b><u>35,085</u></b>              | <b><u>10.9%</u></b> |
| Salaries                                      | 126,671                 | 121,547                 | 122,218                 | 5,124                             | 4.2%                |
| Employee Benefits                             | 29,280                  | 28,091                  | 27,296                  | 1,189                             | 4.2%                |
| Advertising                                   | 1,500                   | 0                       | 0                       | 1,500                             |                     |
| Capital - under threshold                     | 158,300                 | 0                       | 0                       | 158,300                           |                     |
| Depreciation                                  | 191,991                 | 191,947                 | 191,947                 | 44                                | 0.0%                |
| Elevator Maintenance                          | 5,200                   | 5,100                   | 5,100                   | 100                               | 2.0%                |
| Garbage Disposal                              | 3,200                   | 3,000                   | 3,000                   | 200                               | 6.7%                |
| Groundskeeping                                | 5,000                   | 5,000                   | 5,000                   | 0                                 | 0.0%                |
| Insurance                                     | 30,580                  | 28,580                  | 33,503                  | 2,000                             | 7.0%                |
| Janitorial Contract                           | 93,940                  | 93,940                  | 93,940                  | 0                                 | 0.0%                |
| Legal   | 500                     | 500                     | 500                     | 0                                 | 0.0%                |
| Lights,Heat & Power                           | 125,000                 | 125,000                 | 129,920                 | 0                                 | 0.0%                |
| Mechanical                                    | 16,500                  | 16,500                  | 16,500                  | 0                                 | 0.0%                |
| Memberships/Subscriptions                     | 2,100                   | 2,100                   | 2,100                   | 0                                 | 0.0%                |
| Miscellaneous                                 | 2,500                   | 2,500                   | 2,500                   | 0                                 | 0.0%                |
| Office Supplies                               | 6,400                   | 6,400                   | 6,400                   | 0                                 | 0.0%                |
| Professional Development                      | 500                     | 500                     | 500                     | 0                                 | 0.0%                |
| Recoveries - County                           | (10,000)                | (5,000)                 | (5,000)                 | (5,000)                           | 100.0%              |
| Recoveries - Other                            | (2,000)                 | (42,000)                | (7,500)                 | 40,000                            | -95.2%              |
| Recruitment                                   | 0                       | 0                       | 0                       | 0                                 |                     |
| Repairs & Maintenance                         | 32,650                  | 32,650                  | 40,750                  | 0                                 | 0.0%                |
| Revenue - Health Unit Lease                   | (284,792)               | (268,664)               | (268,664)               | (16,128)                          | 6.0%                |
| Security & Monitoring                         | 4,000                   | 4,000                   | 4,000                   | 0                                 | 0.0%                |
| Special Projects                              | 0                       | 0                       | 24,000                  | 0                                 |                     |
| Surplus Adjustment - Trf From Reserves        | (330,000)               | (70,000)                | 0                       | (260,000)                         | 371.4%              |
| Surplus Adjustment - Trf To Reserves          |                         |                         | 75,000                  |                                   |                     |
| Surplus Adjustment - Capital                  | 330,000                 | 220,500                 | 0                       | 109,500                           | 49.7%               |
| Surplus Adjustment - Depreciation             | (191,991)               | (191,947)               | (191,947)               | (44)                              | 0.0%                |
| Telephone                                     | 2,500                   | 3,200                   | 1,700                   | (700)                             | -21.9%              |
| Travel  | 3,500                   | 4,500                   | 4,500                   | (1,000)                           | -22.2%              |
| Vehicle Expenses                              | 5,000                   | 5,000                   | 5,000                   | 0                                 | 0.0%                |
| <b><u>PROPERTY - Renfrew County Place</u></b> | <b><u>(166,482)</u></b> | <b><u>(166,482)</u></b> | <b><u>(156,607)</u></b> | <b><u>0</u></b>                   | <b><u>0.0%</u></b>  |
| Salaries / Benefits                           | 56,233                  | 50,052                  | 47,714                  | 6,181                             | 12.3%               |
| Capital - Under Threshold                     | 0                       | 0                       | 0                       | 0                                 |                     |
| Depreciation                                  | 185,357                 | 173,253                 | 173,253                 | 12,104                            | 7.0%                |
| Elevator Maintenance                          | 5,000                   | 5,000                   | 5,000                   | 0                                 | 0.0%                |
| Garbage Removal                               | 3,000                   | 3,000                   | 3,000                   | 0                                 | 0.0%                |
| Groundskeeping                                | 2,500                   | 2,500                   | 2,500                   | 0                                 | 0.0%                |
| Insurance                                     | 9,310                   | 8,700                   | 5,963                   | 610                               | 7.0%                |
| Janitorial Contract                           | 100,000                 | 100,000                 | 125,000                 | 0                                 | 0.0%                |
| Lease Revenue- Outside                        | (283,549)               | (269,507)               | (240,157)               | (14,042)                          | 5.2%                |
| Lights,Heat & Power                           | 80,000                  | 75,000                  | 66,000                  | 5,000                             | 6.7%                |
| Mechanical                                    | 15,000                  | 15,000                  | 15,000                  | 0                                 | 0.0%                |
| Miscellaneous                                 | 2,000                   | 2,000                   | 2,000                   | 0                                 | 0.0%                |
| Office Supplies / Admin Costs                 | 7,100                   | 7,100                   | 4,990                   | 0                                 | 0.0%                |
| Recoverable - County                          | (235,126)               | (441,857)               | (435,197)               | 206,731                           | -46.8%              |
| Recoverable - Outside                         | (13,345)                | 0                       | 0                       | (13,345)                          |                     |
| Repairs & Maintenance                         | 18,000                  | 20,000                  | 20,000                  | (2,000)                           | -10.0%              |
| Security & Monitoring                         | 3,000                   | 3,000                   | 3,000                   | 0                                 | 0.0%                |
| Surplus Adjustment - Trf To Reserves          | 51,050                  | 213,580                 | 213,580                 | (162,530)                         | -76.1%              |
| Surplus Adjustment - Capital                  | 0                       | 39,950                  | 0                       | (39,950)                          | -100.0%             |
| Surplus Adjustment - Depreciation             | (185,357)               | (173,253)               | (173,253)               | (12,104)                          | 7.0%                |
| Special Projects                              | 0                       | 0                       | 5,000                   | 0                                 |                     |
| Taxes   | 13,345                  | 0                       | 0                       | 13,345                            |                     |

**COUNTY OF RENFREW  
2011 BUDGET  
GENERAL REVENUE FUND**

|   | <u>2011 Budget vs 2010 Budget</u> |                    |                    |                    |                   |
|---|-----------------------------------|--------------------|--------------------|--------------------|-------------------|
|   | <u>2011 Budget</u>                | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> |
| <b><u>PROPERTY - Arnprior Base</u></b>    | <u>0</u>                          | <u>0</u>           | <u>0</u>           | <u>0</u>           | <u>-</u>          |
| Depreciation                              | 12,528                            | 12,528             | 12,528             | 0                  | 0.0%              |
| Groundskeeping                            | 1,000                             | 1,000              | 2,500              | 0                  | 0.0%              |
| Janitorial Contract                       | 4,000                             | 4,000              | 4,000              | 0                  | 0.0%              |
| Lights,Heat & Power                       | 12,000                            | 12,000             | 13,200             | 0                  | 0.0%              |
| Mechanical                                | 1,000                             | 1,000              | 1,500              | 0                  | 0.0%              |
| Miscellaneous                             | 1,500                             | 1,500              | 1,000              | 0                  | 0.0%              |
| Recoverable - County                      | (36,815)                          | (238,653)          | (237,786)          | 201,838            | -84.6%            |
| Repairs & Maintenance                     | 7,000                             | 7,000              | 6,850              | 0                  | 0.0%              |
| Special Projects                          | 0                                 | 0                  | 0                  | 0                  | 0.0%              |
| Surplus Adjustment - Trf To Reserves      | 10,315                            | 206,203            | 208,736            | (195,888)          | -95.0%            |
| Surplus Adjustment- Capital               | 0                                 | 5,950              | 0                  | (5,950)            | -100.0%           |
| Surplus Adjustment - Depreciation         | (12,528)                          | (12,528)           | (12,528)           | 0                  | 0.0%              |
| <b><u>PROPERTY - Barry's Bay Base</u></b> | <u>0</u>                          | <u>0</u>           | <u>0</u>           | <u>0</u>           | <u>-</u>          |
| Depreciation                              | 13,836                            | 12,528             | 0                  | 1,308              | 10.4%             |
| Groundskeeping                            | 3,000                             | 3,000              | 0                  | 0                  | 0.0%              |
| Janitorial Contract and Snow Removal      | 11,000                            | 4,000              | 0                  | 7,000              | 175.0%            |
| Lights,Heat & Power                       | 13,500                            | 13,500             | 0                  | 0                  | 0.0%              |
| Mechanical                                | 1,000                             | 1,000              | 0                  | 0                  | 0.0%              |
| Miscellaneous                             | 2,300                             | 2,300              | 0                  | 0                  | 0.0%              |
| Recoverable - County                      | (82,584)                          | (81,860)           | 0                  | (724)              | 0.9%              |
| Repairs & Maintenance                     | 7,000                             | 7,000              | 0                  | 0                  | 0.0%              |
| Special Projects                          | 0                                 | 0                  | 0                  | 0                  | 0.0%              |
| Surplus Adjustment - Trf To Reserves      | 44,784                            | 51,060             | 0                  | (6,276)            | -12.3%            |
| Surplus Adjustment- Capital               | 0                                 | 0                  | 0                  | 0                  | 0.0%              |
| Surplus Adjustment - Depreciation         | (13,836)                          | (12,528)           | 0                  | (1,308)            | 10.4%             |
| <b><u>PROPERTY - Petawawa Base</u></b>    | <u>0</u>                          | <u>0</u>           | <u>0</u>           | <u>0</u>           | <u>-</u>          |
| Depreciation                              | 14,984                            | 12,528             | 0                  | 2,456              | 19.6%             |
| Groundskeeping                            | 1,000                             | 1,000              | 0                  | 0                  | 0.0%              |
| Janitorial Contract and Snow Removal      | 14,000                            | 4,000              | 0                  | 10,000             | 250.0%            |
| Lights,Heat & Power                       | 13,500                            | 13,500             | 0                  | 0                  | 0.0%              |
| Mechanical                                | 1,000                             | 1,000              | 0                  | 0                  | 0.0%              |
| Miscellaneous                             | 2,300                             | 2,300              | 0                  | 0                  | 0.0%              |
| Recoverable - County                      | (80,724)                          | (79,860)           | 0                  | (864)              | 1.1%              |
| Repairs & Maintenance                     | 7,000                             | 7,000              | 0                  | 0                  | 0.0%              |
| Special Projects                          | 0                                 | 0                  | 0                  | 0                  | 0.0%              |
| Surplus Adjustment - Trf To Reserves      | 41,924                            | 51,060             | 0                  | (9,136)            | -17.9%            |
| Surplus Adjustment- Capital               | 0                                 | 0                  | 0                  | 0                  | 0.0%              |
| Surplus Adjustment - Depreciation         | (14,984)                          | (12,528)           | 0                  | (2,456)            | 19.6%             |

**COUNTY OF RENFREW  
2011 BUDGET  
GENERAL REVENUE FUND**

|  | <u>2011 Budget</u>    | <u>2010 Budget</u>    | <u>2009 Budget</u>    | <u>2011 Budget vs 2010 Budget</u> |                    |
|--|-----------------------|-----------------------|-----------------------|-----------------------------------|--------------------|
|  |                       |                       |                       | <u>Variance \$</u>                | <u>Variance %</u>  |
| <b><u>INFORMATION TECHNOLOGY</u></b>     | <b><u>401,075</u></b> | <b><u>400,323</u></b> | <b><u>392,594</u></b> | <b><u>752</u></b>                 | <b><u>0.2%</u></b> |
| Salaries                                 | 380,840               | 361,408               | 357,117               | 19,432                            | 5.4%               |
| Benefits                                 | 92,857                | 86,765                | 76,257                | 6,092                             | 7.0%               |
| Annual Software Maintenance Fees         | 54,100                | 53,100                | 52,000                | 1,000                             | 1.9%               |
| Communication Fees                       | 16,000                | 51,000                | 50,000                | (35,000)                          | -68.6%             |
| Computer Technology Supplies             | 8,000                 | 6,500                 | 31,000                | 1,500                             | 23.1%              |
| Conventions                              | 500                   | 500                   | 1,300                 | 0                                 | 0.0%               |
| Corporate Software                       | 6,000                 | 8,000                 | 18,000                | (2,000)                           | -25.0%             |
| Depreciation                             | 26,880                | 27,000                | 26,378                | (120)                             | -0.4%              |
| Office Expense                           | 5,000                 | 5,600                 | 6,500                 | (600)                             | -10.7%             |
| Professional Development                 | 7,500                 | 8,500                 | 8,500                 | (1,000)                           | -11.8%             |
| Purchased Services                       | 6,000                 | 6,000                 | 6,000                 | 0                                 | 0.0%               |
| Recoveries - County                      | (248,422)             | (235,150)             | (226,580)             | (13,272)                          | 5.6%               |
| Recoveries - Outside                     | (4,000)               | (4,000)               | (4,000)               | 0                                 | 0.0%               |
| Recruitment                              | 0                     | 0                     | 0                     | 0                                 | 0.0%               |
| Surplus Adjustment - Trf To Reserves     | 10,000                | 10,000                | 0                     | 0                                 | 0.0%               |
| Surplus Adjustment - Capital             | 51,100                | 26,500                | 0                     | 24,600                            | 92.8%              |
| Surplus Adjustment - Depreciation        | (26,880)              | (27,000)              | (26,378)              | 120                               | -0.4%              |
| Telephone Costs                          | 5,600                 | 5,600                 | 3,500                 | 0                                 | 0.0%               |
| Travel                                   | 10,000                | 10,000                | 13,000                | 0                                 | 0.0%               |
| <b><u>HUMAN RESOURCES DEPARTMENT</u></b> | <b><u>197,488</u></b> | <b><u>190,956</u></b> | <b><u>209,896</u></b> | <b><u>6,532</u></b>               | <b><u>3.4%</u></b> |
| Salaries                                 | 457,335               | 439,849               | 500,668               | 17,486                            | 4.0%               |
| Benefits                                 | 107,924               | 101,876               | 106,422               | 6,048                             | 5.9%               |
| Capital Equip- Under Threshold           | 0                     | 0                     | 0                     | 0                                 | 0.0%               |
| Conference & Convention                  | 1,000                 | 1,000                 | 1,000                 | 0                                 | 0.0%               |
| Depreciation                             | 10,224                | 15,039                | 15,039                | (4,815)                           | -32.0%             |
| Expenses Recoverable From Others         | 0                     | 0                     | 0                     | 0                                 | 0.0%               |
| Legal Fees                               | 10,000                | 10,000                | 10,000                | 0                                 | 0.0%               |
| Membership Fees                          | 2,000                 | 1,500                 | 1,500                 | 500                               | 33.3%              |
| Office Expense                           | 33,250                | 31,500                | 28,500                | 1,750                             | 5.6%               |
| Professional Development                 | 7,000                 | 7,500                 | 7,500                 | (500)                             | -6.7%              |
| Purchased Services                       | 55,000                | 55,000                | 55,000                | 0                                 | 0.0%               |
| Recovery - County Departments            | (481,021)             | (462,269)             | (510,694)             | (18,752)                          | 4.1%               |
| Recovery - Outside Agencies              | (10,000)              | (10,000)              | (10,000)              | 0                                 | 0.0%               |
| Recruitment                              | 0                     | 0                     | 0                     | 0                                 | 0.0%               |
| Surplus Adjustment - Depreciation        | (10,224)              | (15,039)              | (15,039)              | 4,815                             | -32.0%             |
| Travel                                   | 15,000                | 15,000                | 20,000                | 0                                 | 0.0%               |

**COUNTY OF RENFREW  
2011 BUDGET  
GENERAL REVENUE FUND**

|  | <u>2011 Budget</u>       | <u>2010 Budget</u>       | <u>2009 Budget</u>       | <u>2011 Budget vs 2010 Budget</u> |                     |
|--|--------------------------|--------------------------|--------------------------|-----------------------------------|---------------------|
|  |                          |                          |                          | <u>Variance \$</u>                | <u>Variance %</u>   |
| <b><u>FORESTRY DEPT.</u></b>           | <b><u>(86,939)</u></b>   | <b><u>(65,142)</u></b>   | <b><u>(57,958)</u></b>   | <b><u>(21,797)</u></b>            | <b><u>33.5%</u></b> |
| Salaries                               | 119,203                  | 84,333                   | 81,492                   | 34,870                            | 41.3%               |
| Benefits                               | 19,768                   |                          |                          | 19,768                            |                     |
| Advertising                            | 400                      | 1,500                    | 2,000                    | (1,100)                           | -73.3%              |
| Capital - Under Threshold              | 0                        | 0                        | 0                        | 0                                 |                     |
| Conventions                            | 1,000                    | 1,000                    | 1,000                    | 0                                 | 0.0%                |
| Depreciation                           | 15,761                   | 15,487                   | 15,487                   | 274                               | 1.8%                |
| Legal                                  | 500                      | 2,000                    | 2,500                    | (1,500)                           | -75.0%              |
| Maintenance Operations                 | 1,000                    | 1,000                    | 2,000                    | 0                                 | 0.0%                |
| Memberships/Subscriptions              | 5,800                    | 5,400                    | 400                      | 400                               | 7.4%                |
| Miscellaneous                          | 2,000                    | 3,000                    | 3,000                    | (1,000)                           | -33.3%              |
| Office Supplies                        | 5,000                    | 3,475                    | 5,350                    | 1,525                             | 43.9%               |
| Professional Development               | 1,500                    | 3,000                    | 3,000                    | (1,500)                           | -50.0%              |
| Property Survey Costs                  | 2,500                    | 2,500                    | 2,500                    | 0                                 | 0.0%                |
| Recoveries - Other                     | (4,500)                  | 0                        | (1,000)                  | (4,500)                           |                     |
| Recoveries - Timber Sales              | (266,860)                | (180,000)                | (180,000)                | (86,860)                          | 48.3%               |
| Recruitment                            | 1,000                    | 0                        | 1,000                    | 1,000                             |                     |
| Small Tools / Supplies                 | 1,500                    | 1,000                    | 1,000                    | 500                               | 50.0%               |
| Special Project                        | 5,000                    | 0                        | 0                        | 5,000                             |                     |
| Surplus Adjustment - Trf From Reserves | (61,110)                 | 0                        | (40,000)                 | (61,110)                          |                     |
| Surplus Adjustment - Capital           | 25,000                   | 0                        | 8,000                    | 25,000                            |                     |
| Surplus Adjustment - Depreciation      | (15,761)                 | (15,487)                 | (15,487)                 | (274)                             | 1.8%                |
| Travel                                 | 6,000                    | 3,500                    | 7,500                    | 2,500                             | 71.4%               |
| Tree Marking                           | 250                      | 250                      | 500                      | 0                                 | 0.0%                |
| Tree Planting                          | 36,110                   | 0                        | 40,000                   | 36,110                            |                     |
| Vehicle Expenses                       | 12,000                   | 2,900                    | 1,800                    | 9,100                             | 313.8%              |
| <b><u>PUBLIC WORKS</u></b>             | <b><u>13,267,899</u></b> | <b><u>12,636,710</u></b> | <b><u>12,800,000</u></b> | <b><u>631,189</u></b>             | <b><u>5.0%</u></b>  |
| Administration                         | 1,029,600                | 1,021,135                | 988,800                  | 8,465                             | 0.8%                |
| Capital Works - Management             | 473,000                  | 480,800                  | 570,000                  | (7,800)                           | -1.6%               |
| Clearing                               | 0                        | 0                        | 0                        | 0                                 |                     |
| Depreciation                           | 7,815,900                | 7,745,378                | 7,745,378                | 70,522                            | 0.9%                |
| Equipment                              | (324,600)                | (547,615)                | (609,000)                | 223,015                           | -40.7%              |
| Housing                                | 251,100                  | 223,390                  | 211,900                  | 27,710                            | 12.4%               |
| Maintenance                            | 5,801,000                | 5,561,000                | 5,421,200                | 240,000                           | 4.3%                |
| Recoveries - Federal                   | (200,000)                | (950,000)                | (335,000)                | 750,000                           | -78.9%              |
| Recoveries - Other                     | (43,300)                 | (60,000)                 | (35,000)                 | 16,700                            | -27.8%              |
| Recoveries - Provincial                | (200,000)                | (950,000)                | (335,000)                | 750,000                           | -78.9%              |
| Surplus Adjustment - Trf To Reserves   | 324,600                  | 100,000                  | 0                        | 224,600                           | 224.6%              |
| Surplus Adjustment - Trf From Reserves | (3,637,701)              | (5,000,000)              | (4,891,900)              | 1,362,299                         | -27.2%              |
| Surplus Adjustment - Capital           | 9,794,200                | 12,758,000               | 11,814,000               | (2,963,800)                       | -23.2%              |
| Surplus Adjustment - Depreciation      | (7,815,900)              | (7,745,378)              | (7,745,378)              | (70,522)                          | 0.9%                |
| <b><u>SPECIAL PROJECTS</u></b>         | <b><u>20,000</u></b>     | <b><u>20,000</u></b>     | <b><u>20,000</u></b>     | <b><u>0</u></b>                   | <b><u>0.0%</u></b>  |
| Abandoned Rail Line Development        | 20,000                   | 20,000                   | 20,000                   | 0                                 | 0.0%                |
| <b><u>EXPO 150</u></b>                 | <b><u>0</u></b>          | <b><u>0</u></b>          | <b><u>0</u></b>          | <b><u>0</u></b>                   | <b><u>0.0%</u></b>  |
| Revenue - Federal Grants               | (46,500)                 | 0                        | 0                        | (46,500)                          |                     |
| Revenue - Other                        | (49,250)                 | 0                        | 0                        | (49,250)                          |                     |
| Revenue - Donations                    | (179,229)                | 0                        | 0                        | (179,229)                         |                     |
| Revenue - Service In Kind              | (133,133)                | 0                        | 0                        | (133,133)                         |                     |
| Salaries/Benefits                      | 23,507                   | 0                        | 0                        | 23,507                            |                     |
| Special Projects                       | 571,135                  | 50,000                   | 0                        | 521,135                           | 1042.3%             |
| Surplus Adjustment - Trf From Reserves | (186,530)                | (50,000)                 | 0                        | (136,530)                         | 273.1%              |

