



FINANCE & ADMINISTRATION COMMITTEE

9:30 a.m., Monday, February 14, 2011

A meeting of the Finance & Administration Committee was held at 9:30 a.m., Monday, February 14, 2011 at the County of Renfrew Administration Office, 9 International Drive, Pembroke, Ontario.

Present were: Raye-Anne Briscoe, Chair
Robert Sweet, Warden

Committee Members: Peter Emon, Don Rathwell, Walter Stack, Tammy Stewart, Janice Visneskie, Jack Wilson

Staff Present: W. James Hutton, Chief Administrative Officer/Clerk
James D. Kutschke, Treasurer/Deputy Clerk
Bruce Beakley, Director, Human Resources
David Darch, Director, Public Works and Engineering
Paul Moreau, Director, Development and Property
Shayne Hoelke, Administrator, Bonnechere Manor
Shelley Sheedy, Administrator, Miramichi Lodge
Jeff Foss, Financial Services Officer
Michelle Sernoskie, Provincial Offences Administration Manager
Chris Ryn, Manager of Information Technology
Bruce McIntyre, Media Relations/Grants Coordinator
Rosalyn Gruntz, Executive Assistant
Connie Wilson, Administrative Assistant, Finance Department

Chair Briscoe called the meeting to order at 9:35 a.m. The roll was called, and no pecuniary interests were disclosed.

RESOLUTION NO. FA-C-11-02-17

Moved by: Mayor Emon
Seconded by: Mayor Visneskie

THAT the minutes of January 20, 2011 be adopted as printed and circulated.

CARRIED.

Chair Briscoe welcomed Mr. Lee Kirkwood and advised Committee that we will begin the meeting by moving his presentation to 9:35 a.m. instead of 10:00 a.m.

Mr. Shayne Hoelke advised Committee that the Development and Property Committee and Health Committee have already adopted resolutions asking for the Finance and Administration Committee to also support the resolution for the proposal for the solar power program at Bonnechere Manor to the provincial government. Once approval is obtained from County Council, Bonnechere Manor will then submit an application to the Province of Ontario.

Mr. Shayne Hoelke introduced Mr. Lee Kirkwood, Environmental Services Supervisor who provided Committee with an update on the Bonnechere Manor solar power project. The presentation is attached as Appendix A.

Mr. Kirkwood advised that Bonnechere Manor is proposing to apply for a program for 190 kW Photovoltaic system on the roof at Bonnechere Manor. The Ontario Power Authority Feed-in Tariff Program (FIT) is a Government sponsored Renewable Energy Program intended to generate new sources of solar power.

Committee questioned how the government can buy the electricity back at such a high rate and sell it back so low? Mr. Kirkwood advised that the Ontario Power Authority is trying to promote solar photovoltaic power generation in the province of Ontario and that is why this type of program is currently available and this opportunity will not last long.

Mr. Kirkwood advised that there is currently a company in Guelph, Ontario that manufactures both the solar panels and inverters. Mr. Kirkwood advised that the Bonnechere Manor roof will be an ideal location for solar panels. Another positive for this type of project is it will offset the carbon footprint of Bonnechere Manor by 1,675.4 tonnes of Carbon Dioxide (CO₂) over the next 20 years.

Mr. Kirkwood indicated that support has been received from the Green Operations Committee, the Development and Property Committee, Health Committee and, hopefully, today from the Finance and Administration Committee.

Mayor Emon questioned whether field mounted solar panels would be considered as an option for other buildings owned by the County of Renfrew (i.e. the Public Works Patrol Garage on Whitewater Road). Mr. Paul Moreau advised that this will be a pilot project and if it is successful, then further opportunities will be considered at a later date.

Chair Briscoe thanked Mr. Hoelke and Mr. Kirkwood for an extremely concise and informative presentation.

Chair Briscoe advised that the art class at Bonnechere Manor will be on the Regional Contact show on Saturday, February 19, 2011 at 6:30 p.m. and this show will then be repeated on Family Day.

Finance Department

Mr. Kutschke overviewed the Finance Department Report which is attached as Appendix B.

Ms. Sernoskie overviewed the Provincial Offences Act Administration Report which is attached to the Finance Department Report. Ms. Sernoskie advised that to date the trial notices have been reduced and are being replaced by the Early Resolution process.