**COUNTY OF RENFREW  
2011 BUDGET  
GENERAL REVENUE FUND**

|  | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|--|--------------------|--------------------|--------------------|-----------------------------------|-------------------|
|  |                    |                    |                    | <u>Variance \$</u>                | <u>Variance %</u> |
| <b><u>BONNECHERE MANOR</u></b>                   | <u>1,117,735</u>   | <u>1,095,062</u>   | <u>1,117,287</u>   | <u>22,673</u>                     | <u>2.1%</u>       |
| Total Municipal Cost                             | 1,868,581          | 2,042,305          | 1,588,929          | (173,723)                         | -8.5%             |
| Recoveries - City of Pembroke                    | (665,281)          | (658,229)          | (471,642)          | (7,053)                           | 1.1%              |
| Surplus Adjustment - Trf From Reserves           | (85,565)           | (289,014)          | 0                  | 203,449                           | -70.4%            |
| <b><u>MIRAMICHI LODGE</u></b>                    | <u>1,127,474</u>   | <u>931,194</u>     | <u>818,792</u>     | <u>196,280</u>                    | <u>21.1%</u>      |
| Total Municipal Cost                             | 1,751,022          | 1,375,026          | 1,165,232          | 375,995                           | 27.3%             |
| Recoveries - City of Pembroke                    | (623,548)          | (443,832)          | (346,440)          | (179,715)                         | 40.5%             |
| <b><u>OTHER LONG TERM CARE</u></b>               | <u>90,918</u>      | <u>95,669</u>      | <u>99,306</u>      | <u>(4,751)</u>                    | <u>-5.0%</u>      |
| North Renfrew Long Term Care                     | 140,959            | 140,959            | 140,959            | 0                                 | 0.0%              |
| Recoveries - City of Pembroke                    | (50,041)           | (45,290)           | (41,653)           | (4,751)                           | 10.5%             |
| <b><u>HEALTH SERVICES</u></b>                    | <u>1,383,754</u>   | <u>1,211,036</u>   | <u>1,211,036</u>   | <u>172,718</u>                    | <u>14.3%</u>      |
| Renfrew County & District Health Unit            | 1,383,754          | 1,211,036          | 1,211,036          | 172,718                           | 14.3%             |
| Renfrew County & District Health Unit - Rebate   | 0                  | 0                  | 0                  | 0                                 |                   |
| <b><u>RECREATION &amp; CULTURAL SERVICES</u></b> | <u>15,000</u>      | <u>15,000</u>      | <u>10,000</u>      | <u>0</u>                          | <u>0.0%</u>       |
| Publicity/Public Relations Service               | 15,000             | 15,000             | 10,000             | 0                                 | 0.0%              |
| Recoveries                                       | 0                  | 0                  | 0                  | 0                                 |                   |
| <b><u>ECONOMIC DEVELOPMENT</u></b>               | <u>366,555</u>     | <u>345,593</u>     | <u>345,799</u>     | <u>20,962</u>                     | <u>6.1%</u>       |
| Salaries   | 208,320            | 199,107            | 197,388            | 9,213                             | 4.6%              |
| Benefits   | 49,165             | 46,071             | 44,196             | 3,094                             | 6.7%              |
| Business Directory                               | 1,000              | 3,000              | 3,000              | (2,000)                           | -66.7%            |
| Community Futures Projects                       | 0                  | 0                  | 0                  | 0                                 |                   |
| Computer Maintenance                             | 1,800              | 1,500              | 5,000              | 300                               | 20.0%             |
| Conventions                                      | 3,000              | 3,000              | 3,000              | 0                                 | 0.0%              |
| Depreciation                                     | 4,800              | 2,546              | 2,546              | 2,254                             | 88.5%             |
| Forest 2020                                      | 0                  | 0                  | 0                  | 0                                 |                   |
| Hospitality                                      | 500                | 1,000              | 1,000              | (500)                             | -50.0%            |
| Legal  | 1,000              | 1,000              | 1,000              | 0                                 | 0.0%              |
| Marketing Program                                | 14,000             | 16,000             | 21,000             | (2,000)                           | -12.5%            |
| Memberships/Subscriptions                        | 8,700              | 1,600              | 2,800              | 7,100                             | 443.8%            |
| Miscellaneous                                    | 800                | 1,000              | 1,000              | (200)                             | -20.0%            |
| Office Expense                                   | 10,700             | 10,000             | 12,500             | 700                               | 7.0%              |
| Ottawa River Waterway Project                    | 0                  | 0                  | 0                  | 0                                 |                   |
| Professional Development/Staff Training          | 600                | 700                | 3,200              | (100)                             | -14.3%            |
| Recoveries - Federal - CFDC                      | 0                  | 0                  | 0                  | 0                                 |                   |
| Recoveries-Other                                 | (1,500)            | (1,500)            | (1,500)            | 0                                 | 0.0%              |
| Recoveries-Provincial                            | 0                  | 0                  | 0                  | 0                                 |                   |
| Recruitment                                      | 1,000              | 1,000              | 1,000              | 0                                 | 0.0%              |
| Special Projects                                 | 33,000             | 24,700             | 15,300             | 8,300                             | 33.6%             |
| Special Projects - Agriculture                   | 22,470             | 22,470             | 22,470             | 0                                 | 0.0%              |
| Surplus Adjustment - Capital                     | 0                  | 1,500              | 0                  | (1,500)                           | -100.0%           |
| Surplus Adjustment - Depreciation                | (4,800)            | (2,546)            | (2,546)            | (2,254)                           | 88.5%             |
| Travel   | 12,000             | 13,445             | 13,445             | (1,445)                           | -10.7%            |

**COUNTY OF RENFREW  
2011 BUDGET  
GENERAL REVENUE FUND**

|   | <u>2011 Budget</u>    | <u>2010 Budget</u>    | <u>2009 Budget</u>    | <u>2011 Budget vs 2010 Budget</u> |                     |
|---|-----------------------|-----------------------|-----------------------|-----------------------------------|---------------------|
|   |                       |                       |                       | <u>Variance \$</u>                | <u>Variance %</u>   |
| <b><u>ENTERPRISE CENTRE</u></b>                 | <b><u>28,055</u></b>  | <b><u>28,055</u></b>  | <b><u>25,250</u></b>  | <b><u>0</u></b>                   | <b><u>0.0%</u></b>  |
| Salaries  | 110,429               | 104,827               | 131,653               | 5,602                             | 5.3%                |
| Benefits  | 25,009                | 23,239                | 24,815                | 1,770                             | 7.6%                |
| Depreciation                                    | 3,400                 | 3,846                 | 3,084                 | (446)                             | -11.6%              |
| Marketing                                       | 5,220                 | 0                     | 2,675                 | 5,220                             |                     |
| Miscellaneous                                   | 1,000                 | 0                     | 286                   | 1,000                             |                     |
| Office Expenses                                 | 5,600                 | 3,920                 | 8,205                 | 1,680                             | 42.9%               |
| Professional Development                        | 400                   | 0                     | 1,500                 | 400                               |                     |
| Purchased Service                               | 4,797                 | 4,542                 | 7,000                 | 255                               | 5.6%                |
| Recoveries - Federal                            | (5,500)               | (9,750)               | (500)                 | 4,250                             | -43.6%              |
| Recoveries - Municipalities                     | (10,000)              | (10,000)              | (2,000)               | 0                                 | 0.0%                |
| Recoveries - Other                              | (5,000)               | (5,475)               | (8,000)               | 475                               | -8.7%               |
| Recoveries - Provincial                         | (133,660)             | (117,550)             | (170,000)             | (16,110)                          | 13.7%               |
| Special Projects                                | 13,300                | 23,250                | 12,200                | (9,950)                           | -42.8%              |
| Surplus Adjustment - Depreciation               | (3,400)               | (3,846)               | (3,084)               | 446                               | -11.6%              |
| Telephone/Internet Access                       | 6,460                 | 6,252                 | 7,916                 | 208                               | 3.3%                |
| Travel  | 10,000                | 4,800                 | 9,500                 | 5,200                             | 108.3%              |
|   |                       |                       |                       | 0                                 |                     |
| <b><u>OTTAWA VALLEY TOURIST ASSOCIATION</u></b> | <b><u>170,541</u></b> | <b><u>170,541</u></b> | <b><u>170,541</u></b> | <b><u>0</u></b>                   | <b><u>0.0%</u></b>  |
| Salaries  | 144,145               | 135,650               | 134,681               | 8,495                             | 6.3%                |
| Benefits  | 41,651                | 39,011                | 37,730                | 2,640                             | 6.8%                |
| Recoveries                                      | (15,255)              | (4,120)               | (1,870)               | (11,135)                          | 270.3%              |
| <b><u>PLANNING DEPARTMENT</u></b>               | <b><u>672,694</u></b> | <b><u>674,165</u></b> | <b><u>650,457</u></b> | <b><u>(1,471)</u></b>             | <b><u>-0.2%</u></b> |
| Salaries  | 646,279               | 636,966               | 634,536               | 9,313                             | 1.5%                |
| Employee Benefits                               | 152,815               | 146,199               | 138,587               | 6,616                             | 4.5%                |
| Computer Supplies / Maintenance                 | 12,000                | 12,000                | 15,000                | 0                                 | 0.0%                |
| Conventions                                     | 3,000                 | 3,000                 | 3,000                 | 0                                 | 0.0%                |
| County Official Plan                            | 2,500                 | 2,500                 | 1,000                 | 0                                 | 0.0%                |
| Depreciation                                    | 7,640                 | 11,906                | 11,906                | (4,266)                           | -35.8%              |
| Fees - Municipal Projects                       | (10,400)              | 0                     | (6,516)               | (10,400)                          |                     |
| Fees - Service Charges                          | (26,000)              | (25,000)              | (25,000)              | (1,000)                           | 4.0%                |
| Fees - Severance Applications                   | (130,000)             | (125,000)             | (130,650)             | (5,000)                           | 4.0%                |
| Fees - Subdivision Applications                 | (22,000)              | (22,000)              | (22,000)              | 0                                 | 0.0%                |
| Land Division Advertisement Costs               | 500                   |                       | 500                   | 500                               |                     |
| Legal Fees                                      | 2,000                 | 2,000                 | 2,000                 | 0                                 | 0.0%                |
| Memberships                                     | 3,000                 | 3,000                 | 3,000                 | 0                                 | 0.0%                |
| Miscellaneous                                   | 2,000                 |                       | 0                     | 2,000                             |                     |
| Office Expense                                  | 22,500                | 23,000                | 22,500                | (500)                             | -2.2%               |
| Professional Development                        | 2,500                 | 2,500                 | 2,500                 | 0                                 | 0.0%                |
| Recoveries - Other                              | (5,000)               | (5,000)               | (5,000)               | 0                                 | 0.0%                |
| Recoveries - Special Projects                   | 0                     |                       | 0                     | 0                                 |                     |
| Recruitment                                     | 2,000                 | 2,000                 | 2,000                 | 0                                 | 0.0%                |
| Special Projects - DRAPE                        | 0                     | 16,000                | 27,000                | (16,000)                          | -100.0%             |
| Surplus Adjustment - Trf From Reserves          | 0                     | (16,000)              | (27,000)              | 16,000                            | -100.0%             |
| Surplus Adjustment - Capital                    | 0                     | 3,000                 | 0                     | (3,000)                           | -100.0%             |
| Surplus Adjustment - Depreciation               | (7,640)               | (11,906)              | (11,906)              | 4,266                             | -35.8%              |
| Travel  | 15,000                | 15,000                | 15,000                | 0                                 | 0.0%                |
| <b><u>AGRICULTURE &amp; REFORESTATION</u></b>   | <b><u>22,000</u></b>  | <b><u>22,000</u></b>  | <b><u>22,000</u></b>  | <b><u>0</u></b>                   | <b><u>0.0%</u></b>  |
| Reforestation - Grants in Lieu                  | 15,000                | 15,000                | 15,000                | 0                                 | 0.0%                |
| Forest Fire Protection                          | 7,000                 | 7,000                 | 7,000                 | 0                                 | 0.0%                |

**COUNTY OF RENFREW  
2011 BUDGET  
GENERAL REVENUE FUND**

|   | <u>2011 Budget</u>      | <u>2010 Budget</u>      | <u>2009 Budget</u>      | <u>2011 Budget vs 2010 Budget</u> |                      |
|---|-------------------------|-------------------------|-------------------------|-----------------------------------|----------------------|
|   |                         |                         |                         | <u>Variance \$</u>                | <u>Variance %</u>    |
| <b><u>ONTARIO WORKS</u></b>                             | <b><u>2,050,277</u></b> | <b><u>4,143,891</u></b> | <b><u>5,962,243</u></b> | <b><u>(2,093,614)</u></b>         | <b><u>-50.5%</u></b> |
| Social Assistance - Cost of Admin                       | 2,018,042               | 1,876,495               | 1,769,165               | 141,547                           | 7.5%                 |
| Social Assistance - Benefits                            | 8,108,315               | 7,677,528               | 6,286,593               | 430,787                           | 5.6%                 |
| Ontario Disability Support Program                      | 0                       | 32,882,884              | 31,639,266              | (32,882,884)                      | -100.0%              |
| Ontario Works   | 1,361,403               | 1,319,681               | 1,319,681               | 41,722                            | 3.2%                 |
| Homelessness  | 328,568                 | 104,610                 | 101,113                 | 223,958                           | 214.1%               |
| Emergency Energy Fund                                   | 16,320                  | 16,320                  | 16,320                  | 0                                 | 0.0%                 |
| Eligibility Review Officer                              | 0                       | 61,525                  | 61,525                  | (61,525)                          | -100.0%              |
| Enhanced Employment Services                            | 125,000                 | 100,000                 | 66,484                  | 25,000                            | 25.0%                |
| SDMT Replacement Project                                | 93,890                  | 0                       | 0                       | 93,890                            |                      |
| Depreciation  | 78,874                  | 63,223                  | 63,223                  | 15,651                            | 24.8%                |
| Provincial Subsidy - Social Assistance - COA            | (1,009,021)             | (1,066,108)             | (931,383)               | 57,087                            | -5.4%                |
| Provincial Subsidy - Social Assistance - Benefits       | (6,592,956)             | (6,198,844)             | (5,026,674)             | (394,112)                         | 6.4%                 |
| Provincial Subsidy - Ontario Disability Support Program | 0                       | (29,594,596)            | (25,311,413)            | 29,594,596                        | -100.0%              |
| Provincial Subsidy - Ontario Works                      | (1,105,459)             | (1,063,663)             | (1,055,745)             | (41,796)                          | 3.9%                 |
| Provincial Subsidy - Homelessness                       | (104,610)               | (104,610)               | (101,113)               | 0                                 | 0.0%                 |
| Provincial Subsidy - Emergency Energy Fund              | (16,320)                | (16,320)                | (16,320)                | 0                                 | 0.0%                 |
| Provincial Subsidy - Eligibility Review Officer         | 0                       | (61,525)                | (61,525)                | 61,525                            | -100.0%              |
| Prov Subsidy - Enhanced Employment Services             | (125,000)               | 0                       | 0                       | (125,000)                         |                      |
| Prov Subsidy - SDMT Replacement Project                 | (93,890)                | (125,000)               | (91,484)                | 31,110                            | -24.9%               |
| Surplus Adjustment - Capital                            | 0                       | 111,000                 | 0                       | (111,000)                         | -100.0%              |
| Surplus Adjustment - Trf From Reserves                  | (223,958)               | 0                       | 0                       | (223,958)                         |                      |
| Surplus Adjustment - Depreciation                       | (78,874)                | (63,223)                | (63,223)                | (15,651)                          | 24.8%                |
| Municipal Contribution - City of Pembroke               | (730,047)               | (1,775,486)             | (2,702,247)             | 1,045,439                         | -58.9%               |
| <b><u>CHILD CARE</u></b>                                | <b><u>513,855</u></b>   | <b><u>506,957</u></b>   | <b><u>489,457</u></b>   | <b><u>6,898</u></b>               | <b><u>1.4%</u></b>   |
| Administration  | 126,484                 | 118,655                 | 122,234                 | 7,829                             | 6.6%                 |
| Direct Costs  | 2,296,130               | 2,313,549               | 2,313,549               | (17,419)                          | -0.8%                |
| Best Start - Administration                             | 249,883                 | 236,350                 | 275,425                 | 13,533                            | 5.7%                 |
| Best Start - Direct Costs                               | 2,220,921               | 1,973,642               | 2,181,514               | 247,279                           | 12.5%                |
| Best Start - Special Needs                              | 699,171                 | 480,008                 | 614,808                 | 219,163                           | 45.7%                |
| Child Care- Special Needs                               | 410,755                 | 410,767                 | 410,767                 | (12)                              | 0.0%                 |
| Pay Equity  | 124,326                 | 124,326                 | 124,326                 | 0                                 | 0.0%                 |
| Depreciation  | 21,372                  | 17,331                  | 17,331                  | 4,041                             | 23.3%                |
| Provincial Subsidy - Child Care                         | (2,407,455)             | (2,394,458)             | (2,417,605)             | (12,997)                          | 0.5%                 |
| Provincial Subsidy - Best Start                         | (3,140,975)             | (2,690,000)             | (3,071,747)             | (450,975)                         | 16.8%                |
| Special Project   | 510,018                 | 500,000                 | 1,000,000               | 10,018                            | 2.0%                 |
| Surplus Adjustment - Trf From Reserves                  | (510,018)               | (500,000)               | (1,000,000)             | (10,018)                          | 2.0%                 |
| Surplus Adjustment - Capital                            | 0                       | 0                       | 0                       | 0                                 |                      |
| Surplus Adjustment - Depreciation                       | (21,372)                | (17,331)                | (17,331)                | (4,041)                           | 23.3%                |
| Municipal Contribution - City of Pembroke               | (65,385)                | (65,882)                | (63,814)                | 497                               | -0.8%                |

**COUNTY OF RENFREW  
2011 BUDGET  
GENERAL REVENUE FUND**

|   | <u>2011 Budget</u>      | <u>2010 Budget</u>      | <u>2009 Budget</u>      | <u>2011 Budget vs 2010 Budget</u> |                    |
|---|-------------------------|-------------------------|-------------------------|-----------------------------------|--------------------|
|   |                         |                         |                         | <u>Variance \$</u>                | <u>Variance %</u>  |
| <b><u>SOCIAL HOUSING</u></b>                    | <b><u>4,031,357</u></b> | <b><u>3,830,376</u></b> | <b><u>3,493,635</u></b> | <b><u>200,981</u></b>             | <b><u>5.2%</u></b> |
| Admin Charges                                   | 103,400                 | 102,900                 | 102,500                 | 500                               | 0.5%               |
| Fairfields - Tax Rebate                         | 5,600                   | 5,600                   | 5,600                   | 0                                 | 0.0%               |
| HR Charges                                      | 73,729                  | 70,636                  | 68,097                  | 3,093                             | 4.4%               |
| IT Charges                                      | 23,985                  | 22,709                  | 33,472                  | 1,276                             | 5.6%               |
| Legal   | 500                     | 500                     | 500                     | 0                                 | 0.0%               |
| Memberships/Subscriptions                       | 500                     | 500                     | 500                     | 0                                 | 0.0%               |
| Miscellaneous                                   | 0                       | 0                       | 500                     | 0                                 |                    |
| Non Profit Housing                              | 1,600,000               | 1,600,000               | 1,600,000               | 0                                 | 0.0%               |
| Office Supplies                                 | 1,500                   | 1,500                   | 1,500                   | 0                                 | 0.0%               |
| Postage/Courier                                 | 500                     | 500                     | 500                     | 0                                 | 0.0%               |
| RCHC - Transfer - Base                          | 4,489,664               | 4,335,351               | 3,569,091               | 154,313                           | 3.6%               |
| RCHC - Transfer - Affordable Housing            | 46,800                  | 46,800                  | 46,800                  | 0                                 | 0.0%               |
| RCHC - Transfer - Affordable Housing Admin      | 0                       | 3,000                   |                         | (3,000)                           | -100.0%            |
| RCHC - Transfer - SHRRP                         | 429,211                 | 2,668,759               |                         | (2,239,548)                       | -83.9%             |
| RCHC - Transfer - HIF                           | 0                       | 0                       | 91,002                  | 0                                 |                    |
| RCHC - Transfer - Homelessness Admin            | 0                       | 0                       | 10,111                  | 0                                 |                    |
| RCHC - Transfer - Strong Communities            | 140,086                 | 140,086                 | 140,086                 | 0                                 | 0.0%               |
| Revenue - Outside                               | (190,744)               | (193,819)               | (193,819)               | 3,075                             | -1.6%              |
| Revenue - Province - Affordable Housing         | (46,800)                | (46,800)                | (46,800)                | 0                                 | 0.0%               |
| Revenue - Province - Affordable Housing Admin   | 0                       | (3,000)                 |                         | 3,000                             | -100.0%            |
| Revenue - Province - SHRRP                      | (429,211)               | (2,668,759)             | 0                       | 2,239,548                         | -83.9%             |
| Revenue - Province - HIF                        | 0                       | 0                       | (91,002)                | 0                                 |                    |
| Revenue - Province - Homelessness Admin         | 0                       | 0                       | (10,111)                | 0                                 |                    |
| Revenue - Province - Strong Communities         | (140,086)               | (140,086)               | (140,086)               | 0                                 | 0.0%               |
| Revenue - Federal (Provincial) - Public Housing | (1,241,814)             | (1,241,814)             | (1,241,814)             | 0                                 | 0.0%               |
| Special Project                                 | 0                       | 0                       | 0                       | 0                                 |                    |
| Staff Training                                  | 500                     | 500                     | 500                     | 0                                 | 0.0%               |
| Surplus Adjustment - Trf From Reserves          | (325,000)               | (381,148)               | 0                       | 56,148                            | -14.7%             |
| Travel  | 2,000                   | 2,000                   | 2,000                   | 0                                 | 0.0%               |
| Municipal Contribution - City of Pembroke       | (512,963)               | (495,539)               | (455,492)               | (17,424)                          | 3.5%               |