Mr. Kutschke noted that at the December 2010 Orientation Session of County Council, Finance staff overviewed the various types of municipal liability and the risk mitigation strategies in place at the County of Renfrew, including our insurance programs. Several Elected Officials requested further clarification. Mr. Foss, subsequently contacted our insurance provider, the Ontario Municipal Insurance Exchange (OMEX) for additional information on the commutation (travel to and from meetings or other County Business from home) coverage. Mr. Foss advised that there are a number of benefits included within this policy such as life insurance and major accident coverage (if you sustain major injury) and there is additional weekly indemnity coverage for supplemental income if you are injured during your travels because of County related activity.

Chair Briscoe questioned whether the commutation coverage was being extended to all employees or to Elected Officials only? Mr. Foss advised that the commutation coverage applies specifically to the Elected Officials while they are conducting County business. For example, if a Councillor was travelling to a conference, coverage would begin from when they leave their own front door. Mr. Foss advised that staff coverage begins once they arrive at work as travel to and from work for staff is excluded from coverage. However, if staff are sent from their work location to another place of work, then coverage is applicable.

Reeve Stack noted that he supports the minimal amount of \$250 for the additional coverage and would like to see this included as part of the budget for 2011.

RESOLUTION NO. FA-C-11-02-18

Moved by: Mayor Visneskie

Seconded by: Reeve Stack

THAT this Committee recommend that County Council approve the additional commutation coverage (travel to and from meetings or other County business from home) to cover County of Renfrew Elected Officials for an additional cost of \$250.00 per year to the current Ontario Municipal Insurance Exchange (OMEX) insurance policy.

CARRIED.

The following resolution was lifted from the Table:

RESOLUTION NO. FA-C-11-01-02

Moved by: Reeve Stack

Seconded by: Mayor Visneskie

THAT this Committee recommends to County Council that the Year 2011 membership to the Association of Municipalities of Ontario (AMO) in the amount of \$6,452.10 plus H.S.T. be approved.

CARRIED.

Mr. Kutschke overviewed the 2011 proposed changes to the User Fee By-law.

Mr. Kutschke asked Ms. Sernoskie how often the POA facilities are rented out? Ms. Sernoskie advised that when the Superior Court of Justice located at 297 Pembroke Street East was being renovated, the POA Facilities were utilized quite frequently but the facilities have not been used in the last several years.

Committee expressed their concern that the adoption of the User Fee By-law might impact the budget. Mr. Kutschke advised that the User Fees will be overviewed as part of the Budget Workshop on Tuesday, February 22, 2011 therefore any concerns that Elected Officials might have can be overviewed at that time.

RESOLUTION NO. FA-C-11-02-19

Moved by: Mayor Wilson

Seconded by: Reeve Stewart

THAT this Committee recommend to County Council that a By-law to Establish and Require Payment of User Fees and Charges adopted at the next session of County Council; AND FURTHER THAT the previous User Fee By-law 4-10 be repealed.

CARRIED.

RESOLUTION NO. FA-C-11-02-20

Moved by: Reeve Stewart

Seconded by: Mayor Visneskie

THAT the Finance Department Report attached as Appendix B, with the exception of item 6 and item 7 be approved.

CARRIED.

Administration Department

Mr. Hutton overviewed the Administration Department Report which is attached as Appendix C.

Mr. Hutton distributed and overviewed an Addendum to the Administration Report attached as Appendix D.

Committee will recall at the January meeting of this Committee that staff was directed to send a letter to the Renfrew County & District Health Unit requesting an explanation for the rationale for the funding increase of \$172,718 for 2011 over 2010. Chair Briscoe thanked Mayor Wilson for keeping Committee updated on the Renfrew County & District Health Unit programs.

Mr. Hutton advised that he will be providing an update on the 2011 Goals and Objectives in closed session today.

RESOLUTION NO. FA-C-11-02-21

Moved by: Mayor Visneskie

Seconded by: Reeve Stewart

THAT the Finance and Administration Committee recommend that County Council support (in principle) the submission of the Ontario Power Authority Feed-in Tariff Program (FIT) Application to the Ontario Government for a 190 kW Photovoltaic Project at Bonnechere Manor, 470 Albert Street, Renfrew, Ontario.

CARRIED.