**COUNTY OF RENFREW  
2011 BUDGET  
GENERAL REVENUE FUND**

|   | <u>2011 Budget</u>      | <u>2010 Budget</u>      | <u>2009 Budget</u>      | <u>2011 Budget vs 2010 Budget</u> |                      |
|---|-------------------------|-------------------------|-------------------------|-----------------------------------|----------------------|
|   |                         |                         |                         | <u>Variance \$</u>                | <u>Variance %</u>    |
| <b><u>PARAMEDIC SERVICE</u></b>             | <b><u>5,386,291</u></b> | <b><u>5,296,807</u></b> | <b><u>5,296,807</u></b> | <b><u>89,484</u></b>              | <b><u>1.7%</u></b>   |
| Admin - Salaries                            | 564,478                 | 542,670                 | 541,783                 | 21,808                            | 4.0%                 |
| Admin - Employee Benefits                   | 130,257                 | 122,533                 | 118,257                 | 7,724                             | 6.3%                 |
| Admin - Admin Charge                        | 86,000                  | 90,350                  | 89,100                  | (4,350)                           | -4.8%                |
| Admin - Base Hospital Charges               | 30,660                  | 29,767                  | 29,767                  | 893                               | 3.0%                 |
| Admin - Communication Fees                  | 72,230                  | 64,230                  | 64,230                  | 8,000                             | 12.5%                |
| Admin - Computer Supply & Maintenance       | 89,333                  | 67,333                  | 67,333                  | 22,000                            | 32.7%                |
| Admin - Conferences & Conventions           | 4,996                   | 4,996                   | 4,996                   | 0                                 | 0.0%                 |
| Admin - HR Charge                           | 143,657                 | 137,924                 | 134,759                 | 5,733                             | 4.2%                 |
| Admin - IT Charge                           | 57,564                  | 54,501                  | 38,251                  | 3,063                             | 5.6%                 |
| Admin - Legal                               | 39,367                  | 38,220                  | 31,158                  | 1,147                             | 3.0%                 |
| Admin - Membership Fees                     | 1,744                   | 1,693                   | 1,639                   | 51                                | 3.0%                 |
| Admin - Office Expenses                     | 34,979                  | 34,979                  | 34,979                  | 0                                 | 0.0%                 |
| Admin - Professional Development            | 37,974                  | 37,974                  | 37,974                  | 0                                 | 0.0%                 |
| Admin - Recruitment                         | 6,365                   | 6,365                   | 6,365                   | 0                                 | 0.0%                 |
| Admin - Special Projects                    | 30,000                  | 30,000                  | 4,005                   | 0                                 | 0.0%                 |
| Admin - Travel                              | 30,596                  | 29,705                  | 29,705                  | 891                               | 3.0%                 |
| Admin - Uniform Allowances                  | 700                     | 700                     | 0                       | 0                                 | 0.0%                 |
| Capital - Under Threshold                   | 0                       | 0                       | 0                       | 0                                 |                      |
| Depreciation                                | 640,956                 | 467,102                 | 467,102                 | 173,854                           | 37.2%                |
| Paramedic - Salaries                        | 7,861,536               | 7,142,591               | 6,976,627               | 718,945                           | 10.1%                |
| Paramedic - Benefits                        | 1,687,973               | 1,544,983               | 1,508,971               | 142,990                           | 9.3%                 |
| Paramedic - Base Station Costs              | 441,000                 | 821,840                 | 698,797                 | (380,840)                         | -46.3%               |
| Paramedic - Insurance                       | 257,998                 | 241,120                 | 167,341                 | 16,878                            | 7.0%                 |
| Paramedic - Insurance Claims Costs          | 22,660                  | 22,660                  | 20,600                  | 0                                 | 0.0%                 |
| Paramedic - Operational Costs               | 106,954                 | 106,954                 | 106,954                 | 0                                 | 0.0%                 |
| Paramedic - Leased Equipment                | 147,000                 |                         |                         | 147,000                           |                      |
| Paramedic - Small Equipment & Supplies      | 435,000                 | 188,000                 | 136,910                 | 247,000                           | 131.4%               |
| Paramedic - Vehicle Operation & Maintenance | 603,784                 | 586,199                 | 558,285                 | 17,585                            | 3.0%                 |
| Provincial Revenue - Community in Action    | 0                       | 0                       | 0                       | 0                                 |                      |
| Provincial Subsidy - Operating              | (6,096,868)             | (6,156,930)             | (6,156,930)             | 60,062                            | -1.0%                |
| Provision for Bad Debt Expense              |                         |                         | 0                       | 0                                 |                      |
| Recovery - County                           | (52,000)                | (49,500)                | (49,500)                | (2,500)                           | 5.1%                 |
| Recovery - Cross Border                     | (142,329)               | (139,538)               | (136,802)               | (2,791)                           | 2.0%                 |
| Recovery - Other Agency (Heart & Stroke)    | (30,000)                | (20,000)                | 0                       | (10,000)                          | 50.0%                |
| Revenue - Other                             | (110,000)               | (130,000)               | (75,600)                | 20,000                            | -15.4%               |
| Surplus Adjustment - Trf To Reserves        | 640,956                 | 947,400                 | 1,166,976               | (306,444)                         | -32.3%               |
| Surplus Adjustment - Trf From Reserves      | (1,772,303)             | (1,190,189)             | (984,000)               | (582,114)                         | 48.9%                |
| Surplus Adjustment - Capital                | 841,000                 | 947,400                 | 984,000                 | (106,400)                         | -11.2%               |
| Surplus Adjustment - Depreciation           | (640,956)               | (467,102)               | (467,102)               | (173,854)                         | 37.2%                |
| Municipal Contribution - City of Pembroke   | (816,970)               | (860,123)               | (860,123)               | 43,153                            | -5.0%                |
| <b><u>EMERGENCY MANAGEMENT</u></b>          | <b><u>143,346</u></b>   | <b><u>184,650</u></b>   | <b><u>140,846</u></b>   | <b><u>(41,304)</u></b>            | <b><u>-22.4%</u></b> |
| Emergency Management                        | 28,176                  | 28,176                  | 28,176                  | 0                                 | 0.0%                 |
| 911   | 54,590                  | 54,590                  | 54,590                  | 0                                 | 0.0%                 |
| Purchased Service - Consultant              | 15,000                  | 15,000                  | 15,000                  | 0                                 | 0.0%                 |
| Admin Charge (Paramedic Service)            | 52,000                  | 49,500                  | 49,500                  | 2,500                             | 5.1%                 |
| Fire Services Charges                       | 88,580                  | 88,580                  | 88,580                  | 0                                 | 0.0%                 |
| Surplus Adjustment - Capital                | 0                       | 79,644                  | 0                       | (79,644)                          | -100.0%              |
| Recoveries - Provincial JEPP                | 0                       | (35,840)                | 0                       | 35,840                            | -100.0%              |
| Recoveries - Other                          | (95,000)                | (95,000)                | (95,000)                | 0                                 | 0.0%                 |

**COUNTY OF RENFREW  
2011 BUDGET  
GENERAL REVENUE FUND**

|  | <u>2011 Budget</u>      | <u>2010 Budget</u>      | <u>2009 Budget</u>      | <u>2011 Budget vs 2010 Budget</u> |                     |
|--|-------------------------|-------------------------|-------------------------|-----------------------------------|---------------------|
|  |                         |                         |                         | <u>Variance \$</u>                | <u>Variance %</u>   |
| <b><u>PROVINCIAL OFFENCES ADMINISTRATION</u></b>   | <b><u>(748,057)</u></b> | <b><u>(726,677)</u></b> | <b><u>(744,357)</u></b> | <b><u>(21,380)</u></b>            | <b><u>2.9%</u></b>  |
| Salaries   | 262,736                 | 258,753                 | 252,067                 | 3,983                             | 1.5%                |
| Benefits   | 57,884                  | 51,307                  | 48,776                  | 6,577                             | 12.8%               |
| Adjudication                                       | 46,350                  | 42,500                  | 48,200                  | 3,850                             | 9.1%                |
| Admin Charges                                      | 47,700                  | 37,700                  | 37,400                  | 10,000                            | 26.5%               |
| Bank Charges (Visa/Mastercard)                     | 26,000                  | 23,887                  | 20,100                  | 2,113                             | 8.8%                |
| Certificates of Offence                            | 10,000                  | 8,000                   | 9,000                   | 2,000                             | 25.0%               |
| City of Pembroke - Share of Net Revenue            | 113,462                 | 116,248                 | 120,872                 | (2,786)                           | -2.4%               |
| Collection Costs                                   | 6,500                   | 7,500                   | 4,800                   | (1,000)                           | -13.3%              |
| Computer & Technology                              | 8,000                   | 4,465                   | 13,240                  | 3,535                             | 79.2%               |
| Conventions  | 985                     | 925                     | 1,175                   | 60                                | 6.5%                |
| Court Transcripts                                  | 150                     | 150                     | 350                     | 0                                 | 0.0%                |
| Depreciation                                       | 12,888                  | 28,202                  | 27,785                  | (15,314)                          | -54.3%              |
| ICON Charges                                       | 28,275                  | 28,275                  | 29,250                  | 0                                 | 0.0%                |
| Interpreter Fees                                   | 2,800                   | 1,900                   | 1,900                   | 900                               | 47.4%               |
| IT Charges   | 13,371                  | 12,605                  | 15,260                  | 766                               | 6.1%                |
| Lease Costs  | 71,290                  | 71,290                  | 71,790                  | 0                                 | 0.0%                |
| Repairs and Maintenance                            | 1,500                   | 22,700                  | 1,000                   | (21,200)                          | -93.4%              |
| Legal Costs  | 1,000                   |                         | 0                       | 1,000                             |                     |
| Memberships  | 275                     |                         |                         |                                   |                     |
| Miscellaneous                                      | 350                     | 350                     | 350                     | 0                                 | 0.0%                |
| Monitoring / Enforcement Fees                      | 4,100                   | 4,100                   | 4,100                   | 0                                 | 0.0%                |
| Office Equipment / Furniture                       | 3,215                   | 4,800                   | 4,500                   | (1,585)                           | -33.0%              |
| Office Supplies                                    | 6,325                   | 5,950                   | 5,575                   | 375                               | 6.3%                |
| Part III Prosecution                               | 9,000                   | 10,725                  | 7,500                   | (1,725)                           | -16.1%              |
| Postage  | 3,250                   | 3,600                   | 4,470                   | (350)                             | -9.7%               |
| Revenue - Provincial - Accessibility Fund          | 0                       | 0                       | (7,500)                 | 0                                 |                     |
| Purchase of Service - Notice of Fines              | 3,225                   | 3,200                   | 3,000                   | 25                                | 0.8%                |
| Revenues - Fees and Charges                        | (1,500,000)             | (1,475,000)             | (1,475,000)             | (25,000)                          | 1.7%                |
| Recoveries - Other                                 | 0                       | (8,650)                 | 0                       | 8,650                             | -100.0%             |
| Satellite Courtroom Costs                          | 4,100                   | 4,100                   | 5,300                   | 0                                 | 0.0%                |
| Staff Training/Development                         | 3,650                   | 4,300                   | 4,400                   | (650)                             | -15.1%              |
| Surplus Adjustment - Trf From Reserves             | 0                       | (10,797)                | 0                       | 10,797                            | -100.0%             |
| Surplus Adjustment - Capital                       | 0                       | 24,310                  | 7,500                   | (24,310)                          | -100.0%             |
| Surplus Adjustment - Depreciation                  | (12,888)                | (28,202)                | (27,785)                | 15,314                            | -54.3%              |
| Telephone  | 6,550                   | 4,230                   | 4,068                   | 2,320                             | 54.8%               |
| Travel   | 9,100                   | 9,100                   | 10,300                  | 0                                 | 0.0%                |
| Witness Fees                                       | 800                     | 800                     | 1,900                   | 0                                 | 0.0%                |
| <b><u>MPAC</u></b>                                 | <b><u>1,443,035</u></b> | <b><u>1,386,338</u></b> | <b><u>1,347,047</u></b> | <b><u>56,697</u></b>              | <b><u>4.1%</u></b>  |
| Property Assessment                                | 1,443,035               | 1,386,338               | 1,347,047               | 56,697                            | 4.1%                |
| <b><u>FINANCIAL EXPENSE</u></b>                    | <b><u>4,797,082</u></b> | <b><u>5,303,073</u></b> | <b><u>4,908,368</u></b> | <b><u>(505,991)</u></b>           | <b><u>-9.5%</u></b> |
| Capping Costs (Forgone Revenue Approach)           | 50,000                  | 100,000                 | 200,000                 | (50,000)                          | -50.0%              |
| County Share - Taxes Written Off                   | 280,000                 | 300,000                 | 300,000                 | (20,000)                          | -6.7%               |
| Debenture Interest - Miramichi Lodge (2014)        | 231,099                 | 285,637                 | 334,763                 | (54,538)                          | -19.1%              |
| Provision for Unallocated Funds                    | 300,000                 | 583,000                 | 300,000                 | (283,000)                         | -48.5%              |
| Post Employment Expenses (Sick, WSIB) - Reg 284/09 | 872,989                 | 0                       | 0                       | 872,989                           |                     |
| Post Employment Expenses (Contra)                  | (872,989)               | 0                       | 0                       | (872,989)                         |                     |
| EOWC Broadband Contribution                        | 141,474                 | 300,000                 | 0                       | (158,526)                         | -52.8%              |
| Surplus Adjustment - Trf to Gas Tax Reserve        | 2,559,509               | 2,552,436               | 2,638,605               | 7,073                             | 0.3%                |
| Surplus Adjustment - Principal - ML (2014)         | 1,205,000               | 1,152,000               | 1,105,000               | 53,000                            | 4.6%                |
| Vacant Building Rebates                            | 30,000                  | 30,000                  | 30,000                  | 0                                 | 0.0%                |
| <b>TOTAL EXPENSES</b>                              | <b>37,805,680</b>       | <b>39,091,853</b>       | <b>39,897,191</b>       | <b>(1,286,173)</b>                | <b>-3.3%</b>        |

**COUNTY OF RENFREW  
2011 BUDGET  
GENERAL REVENUE FUND**

|   | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|---|--------------------|--------------------|--------------------|-----------------------------------|-------------------|
|   |                    |                    |                    | <u>Variance \$</u>                | <u>Variance %</u> |
| <b>COUNTY LEVY</b>                                | <u>34,218,589</u>  | <u>34,048,322</u>  | <u>32,949,736</u>  | <u>170,267</u>                    | <u>0.5%</u>       |
| <b>PIL ADJUSTMENTS</b>                            | <u>(200,000)</u>   | <u>(275,000)</u>   | <u>(275,000)</u>   | <u>75,000</u>                     | <u>-27.3%</u>     |
| <b>WATERPOWER GENERATING STATION</b>              | <u>373,108</u>     | <u>371,795</u>     | <u>366,250</u>     | <u>1,313</u>                      | <u>0.4%</u>       |
| <b>RAILWAY/HYDRO RIGHTS-OF-WAY</b>                | <u>95,000</u>      | <u>90,000</u>      | <u>90,000</u>      | <u>5,000</u>                      | <u>5.6%</u>       |
| <b>SUPPLEMENTARY REVENUE</b>                      | <u>425,000</u>     | <u>425,000</u>     | <u>425,000</u>     | <u>0</u>                          | <u>0.0%</u>       |
| <b>PROVINCIAL SUBSIDIES</b>                       | <u>0</u>           | <u>308,300</u>     | <u>3,254,600</u>   | <u>(308,300)</u>                  | <u>-100.0%</u>    |
| Ontario Municipal Partnership Fund                | 0                  | 308,300            | 3,254,600          | (308,300)                         | -100.0%           |
| <b>OTHER REVENUE</b>                              | <u>2,893,983</u>   | <u>4,123,436</u>   | <u>3,086,605</u>   | <u>(1,229,453)</u>                | <u>-29.8%</u>     |
| Interest Revenue                                  | 190,000            | 200,000            | 300,000            | (10,000)                          | -5.0%             |
| Other Revenue                                     | 0                  | 0                  | 145,000            | 0                                 |                   |
| Gas Tax Funding                                   | 2,559,509          | 2,552,436          | 2,638,605          | 7,073                             | 0.3%              |
| Surplus Adjustment - From Prov Subsidy Reserve    | 0                  | 968,000            |                    | (968,000)                         | -100.0%           |
| Surplus Adjustment - From Pandemic Reserve        | 0                  | 250,000            |                    | (250,000)                         | -100.0%           |
| Surplus Adjustment - From Bldg Reserve (EOWC)     | 141,474            | 0                  |                    | 141,474                           |                   |
| Surplus Adjustment - From Working Capital Reserve | 0                  | 150,000            | 0                  | (150,000)                         | -100.0%           |
| Licenses  | 3,000              | 3,000              | 3,000              | 0                                 | 0.0%              |
| <b>TOTAL REVENUES</b>                             | <u>37,805,680</u>  | <u>39,091,853</u>  | <u>39,897,191</u>  | <u>(1,286,173)</u>                | <u>-3.3%</u>      |
| <b>Municipal Surplus / ( Deficit)</b>             | <u>0</u>           | <u>0</u>           | <u>0</u>           | <u>0</u>                          |                   |
| <b>Surplus Adjustment - To Reserves</b>           | <u>3,683,138</u>   | <u>4,131,739</u>   | <u>4,302,897</u>   | <u>(448,601)</u>                  | <u>-10.9%</u>     |
| <b>Surplus Adjustment - From Reserves</b>         | <u>(7,273,659)</u> | <u>(8,875,148)</u> | <u>(6,942,900)</u> | <u>1,601,489</u>                  | <u>-18.0%</u>     |
| <b>Surplus Adjustment - Capital</b>               | <u>11,101,300</u>  | <u>14,222,254</u>  | <u>12,818,500</u>  | <u>(3,120,954)</u>                | <u>-21.9%</u>     |
| <b>Surplus Adjustment - Depreciation</b>          | <u>(9,081,391)</u> | <u>(8,830,566)</u> | <u>(8,803,116)</u> | <u>(250,825)</u>                  | <u>2.8%</u>       |
| <b>Surplus Adjustment - Principal</b>             | <u>1,205,000</u>   | <u>1,152,000</u>   | <u>1,105,000</u>   | <u>53,000</u>                     | <u>4.6%</u>       |
| <b>Accounting Surplus / ( Deficit)</b>            | <u>(365,612)</u>   | <u>1,800,279</u>   | <u>2,480,381</u>   | <u>(2,165,891)</u>                | <u>-120.3%</u>    |

**COUNTY OF RENFREW  
2011 Budget  
Public Works**

|                                       | <u>2011 Budget vs 2010 Budget</u> |                          |                          |                           |                      |
|---------------------------------------|-----------------------------------|--------------------------|--------------------------|---------------------------|----------------------|
|                                       | <u>2011 Budget</u>                | <u>2010 Budget</u>       | <u>2009 Budget</u>       | <u>Variance \$</u>        | <u>Variance %</u>    |
| <b><u>CAPITAL WORKS</u></b>           | <b><u>473,000</u></b>             | <b><u>480,800</u></b>    | <b><u>570,000</u></b>    | <b><u>(7,800)</u></b>     | <b><u>-1.6%</u></b>  |
| Infrastructure Mgt & Misc             | 473,000                           | 480,800                  | 570,000                  | (7,800)                   | -1.6%                |
| Recoveries                            | 0                                 | 0                        | 0                        | 0                         |                      |
| <b><u>ADMINISTRATION</u></b>          | <b><u>1,029,600</u></b>           | <b><u>1,021,135</u></b>  | <b><u>988,800</u></b>    | <b><u>8,465</u></b>       | <b><u>0.8%</u></b>   |
| Salaries & Benefits                   | 568,000                           | 560,500                  | 555,500                  | 7,500                     | 1.3%                 |
| Office Expenses                       | 128,200                           | 141,700                  | 171,800                  | (13,500)                  | -9.5%                |
| Professional Services                 | 261,000                           | 250,535                  | 174,000                  | 10,465                    | 4.2%                 |
| Staff Training                        | 36,000                            | 36,700                   | 59,500                   | (700)                     | -1.9%                |
| Misc                                  | 36,400                            | 31,700                   | 28,000                   | 4,700                     | 14.8%                |
| Recoveries                            | 0                                 | 0                        | 0                        | 0                         |                      |
| <b><u>MAINTENANCE</u></b>             | <b><u>5,801,000</u></b>           | <b><u>5,561,000</u></b>  | <b><u>5,421,200</u></b>  | <b><u>240,000</u></b>     | <b><u>4.3%</u></b>   |
| Bridges and Culverts                  | 179,000                           | 203,000                  | 213,000                  | (24,000)                  | -11.8%               |
| Roadside Maintenance                  | 529,500                           | 435,500                  | 444,100                  | 94,000                    | 21.6%                |
| Hard Top Maintenance                  | 1,249,000                         | 1,166,000                | 947,600                  | 83,000                    | 7.1%                 |
| Loose Top Maintenance                 | 34,000                            | 34,000                   | 43,000                   | 0                         | 0.0%                 |
| Winter Control                        | 3,149,400                         | 3,097,000                | 3,095,600                | 52,400                    | 1.7%                 |
| Safety Devices                        | 650,500                           | 597,000                  | 598,400                  | 53,500                    | 9.0%                 |
| Misc                                  | 163,200                           | 144,000                  | 160,000                  | 19,200                    | 13.3%                |
| Recoveries                            | (153,600)                         | (115,500)                | (80,500)                 | (38,100)                  | 33.0%                |
| <b><u>EQUIPMENT</u></b>               | <b><u>(324,600)</u></b>           | <b><u>(547,615)</u></b>  | <b><u>(609,000)</u></b>  | <b><u>223,015</u></b>     | <b><u>-40.7%</u></b> |
| Small Equipment, Misc                 | 45,400                            | 20,500                   | 31,000                   | 24,900                    | 121.5%               |
| Vehicle Operating Costs               | 1,230,000                         | 1,331,885                | 1,160,000                | (101,885)                 | -7.6%                |
| Vehicle Operating Revenue             | (1,600,000)                       | (1,900,000)              | (1,800,000)              | 300,000                   | -15.8%               |
| Recoveries                            | 0                                 | 0                        | 0                        | 0                         |                      |
| <b><u>HOUSING</u></b>                 | <b><u>251,100</u></b>             | <b><u>223,390</u></b>    | <b><u>211,900</u></b>    | <b><u>27,710</u></b>      | <b><u>12.4%</u></b>  |
|                                       |                                   |                          |                          | 0                         |                      |
| Operating Expenses                    | 221,100                           | 223,390                  | 218,900                  | (2,290)                   | -1.0%                |
| Major Repairs - - under threshold     | 30,000                            | 0                        | 0                        | 30,000                    |                      |
| Recoveries                            | 0                                 | 0                        | (7,000)                  | 0                         |                      |
| <b><u>OTHER</u></b>                   | <b><u>10,118,800</u></b>          | <b><u>12,758,000</u></b> | <b><u>11,814,000</u></b> | <b><u>(2,639,200)</u></b> | <b><u>-20.7%</u></b> |
| Depreciation                          | 7,815,900                         | 7,745,378                | 7,745,378                | 70,522                    | 0.9%                 |
| Surplus Adjustment - Depreciation     | (7,815,900)                       | (7,745,378)              | (7,745,378)              | (70,522)                  | 0.9%                 |
| Surplus Adjustment - Capital          | 9,794,200                         | 12,758,000               | 11,814,000               | (2,963,800)               | -23.2%               |
| Surplus Adjst - Trf to Equip Reserves | 324,600                           |                          |                          | 324,600                   |                      |
| <b>TOTAL EXPENDITURES</b>             | <b>17,348,900</b>                 | <b>19,496,710</b>        | <b>18,396,900</b>        | <b>(2,147,810)</b>        | <b>-11.0%</b>        |

**COUNTY OF RENFREW  
2011 Budget  
Public Works**

|                                       | <u>2011 Budget vs 2010 Budget</u> |                    |                    |                    |                   |
|---------------------------------------|-----------------------------------|--------------------|--------------------|--------------------|-------------------|
|                                       | <u>2011 Budget</u>                | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> |
| <b><u>ROADS REVENUES</u></b>          |                                   |                    |                    |                    |                   |
| Municipal Contribution                | 13,267,899                        | 12,636,710         | 12,800,000         | 631,189            | 5.0%              |
| Surplus Adjustment - Trf From Reser   | 3,637,701                         | 4,900,000          | 4,891,900          | (1,262,299)        | -25.8%            |
| Provincial Grants & Subsidies         | 200,000                           | 950,000            | 335,000            | (750,000)          | -78.9%            |
| Federal Grants & Subsidies            | 200,000                           | 950,000            | 335,000            | (750,000)          | -78.9%            |
| Misc                                  | 43,300                            | 60,000             | 35,000             | (16,700)           | -27.8%            |
| <b>TOTAL REVENUES</b>                 | <b>17,348,900</b>                 | <b>19,496,710</b>  | <b>18,396,900</b>  | <b>(2,147,810)</b> | <b>-11.0%</b>     |
| <hr/>                                 |                                   |                    |                    |                    |                   |
| Municipal Surplus / (Deficit)         | 0                                 | 0                  | 0                  | 0                  |                   |
| <hr/>                                 |                                   |                    |                    |                    |                   |
| Surplus Adjustment - To Reserves      | 324,600                           | 0                  | 0                  | 324,600            |                   |
| Surplus Adjustment - From Reserves    | (3,637,701)                       | (4,900,000)        | (4,891,900)        | 1,262,299          | -25.8%            |
| Surplus Adjustment - Capital          | 9,794,200                         | 12,758,000         | 11,814,000         | (2,963,800)        | -23.2%            |
| Surplus Adjustment - Depreciation     | (7,815,900)                       | (7,745,378)        | (7,745,378)        | (70,522)           | 0.9%              |
| <b>Accounting Surplus / (Deficit)</b> | <b>(1,334,801)</b>                | <b>112,622</b>     | <b>(823,278)</b>   | <b>(1,447,423)</b> | <b>-1285.2%</b>   |

**COUNTY OF RENFREW  
2011 Budget  
Miramichi Lodge**

|  | <u>2011 Budget vs 2010 Budget</u> |                         |                         |                       |                    |
|--|-----------------------------------|-------------------------|-------------------------|-----------------------|--------------------|
|  | <u>2011 Budget</u>                | <u>2010 Budget</u>      | <u>2009 Budget</u>      | <u>Variance \$</u>    | <u>Variance %</u>  |
| <b><u>CLIENT PROGRAMS &amp; SERVICES</u></b> | <b><u>506,636</u></b>             | <b><u>469,888</u></b>   | <b><u>463,426</u></b>   | <b><u>36,748</u></b>  | <b><u>7.8%</u></b> |
| Salaries                                     | 381,635                           | 350,774                 | 343,430                 | 30,861                | 8.8%               |
| Employee Benefits                            | 86,886                            | 75,857                  | 71,826                  | 11,029                | 14.5%              |
| Depreciation                                 | 5,856                             | 5,856                   | 5,856                   | 0                     | 0.0%               |
| Equipment - Replacements                     | 1,500                             | 500                     | 500                     | 1,000                 | 200.0%             |
| Equipment Operation/Maint.                   | 2,500                             | 3,500                   | 4,000                   | (1,000)               | -28.6%             |
| Hobby Crafts                                 | 4,500                             | 4,500                   | 2,500                   | 0                     | 0.0%               |
| Purchased Service                            | 16,115                            | 19,257                  | 24,170                  | (3,142)               | -16.3%             |
| Recoveries                                   | 0                                 | 0                       | 0                       | 0                     |                    |
| Recreation & Entertainment                   | 11,000                            | 13,000                  | 15,000                  | (2,000)               | -15.4%             |
| Surplus Adjustment - Depreciation            | (5,856)                           | (5,856)                 | (5,856)                 | 0                     | 0.0%               |
| Special Events                               | 2,500                             | 2,500                   | 2,000                   | 0                     | 0.0%               |
| <b><u>NURSING SERVICES</u></b>               | <b><u>6,425,980</u></b>           | <b><u>6,052,279</u></b> | <b><u>5,808,902</u></b> | <b><u>373,700</u></b> | <b><u>6.2%</u></b> |
| Salaries - Direct Care                       | 4,898,287                         | 4,661,689               | 4,598,873               | 236,598               | 5.1%               |
| Employee Benefits - Direct Care              | 837,847                           | 762,891                 | 720,553                 | 74,956                | 9.8%               |
| Salaries - Administration                    | 358,357                           | 344,442                 | 346,106                 | 13,915                | 4.0%               |
| Employee Benefits - Administration           | 96,756                            | 86,110                  | 86,526                  | 10,646                | 12.4%              |
| Depreciation                                 | 80,209                            | 76,066                  | 76,066                  | 4,143                 | 5.4%               |
| Equipment - Replacements                     | 9,230                             | 1,350                   | 0                       | 7,880                 | 583.7%             |
| Equipment-Operation/Maint.                   | 21,254                            | 15,214                  | 20,614                  | 6,040                 | 39.7%              |
| Subscriptions and Memberships                | 1,000                             |                         |                         | 1,000                 |                    |
| Professional Development                     | 11,826                            |                         |                         | 11,826                |                    |
| Incontinent Products                         | 81,000                            | 81,000                  | 72,000                  | 0                     | 0.0%               |
| Medical Director                             | 34,777                            | 34,777                  | 34,777                  | 0                     | 0.0%               |
| Medical Nursing Supplies                     | 64,000                            | 59,000                  | 53,000                  | 5,000                 | 8.5%               |
| Nursing Bursary                              | 0                                 | 0                       | 0                       | 0                     |                    |
| Prov - Health Force Ontario Project          | 0                                 | 0                       | 217,000                 | 0                     |                    |
| Prov - High Intensity Needs                  | 40,000                            | 40,000                  | 150,000                 | 0                     | 0.0%               |
| Prov - Lab Fees                              | 12,000                            | 12,000                  | 12,000                  | 0                     | 0.0%               |
| Prov - Late Career Initiative                | 0                                 | 0                       | 7,098                   | 0                     |                    |
| Prov - Nurse Practitioner                    | 146,855                           | 142,604                 | 143,308                 | 4,251                 | 3.0%               |
| Prov - RAI-MDS Coordinator                   | 106,059                           | 105,484                 | 97,116                  | 575                   | 0.5%               |
| Prov - Ulcer Awareness Program               | 0                                 | 5,800                   | 5,800                   | (5,800)               | -100.0%            |
| Recoveries                                   | (6,001)                           | (6,575)                 | (5,789)                 | 575                   | -8.7%              |
| Recovery - County                            | (16,115)                          | (19,257)                | (24,170)                | 3,142                 | -16.3%             |
| Recovery - Diagnostic Med Equipment - M      | 0                                 | 0                       | 0                       | 0                     |                    |
| Recovery - Health Force Ontario - MOHLT      | 0                                 | 0                       | (217,000)               | 0                     |                    |
| Recovery - High Intensity - MOHLTC           | (40,000)                          | (40,000)                | (150,000)               | 0                     | 0.0%               |
| Recovery - Lab Fees - MOHLTC                 | (12,000)                          | (12,000)                | (12,000)                | 0                     | 0.0%               |
| Recovery - Late Career Initiative - MOHLT    | 0                                 | 0                       | (7,098)                 | 0                     |                    |
| Recovery - Lift Program - MOHLTC             | 0                                 | 0                       | 0                       | 0                     |                    |
| Recovery - Medical Director - MOHLTC         | (16,600)                          | (16,600)                | (16,600)                | 0                     | 0.0%               |
| Recovery - Nurse Practitioner - MOHLTC       | (122,853)                         | (120,150)               | (120,150)               | (2,703)               | 2.2%               |
| Recovery - RAI-MDS Coordinator               | (79,700)                          | (79,700)                | (81,800)                | 0                     | 0.0%               |
| Recovery - RPN - MOHLTC                      | 0                                 | 0                       | (115,462)               | 0                     |                    |
| Recovery - Ulcer Awareness Program - MC      | 0                                 | (5,800)                 | (5,800)                 | 5,800                 | -100.0%            |
| Surplus Adjustment - Depreciation            | (80,209)                          | (76,066)                | (76,066)                | (4,143)               | 5.4%               |

**COUNTY OF RENFREW  
2011 Budget  
Miramichi Lodge**

|  | <u>2011 Budget vs 2010 Budget</u> |                         |                         |                      |                    |
|--|-----------------------------------|-------------------------|-------------------------|----------------------|--------------------|
|  | <u>2011 Budget</u>                | <u>2010 Budget</u>      | <u>2009 Budget</u>      | <u>Variance \$</u>   | <u>Variance %</u>  |
| <b><u>FOOD SERVICES</u></b>              | <b><u>1,597,124</u></b>           | <b><u>1,515,387</u></b> | <b><u>1,486,221</u></b> | <b><u>81,737</u></b> | <b><u>5.4%</u></b> |
| Salaries                                 | 938,981                           | 880,694                 | 878,483                 | 58,287               | 6.6%               |
| Employee Benefits                        | 195,736                           | 176,938                 | 163,369                 | 18,798               | 10.6%              |
| Cleaning Supplies                        | 19,235                            | 16,995                  | 16,500                  | 2,240                | 13.2%              |
| Depreciation                             | 14,378                            | 13,437                  | 13,437                  | 941                  | 7.0%               |
| Memberships & Subscriptions              | 1,500                             |                         |                         | 1,500                |                    |
| Equipment - Operation/Maintenance        | 1,906                             | 1,906                   | 1,850                   | 0                    | 0.0%               |
| Equipment - Replacements                 | 0                                 | 0                       | 0                       | 0                    |                    |
| Food Wrap & Disposable Items             | 7,931                             | 7,931                   | 7,700                   | 0                    | 0.0%               |
| Meals on Wheels                          | 3,000                             | 3,000                   | 3,000                   | 0                    | 0.0%               |
| Miscellaneous                            | 515                               | 515                     | 500                     | 0                    | 0.0%               |
| Raw Food Costs                           | 444,125                           | 442,913                 | 433,219                 | 1,212                | 0.3%               |
| Recoveries                               | (18,000)                          | (17,700)                | (20,400)                | (300)                | 1.7%               |
| Replacement - Dishes/Cutlery             | 6,695                             | 6,695                   | 6,500                   | 0                    | 0.0%               |
| Surplus Adjustment - Depreciation        | (14,378)                          | (13,437)                | (13,437)                | (941)                | 7.0%               |
| Vending Machine Operation (Net)          | (4,500)                           | (4,500)                 | (4,500)                 | 0                    | 0.0%               |
| <b><u>HOUSEKEEPING SERVICES</u></b>      | <b><u>750,775</u></b>             | <b><u>707,807</u></b>   | <b><u>665,836</u></b>   | <b><u>42,968</u></b> | <b><u>6.1%</u></b> |
| Salaries                                 | 579,926                           | 552,724                 | 513,105                 | 27,202               | 4.9%               |
| Employee Benefits                        | 109,049                           | 98,583                  | 96,231                  | 10,466               | 10.6%              |
| Depreciation                             | 2,482                             | 2,158                   | 2,158                   | 324                  | 15.0%              |
| Equipment - Operation/Maint.             | 2,500                             | 2,500                   | 2,500                   | 0                    | 0.0%               |
| Equipment - Replacements                 | 8,300                             | 3,000                   | 3,000                   | 5,300                | 176.7%             |
| Garbage Bags, Paper and Cleaning Suppli  | 50,000                            | 50,000                  | 50,000                  | 0                    | 0.0%               |
| Other                                    | 1,000                             | 1,000                   | 1,000                   | 0                    | 0.0%               |
| Surplus Adjustment - Depreciation        | (2,482)                           | (2,158)                 | (2,158)                 | (324)                | 15.0%              |
| Recoveries                               | 0                                 | 0                       | 0                       | 0                    |                    |
| <b><u>LAUNDRY AND LINEN SERVICES</u></b> | <b><u>232,323</u></b>             | <b><u>214,579</u></b>   | <b><u>211,991</u></b>   | <b><u>17,744</u></b> | <b><u>8.3%</u></b> |
| Salaries                                 | 164,851                           | 153,167                 | 151,648                 | 11,684               | 7.6%               |
| Employee Benefits                        | 35,239                            | 32,202                  | 31,943                  | 3,037                | 9.4%               |
| Depreciation                             | 4,561                             | 4,562                   | 4,562                   | (1)                  | 0.0%               |
| Equipment - Operation/Maint.             | 4,000                             | 4,000                   | 4,000                   | 0                    | 0.0%               |
| Equipment Replacement                    | 2,000                             |                         |                         | 2,000                |                    |
| Laundry Supplies                         | 11,330                            | 11,330                  | 11,000                  | 0                    | 0.0%               |
| Other                                    | 663                               | 650                     | 500                     | 13                   | 2.0%               |
| Purchased Services - Other               | 510                               | 500                     | 500                     | 10                   | 2.0%               |
| Surplus Adjustment - Depreciation        | (4,561)                           | (4,562)                 | (4,562)                 | 1                    | 0.0%               |
| Recoveries                               | 0                                 | 0                       | 0                       | 0                    |                    |
| Replacement - Bedding                    | 13,730                            | 12,730                  | 12,400                  | 1,000                | 7.9%               |

**COUNTY OF RENFREW  
2011 Budget  
Miramichi Lodge**

|                                    | <u>2011 Budget vs 2010 Budget</u> |                    |                    |                    |                   |
|------------------------------------|-----------------------------------|--------------------|--------------------|--------------------|-------------------|
|                                    | <u>2011 Budget</u>                | <u>2010 Budget</u> | <u>2009 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> |
| <b>BUILDINGS AND PROPERTY</b>      |                                   |                    |                    |                    |                   |
| <b>OPERATION &amp; MAINTENANCE</b> | <b>909,037</b>                    | <b>847,601</b>     | <b>845,506</b>     | <b>61,436</b>      | <b>7.2%</b>       |
| Salaries                           | 212,363                           | 200,022            | 212,374            | 12,341             | 6.2%              |
| Employee Benefits                  | 57,338                            | 54,505             | 57,593             | 2,833              | 5.2%              |
| Depreciation                       | 793,422                           | 790,666            | 790,666            | 2,756              | 0.3%              |
| Equipment - Operation/Maint.       | 0                                 | 0                  | 0                  | 0                  |                   |
| Equipment - Replacements           | 46,390                            | 42,890             | 36,800             | 3,500              | 8.2%              |
| Insurance                          | 44,943                            | 42,003             | 42,457             | 2,940              | 7.0%              |
| Lights, Heat & Power               | 319,000                           | 321,100            | 331,000            | (2,100)            | -0.7%             |
| Other                              | 4,000                             | 4,000              | 4,000              | 0                  | 0.0%              |
| Other Utilities                    | 15,913                            | 15,450             | 15,000             | 463                | 3.0%              |
| Purchased Services                 | 145,326                           | 140,087            | 126,012            | 5,239              | 3.7%              |
| Surplus Adjustment - Depreciation  | (793,422)                         | (790,666)          | (790,666)          | (2,756)            | 0.3%              |
| Recoveries                         | (15,780)                          | (25,000)           | (25,000)           | 9,220              | -36.9%            |
| Repairs/Maint./Bldgs./Grounds      | 79,544                            | 52,544             | 45,270             | 27,000             | 51.4%             |
| <b>GENERAL AND ADMINISTRATIVE</b>  | <b>993,473</b>                    | <b>944,985</b>     | <b>858,136</b>     | <b>48,488</b>      | <b>5.1%</b>       |
| Salaries                           | 373,036                           | 358,221            | 350,580            | 14,815             | 4.1%              |
| Employee Benefits                  | 97,255                            | 87,167             | 85,332             | 10,088             | 11.6%             |
| Admin Charges                      | 83,100                            | 77,850             | 76,500             | 5,250              | 6.7%              |
| Advertising & Awards               | 20,000                            | 20,000             | 20,000             | 0                  | 0.0%              |
| Audit                              | 6,940                             | 6,000              | 6,000              | 940                | 15.7%             |
| Conventions                        | 3,060                             | 3,000              | 3,000              | 60                 | 2.0%              |
| Depreciation                       | 29,137                            | 57,339             | 57,339             | (28,202)           | -49.2%            |
| Equipment - Replacements           | 3,875                             | 500                | 6,500              | 3,375              | 675.0%            |
| Equipment-Operation/Maint.         | 20,914                            | 20,000             | 18,000             | 914                | 4.6%              |
| HR Charges                         | 99,769                            | 96,093             | 129,973            | 3,676              | 3.8%              |
| Insurance                          | 90,597                            | 84,670             | 67,848             | 5,927              | 7.0%              |
| Insurance Claim Costs              | 0                                 | 0                  | 0                  | 0                  |                   |
| IT Charges                         | 38,376                            | 36,334             | 29,503             | 2,042              | 5.6%              |
| Legal & Labour Contract Costs      | 40,000                            | 46,250             | 20,000             | (6,250)            | -13.5%            |
| Occupational Health Program        | 5,754                             | 4,000              | 4,000              | 1,754              | 43.8%             |
| Other (Membership Fees)            | 16,340                            | 16,100             | 16,100             | 240                | 1.5%              |
| Postage                            | 6,070                             | 5,700              | 5,700              | 370                | 6.5%              |
| Printing & Stationery              | 18,500                            | 15,000             | 12,000             | 3,500              | 23.3%             |
| Professional Development           | 13,260                            | 13,000             | 13,000             | 260                | 2.0%              |
| Purchased Services                 | 20,910                            | 20,500             | 19,500             | 410                | 2.0%              |
| Recoveries                         | (10,000)                          | (10,000)           | (70,000)           | 0                  | 0.0%              |
| Surplus Adjustment - Depreciation  | (29,137)                          | (57,339)           | (57,339)           | 28,202             | -49.2%            |
| Telephone                          | 25,092                            | 24,600             | 24,600             | 492                | 2.0%              |
| Travel                             | 4,000                             | 4,000              | 4,000              | 0                  | 0.0%              |
| Uniform Allowance                  | 16,625                            | 16,000             | 16,000             | 625                | 3.9%              |
| <b>MIRAMICHI LODGE TOTALS</b>      | <b>11,415,348</b>                 | <b>10,752,526</b>  | <b>10,340,018</b>  | <b>662,822</b>     | <b>6.2%</b>       |

**COUNTY OF RENFREW  
2011 Budget  
Miramichi Lodge**

|  | <b>2011 Budget vs 2010 Budget</b> |                           |                           |                           |                          |
|--|-----------------------------------|---------------------------|---------------------------|---------------------------|--------------------------|
|  | <b><u>2011 Budget</u></b>         | <b><u>2010 Budget</u></b> | <b><u>2009 Budget</u></b> | <b><u>Variance \$</u></b> | <b><u>Variance %</u></b> |
| <u>RESIDENT DAYS</u>                   | <u>60,590</u>                     | <u>60,590</u>             | <u>60,590</u>             | 0                         | 0.0%                     |
| <b><u>NON-SUBSIDIZABLE EXPENSE</u></b> | <b><u>760,324</u></b>             | <b><u>660,324</u></b>     | <b><u>660,324</u></b>     | <b><u>100,000</u></b>     | <b><u>15.1%</u></b>      |
| Homes for Aged Committee               | 3,000                             | 3,000                     | 3,000                     | 0                         | 0.0%                     |
| Valley Manor Capital                   | 30,514                            | 30,514                    | 30,514                    | 0                         | 0.0%                     |
| Surplus Adjustment - Trf To Reserves   | 100,000                           | 0                         | 0                         | 100,000                   |                          |
| Surplus Adjustment - Principal         | 291,150                           | 275,355                   | 260,417                   | 15,795                    | 5.7%                     |
| Debenture Payment Interest Only (2024) | 335,660                           | 351,455                   | 366,393                   | (15,795)                  | -4.5%                    |
| <b><u>EQUIPMENT ACQUISITIONS</u></b>   | <b><u>221,737</u></b>             | <b><u>96,800</u></b>      | <b><u>180,500</u></b>     | <b><u>124,937</u></b>     | <b><u>129.1%</u></b>     |
| Equipment - Under Threshold            |                                   | 0                         | 0                         | 0                         |                          |
| Surplus Adjustment - Capital           | 221,737                           | 96,800                    | 180,500                   | 124,937                   | 129.1%                   |
| <b>GRAND TOTAL EXPENDITURE</b>         | <b>12,397,409</b>                 | <b>11,509,650</b>         | <b>11,180,842</b>         | <b>887,759</b>            | <b>7.7%</b>              |