Mr. Hutton overviewed the Administration Committee Addendum Report. Mr. Hutton advised that there are changes required to the Business Plan and that improvement can be made to this document by including a mission statement and values.

Committee discussed the Building Leadership Capacity training for County of Renfrew staff which supports the CAO's commitment to improving upon performance of the County and developing leadership capacity throughout the County of Renfrew with the goal of empowering employees to deliver the best service possible to ratepayers of the County of Renfrew.

Mr. Hutton advised that Mr. Beakley will take the "Building Leadership Capacity" training and will then provide the training to County staff and local municipalities. This initiative is time sensitive and there are some dates that are on hold for the end of March. Staff are hoping to have this initiative approved at the next session of County Council.

Mr. Beakley advised that he would attend the training for the program being delivered the second week of March in Oakville. He would receive the "train the trainer" components and then be able to deliver the training at a tiered level to managers, directors and supervisors. There will be an open invitation to local municipalities to take advantage of this program at a cost of approximately \$500 per person, which will include a \$350 workbook, a two day training program and lunch for both days. Mr. Hutton advised that it is his intention to roll out the training in the third quarter of 2011.

Chair Briscoe asked Department Heads if any of them would like to speak to this opportunity. Ms. Sheedy reinforced that this opportunity will build on the current work at the County of Renfrew in terms of the Business Plan and Corporate competencies. With our new Chief Administrative Officer in place it is a good opportunity to build on work already being done and to build on new leadership.

Mayor Visneskie indicated that she supports the initiative, but questioned if there are any companies within Renfrew County that could provide this training.

Mr. Hutton advised that a thorough review was completed which included looking at local companies but this type of training provided by the Ken Blanchard companies is a good fit for the County of Renfrew and the personnel seem well qualified to meet our needs.

Reeve Stack noted that he reviewed the package provided by the Ken Blanchard company and advised that the content seems very solid and he agrees that the true assessment of the company be left to Mr. Hutton and his team. Mr. Hutton was selected to lead this team and we have not seen a senior team come forward and ask for any significant costs for training of staff in a number of years; therefore Reeve Stack expressed his support for Mr. Hutton's recommendation to spend \$25,000 for the "Building Leadership Capacity" training.

RESOLUTION NO. FA-C-11-02-22

Moved by: Warden Sweet
Seconded by: Mayor Wilson

THAT the Finance and Administration Committee recommends that \$25,000 be approved by County Council for the Building Leadership Capacity proposal to commence in March 2011.

CARRIED.

RESOLUTION NO. FA-C-11-02-23

Moved by: Mayor Emon
Seconded by: Reeve Stewart

THAT the Administration Department Report and the Addendum to the Administration Department Report attached as Appendix C and D be approved.

CARRIED.

Committee recessed at 10:35 a.m. and reconvened at 10:55 a.m. with all persons present excepting Mayor Visneskie.

RESOLUTION NO. FA-C-11-02-24

Moved by: Mayor Emon
Seconded by: Reeve Stewart

THAT this meeting become a closed meeting for the following purpose(s) - Time – 10:55 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 AND
 - iii. A meeting shall be closed to the public if the subject matter relates to the consideration of a request under the Municipal Freedom of Information and Protection of Privacy Act if the council, board, commission or other body is the head of an institution for the purposes of that Act.

CARRIED.

RESOLUTION NO. FA-C-11-02-26

Moved by: Reeve Stewart
Seconded by: Mayor Emon

THAT this meeting resume as an open meeting – Time 11:35 a.m.

CARRIED.

Committee recessed for lunch at 11:35 a.m. and reconvened at 12:35 p.m. with all persons present including Mayor Visneskie and excepting Reeve Stewart.

Chair Briscoe welcomed Mr. Jim Pine, CAO Hastings County and Project Co-Lead for the Eastern Ontario Regional Network to overview the new \$170 million high-speed, high-capacity Regional Broadband Network Project. Mr. Jim Pine thanked Committee for inviting him here today as a delegation and introduced Ms. Lisa Severson, Communications and Stakeholder Relations Officer, Eastern Ontario Regional Network (EORN).