**COUNTY OF RENFREW  
2011 Budget  
Miramichi Lodge**

|  | <u>2011 Budget vs 2010 Budget</u> |                         |                         |                       |                      |
|--|-----------------------------------|-------------------------|-------------------------|-----------------------|----------------------|
|  | <u>2011 Budget</u>                | <u>2010 Budget</u>      | <u>2009 Budget</u>      | <u>Variance \$</u>    | <u>Variance %</u>    |
| <b><u>MUNICIPAL SUBSIDY</u></b>                | <b><u>1,751,022</u></b>           | <b><u>1,375,026</u></b> | <b><u>1,165,232</u></b> | <b><u>375,995</u></b> | <b><u>27.3%</u></b>  |
| City of Pembroke -35.50%                       | 623,548                           | 443,832                 | 346,440                 | 179,715               | 40.5%                |
| County of Renfrew - 64.50%                     | 1,127,474                         | 931,194                 | 818,792                 | 196,280               | 21.1%                |
| <b><u>REVENUE - MIRAMICHI LODGE</u></b>        | <b><u>3,313,365</u></b>           | <b><u>3,313,302</u></b> | <b><u>3,177,936</u></b> | <b><u>63</u></b>      | <b><u>0.0%</u></b>   |
| Basic Accommodation                            | 2,791,624                         | 2,791,624               | 2,700,790               | 0                     | 0.0%                 |
| Respite Care                                   | 21,741                            | 21,678                  | 17,246                  | 63                    | 0.3%                 |
| Bed Retention                                  | 0                                 | 0                       | 0                       | 0                     |                      |
| Preferred Accommodation                        | 500,000                           | 500,000                 | 459,900                 | 0                     | 0.0%                 |
| Estate Recoveries - Provincial                 | 0                                 | 0                       | 0                       | 0                     |                      |
| Estate Recoveries - Municipal                  | 0                                 | 0                       | 0                       | 0                     |                      |
| <b><u>PROVINCIAL SUBSIDY</u></b>               | <b><u>7,103,431</u></b>           | <b><u>6,724,522</u></b> | <b><u>6,585,685</u></b> | <b><u>378,909</u></b> | <b><u>5.6%</u></b>   |
| Operating Subsidy                              | 6,476,324                         | 6,097,414               | 5,958,578               | 378,910               | 6.2%                 |
| Capital Facility Subsidy                       | 627,107                           | 627,107                 | 627,107                 | (1)                   | 0.0%                 |
| <b><u>SURPLUS ADJUSTMENT - From Reserv</u></b> | <b><u>229,592</u></b>             | <b><u>96,800</u></b>    | <b><u>251,989</u></b>   | <b><u>132,792</u></b> | <b><u>137.2%</u></b> |
| Surplus Adjustment - WSIB                      | 0                                 | 0                       | 71,489                  | 0                     |                      |
| Surplus Adjustment - Unallocated               | 180,787                           | 0                       | 0                       | 180,787               |                      |
| Surplus Adjustment - EQUIP                     | 48,805                            | 96,800                  | 180,500                 | (47,995)              | -49.6%               |
| <b>GRAND TOTAL REVENUES</b>                    | <b>12,397,409</b>                 | <b>11,509,650</b>       | <b>11,180,842</b>       | <b>887,759</b>        | <b>7.7%</b>          |
| <b>Municipal Surplus / (Deficit)</b>           | <b>0</b>                          | <b>0</b>                | <b>0</b>                | <b>0</b>              |                      |
| <b>Surplus Adjustment - To Reserves</b>        | <b>100,000</b>                    | <b>0</b>                | <b>0</b>                | <b>100,000</b>        |                      |
| <b>Surplus Adjustment - From Reserves</b>      | <b>(229,592)</b>                  | <b>(96,800)</b>         | <b>(251,989)</b>        | <b>(132,792)</b>      | <b>137.2%</b>        |
| <b>Surplus Adjustment - Capital</b>            | <b>221,737</b>                    | <b>96,800</b>           | <b>180,500</b>          | <b>124,937</b>        | <b>129.1%</b>        |
| <b>Surplus Adjustment - Depreciation</b>       | <b>(930,045)</b>                  | <b>(950,084)</b>        | <b>(950,084)</b>        | <b>20,039</b>         | <b>-2.1%</b>         |
| <b>Surplus Adjustment - Principal</b>          | <b>291,150</b>                    | <b>275,355</b>          | <b>260,417</b>          | <b>15,795</b>         | <b>5.7%</b>          |
| <b>Accounting Surplus / (Deficit)</b>          | <b>(546,750)</b>                  | <b>(674,729)</b>        | <b>(761,156)</b>        | <b>127,979</b>        | <b>-19.0%</b>        |

**COUNTY OF RENFREW  
2011 Budget  
Bonnechere Manor**

|  | <b>2011</b>             | <b>2010</b>             | <b>2009</b>             | <b>2011 Budget vs 2010 Budget</b> |                          |
|--|-------------------------|-------------------------|-------------------------|-----------------------------------|--------------------------|
|  | <b><u>Budget</u></b>    | <b><u>Budget</u></b>    | <b><u>Budget</u></b>    | <b><u>Variance \$</u></b>         | <b><u>Variance %</u></b> |
| <b><u>CLIENT PROGRAMS &amp; SERVICES</u></b> | <b><u>547,614</u></b>   | <b><u>507,768</u></b>   | <b><u>500,761</u></b>   | <b><u>39,846</u></b>              | <b><u>7.8%</u></b>       |
| Salaries                                     | 402,775                 | 366,302                 | 364,568                 | 36,473                            | 10.0%                    |
| Employee Benefits                            | 82,130                  | 69,472                  | 68,146                  | 12,658                            | 18.2%                    |
| Depreciation                                 | 0                       | 0                       | 0                       | 0                                 |                          |
| Equipment - Replacements                     | 4,000                   | 7,000                   | 3,650                   | (3,000)                           | -42.9%                   |
| Equipment Operation/Maint.                   | 2,000                   | 2,000                   | 2,000                   | 0                                 | 0.0%                     |
| Federal Subsidy - New Horizons               | (25,000)                | (7,000)                 | 0                       | (18,000)                          | 257.1%                   |
| Hobby Crafts                                 | 2,500                   | 2,500                   | 2,500                   | 0                                 | 0.0%                     |
| New Horizons                                 | 25,000                  | 11,000                  | 0                       | 14,000                            | 127.3%                   |
| Office Supplies                              | 1,500                   | 1,500                   | 1,500                   | 0                                 | 0.0%                     |
| Other - Cable TV                             | 35,876                  | 35,876                  | 33,488                  | 0                                 | 0.0%                     |
| Purchased Services                           | 31,772                  | 31,108                  | 40,180                  | 664                               | 2.1%                     |
| Recoveries                                   | (33,408)                | (33,408)                | (36,689)                | 0                                 | 0.0%                     |
| Recreation & Entertainment                   | 5,244                   | 5,244                   | 5,244                   | 0                                 | 0.0%                     |
| Special Events                               | 12,225                  | 15,174                  | 15,174                  | (2,949)                           | -19.4%                   |
| Staff Education                              | 1,000                   | 1,000                   | 1,000                   | 0                                 | 0.0%                     |
| <b><u>NURSING SERVICES</u></b>               | <b><u>6,668,683</u></b> | <b><u>6,263,079</u></b> | <b><u>6,141,773</u></b> | <b><u>405,604</u></b>             | <b><u>6.5%</u></b>       |
| Salaries - Direct Care                       | 5,252,319               | 5,009,262               | 4,930,923               | 243,057                           | 4.9%                     |
| Employee Benefits - Direct Care              | 982,871                 | 839,463                 | 817,910                 | 143,408                           | 17.1%                    |
| Salaries - Nursing Administration            | 365,984                 | 355,148                 | 355,149                 | 10,836                            | 3.1%                     |
| Employee Benefits - Nursing Administration   | 85,621                  | 81,951                  | 81,400                  | 3,670                             | 4.5%                     |
| Bursary                                      | 0                       | 0                       | 0                       | 0                                 |                          |
| Depreciation                                 | 58,788                  | 55,688                  | 55,411                  | 3,101                             | 5.6%                     |
| Equipment Operation/Maint.                   | 3,500                   | 3,500                   | 3,500                   | 0                                 | 0.0%                     |
| Equipment Replacement                        | 7,200                   | 13,600                  | 13,600                  | (6,400)                           | -47.1%                   |
| Equipment Replacements                       | 2,000                   | 1,800                   | 0                       | 200                               | 11.1%                    |
| Furniture Replacements                       | 2,600                   |                         |                         |                                   |                          |
| High Intensity Needs - 100% MOH              | 85,000                  | 80,000                  | 80,000                  | 5,000                             | 6.3%                     |
| Incontinent Products                         | 83,000                  | 81,840                  | 78,840                  | 1,160                             | 1.4%                     |
| Lab Fees - 100% MOH                          | 0                       | 0                       | 10,000                  | 0                                 |                          |
| Medical Director                             | 37,410                  | 37,410                  | 37,410                  | 0                                 | 0.0%                     |
| Medical Nursing Supplies                     | 81,000                  | 77,000                  | 74,000                  | 4,000                             | 5.2%                     |
| Memberships                                  | 1,000                   | 1,000                   | 1,000                   | 0                                 | 0.0%                     |
| Nursing - Early Adopter Program - MOH        | 0                       |                         | 0                       | 0                                 |                          |
| Office Supplies                              | 3,800                   | 3,500                   | 0                       | 300                               | 8.6%                     |
| Purchased Services                           | 12,326                  | 9,554                   | 9,554                   | 2,772                             | 29.0%                    |
| Surplus Adjustment - Depreciation            | (58,788)                | (55,688)                | (55,411)                | (3,100)                           | 5.6%                     |
| Recoveries                                   | (29,973)                | (29,973)                | (39,538)                | 0                                 | 0.0%                     |
| Recovery - Early Adopter Program -MOH        | (81,800)                | (81,800)                | (81,800)                | 0                                 | 0.0%                     |
| Recovery - High Intensity Needs - MOH        | (85,000)                | (80,000)                | (80,000)                | (5,000)                           | 6.3%                     |
| Recovery - Lab Fees -MOH                     | 0                       | 0                       | (10,000)                | 0                                 |                          |
| Recovery - MOH - Medical Director            | (17,700)                | (17,700)                | (17,700)                | 0                                 | 0.0%                     |
| Recovery - RPN Funding- MOH                  | (122,475)               | (122,475)               | (122,475)               | 0                                 | 0.0%                     |

**COUNTY OF RENFREW  
2011 Budget  
Bonnechere Manor**

|  | <u>2011<br/>Budget</u>  | <u>2010<br/>Budget</u>  | <u>2009<br/>Budget</u>  | <u>2011 Budget vs 2010 Budget</u> |                     |
|--|-------------------------|-------------------------|-------------------------|-----------------------------------|---------------------|
|  |                         |                         |                         | <u>Variance \$</u>                | <u>Variance %</u>   |
| <b><u>DIETARY SERVICES</u></b>           | <b><u>1,636,048</u></b> | <b><u>1,552,590</u></b> | <b><u>1,533,155</u></b> | <b><u>83,458</u></b>              | <b><u>5.4%</u></b>  |
| Salaries                                 | 902,762                 | 849,968                 | 845,127                 | 52,793                            | 6.2%                |
| Employee Benefits                        | 186,863                 | 156,466                 | 154,980                 | 30,397                            | 19.4%               |
| Depreciation                             | 3,383                   | 13,403                  | 13,404                  | (10,020)                          | -74.8%              |
| Dietary Supplies                         | 51,100                  | 51,629                  | 46,579                  | (529)                             | -1.0%               |
| Equipment - Operation/Maint.             | 8,860                   | 8,860                   | 8,500                   | 0                                 | 0.0%                |
| Equipment - Replacements                 | 10,400                  | 9,350                   | 13,750                  | 1,050                             | 11.2%               |
| Other Expenses                           | 1,650                   | 1,650                   | 1,600                   | 0                                 | 0.0%                |
| Purchased Services                       | 1,600                   | 1,600                   | 1,585                   | 0                                 | 0.0%                |
| Surplus Adjustment - Depreciation        | (3,383)                 | (13,403)                | (13,404)                | 10,020                            | -74.8%              |
| Raw Food Costs                           | 506,084                 | 504,770                 | 494,258                 | 1,314                             | 0.3%                |
| Raw Food Recoveries                      | (24,503)                | (24,503)                | (24,503)                | 0                                 | 0.0%                |
| Recoveries                               | (16,812)                | (16,812)                | (17,712)                | 0                                 | 0.0%                |
| Replacement - Dishes/Cutlery             | 8,044                   | 9,612                   | 8,991                   | (1,568)                           | -16.3%              |
| Vending - Net                            | 0                       | 0                       | 0                       | 0                                 |                     |
| <b><u>HOUSEKEEPING SERVICES</u></b>      | <b><u>800,656</u></b>   | <b><u>727,115</u></b>   | <b><u>719,351</u></b>   | <b><u>73,542</u></b>              | <b><u>10.1%</u></b> |
| Salaries                                 | 589,579                 | 566,105                 | 565,261                 | 23,473                            | 4.1%                |
| Employee Benefits                        | 125,570                 | 105,054                 | 104,371                 | 20,516                            | 19.5%               |
| Depreciation                             | 1,859                   | 1,859                   | 1,858                   | 0                                 | 0.0%                |
| Equipment - Operation/Maint.             | 0                       | 0                       | 0                       | 0                                 |                     |
| Equipment - Replacements                 | 2,500                   | 2,500                   | 2,500                   | 0                                 | 0.0%                |
| Furniture - Replacements                 | 30,000                  |                         |                         | 30,000                            |                     |
| Housekeeping Supplies                    | 58,179                  | 58,179                  | 55,312                  | 0                                 | 0.0%                |
| Purchased Services                       | 2,163                   | 2,163                   | 2,163                   | 0                                 | 0.0%                |
| Surplus Adjustment - Depreciation        | (1,859)                 | (1,859)                 | (1,858)                 | 0                                 | 0.0%                |
| Recoveries                               | (7,335)                 | (6,887)                 | (10,256)                | (448)                             | 6.5%                |
| <b><u>LAUNDRY AND LINEN SERVICES</u></b> | <b><u>382,165</u></b>   | <b><u>364,923</u></b>   | <b><u>360,234</u></b>   | <b><u>17,241</u></b>              | <b><u>4.7%</u></b>  |
| Salaries                                 | 281,063                 | 269,585                 | 268,788                 | 11,478                            | 4.3%                |
| Employee Benefits                        | 57,517                  | 52,287                  | 51,838                  | 5,230                             | 10.0%               |
| Bedding Etc Replacements                 | 19,930                  | 19,930                  | 19,930                  | 0                                 | 0.0%                |
| Depreciation                             | 2,285                   | 1,826                   | 1,702                   | 460                               | 25.2%               |
| Equipment Operation/Maint.               | 8,655                   | 8,655                   | 8,655                   | 0                                 | 0.0%                |
| Equipment Replacements                   | 1,500                   | 1,500                   | 1,500                   | 0                                 | 0.0%                |
| Miscellaneous Supplies                   | 16,362                  | 16,362                  | 16,362                  | 0                                 | 0.0%                |
| Purchased Services                       | 0                       | 0                       | 0                       | 0                                 |                     |
| Surplus Adjustment - Depreciation        | (2,285)                 | (1,826)                 | (1,702)                 | (459)                             | 25.2%               |
| Recoveries                               | (2,862)                 | (3,395)                 | (6,839)                 | 533                               | -15.7%              |

**COUNTY OF RENFREW**

**2011 Budget**

**Bonnechere Manor**

|  | 2011                     | 2010                     | 2009                     | 2011 Budget vs 2010 Budget |                     |
|--|--------------------------|--------------------------|--------------------------|----------------------------|---------------------|
|  | <u>Budget</u>            | <u>Budget</u>            | <u>Budget</u>            | <u>Variance \$</u>         | <u>Variance %</u>   |
| <b><u>BUILDINGS AND PROPERTY MAINTENANCE</u></b> | <b><u>989,620</u></b>    | <b><u>1,024,920</u></b>  | <b><u>1,002,251</u></b>  | <b><u>(35,299)</u></b>     | <b><u>-3.4%</u></b> |
| Salaries   | 270,826                  | 260,611                  | 259,767                  | 10,215                     | 3.9%                |
| Employee Benefits                                | 62,040                   | 51,510                   | 51,198                   | 10,530                     | 20.4%               |
| Depreciation                                     | 465,577                  | 420,618                  | 420,617                  | 44,959                     | 10.7%               |
| Equipment - Operation/Maint.                     | 74,400                   | 74,400                   | 65,800                   | 0                          | 0.0%                |
| Equipment - Replacements                         |                          |                          | 0                        | 0                          |                     |
| Heating / Hydro                                  | 350,143                  | 401,031                  | 401,031                  | (50,888)                   | -12.7%              |
| Insurance  | 24,804                   | 23,181                   | 39,089                   | 1,623                      | 7.0%                |
| Other  | 630                      | 630                      | 630                      | 0                          | 0.0%                |
| Purchased Services                               | 93,910                   | 93,910                   | 83,970                   | 0                          | 0.0%                |
| Recoveries                                       | (22,087)                 | (25,308)                 | (27,705)                 | 3,222                      | -12.7%              |
| Repairs/Maint./Bldgs./Grounds                    | 59,100                   | 59,100                   | 45,600                   | 0                          | 0.0%                |
| Surplus Adjustment - Depreciation                | (465,577)                | (420,618)                | (420,617)                | (44,959)                   | 10.7%               |
| Water / Wastewater                               | 75,854                   | 85,854                   | 82,871                   | (10,000)                   | -11.6%              |
| <b><u>GENERAL AND ADMINISTRATIVE</u></b>         | <b><u>992,191</u></b>    | <b><u>964,291</u></b>    | <b><u>967,381</u></b>    | <b><u>27,900</u></b>       | <b><u>2.9%</u></b>  |
| Salaries   | 414,712                  | 399,676                  | 388,105                  | 15,036                     | 3.8%                |
| Employee Benefits                                | 97,831                   | 93,216                   | 89,708                   | 4,615                      | 5.0%                |
| Advertising/Awards Dinner                        | 31,000                   | 31,000                   | 31,000                   | 0                          | 0.0%                |
| Audit  | 7,210                    | 7,210                    | 7,210                    | 0                          | 0.0%                |
| Central Admin Charges                            | 84,900                   | 80,500                   | 79,050                   | 4,400                      | 5.5%                |
| Conventions                                      | 3,000                    | 3,000                    | 3,000                    | 0                          | 0.0%                |
| Depreciation                                     | 33,023                   | 33,494                   | 33,494                   | (471)                      | -1.4%               |
| Equipment - Operation/Maint.                     | 22,506                   | 19,908                   | 19,908                   | 2,598                      | 13.1%               |
| Equipment - Replacements                         | 7,900                    | 4,000                    | 4,000                    | 3,900                      | 97.5%               |
| Expenditure Recoveries                           | (41,512)                 | (41,512)                 | (30,940)                 | (0)                        | 0.0%                |
| Facility Rental                                  | (2,100)                  | (2,100)                  | (2,100)                  | 0                          | 0.0%                |
| Proceeds from the Sale of an Asset               | (15,000)                 |                          | 0                        | (15,000)                   |                     |
| Health & Safety Program                          | 5,200                    | 10,200                   | 10,200                   | (5,000)                    | -49.0%              |
| HR Charges                                       | 100,569                  | 96,893                   | 130,773                  | 3,676                      | 3.8%                |
| Insurance  | 94,811                   | 88,608                   | 70,277                   | 6,203                      | 7.0%                |
| IT Charges                                       | 35,977                   | 34,063                   | 32,721                   | 1,914                      | 5.6%                |
| Legal & Labour Contract Costs                    | 20,000                   | 20,000                   | 20,000                   | 0                          | 0.0%                |
| Misc   |                          |                          | 0                        | 0                          |                     |
| Postage / Courier                                | 6,727                    | 6,727                    | 6,727                    | 0                          | 0.0%                |
| Printing & Stationery                            | 17,000                   | 17,000                   | 17,000                   | 0                          | 0.0%                |
| Proceeds from the Sale of an Asset               |                          |                          | 0                        | 0                          |                     |
| Purchased Services                               | 21,260                   | 19,702                   | 19,702                   | 1,558                      | 7.9%                |
| Recovery-Federal-CFDC Training (80%)             |                          |                          | 0                        | 0                          |                     |
| Resident Transportation                          | 14,000                   | 14,000                   | 12,000                   | 0                          | 0.0%                |
| Staff Training                                   | 15,500                   | 15,500                   | 15,500                   | 0                          | 0.0%                |
| Surplus Adjustment - Depreciation                | (33,023)                 | (33,494)                 | (33,494)                 | 471                        | -1.4%               |
| Telephone  | 15,200                   | 15,200                   | 12,000                   | 0                          | 0.0%                |
| Travel   | 16,000                   | 12,000                   | 13,000                   | 4,000                      | 33.3%               |
| Uniform Allowance                                | 19,500                   | 19,500                   | 18,540                   | 0                          | 0.0%                |
| <b><u>BONNECHERE MANOR TOTALS</u></b>            | <b><u>12,016,977</u></b> | <b><u>11,404,686</u></b> | <b><u>11,224,906</u></b> | <b><u>612,291</u></b>      | <b><u>5.4%</u></b>  |

**COUNTY OF RENFREW  
2011 Budget  
Bonnechere Manor**

|   | <u>2011<br/>Budget</u> | <u>2010<br/>Budget</u> | <u>2009<br/>Budget</u> | <u>2011 Budget vs 2010 Budget</u> |                   |
|---|------------------------|------------------------|------------------------|-----------------------------------|-------------------|
|   |                        |                        |                        | <u>Variance \$</u>                | <u>Variance %</u> |
| RESIDENT DAYS                                 | 65,700                 | 65,700                 | 65,700                 | 0                                 | 0.0%              |
| <u>NON-SUBSIDIZABLE EXPENSE</u>               | <u>103,000</u>         | <u>3,000</u>           | <u>3,000</u>           | <u>100,000</u>                    | <u>3333.3%</u>    |
| Homes for Aged Committee                      | 3,000                  | 3,000                  | 3,000                  | 0                                 | 0.0%              |
| Surplus Adjustment - To Reserves              | 100,000                | 0                      | 0                      | 100,000                           |                   |
| <u>EQUIPMENT ACQUISITIONS</u>                 | <u>1,151,223</u>       | <u>1,099,600</u>       | <u>218,000</u>         | <u>51,623</u>                     | <u>4.7%</u>       |
| Capital Equipment Purchases - Under threshold | 0                      | 0                      | 0                      | 0                                 |                   |
| Surplus Adjustment - Capital                  | 494,398                | 349,600                | 218,000                | 144,798                           | 41.4%             |
| Surplus Adjustment - Capital Auditorium       | 656,825                | 750,000                | 0                      | (93,175)                          | -12.4%            |
| <b>TOTAL EXPENDITURE</b>                      | <b>13,271,200</b>      | <b>12,507,286</b>      | <b>11,445,906</b>      | <b>763,914</b>                    | <b>6.1%</b>       |

**COUNTY OF RENFREW  
2011 Budget  
Bonnehchere Manor**

|  | <u>2011<br/>Budget</u>  | <u>2010<br/>Budget</u>  | <u>2009<br/>Budget</u>  | <u>2011 Budget vs 2010 Budget</u> |                     |
|--|-------------------------|-------------------------|-------------------------|-----------------------------------|---------------------|
|  |                         |                         |                         | <u>Variance \$</u>                | <u>Variance %</u>   |
| <b><u>MUNICIPAL SUBSIDY</u></b>                  | <b><u>1,868,581</u></b> | <b><u>2,042,305</u></b> | <b><u>1,588,929</u></b> | <b><u>(173,723)</u></b>           | <b><u>-8.5%</u></b> |
| City of Pembroke -35.50%                         | 665,281                 | 658,229                 | 512,559                 | 7,053                             | 1.1%                |
| County of Renfrew - 64.50%                       | 1,203,300               | 1,384,076               | 1,076,370               | (180,776)                         | -13.1%              |
| <b><u>RESIDENTS REVENUE</u></b>                  | <b><u>3,170,978</u></b> | <b><u>3,109,198</u></b> | <b><u>3,074,432</u></b> | <b><u>61,780</u></b>              | <b><u>2.0%</u></b>  |
| Basic Accommodation                              | 2,908,810               | 2,879,951               | 2,851,284               | 28,859                            | 1.0%                |
| Preferred Accommodation                          | 236,520                 | 203,670                 | 203,670                 | 32,850                            | 16.1%               |
| Respite Care                                     | 24,648                  | 24,577                  | 18,478                  | 71                                | 0.3%                |
| Estate Recoveries - Provincial                   | 700                     | 700                     | 700                     | 0                                 | 0.0%                |
| Estate Recoveries - Municipal                    | 300                     | 300                     | 300                     | 0                                 | 0.0%                |
| Bed retention                                    | 0                       | 0                       | 0                       | 0                                 |                     |
| <b><u>OTHER REVENUE</u></b>                      | <b><u>524,166</u></b>   | <b><u>324,166</u></b>   | <b><u>0</u></b>         | <b><u>200,000</u></b>             | <b><u>61.7%</u></b> |
| Donations  | 524,166                 | 324,166                 | 0                       |                                   |                     |
| <b><u>PROVINCIAL SUBSIDY</u></b>                 | <b><u>7,289,567</u></b> | <b><u>6,660,765</u></b> | <b><u>6,508,574</u></b> | <b><u>628,802</u></b>             | <b><u>9.4%</u></b>  |
| Operating Subsidy                                | 7,289,567               | 6,660,765               | 6,508,574               | 628,802                           | 9.4%                |
| <b><u>SURPLUS ADJUSTMENT - From Reserves</u></b> | <b><u>417,908</u></b>   | <b><u>370,852</u></b>   | <b><u>273,971</u></b>   | <b><u>47,056</u></b>              | <b><u>12.7%</u></b> |
| Surplus Adjustment - WSIB Reserve                | 0                       | 55,000                  | 55,971                  | (55,000)                          | -100.0%             |
| Surplus Adjustment - Unallocated                 | 405,107                 | 0                       | 0                       | 405,107                           |                     |
| Surplus Adjustment - EQUIP Reserve               | 12,801                  | 315,852                 | 218,000                 | (303,051)                         | -95.9%              |
| <b>GRAND TOTAL REVENUES</b>                      | <b>13,271,200</b>       | <b>12,507,286</b>       | <b>11,445,906</b>       | <b>763,914</b>                    | <b>6.1%</b>         |
| <b>Municipal Surplus / (Deficit)</b>             | <b>0</b>                | <b>0</b>                | <b>0</b>                | <b>0</b>                          |                     |
| <b>Surplus Adjustment - To Reserves</b>          | <b>100,000</b>          | <b>0</b>                | <b>0</b>                | <b>100,000</b>                    |                     |
| <b>Surplus Adjustment - From Reserves</b>        | <b>(417,908)</b>        | <b>(370,852)</b>        | <b>(273,971)</b>        | <b>(47,056)</b>                   | <b>12.7%</b>        |
| <b>Surplus Adjustment - Capital</b>              | <b>1,151,223</b>        | <b>1,099,600</b>        | <b>218,000</b>          | <b>51,623</b>                     | <b>4.7%</b>         |
| <b>Surplus Adjustment - Depreciation</b>         | <b>(564,915)</b>        | <b>(526,888)</b>        | <b>(526,486)</b>        | <b>(38,027)</b>                   | <b>7.2%</b>         |
|  |                         |                         |                         | 0                                 |                     |
| <b>Accounting Surplus / (Deficit)</b>            | <b>268,400</b>          | <b>201,860</b>          | <b>(582,457)</b>        | <b>66,540</b>                     | <b>33.0%</b>        |

**Renfrew County Housing Corporation  
2011 Budget**

|   | 2011              | 2010              | 2009             | 2011 Budget vs 2010 Budget |                   |
|---|-------------------|-------------------|------------------|----------------------------|-------------------|
|   | <u>BUDGET</u>     | <u>BUDGET</u>     | <u>BUDGET</u>    | <u>Variance \$</u>         | <u>Variance %</u> |
| Interest on Investments                             | 23,000            | 20,000            | 60,000           | 3,000                      | 15.0%             |
| Miscellaneous Revenue                               | 31,851            | 32,729            | 26,500           | (878)                      | -2.7%             |
| Provincial Subsidy - Debentures                     | 1,153,199         | 1,153,199         | 1,153,199        | 0                          | 0.0%              |
| <b>Surplus Adjustment - From Reserves</b>           | <b>649,362</b>    | <b>250,000</b>    | <b>613,805</b>   | <b>399,362</b>             | <b>159.7%</b>     |
| Tenant Revenue                                      | 3,686,426         | 3,613,334         | 3,746,910        | 73,092                     | 2.0%              |
| County Transfer - Base                              | 4,489,664         | 4,335,351         | 3,569,091        | 154,313                    | 3.6%              |
| County Transfer - Affordable Housing                | 46,800            | 46,800            | 46,800           | 0                          | 0.0%              |
| County Transfer - Affordable Housing Admin          | 0                 | 3,000             | 0                | (3,000)                    | -100.0%           |
| County Transfer - Home Ownership                    | 0                 | 0                 | 0                | 0                          |                   |
| County Transfer - Rent Bank                         | 0                 | 0                 | 0                | 0                          |                   |
| County Transfer - Rent Bank Admin                   | 0                 | 0                 | 0                | 0                          |                   |
| County Transfer - Short Term Rent Admin             | 0                 | 0                 | 0                | 0                          |                   |
| County Transfer - SHRRP                             | 429,211           | 2,668,759         | 0                | (2,239,548)                | -83.9%            |
| County Transfer - HIF                               | 0                 | 0                 | 91,002           | 0                          |                   |
| County Transfer - Homelessness Admin                | 0                 | 0                 | 10,111           | 0                          |                   |
| County Transfer - Strong Communities                | 140,086           | 140,086           | 140,086          | 0                          | 0.0%              |
| <b>Total Revenues</b>                               | <b>10,649,599</b> | <b>12,263,258</b> | <b>9,457,504</b> | <b>(1,613,659)</b>         | <b>-13.2%</b>     |
| Salaries  | 1,531,633         | 1,378,964         | 1,316,548        | 152,669                    | 11.1%             |
| Benefits  | 358,169           | 341,524           | 308,782          | 16,645                     | 4.9%              |
| Administration                                      | 813,256           | 879,026           | 697,835          | (65,770)                   | -7.5%             |
| Administration - Special Project - Non Profit SHRRP | 103,833           | 582,474           | 0                | (478,641)                  | -82.2%            |
| Building - Heat, Light & Power                      | 880,181           | 880,810           | 795,718          | (629)                      | -0.1%             |
| Building - Repairs & Maintenance                    | 318,451           | 301,493           | 330,555          | 16,958                     | 5.6%              |
| Building - Natural Gas                              | 183,916           | 183,916           | 183,916          | 0                          | 0.0%              |
| Building - Heating & Plumbing                       | 90,287            | 77,559            | 77,559           | 12,728                     | 16.4%             |
| Building - Taxes                                    | 1,190,927         | 1,204,290         | 1,302,746        | (13,363)                   | -1.1%             |
| Building - Water                                    | 443,308           | 433,658           | 344,076          | 9,650                      | 2.2%              |
| Building - Elevator                                 | 38,960            | 38,735            | 24,055           | 225                        | 0.6%              |
| Building - Painting                                 | 152,523           | 152,523           | 152,523          | 0                          | 0.0%              |
| Building - Garbage Removal                          | 37,675            | 37,175            | 26,730           | 500                        | 1.3%              |
| Building - Grounds Keeping                          | 171,901           | 139,000           | 137,526          | 32,901                     | 23.7%             |
| Building - Repairs - non TCA                        | 1,522,840         | 1,816,981         | 500,000          | (294,141)                  | -16.2%            |
| Financial - Depreciation                            | 695,268           | 672,237           | 670,538          | 23,031                     | 3.4%              |
| Financial - Rent Waiver                             | 220,454           | 220,700           | 242,657          | (246)                      | -0.1%             |
| Financial - Misc                                    | 300               | 300               | 300              | 0                          | 0.0%              |
| Financial - Mortgage Interest                       | 1,263,462         | 1,269,424         | 1,276,931        | (5,962)                    | -0.5%             |
| Financial - Rent Supplement                         | 282,000           | 282,000           | 282,000          | 0                          | 0.0%              |
| Financial - Rent Supplement - Strong Communities    | 140,086           | 140,086           | 140,086          | 0                          | 0.0%              |
| Financial - Rent Supplement - Affordable Housing    | 46,800            | 46,800            | 46,800           | 0                          | 0.0%              |
| Financial - HIF - Special Assistance                | 0                 | 0                 | 91,002           | 0                          |                   |
| Financial - Home Ownership                          | 0                 | 0                 | 0                | 0                          |                   |
| Financial - Rent Bank                               | 0                 | 0                 | 0                | 0                          |                   |
| <b>Surplus Adjustment - To Reserves</b>             | <b>189,809</b>    | <b>150,000</b>    | <b>163,919</b>   | <b>39,809</b>              | <b>26.5%</b>      |
| <b>Surplus Adjustment - Capital</b>                 | <b>492,050</b>    | <b>1,535,004</b>  | <b>850,605</b>   | <b>(1,042,954)</b>         | <b>-67.9%</b>     |
| <b>Surplus Adjustment - Depreciation</b>            | <b>(695,268)</b>  | <b>(672,237)</b>  | <b>(670,538)</b> | <b>(23,031)</b>            | <b>3.4%</b>       |
| <b>Surplus Adjustment - Principal</b>               | <b>176,778</b>    | <b>170,816</b>    | <b>164,635</b>   | <b>5,962</b>               | <b>3.5%</b>       |
| <b>Total Expenditures</b>                           | <b>10,649,599</b> | <b>12,263,258</b> | <b>9,457,504</b> | <b>(1,613,659)</b>         | <b>-13.2%</b>     |
| <b>Municipal Surplus / (Deficit)</b>                | <b>0</b>          | <b>0</b>          | <b>0</b>         | <b>0</b>                   |                   |
| <b>Surplus Adjustment - To Reserves</b>             | <b>189,809</b>    | <b>150,000</b>    | <b>163,919</b>   | <b>39,809</b>              | <b>26.5%</b>      |
| <b>Surplus Adjustment - From Reserves</b>           | <b>(649,362)</b>  | <b>(250,000)</b>  | <b>(613,805)</b> | <b>(399,362)</b>           | <b>159.7%</b>     |
| <b>Surplus Adjustment - Capital</b>                 | <b>492,050</b>    | <b>1,535,004</b>  | <b>850,605</b>   | <b>(1,042,954)</b>         | <b>-67.9%</b>     |
| <b>Surplus Adjustment - Depreciation</b>            | <b>(695,268)</b>  | <b>(672,237)</b>  | <b>(670,538)</b> | <b>(23,031)</b>            | <b>3.4%</b>       |
| <b>Surplus Adjustment - Principal</b>               | <b>176,778</b>    | <b>170,816</b>    | <b>164,635</b>   | <b>5,962</b>               | <b>3.5%</b>       |
| <b>Accounting Surplus / (Deficit)</b>               | <b>(485,993)</b>  | <b>933,583</b>    | <b>(105,184)</b> | <b>(1,419,576)</b>         | <b>-152.1%</b>    |

**County of Renfrew  
Schedule of Reserves  
Budget 2011**

|                          |                              | Balance<br>31-Dec-10 | Property<br>Admin | Property<br>RCP | Property<br>Bases | BM              | Forestry        | Public Works       | Transfers<br>From<br>General (+) | Transfers<br>To<br>General (-) | Balance<br>31-Dec-11 |
|--------------------------|------------------------------|----------------------|-------------------|-----------------|-------------------|-----------------|-----------------|--------------------|----------------------------------|--------------------------------|----------------------|
| Child Care               | Child Care                   | 510,018              |                   |                 |                   |                 |                 |                    |                                  | (510,018)                      | 0                    |
| Ec Dev                   | Contingency                  | 50,000               |                   |                 |                   |                 |                 |                    |                                  |                                | 50,000               |
| Ec Dev                   | RED                          | 40,000               |                   |                 |                   |                 |                 |                    |                                  |                                | 40,000               |
| Expo 150                 | 150th Anniversary            | 186,530              |                   |                 |                   |                 |                 |                    |                                  | (186,530)                      | 0                    |
| General                  | Building Reserve Fund        | 2,097,695            | (330,000)         | 51,050          | 97,023            |                 |                 |                    |                                  | (141,474)                      | 1,774,294            |
| General                  | Development Reserve Fund     | 7,497                |                   |                 |                   |                 |                 |                    |                                  |                                | 7,497                |
| General                  | Federal Gas Tax Reserve Fund | 0                    |                   |                 |                   |                 |                 | (2,552,436)        | 2,559,509                        |                                | 7,073                |
| General                  | Insurance                    | 150,000              |                   |                 |                   |                 |                 |                    |                                  |                                | 150,000              |
| General                  | IOA Reserve                  | 331,205              |                   |                 |                   | (85,565)        |                 |                    |                                  |                                | 245,640              |
| General                  | Pandemic                     | 0                    |                   |                 |                   |                 |                 |                    |                                  |                                | 0                    |
| General                  | Reforestation Reserve Fund   | 394,191              |                   |                 |                   |                 | (61,110)        |                    |                                  |                                | 333,081              |
| General                  | Sick leave                   | 69,458               |                   |                 |                   |                 |                 |                    |                                  |                                | 69,458               |
| General                  | Subsidy Reduction            | 0                    |                   |                 |                   |                 |                 |                    |                                  |                                | 0                    |
| General                  | Working funds                | 2,680,540            |                   |                 |                   |                 |                 |                    |                                  |                                | 2,680,540            |
| General                  | WSIB                         | 250,839              |                   |                 |                   |                 |                 |                    |                                  |                                | 250,839              |
| Housing                  | DOOR                         | 905,835              |                   |                 |                   |                 |                 |                    |                                  | (280,000)                      | 625,835              |
| Housing                  | Severance                    | 295,422              |                   |                 |                   |                 |                 |                    |                                  | (45,000)                       | 250,422              |
| Information Technology   | MS Server Transition         | 10,000               |                   |                 |                   |                 |                 |                    | 10,000                           |                                | 20,000               |
| Paramedic                | Base Stations                | 1,694,374            |                   |                 |                   |                 |                 |                    |                                  | (931,303)                      | 763,071              |
| Paramedic                | Vehicles & Equipment         | 1,478,205            |                   |                 |                   |                 |                 |                    | 640,956                          | (841,000)                      | 1,278,161            |
| Paramedic                | Severance                    | 1,359,752            |                   |                 |                   |                 |                 |                    |                                  |                                | 1,359,752            |
| Paramedic                | WSIB                         | 776,074              |                   |                 |                   |                 |                 |                    |                                  |                                | 776,074              |
| Planning                 | DRAPE                        | 0                    |                   |                 |                   |                 |                 |                    |                                  |                                | 0                    |
| Public Works             | Equip                        | 1,011,633            |                   |                 |                   |                 |                 |                    | 324,600                          | (955,200)                      | 381,033              |
| Public Works             | Inventory                    | 525,123              |                   |                 |                   |                 |                 |                    |                                  |                                | 525,123              |
| Public Works             | Capital                      | 837,874              |                   |                 |                   |                 |                 |                    |                                  | (130,000)                      | 707,874              |
| Public Works             | Winter Control               | 185,810              |                   |                 |                   |                 |                 |                    |                                  |                                | 185,810              |
| Public Works             | Working funds                | 65                   |                   |                 |                   |                 |                 |                    |                                  | (65)                           | 0                    |
| Social Services          | Fiscal Pressure              | 622,260              |                   |                 |                   |                 |                 |                    |                                  | (223,958)                      | 398,302              |
| <b>County Of Renfrew</b> |                              | <b>16,470,400</b>    | <b>(330,000)</b>  | <b>51,050</b>   | <b>97,023</b>     | <b>(85,565)</b> | <b>(61,110)</b> | <b>(2,552,436)</b> | <b>3,535,065</b>                 | <b>(4,244,548)</b>             | <b>12,879,879</b>    |

**County of Renfrew  
Schedule of Reserves  
Budget 2011**

|                                    |                            | Balance<br>31-Dec-10 | Property<br>Admin | Property<br>RCP | Property<br>Bases | BM              | Forestry        | Public Works       | Transfers<br>From<br>General (+) | Transfers<br>To<br>General (-) | Balance<br>31-Dec-11 |
|------------------------------------|----------------------------|----------------------|-------------------|-----------------|-------------------|-----------------|-----------------|--------------------|----------------------------------|--------------------------------|----------------------|
| LTC Home                           | WSIB                       | 0                    |                   |                 |                   |                 |                 |                    |                                  |                                | 0                    |
| LTC Home                           | Unallocated                | 605,107              |                   |                 |                   |                 |                 |                    |                                  | (405,107)                      | 200,000              |
| LTC Home                           | Equip                      | 12,801               |                   |                 |                   |                 |                 |                    | 100,000                          | (12,801)                       | 100,000              |
| LTC Home                           | Inventory                  | 161,208              |                   |                 |                   |                 |                 |                    |                                  |                                | 161,208              |
| <b>Bonnechere Manor</b>            |                            | <b>779,116</b>       | <b>0</b>          | <b>0</b>        | <b>0</b>          | <b>0</b>        | <b>0</b>        | <b>0</b>           | <b>100,000</b>                   | <b>(417,908)</b>               | <b>461,208</b>       |
| LTC Home                           | Contingency                | 200,000              |                   |                 |                   |                 |                 |                    |                                  |                                | 200,000              |
| LTC Home                           | WSIB                       | 0                    |                   |                 |                   |                 |                 |                    |                                  |                                | 0                    |
| LTC Home                           | Unallocated                | 200,000              |                   |                 |                   |                 |                 |                    |                                  | (180,787)                      | 19,213               |
| LTC Home                           | Equip                      | 48,805               |                   |                 |                   |                 |                 |                    | 100,000                          | (48,805)                       | 100,000              |
| LTC Home                           | Sick leave                 | 186,402              |                   |                 |                   |                 |                 |                    |                                  |                                | 186,402              |
| LTC Home                           | Inventory                  | 40,980               |                   |                 |                   |                 |                 |                    |                                  |                                | 40,980               |
| <b>Miramichi Lodge</b>             |                            | <b>676,187</b>       | <b>0</b>          | <b>0</b>        | <b>0</b>          | <b>0</b>        | <b>0</b>        | <b>0</b>           | <b>100,000</b>                   | <b>(229,592)</b>               | <b>546,595</b>       |
| Ottawaska                          | Ottawaska - Capital        | 109,052              |                   |                 |                   |                 |                 |                    | (57,400)                         | 39,809                         | 91,461               |
| Ottawaska                          | Ottawaska - Capital Repair | 0                    |                   |                 |                   |                 |                 |                    |                                  |                                | 0                    |
| RCHC                               | Capital                    | 2,246,640            |                   |                 |                   |                 |                 |                    | (397,650)                        | 150,000                        | 1,998,990            |
| RCHC                               | Capital Repair             | 51,312               |                   |                 |                   |                 |                 |                    | (51,312)                         |                                | 0                    |
| RCHC                               | AHP Admin Reserve          | 143,000              |                   |                 |                   |                 |                 |                    | (143,000)                        |                                | 0                    |
| RCHC                               | Working Capital            | 50,000               |                   |                 |                   |                 |                 |                    |                                  |                                | 50,000               |
| RCHC                               | WSIB                       | 112,228              |                   |                 |                   |                 |                 |                    |                                  |                                | 112,228              |
| <b>Renfrew County Housing Corp</b> |                            | <b>2,712,232</b>     | <b>0</b>          | <b>0</b>        | <b>0</b>          | <b>0</b>        | <b>0</b>        | <b>0</b>           | <b>(649,362)</b>                 | <b>189,809</b>                 | <b>2,252,679</b>     |
| <b>Total Surplus Adjustment</b>    |                            | <b>20,637,935</b>    | <b>(330,000)</b>  | <b>51,050</b>   | <b>97,023</b>     | <b>(85,565)</b> | <b>(61,110)</b> | <b>(2,552,436)</b> | <b>3,085,703</b>                 | <b>(4,702,239)</b>             | <b>16,140,361</b>    |