Mr. Pine advised Committee that the project has been progressing quickly since the funding was approved on July 30, 2009, although it took a year to get the contribution agreement in place. Under the agreement, the federal and provincial government agreed to each provide \$55 million, the private sector is investing \$50 million and the participating counties in Eastern Ontario are contributing a total of \$10 million with the County of Renfrew's share being \$970,000. Mr. Pine advised that they will meet with the City of Pembroke to ask for \$169,262 in one-time funding for this project.

Mr. Pine advised that EORN is trying to put the whole region on the map and this is the largest project of its kind in Canada. Mr. Pine advised that a factor to their success is forging a business alliance with Bell and Bell Aliant, who are investing \$27 million to construct an optical fibre back-haul network, plus contributing \$30 million worth of assets such as 5,700 kilometres of existing fibre optic networks, equipment and facilities. Mr. Pine also advised that EORN has signed a contract with Barrett Xplore for new satellite services to serve areas in the region where installing physical linkages to broadband internet would not be viable. The agreements that have been established with these businesses will be of great benefit for all involved and has given EORN access to the physical networks it would have otherwise had to build from scratch. They only need to install 500 km of new fibre and much of that gap is between Belleville and Bancroft with the remainder of the work to be done by upgrading existing equipment with satellite filling in where required.

Mr. Pine indicated that Mr. Jason Davis, GIS Coordinator has been very beneficial in assisting the EORN group by providing maps denoting locations of businesses and residents in Renfrew County which greatly assisted the EORN group in establishing where to provide service to specific areas.

Reeve Stewart entered the meeting at 12:50 p.m.

Mr. Pine noted that the Request For Proposal for Renfrew County will be issued on April 19, 2011 with submission due by August 11, 2011. The Renfrew County portion of the project is to be completed by the end of the second quarter of 2012. The entire project is scheduled to be completed by the end of the first quarter of 2014.

Chair Briscoe welcomed Ms. Lisa Severson and thanked both her and Mr. Pine for the very informative overview of EORN.

Reeve Rathwell thanked Mr. Pine and Ms. Severson for all their hard work to date, promoting this project and getting the many counties and municipalities on board that were "dragging their feet".

Warden Sweet noted that in 2004, 2005 and 2006 when he was part of the Eastern Ontario Wardens' Caucus was when the gap in broadband service was initially identified and is a great achievement to have it materialize into the wonderful project that it is today.

Warden Sweet indicated that there are some concerns being expressed that perhaps the project does not meet all the needs of all the regions of the County and requested if this could be addressed. Mr. Pine advised that the fibre optic broadband initiative will cover as much of the County that it can cost effectively cover with the remainder covered by satellite.

Reeve Stewart expressed concern that her municipality of Head, Clara and Maria will be a portion of the County that is only covered by satellite, but it may be too early yet to determine that. Mr. Pine advised that there will be a meeting held with the Township of Head, Clara and Maria on April 1, 2011 and it is EORN's goal to try to answer any concerns that residents may have and to obtain the best service possible for each municipality.

Chair Briscoe noted that she thought that Renfrew County was behind in terms of broadband internet capabilities. She noted that President Obama, in his Inaugural address committed to attempting to bring high speed internet to all of the people in the United States. The United States of America is only now investing in Broadband internet and Australia as well. This EORN initiative is obviously ahead of their time since a national strategy is not yet in place.

Mr. Pine noted that one of the largest challenges for satellite services in Renfrew County is tree coverage since homes will still need a good line of site to the satellite, similar to satellite television services.

Chair Briscoe thanked Mr. Pine for coming to the County of Renfrew and wished the EORN group luck with their meetings with the separated cities.

Mr. Pine and Ms. Severson departed the meeting at 1:15 p.m.

Human Resources Department

Mr. Beakley overviewed the Human Resources Department Report which is attached as Appendix E.

Mr. Beakley overviewed the Workplace Violence Prevention Surveys included within Appendix E and noted that municipalities may want to utilize this type of survey within their municipality. Mr. Beakley advised that the Employee Workplace Violence Prevention Survey is being distributed to employees on February 17, 2011 and the Facility Manager Workplace Violence Prevention Survey is being distributed separately to Facility Managers by Mr. Lee Kirkwood.

Mr. Beakley congratulated Mr. McIntyre in completing the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) Municipal Administration Program (MAP). Committee congratulated Mr. McIntyre in completing the Municipal Administration Program.

Mr. Beakley overviewed the proposed changes to Policy E-09 Attendance Support Program (ASP).