County of Renfrew  
2011 Capital Budget

| Department                   | Primary Category | Secondary Category                 | 2011 Budget \$   | Asset Purchase Description                               |
|------------------------------|------------------|------------------------------------|------------------|--|
| BM                           | BUILDING         | Brick, Mortar, or Steel Commercial | 20,000           | Door access control system ( cameras)                    |
| BM                           | BUILDING         | Brick, Mortar, or Steel Commercial | 60,000           | Servery Renovations & flooring                           |
| BM                           | BUILDING         | Brick, Mortar, or Steel Commercial | 656,825          | Remaing Auditorium to be funded                          |
| BM                           | LAND IMP         | Parking Lot/Sidewalk               | 100,000          | Asphalt 2 parking lots                                   |
| BM                           | MACHINERY EQUIP  | Kitchen Equipment                  | 9,000            | Steam Table 5 Well                                       |
| BM                           | MACHINERY EQUIP  | Kitchen Equipment                  | 15,000           | Refrigerator/Freezer Unit                                |
| BM                           | MACHINERY EQUIP  | Pumps and Tanks                    | 23,000           | Sewage pumps - to pump to municipal system               |
| BM                           | MACHINERY EQUIP  | Kitchen Equipment                  | 25,000           | Steamer (Double Compartment)                             |
| BM                           | MACHINERY EQUIP  | Furniture - Bathroom               | 30,000           | HM2 South Tub  |
| BM                           | MACHINERY EQUIP  | Cleaning/Laundry Facilities        | 30,000           | 2 - 260 lb washers - laundry                             |
| BM                           | MACHINERY EQUIP  | Medical Lift                       | 136,398          | Ceiling lifts  |
| BM                           | ROOFING SYSTEM   | Shingle Roofing                    | 46,000           | Roofing - various locations                              |
| <b>BM Total</b>              |                  |                                    | <b>1,151,223</b> |  |
| Finance                      | MACHINERY EQUIP  | Computer Software                  | 50,000           | Payroll System - New OHRS Reporting for Homes            |
| Finance                      | MACHINERY EQUIP  | Computer Hardware                  | 10,000           | Electronic Voting System - request from CAO              |
| <b>Finance Total</b>         |                  |                                    | <b>60,000</b>    |  |
| Forestry                     | VEHICLE          | Light Duty Trucks                  | 25,000           | Forester's Truck   |
| <b>Forestry Total</b>        |                  |                                    | <b>25,000</b>    |  |
| IT                           | MACHINERY EQUIP  | Computer Hardware                  | 11,000           | Blue Coat Proxy SG & AV Appliances for POA               |
| IT                           | MACHINERY EQUIP  | Computer Hardware                  | 11,000           | Blue Coat Proxy SG & AV Appliances for ML                |
| IT                           | MACHINERY EQUIP  | Computer Hardware                  | 7,500            | Mail server  |
| IT                           | MACHINERY EQUIP  | Computer Hardware                  | 11,600           | Blackberry server & guardian server (virtual server)     |
| IT                           | MACHINERY EQUIP  | Computer Hardware                  | 10,000           | Upgrade to storeage area network (hard drives)           |
| <b>IT Total</b>              |                  |                                    | <b>51,100</b>    |  |
| ML                           | LAND IMP         | Parking Lot/Sidewalk               | 18,000           | Asphalt Sealing - as per Capital Assets Program          |
| ML                           | MACHINERY EQUIP  | Communications System              | 5,000            | Emergency Alarm System                                   |
| ML                           | MACHINERY EQUIP  | Kitchen Equipment                  | 5,000            | Upright Freezer  |
| ML                           | MACHINERY EQUIP  | Computer Software                  | 8,500            | IDT System Upgrade -Web based system                     |
| ML                           | MACHINERY EQUIP  | Generator                          | 25,000           | Power Factor Correction                                  |
| ML                           | MACHINERY EQUIP  | Medical Lift                       | 75,000           | 10 lifts   |
| ML                           | MACHINERY EQUIP  | Computer Hardware                  | 85,237           | Point of Care and Completion of Wireless                 |
| <b>ML Total</b>              |                  |                                    | <b>221,737</b>   |  |
| Paramedic                    | MACHINERY EQUIP  | Computer Software                  | 16,000           | IMEDIC software upgrade (Defib Interface)                |
| Paramedic                    | VEHICLE          | Ambulance                          | 165,000          |  |
| Paramedic                    | VEHICLE          | Ambulance                          | 165,000          |  |
| Paramedic                    | VEHICLE          | Ambulance                          | 165,000          |  |
| Paramedic                    | VEHICLE          | Ambulance                          | 165,000          |  |
| Paramedic                    | VEHICLE          | Ambulance                          | 165,000          |  |
| <b>Paramedic Total</b>       |                  |                                    | <b>841,000</b>   |  |
| Property - Pemb              | BUILDING         | Brick, Mortar, or Steel Commercial | 25,000           | Replace ceiling tiles in Health Unit                     |
| Property - Pemb              | BUILDING         | Brick, Mortar, or Steel Commercial | 80,000           | Building Automation system for HVAC (deferred from 2010) |
| Property - Pemb              | BUILDING         | Brick, Mortar, or Steel Commercial | 30,000           | Replace carpet in Council Chambers                       |
| Property - Pemb              | LAND IMP         | Parking Lot/Sidewalk               | 175,000          | Pave east parking lot & improve drainage                 |
| Property - Pemb              | MACHINERY EQUIP  | Computer Hardware                  | 15,000           | Purchase wide format digital scanner                     |
| Property - Pemb              | MACHINERY EQUIP  | Small Equipment                    | 5,000            | Purchase portable manlift for maintenance (safety)       |
| <b>Property - Pemb Total</b> |                  |                                    | <b>330,000</b>   |  |
| Public Works - CAP           | LINEAR ASSET     | Hard Surface - Asphalt             | 200,000          | County Road 22 (Grattan Road)                            |
| Public Works - CAP           | LINEAR ASSET     | Road Substructure - Rehab          | 700,000          | County Road 22 (Grattan Road)                            |
| Public Works - CAP           | LINEAR ASSET     | Hard Surface - Asphalt             | 350,000          | County Road 28 (Barron Canyon Road)                      |
| Public Works - CAP           | LINEAR ASSET     | Road Substructure - Rehab          | 450,000          | County Road 28 (Barron Canyon Road)                      |
| Public Works - CAP           | LINEAR ASSET     | Road Substructure - Reconstruct    | 480,000          | County Road 34 (Whelan Road)                             |
| Public Works - CAP           | LINEAR ASSET     | Hard Surface - Asphalt             | 200,000          | County Road 61 (Haley Road)                              |
| Public Works - CAP           | LINEAR ASSET     | Road Substructure - Rehab          | 550,000          | County Road 61 (Haley Road)                              |

County of Renfrew  
2011 Capital Budget

| Department                      | Primary Category | Secondary Category               | 2011 Budget \$    | Asset Purchase Description                                    |
|---------------------------------|------------------|----------------------------------|-------------------|---|
| Public Works - CAP              | LINEAR ASSET     | Hard Surface - Asphalt           | 300,000           | County Road 62 (Combermere Road)                              |
| Public Works - CAP              | LINEAR ASSET     | Road Substructure - Rehab        | 250,000           | County Road 62 (Combermere Road)                              |
| Public Works - CAP              | LINEAR ASSET     | Hard Surface - Asphalt           | 150,000           | County Road 63 (Flat Rapids Road)                             |
| Public Works - CAP              | LINEAR ASSET     | Road Substructure - Reconstruct  | 650,000           | County Road 63 (Flat Rapids Road)                             |
| Public Works - CAP              | LINEAR ASSET     | Hard Surface - Other             | 200,000           | County Road 64 (Opeongo Road) - ST                            |
| Public Works - CAP              | LINEAR ASSET     | Road Substructure - Reconstruct  | 150,000           | County Road 64 (Opeongo Road)                                 |
| Public Works - CAP              | LINEAR ASSET     | Hard Surface - Asphalt           | 150,000           | County Road 66 (Opeongo Road)                                 |
| Public Works - CAP              | LINEAR ASSET     | Road Substructure - Reconstruct  | 750,000           | County Road 66 (Opeongo Road)                                 |
| Public Works - CAP              | LINEAR ASSET     | Hard Surface - Asphalt           | 200,000           | County Road 68 (Letterkenny Road)                             |
| Public Works - CAP              | LINEAR ASSET     | Road Substructure - Reconstruct  | 600,000           | County Road 68 (Letterkenny Road)                             |
| Public Works - CAP              | LINEAR ASSET     | Hard Surface - Other             | 75,000            | County Road 69 (Siberia Road) - ST                            |
| Public Works - CAP              | LINEAR ASSET     | Road Substructure - Rehab        | 80,000            | Guide Rails - Various Locations                               |
| Public Works - CAP              | LINEAR ASSET     | Road Substructure - Rehab        | 60,000            | County Road 20 Frost Heave Repair                             |
| Public Works - CAP              | LINEAR ASSET     | Bridge - Permanent - Rehab       | 620,000           | B-032 - Calabogie Bridge                                      |
| Public Works - CAP              | LINEAR ASSET     | Bridge - Permanent - Rehab       | 260,000           | B-053 - Constant Creek Bridge                                 |
| Public Works - CAP              | LINEAR ASSET     | Bridge - Permanent - Rehab       | 700,000           | B-203 - Petawawa River Bridge                                 |
| Public Works - CAP              | LINEAR ASSET     | Bridge - Permanent - Rehab       | 150,000           | Bridge Repairs - General                                      |
| Public Works - CAP              | LINEAR ASSET     | Traffic Control Systems          | 200,000           | Winner's Circle - Arnprior - NEW                              |
| Public Works - CAP              | CAPITAL WIP      | Capital Work in Progress         | 30,400            | County Road 10 (Division Street)                              |
| Public Works - CAP              | CAPITAL WIP      | Capital Work in Progress         | 30,000            | County Road 70 (Ruby Road)                                    |
| Public Works - CAP              | CAPITAL WIP      | Capital Work in Progress         | 50,000            | County Road 71 (Matawatchan Road)                             |
| Public Works - CAP              | CAPITAL WIP      | Capital Work in Progress         | 50,000            | C-030 - Hales Creek Culvert                                   |
| Public Works - CAP              | CAPITAL WIP      | Capital Work in Progress         | 50,000            | B-067 - Addington Bridge                                      |
| Public Works - CAP              | CAPITAL WIP      | Capital Work in Progress         | 20,000            | B-055 - Mountain Chute Bridge - DCS                           |
| Public Works - CAP              | CAPITAL WIP      | Capital Work in Progress         | 10,000            | B-102 - Brennens Creek Bridge - DCS                           |
| Public Works - CAP              | CAPITAL WIP      | Capital Work in Progress         | 15,000            | C-227 - Mink Creek Culvert - SE                               |
| Public Works - CAP              | CAPITAL WIP      | Capital Work in Progress         | 25,000            | C-201 - Broomes Creek Culvert - SE                            |
| Public Works - CAP              | CAPITAL WIP      | Capital Work in Progress         | 7,000             | C037 - Bagot Creek Culvert - SE                               |
| <b>Public Works - CAP Total</b> |                  |                                  | <b>8,762,400</b>  |   |
| Public Works - OPS              | MACHINERY EQUIP  | Attachments (plow/spreader, etc) | 20,000            | Boom Type Mower - Southwest Patrol                            |
| Public Works - OPS              | MACHINERY EQUIP  | Computer Hardware                | 12,000            | Scanner   |
| Public Works - OPS              | ROOFING SYSTEM   | Flat Roofing                     | 110,000           | Roof Replacement - Goshen Patrol                              |
| Public Works - OPS              | VEHICLE          | Backhoe/Loaders                  | 100,000           | Backhoe/Loader - Southwest Patrol                             |
| Public Works - OPS              | VEHICLE          | Heavy Duty Trucks                | 250,000           | Heavy Duty Truck - Pembroke Patrol                            |
| Public Works - OPS              | VEHICLE          | Heavy Duty Trucks                | 250,000           | Heavy Duty Truck - Goshen Patrol                              |
| Public Works - OPS              | VEHICLE          | Heavy Duty Trucks                | 205,800           | Heavy Duty Truck - Cobden Patrol                              |
| Public Works - OPS              | VEHICLE          | Light Duty Trucks                | 28,000            | Light Duty Trucks - Goshen Patrol                             |
| Public Works - OPS              | VEHICLE          | Light Duty Trucks                | 28,000            | Light Duty Trucks - Cobden Patrol                             |
| Public Works - OPS              | VEHICLE          | Light Duty Trucks                | 28,000            | Light Duty Trucks - Construction                              |
| <b>Public Works - OPS Total</b> |                  |                                  | <b>1,031,800</b>  |   |
| RCHC                            | BUILDING         | HVAC                             | 80,000            | New Air Make Up Unit @ 8 Burwash                              |
| RCHC                            | LAND IMP         | Parking Lot/Sidewalk             | 177,500           | Parking Lot and Walkway reconstruction                        |
| RCHC                            | MACHINERY EQUIP  | Audio / Visual Equipment         | 14,500            | Security Cameras 59 Wallace in Eganville                      |
| RCHC                            | MACHINERY EQUIP  | Small Equipment                  | 22,000            | Hot Water Tanks   |
| RCHC                            | MACHINERY EQUIP  | Generator                        | 40,000            | Generator for Palmer Rapids                                   |
| RCHC                            | ROOFING SYSTEM   | Shingle Roofing                  | 89,300            | ea St. shop roof, Shingle Arnold/Fraser Lanes;Repair @ 41 Vim |
| RCHC                            | VEHICLE          | Tractors                         | 39,500            | Replace two grounds tractors                                  |
| RCHC                            | VEHICLE          | Light Duty Trucks                | 29,250            | Service Van   |
| <b>RCHC Total</b>               |                  |                                  | <b>492,050</b>    |   |
| <b>Grand Total</b>              |                  |                                  | <b>12,966,310</b> |   |

## County of Renfrew - 2011 Staffing Budget

| <u>Division</u>              | <u>Department</u> | <u>Union</u> | <u>Job Title</u>                 | <u>2011 Budget</u> | <u>2010 Budget</u> | <u>Variance</u> | <u>Business Case</u>         |
|------------------------------|-------------------|--------------|----------------------------------|--------------------|--------------------|-----------------|------------------------------|
|                              |                   |              |                                  | <u>Hours</u>       | <u>Hours</u>       | <u>Hours</u>    | <u>Reference #</u>           |
| Administration               | Admin/Finance     | N            | CAO - Former/New                 | 2,512              | 3,110              | (598)           | Previously Approved          |
| <b>Administration Total</b>  |                   |              |                                  | <b>2,512</b>       | <b>3,110</b>       | <b>(598)</b>    |                              |
| EXPO 150                     | Expo 150          | N            | Coordinator                      | 910                | 1,820              | (910)           | <b>EXPO-01</b>               |
| <b>EXPO Total</b>            |                   |              |                                  | <b>910</b>         | <b>1,820</b>       | <b>(910)</b>    |                              |
| BM                           | Client Program    | C            | Rehabilitation Assistant         | 3,536              | 3,120              | 416             | <b>BM-01</b>                 |
| BM                           | Client Program    | N            | Dietitian                        | 1,080              | 720                | 360             | Resolution No. H-CC-10-06-58 |
| BM                           | Dietary           | N            | Food Services Worker             | 3,255              | 2,548              | 707             | Resolution No. H-CC-10-08-75 |
| BM                           | Nursing Direct    | C            | Health Care Aides                | 122,252            | 120,432            | 1,820           | Resolution No. H-CC-10-06-76 |
| <b>BM Total</b>              |                   |              |                                  | <b>130,123</b>     | <b>126,820</b>     | <b>3,303</b>    |                              |
| Forestry                     | Forestry          | N            | Forester                         | 1,365              | -                  | 1,365           | <b>FOR-01</b>                |
| <b>Forestry Total</b>        |                   |              |                                  | <b>1,365</b>       | <b>-</b>           | <b>1,365</b>    |                              |
| ML                           | Laundry           | C            | Laundry Aides                    | 2,912              | 2,704              | 208             | <b>ML-01</b>                 |
| ML                           | Client Program    | C            | Rehabilitation Assistant         | 2,496              | 2,080              | 416             | <b>ML-02</b>                 |
| ML                           | Client Program    | C            | Dietitian                        | 996                | 923                | 73              | Resolution No. H-CC-10-06-58 |
| ML                           | Food Services     | C            | Food Services Supervisor         | 2,970              | 2,496              | 474             | Resolution No. H-CC-10-08-75 |
| ML                           | Nurse Direct      | C            | Health Care Aides                | 114,021            | 112,420            | 1,601           | Resolution No. H-CC-10-08-76 |
| <b>Miramichi Lodge Total</b> |                   |              |                                  | <b>123,395</b>     | <b>120,623</b>     | <b>2,772</b>    |                              |
| Paramedic                    | Paramedics        | C            | Paramedics                       | 196,410            | 196,442            | (32)            | <b>EMS-01</b>                |
| <b>Paramedic Total</b>       |                   |              |                                  | <b>196,410</b>     | <b>196,442</b>     | <b>(32)</b>     |                              |
| Property                     | RCP               | N            | Summer Student - Renfrew         | 400                | -                  | 400             | <b>PROP-01</b>               |
| Property                     | CAB               | N            | Summer Student - Pembroke        | 400                | 280                | 120             | <b>PROP-02</b>               |
| <b>Property Total</b>        |                   |              |                                  | <b>800</b>         | <b>280</b>         | <b>520</b>      |                              |
| Public Works                 | Public Works      | N            | Engineering Technician           | 1,200              | 1,200              | -               | <b>PW-01</b>                 |
| <b>Public Works Total</b>    |                   |              |                                  | <b>1,200</b>       | <b>1,200</b>       | <b>-</b>        |                              |
| Child Care                   | Child Care        | N            | Data Entry Clerk (Special Needs) | 910                | -                  | 910             | <b>CC-01</b>                 |
| <b>Child Care Total</b>      |                   |              |                                  | <b>910</b>         | <b>-</b>           | <b>910</b>      |                              |
| RCHC                         | RCHC              | N            | Tenant Relations Coordinator     | 1,820              | -                  | 1,820           | <b>RCHC-01</b>               |
| <b>RCHC Total</b>            |                   |              |                                  | <b>1,820</b>       | <b>-</b>           | <b>1,820</b>    |                              |
| Ontario Works                | Ontario Works     | N            | Site Supervisor                  | 1,820              | -                  | 1,820           | <b>OW-01</b>                 |
| <b>Ontario Works Total</b>   |                   |              |                                  | <b>1,820</b>       | <b>-</b>           | <b>1,820</b>    |                              |
| <b>Grand Total</b>           |                   |              |                                  | <b>461,265</b>     | <b>450,295</b>     | <b>10,970</b>   |                              |



**EXPO-01**

## STAFF ADMINISTRATION REPORT

Date: December 31, 2010

Department: EXPO 150

Report Prepared by: Jim Hutton, CAO

| <b>TITLE/REQUEST</b><br>(give brief description) | Decrease in 2011 hours – 910 hours<br>With the completion of the Expo 150 Celebration in June 2011, there is no longer the requirement for the staff position of Expo 150 Coordinator.                      |               |          |  |                      |
|--|---|---------------|----------|--|----------------------|
| <b>POSITIONS AND EMPLOYEES INVOLVED</b>          | <table border="1"><thead><tr><th>EMPLOYEE NAME</th><th>POSITION</th></tr></thead><tbody><tr><td></td><td>Expo 150 Coordinator</td></tr></tbody></table>   | EMPLOYEE NAME | POSITION |  | Expo 150 Coordinator |
| EMPLOYEE NAME                                    | POSITION  |               |          |  |                      |
|  | Expo 150 Coordinator  |               |          |  |                      |
| <b>EXECUTIVE SUMMARY</b>                         | The County of Renfrew Expo 150 Celebration will be taking place from June 9 to 11, 2011 therefore, once the celebration has been completed there is no longer the requirement for the Expo 150 Coordinator. |               |          |  |                      |
| <b>RECOMMENDATION</b>                            | THAT the Finance & Administration Committee recommend to County Council that they approve the reduction of 910 hours for the Expo 150 Coordinator for the 2011 budget year.                                 |               |          |  |                      |
| <b>FINANCIAL IMPLICATIONS</b>                    | Decrease in Coordinator Hours = 910 hours   |               |          |  |                      |



**STAFF ADMINISTRATION REPORT**

**Date:** July 30, 2010

**Location:** Bonnechere Manor

**Report Prepared by:** Shayne Hoelke, Administrator

| <p><b>TITLE/REQUEST</b><br/>(brief description)</p> | <p>To utilize the 2.4% increase announced by the Ministry of Health and Long-term funding through increasing daily Restorative Care staffing complement .</p>  |               |          |         |                                    |
|---|--|---------------|----------|---------|------------------------------------|
| <p><b>POSITIONS AND EMPLOYEES INVOLVED</b></p>      | <table border="1"> <thead> <tr> <th data-bbox="533 483 1157 521">EMPLOYEE NAME</th> <th data-bbox="1157 483 2009 521">POSITION</th> </tr> </thead> <tbody> <tr> <td data-bbox="533 521 1157 609">Various</td> <td data-bbox="1157 521 2009 609">Part Time Rehabilitation Assistant</td> </tr> </tbody> </table>  | EMPLOYEE NAME | POSITION | Various | Part Time Rehabilitation Assistant |
| EMPLOYEE NAME                                       | POSITION   |               |          |         |                                    |
| Various   | Part Time Rehabilitation Assistant   |               |          |         |                                    |
| <p><b>EXECUTIVE SUMMARY</b></p>                     | <p>In July 2010, the MoHLTC/ Champlain Local Health Integration Network announced increased funding of 2.4%. For Bonnechere Manor, this funding equates to \$11,826 annually. Program and Support Services Envelope is 100% funded, and any funding not utilized has to be returned to the MOH.</p> <p>The rehabilitation RUG-111 category is the highest grouping which provides the highest CMI weights.</p> <p>The proposal is to increase the hours for the Part-Time Rehabilitation Assistant, <b>this unionized position</b> will enable us to maximize our potential to reach this Rehabilitation RUG-111 category and increase our CMI funding. The calculation for this group is very specific and relies heavily on cooperation between the physio and restorative care departments to ensure therapy minutes are captured.</p> <p>These hours will ensure that the Canadian Institute for Health Information Guidelines (CIHI) of 15 minutes per resident is captured for 3 days during the 7 day observation period.</p> |               |          |         |                                    |
| <p><b>RECOMMENDATION</b></p>                        | <p>That Health Committee recommend to County Council that the Part-Time Rehabilitation Assistant hours be increased by 8 hours per week (416 hours per year) to maximize the additional funding of 2.4% provided to Nursing Rehab to increase our CMI.</p>   |               |          |         |                                    |

|                                     |  |  |                 |
|-------------------------------------|--|--|-----------------|
| <b>FINANCIAL<br/>CONSIDERATIONS</b> | <b>EXPENSE:</b>  |  |                 |
|                                     | P/T Rehab Base Rate:   | \$ 22.62 x 416 annual hours                    | \$ 9,410        |
|                                     | Statutory Holiday Pay (13 days x 2 hrs x \$22.62)                |  | <u>588</u>      |
|                                     |  |  | \$ 9,998        |
|                                     |  | 8% Vacation                                    | 800             |
|                                     |  | 18% Benefits                                   | <u>\$ 1,944</u> |
|                                     |  | <b>Increase in Annual Salary and Benefits:</b> |                 |
|                                     | <b>REVENUE:</b>  |  |                 |
|                                     | <b>Annualized Program and Support Services Envelope Increase</b> |  |                 |
|                                     | Base Funding ( \$.18 per diem) effective April 1/10              |  | \$ 11,826       |