RESOLUTION NO. FA-C-11-02-27

Moved by: Reeve Rathwell

Seconded by: Mayor Visneskie

THAT this Committee recommend to County Council that the revised Human Resources Corporate Policy E-09 – Employee Attendance be approved and that a By-law to amend By-law 63-03, being a By-law to Establish Human Resources Corporate Policies and Procedures for the County of Renfrew, be adopted at the next County Council session.

CARRIED.

RESOLUTION NO. FA-C-11-02-28

Moved by: Reeve Rathwell

Seconded by: Mayor Visneskie

THAT the Human Resources Department Report attached as Appendix E be approved.

CARRIED.

Mr. Hutton provided a 2011 Budget Summary and noted that each Committee overviewed their associated budget and business plans with their respective Standing Committees. Mr. Hutton advised that it is a “good news” budget for the County thanks to the Ontario Disability Support Program (ODSP) and Ontario Works Benefits upload. With the county tax rate falling and education tax rates falling, tax room is created at the lower-tier level.

Warden Sweet indicated as Warden, he participated in all budget discussion at the Committee level and wants to recognize staff for their hard work in achieving this draft 2011 budget. Warden Sweet advised that when he was part of the Provincial Municipal-Fiscal and Service Delivery Review (PMFSDR) Committee, they discussed the upload of the ODSP and Ontario Works Benefits and that the Province of Ontario did not want to legislate the sharing of the upload savings between the upper and lower-tier governments, they wanted this sharing to happen at the local level. What we are seeing today is the upper-tier level creating tax room, which in turn allows local municipalities to work within the funding envelope.

Chair Briscoe indicated that two Budget Workshop days have been scheduled, Tuesday, February 22 and Thursday, February 24, 2011. There are many issues to discuss at the budget workshop including the savings from uploaded ODSP and Ontario Works benefits and the appropriate use of these savings. Mayor Visneskie expressed her wish to also discuss an increase to the Warden’s salary.

Mr. Foss overviewed the Finance Department 2011 Business Plan and noted that the new Ontario Healthcare Reporting Standards will require enhanced levels of information from the payroll function, requiring an alternative payroll system prior to the end of 2011.

Mayor Emon questioned the increase in cost per pay as a performance indicator and what is included in this indicator. Mr. Foss advised that the indicator is obtained from the total number of pay remittances (26 times per year) plus council pays, plus special pays, the associated support costs for the payroll software and the costs associated with the work to prepare these pays. There is only one Finance staff person that manages all of our payroll functions and accordingly, if the support staff persons salary and benefits increase (Cost of Living Allowance) then the cost per pay as a performance indicator increases.

Mr. Ryn provided an overview of the Information Technology Division 2011 Business Plan. Mr. Ryn advised that the new BlueCoat Internet web filtering/virus scanning/proxy appliance has assisted staff greatly by detecting viruses before they get a chance to be downloaded onto the network system.

Chair Briscoe also noted that the new County of Renfrew website is very user friendly.

Ms. Sernoskie overviewed the Provincial Offences Administration 2011 Business Plan and specifically highlighted the opportunity for claimants to utilize the early resolution option rather than going to a more lengthy and time consuming trial process.

Mr. Beakley overviewed the Human Resources 2011 Business Plan.

Mayor Wilson departed the meeting at 1:45 p.m.

Mr. Foss overviewed the 2011 Consolidated General Fund Budget specifically the Members of Council and noted that once the Standing Committee's have been established the associated mileage costs, per diem and 2% COLA increase is allocated to each Committee. Mr. Foss also noted that within the Computer Supplies line item, the costs for the replacement of five laptop computers for Elected Officials is planned as we will be replacing five laptops per year over the next three years.

Reeve Rathwell departed the meeting at 1:50 p.m.

Mr. Foss noted that within General – Administration account entitled Professional Development – Department Heads/Manager, there is a \$25,000 budget for the “Building Leadership Capacity”. Mr. Foss highlighted the Expo 150 line items noting that the event will take place from June 9 – 12, 2011.

Chair Briscoe questioned the Social Housing Reserves and Mayor Emon responded that an asset management program has been developed utilizing those reserves over number a years. Chair Briscoe noted that this is another discussion item for the upcoming Budget Workshop.