**STAFF ADMINISTRATION REPORT**

**Date:** Oct 21, 2010

**Department:** Development & Property

**Report Prepared by:** Jeff Muzzi

| <p><b>TITLE/REQUEST</b><br/>(give brief description)</p> | <p>Forester<br/>Start date of April 2011 - Group 6 (\$50,980 – 59,976) plus benefits – 1,365 hours<br/>Full time</p>   |               |          |  |          |
|--|--|---------------|----------|--|----------|
| <p><b>POSITIONS AND EMPLOYEES INVOLVED</b></p>           | <table border="1"> <thead> <tr> <th data-bbox="562 527 1339 570">EMPLOYEE NAME</th> <th data-bbox="1339 527 2011 570">POSITION</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 570 1339 607"></td> <td data-bbox="1339 570 2011 607">Forester</td> </tr> </tbody> </table>   | EMPLOYEE NAME | POSITION |  | Forester |
| EMPLOYEE NAME  | POSITION   |               |          |  |          |
|  | Forester   |               |          |  |          |
| <p><b>EXECUTIVE SUMMARY</b></p>                          | <p>Due to the continued growth in the duties and responsibilities of the Forestry Division, another staff member is required to meet the demands. Rapidly changing market and legislative challenges have added considerably to the responsibilities of the Forestry Division in the following areas:</p> <ul style="list-style-type: none"> <li>• advocating for the local forest industry in key policy areas such as logging in Algonquin Park, the Endangered Species Act, proposed changes to Crown Forest Tenure and energy production from wood biomass;</li> <li>• demand for assistance with trail development continues to increase at both the upper-tier and local levels, and from local trail groups;</li> <li>• requests to advocate for the forest industry through education of the public;</li> <li>• the management of invasive species is a growing danger to the health of our County forests, private forests, local forests and Crown lands. Progress is needed to educate the public regarding invasive species;</li> <li>• there are opportunities to increase our production of forest products to generate increased revenues;</li> <li>• there is an opportunity to provide further forestry services/advice to local municipalities.</li> </ul> |               |          |  |          |
| <p><b>RECOMMENDATION</b></p>                             | <p>That the Development &amp; Property Committee recommend to County Council that they approve the hiring of one Forester, reporting to the Manager of Forestry Services, as part of the Department’s 2011 Business Plan.</p>  |               |          |  |          |
| <p><b>FINANCIAL CONSIDERATIONS</b></p>                   | <p>Increase of 1,365 hours as start date is April 2011<br/>Group 6 (\$50,980 – 59,976) plus benefits<br/>Increased revenue from the Forestry Division results in no net cost to the County of Renfrew.</p>   |               |          |  |          |



# STAFF ADMINISTRATION REPORT

**ML-01**

**Date:** November 11, 2010

**Department:** Miramichi Lodge

**Report Prepared by:** Shelley Sheedy

|   |  |   |
|---|--|---|
| <b>TITLE/REQUEST</b><br>(brief description) | Increase of 304 hours per year of part-time unionized Laundry Aide hours to meet resident care needs through the operation of a seven day a week/365 days a year laundry service.  |   |
| <b>POSITIONS AND EMPLOYEES INVOLVED</b>     | <b>EMPLOYEE NAME</b><br>Unionized (CUPE) Position to be posted   | <b>POSITION</b><br>Part Time Laundry Aide |
| <b>EXECUTIVE SUMMARY</b>                    | <p>In order to meet increased resident care needs, it is necessary to provide a seven day a week/365 days a year laundry service. Currently, the laundry department is closed on Sundays and statutory holidays. Increased resident care needs have been demonstrated by:</p> <ul style="list-style-type: none"> <li>• Enhanced infection control and isolation practices</li> <li>• Increased level of resident acuity, including incontinence</li> <li>• Increased resident turnover including increased use of respite/short stay</li> </ul> <p>In order to minimize the increase in hours and therefore cost, it is proposed that an additional four (4) hours plus an existing four (4) hour shift presently scheduled on Monday would be rescheduled to create a new eight hour Sunday shift, enabling a seven day a week operation. The proposal also calls for one (1) eight hour shift to be scheduled on statutory holidays making the Laundry a 365 day a year operation, which is the norm in long-term care homes.</p> <p>This proposed increase in service can be 100% funded from the MoHLTC funding increase to the 'Other Accommodation' envelope, effective April 1, 2010.</p> |   |
| <b>RECOMMENDATION</b>                       | <p>THAT Health Committee recommends to County Council that an additional 304 hours per year of part-time Laundry Aide hours be approved effective January 01, 2011 to enable Miramichi Lodge to provide a seven day a week, 365 days a year laundry service.</p>   |   |

|   |  |                |
|---|--|----------------|
| <b>FINANCIAL<br/>CONSIDERATIONS</b>                                     | P/T Laundry Aide – additional 304 hours/year to provide 365 service: |                |
|   | <b>EXPENSE:</b>  |                |
|   | Total Annual Cost  | <b>\$9,216</b> |
|   | <b>REVENUE:</b>  |                |
| Annual Funding Increase to Other Accommodation Envelope (eff. APR01/10) | <b>\$93,915</b>  |                |



**STAFF ADMINISTRATION REPORT**

**Date:** Oct. 19/10  
**Department:** Miramichi Lodge  
**Report Prepared by:** Nancy Lemire  
**Client Programs Supervisor**

|   |  |  |
|---|--|--|
| <b>TITLE/REQUEST</b>                    | Client Programs Department requesting to utilize the 2.4% increase announced by the Ministry of Health and Long Term Care/Champlain Local Health Integration Network to the Programming envelope (recreation and rehabilitation) to further enhance the Home's Rehabilitation programs.  |  |
| <b>POSITIONS AND EMPLOYEES INVOLVED</b> | <p><b>EMPLOYEE NAME</b><br/>                 Unionized (CUPE) Position to be posted</p>  | <p><b>POSITION</b><br/>                 One Part Time Rehabilitation Assistant</p> |
| <b>EXECUTIVE SUMMARY</b>                | <p>Currently there is 1 Full Time Rehabilitation Assistant who attempts to meet the therapy needs of 166 residents. This includes maintenance and repair of both resident and home owned equipment (wheelchairs, walkers, etc), assisting with resident meal times, and carrying out exercise and therapy programs. In addition, the Rehabilitation Assistant works under the direction of the Occupational Therapist and Physiotherapist and is responsible to carry out their recommendations.</p> <p>The proposal is to add one Part Time Rehabilitation Assistant. These hours would assist to increase the number of contact minutes the Rehabilitation staff have with residents, having an overall increase in the Home's Case Mix Index funding. In addition, it would allow for coverage and continuity when the FT staff member is absent. At present there is no replacement for the FT Rehabilitation Assistant.</p> |  |
| <b>RECOMMENDATION</b>                   | That Miramichi Lodge add one Part Time Rehabilitation Assistant at 416 hrs/annually to improve Rehabilitation services, utilizing the 2.4% additional funding provided by the Ministry of Health and Long Term Care/Champlain Local Health Integration Network for Programming. This increase would be 100% funded by the Province; zero impact on municipal contribution.   |  |

**FINANCIAL  
CONSIDERATIONS**

**EXPENSE:**

Annual Cost for additional 416 hrs.

P/T Rehabilitation Assistant Rate (including w/e premium, vacation pay and benefits) \$11,770

Cost for Qualification for 12 Stats \$ 1,358

**Total \$13,128**

**REVENUE:**

Annualized Program and Support Services Envelope Increase

Base Funding ( \$.18 per diem) effective April 1/10 \$10,906

Difference between Funding Increase and Cost: \$ 2,222

The budget line currently noted as "Identification Photos" under "Recreation & Entertainment" would be moved to General & Administration to make up the difference.



**EMS-01**

## STAFF ADMINISTRATION REPORT

**Date:** November 9, 2010

**Department:** Emergency Services

**Report Prepared by:** Michel Ruest, Deputy Chief

|   |  |  |
|---|--|--|
| <b>TITLE/REQUEST</b><br>(brief description) | Decrease in Hours – 32 hours<br>Adjustment of overall Paramedic Service Hours  |  |
| <b>POSITIONS AND EMPLOYEES INVOLVED</b>     | <b>EMPLOYEE NAME</b><br>Paramedics   | <b>POSITION</b><br>Full Time Primary Care Paramedics<br>Full Time Advanced Care Paramedics |
| <b>EXECUTIVE SUMMARY</b>                    | Operational hours for paramedic services has fluctuated due to a net decrease of 32 hours resulting from reduced requests for up staffing of events. |  |
| <b>RECOMMENDATION</b>                       | THAT the Health Committee recommends that the Paramedic Hours be decreased by 32 hours.  |  |
| <b>FINANCIAL CONSIDERATIONS</b>             | Net reduction in salary and benefits of 32 hours.  |  |



**PROP-01**

**STAFF ADMINISTRATION REPORT**

**Date: 8 November 2010**

**Department: Development and Property**

**Report Prepared by: Jim Lynch**

|  |  |  |
|--|--|--|
| <b>TITLE/REQUEST</b><br>(give brief description) | Increase in hours for Summer Student (RCP) – 400 hours   |  |
| <b>POSITIONS AND EMPLOYEES INVOLVED</b>          | <b>EMPLOYEE NAME</b>   | <b>POSITION</b><br>Summer Student Renfrew – Renfrew County Place |
| <b>EXECUTIVE SUMMARY</b>                         | To hire a summer student to assist with grounds keeping at Renfrew County Place, Renfrew. Since acquiring the land at 450 O'Brien Road, Renfrew little work has been done on property lines and vacant areas. Significant brush and fallen trees require removal to ensure the property reflects the image appropriate of the County of Renfrew. Additionally, Paramedic bases at Arnprior and Barry's Bay now require grass mowing and weed cutting on a weekly basis which reduces the available time for normal maintenance at Renfrew County Place by the resident maintenance person. |  |
| <b>RECOMMENDATION</b>                            | That the Development & Property Committee recommend to County Council that they approve the hiring of one summer student during the summer months to provide 400 hours of grounds keeping services at Renfrew County Place, Arnprior and Barry's Bay.  |  |
| <b>FINANCIAL CONSIDERATIONS</b>                  | Increase in 400 hours for 2011.<br>Approximately \$10.00 per hour x 400 hours = \$4,000  |  |



**PROP-02**

**STAFF ADMINISTRATION REPORT**

**Date:** 8 November 2010

**Department:** Development and Property

**Report Prepared by:** Jim Lynch

|  |   |                      |                 |  |  |
|--|---|----------------------|-----------------|--|--|
| <b>TITLE/REQUEST</b><br>(give brief description) | Correct clerical error in hours for Summer Student (Pembroke) – 120 hours   |                      |                 |  |  |
| <b>POSITIONS AND EMPLOYEES INVOLVED</b>          | <table border="0" style="width: 100%;"> <tr> <td style="text-align: center;"><b>EMPLOYEE NAME</b></td> <td style="text-align: center;"><b>POSITION</b></td> </tr> <tr> <td></td> <td style="text-align: center;">Summer Student Pembroke – County Administration Building</td> </tr> </table> | <b>EMPLOYEE NAME</b> | <b>POSITION</b> |  | Summer Student Pembroke – County Administration Building |
| <b>EMPLOYEE NAME</b>                             | <b>POSITION</b>   |                      |                 |  |  |
|  | Summer Student Pembroke – County Administration Building  |                      |                 |  |  |
| <b>EXECUTIVE SUMMARY</b>                         | A summer student was hired in 2010 to assist with grounds keeping at the County Administration Building and the hours for 2010 were incorrectly identified as 280. The budget amount should have been approved for 400 hours. This business case is to correct a clerical error.              |                      |                 |  |  |
| <b>RECOMMENDATION</b>                            | That the Development & Property Committee recommend to County Council that they approve the hiring of one summer student during the summer months to provide 400 hours of grounds keeping services at the County Administration Building, Pembroke.   |                      |                 |  |  |
| <b>FINANCIAL CONSIDERATIONS</b>                  | No change in budget allocation.   |                      |                 |  |  |



## STAFF ADMINISTRATION REPORT

**Date: November 30, 2010**

**Department: Public Works & Engineering**

**Report Prepared by: Dave Darch, Director**

|  |   |                                |   |
|--|---|--------------------------------|---|
| <b>TITLE/REQUEST</b><br>(give brief description) | The Department is requesting approval to hire a 6-month term Engineering Technician. This request represents an increase of 1,200 hours and is consistent with the 2010 program. This has been reflected in the 2011 Budget.  |                                |   |
| <b>POSITIONS AND EMPLOYEES INVOLVED</b>          | <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; text-align: center;"><b>EMPLOYEE NAME</b><br/>Vacant</td> <td style="width: 50%; text-align: center;"><b>POSITION</b><br/>Engineering Technician</td> </tr> </table>   | <b>EMPLOYEE NAME</b><br>Vacant | <b>POSITION</b><br>Engineering Technician |
| <b>EMPLOYEE NAME</b><br>Vacant                   | <b>POSITION</b><br>Engineering Technician   |                                |   |
| <b>EXECUTIVE SUMMARY</b>                         | <p>The Department is seeking approval to hire a seasonal contract position for an Engineering Technician for a 6-month term. Similar to 2009 and 2010, the Department is proposing a significant capital program – estimated at \$8.8 million. In 2011, there are a substantial number of capital projects that will require extensive property acquisitions. As members of Council will recall, the Department has amended its service delivery model by requiring the 3 existing Engineering Technicians to function as Project Managers overseeing the activities of external service providers (consultants). This directive limits staff’s ability to engage directly in property acquisitions. It is also important that the property negotiations be carried out in a consistent manner for all projects. It is critical that identified property requirements are acquired prior to tender call. As well, utility agencies will not agree to affect required utility relocation unless land ownership rests with the County. In view of the need to tender capital projects as expeditiously as possible, the Department is seeking approval of this contract position.</p> <p>In 2011, we estimate the need to acquire a minimum of 125 properties in order to advance our 2011 construction program and get a “head start” for 2012 projects.</p> |                                |   |
| <b>RECOMMENDATION</b>                            | <p><b>Recommendation:</b><br/>           THAT the Operations Committee recommend to County Council that the hiring of one seasonal Engineering Technician (additional 1,200 hours of time) be approved as part of the Public Works &amp; Engineering Department’s 2011 Business Plan.</p>   |                                |   |
| <b>FINANCIAL CONSIDERATIONS</b>                  | <p><b>The cost of the additional hours is estimated to be \$36,000. Funds have been allocated for this position in the 2011 draft Departmental Budget - capital program on a project-by-project basis. There is no increase in budget requirements since costs will be charged to the capital projects.</b></p>   |                                |   |



**STAFF ADMINISTRATION REPORT**

**Date:** October 25, 2010

**Department:** Social Services (Child Care)

**Report Prepared by:** Judy Mulvihill

|   |  |  |
|---|--|--|
| <b>TITLE/REQUEST</b><br>(brief description) | Full time Secretary/Receptionist<br>Group Two (\$32,426) plus benefits<br>Increase Hours – 910 hours   |  |
| <b>POSITIONS AND EMPLOYEES INVOLVED</b>     | <b>EMPLOYEE NAME</b>   | <b>POSITION</b><br>Data Entry Clerk (17.5 hours per week), Group one<br>Increase to Secretary I, Group two full time |
| <b>EXECUTIVE SUMMARY</b>                    | <ol style="list-style-type: none"> <li>1. Child Care fee subsidy files have increased from 205 children in January 2006 to over 500 children (2008-2010). With the increase in caseload, Eligibility Coordinators continue to require support to ensure that files are prepared in a timely manner. The demand for this support has increased by an additional 7 hours per week.</li> <li>2. Quality Assessments for licensed child care agencies has increased administrative demand by an additional 3.5 hours per week.</li> <li>3. The Ministry of Education is requiring all Service Managers in Ontario to maintain a centralized child care waiting list for potential before and after school, school based, programs. This will add an additional service capacity to the existing caseload. A predicted increase to the fee subsidy caseload of 47 children (15% of 312 students) enrolled in the 12 JK/SK classrooms will impact the Eligibility Coordinators workload and file management. It is expected that an additional 7 hours will be required to complete the administrative functions associated with this task, this will also include file management, fielding phone calls from new clients and the public.</li> </ol> |  |
| <b>RECOMMENDATION</b>                       | THAT the Social Services Committee recommends that the 910 hour Data Entry Clerk position, Group one be increased by an additional 910 hours to become a full time Secretary I, Group two position be approved.  |  |
| <b>FINANCIAL CONSIDERATIONS</b>             | Funding available through Best Start program, 100% funded by the Ministry of Children and Youth Services. The funding is available to cover this position due to enhanced Best Start administration funding. Increase the half time Data Entry Clerk position from 17.5 hours per week, Group one, salary range (\$27,831-\$31,760) to Secretary I, Group two (\$32,426 – \$37,004) full time plus benefits.   |  |



**STAFF ADMINISTRATION REPORT**

**Date:** January 13, 2011

**Department:** Social Services -RCHC

**Report Prepared by:** Carol Neill

|   |   |                      |                 |              |                              |
|---|---|----------------------|-----------------|--------------|------------------------------|
| <p><b>TITLE/REQUEST</b><br/>(brief description)</p> | <p>Add one new Tenant Relations Coordinator – Full Time Unionized Position – 1820 hour, to the Renfrew County Housing Corporation</p>   |                      |                 |              |                              |
| <p><b>POSITIONS AND EMPLOYEES INVOLVED</b></p>      | <table border="0"> <tr> <td style="text-align: center;"><b>EMPLOYEE NAME</b></td> <td style="text-align: center;"><b>POSITION</b></td> </tr> <tr> <td style="text-align: center;">New Position</td> <td style="text-align: center;">Tenant Relations Coordinator</td> </tr> </table>  | <b>EMPLOYEE NAME</b> | <b>POSITION</b> | New Position | Tenant Relations Coordinator |
| <b>EMPLOYEE NAME</b>                                | <b>POSITION</b>   |                      |                 |              |                              |
| New Position  | Tenant Relations Coordinator  |                      |                 |              |                              |
| <p><b>EXECUTIVE SUMMARY</b></p>                     | <p>This proposed position is one that is in place in six of the eight Eastern Ontario Service Manager regions delivering social housing in Eastern Ontario.<br/>         The position goal is to assist households to achieve security of tenure and to provide access to various resources and opportunities which will assist household members to live independently and be self sufficient. Benefits would include healthier communities, supports for our most vulnerable clients including our seniors and “at risk” youth. The position supports the direction of the Renfrew County Housing Corporation Business Plan by preparing for future challenges associated with the social housing demographics.<br/>         The Job Description is attached.</p> |                      |                 |              |                              |
| <p><b>RECOMMENDATION</b></p>                        | <p>THAT the Board of Directors of the Renfrew County Housing Corporation recommend hiring a full time Tenant Relations Coordinator to support the delivery, management, and administration of social housing and tenant relations.</p>  |                      |                 |              |                              |
| <p><b>FINANCIAL CONSIDERATIONS</b></p>              | <p>It is recommended that this position be placed in Group 6 of the CUPE 4425 Compensation Grid – Year 1(20.58), Year 2 (22.04), Year 3 (23.53) for an estimated amount of \$43,000 plus benefits. This position is subject to review by the Joint Job Evaluation Committee consisting of Management of the Renfrew County Housing Corporation and representatives from CUPE 4425 Job Evaluation Committee</p>  |                      |                 |              |                              |



**STAFF ADMINISTRATION REPORT**

**Date: November 8, 2010**

**Department: Social Services – Ontario  
Works Division**

**Report Prepared by: Chery Leigh**

| <p><b>TITLE/REQUEST</b><br/>(brief description)</p> | <p>Site Supervisor – Laura Deacon, Site Supervisor for Renfrew Site has been seconded to the Social Services Solution Modernization Project with the Ministry of Community &amp; Social Services. This secondment will be funded 100% by the Ministry.</p> <p>Increased Hours – 1,820</p>   |               |          |  |                 |
|---|---|---------------|----------|--|-----------------|
| <p><b>POSITIONS AND EMPLOYEES INVOLVED</b></p>      | <table border="1"> <thead> <tr> <th data-bbox="562 706 1325 748">EMPLOYEE NAME</th> <th data-bbox="1325 706 2007 748">POSITION</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 748 1325 815"></td> <td data-bbox="1325 748 2007 815">Site Supervisor</td> </tr> </tbody> </table>   | EMPLOYEE NAME | POSITION |  | Site Supervisor |
| EMPLOYEE NAME                                       | POSITION  |               |          |  |                 |
|   | Site Supervisor   |               |          |  |                 |
| <p><b>EXECUTIVE SUMMARY</b></p>                     | <p>The Province is currently undertaking efforts to introduce case management technology and related business processes – Social Services Solutions Modernization Project to support the delivery of social assistance in Ontario leading to eventual replacement of the Service Delivery Model Technology (SDMT). The province put out a call for municipal secondees to support change management activities. Laura Deacon, Site Supervisor for Renfrew Site was successful with this call for the Eastern Region. She will be seconded for a period of twenty-nine months (October 2010 – March 2013).</p> |               |          |  |                 |
| <p><b>RECOMMENDATION</b></p>                        | <p>That the Social Services Committee recommends the additional increase of 1,820 hours.</p>  |               |          |  |                 |
| <p><b>FINANCIAL CONSIDERATIONS</b></p>              | <p>1,820 hours increase</p> <p>Group 8 Salary – (\$60,257 - \$68,763) Funded 100% by the province</p>   |               |          |  |                 |