Mr. Ryn overviewed the 2011 Information Technology budget noting that within the Surplus Adjustment – Transfer to Reserves line item \$10,000 has been allocated for the transition in 2012 to a microsoft network.

Mr. Beakley overviewed the 2011 Human Resources budget.

Ms. Sernoskie overviewed the 2011 Provincial Offences Administration budget noting an anticipated increase in net revenues of \$21,380 or 2.9%.

Reeve Stewart departed the meeting at 2:25 p.m.

Chair Briscoe asked Committee if there were any questions regarding the 2011 General Revenue Fund Budget and indicated that a resolution must be adopted to bring the draft budget forward to the upcoming Budget Workshop. Chair Briscoe also indicated that we are moving forward to the budget workshop with a 0.5% increase in the levy requirement for 2011 over 2010.

RESOLUTION NO. FA-C-11-02-29

Moved by: Mayor Visneskie

Seconded by: Reeve Stack

THAT the Finance and Administration Committee recommends that the 2011 Administration, Information Technology, Provincial Offences Administration and Human Resources Budget, be forwarded to the County Council Budget Workshop.

CARRIED.

RESOLUTION NO. FA-C-11-02-30

Moved by: Mayor Visneskie

Seconded by: Mayor Emon

THAT this meeting adjourn and that the next regular meeting be held on Monday, March 21, 2011. Time – 2:30 p.m.

CARRIED.



**Bonnechere Manor
Strategic Energy Management Plan
190 kW Photovoltaic Project
A Preliminary Overview**

Bonnechere Manor
Green Operations Committee



The Ontario Power Authority Feed-in Tariff Program (**FIT**) is a Government sponsored Renewable Energy Program intended to generate new sources of solar power.

The revenue potential under solar photovoltaic projects

Rooftop installations > 10 kW < 250 kW = 71.3 cents / kWh

We are currently paying approximately 6 cents / kWh

Bonnechere Manor
Green Operations Committee



Roof View of Bonnechere Manor (Flat Roof surfaces only)



Bonnechere Manor
Green Operations Committee



The Process

Project Assessment

- **Research & Investigation**
- **Revenue estimates**
- **Budget planning**
- **Decision to move forward**

FIT Contract Application

- **Permission to submit application from Green Operations Committee; Property & Development Committee; Health Committee; Finance Committee; and County Council**
- **Complete and submit the application to Ontario Power Authority & \$500.00 deposit**

FIT Contract Acceptance

- **Permission from County to proceed with the project**
- **Contract acceptance & deposit balance \$10,000.00 if decision is made to proceed**

Bonnechere Manor
Green Operations Committee



Once Contract is in place:

Preliminary Impact Assessment

- Meeting with local utility
- Application for municipal permit
- Review of system engineering & structural assessment

Procurement and Installation

- Initiation of an RFP
- Management of process
- Presentation of RFP's & recommendations
- Installation supervision and quality assurance

System Commissioning

Bonnechere Manor
Green Operations Committee



System Overview

Total System Cost **\$ 1.13 million**
Pay Back Period **8 years**

FIT Contract is for 20 years of guaranteed revenue.
System useful life expectancy is 30 years.

Projected Revenues

Revenues Over 20 Years **\$ 3.7 million**

This project will offset our carbon footprint by 1,657.4 tonnes of CO2 over 20 years

Bonnechere Manor
Green Operations Committee

COUNTY OF RENFREW
FINANCE DEPARTMENT REPORT

TO: Finance & Administration Committee
FROM: J.D. Kutschke, Treasurer/Deputy Clerk
DATE: February 14, 2011
SUBJECT: Department Report

CORRESPONDENCE

1. The following correspondence has been received and is attached for committee's information:
 - (a) Appendix I – A copy of a letter dated January 31, 2011 from Mr. Peter Wallace, Deputy Minister, Ministry of Finance providing municipalities with information on the draft education tax rates for 2011 and advising that the appropriate regulations providing the final residential and business education tax rates will be forwarded in the near future. As a result of the reassessment, the Province will reset residential and education tax rates, the target maximum Business Education Tax (BET) rate and the annual ceiling rates for 2011 to offset reassessment impacts. The draft 2011 uniform residential tax rate is estimated to be 0.231%, reduced from the rate of 0.241% that applied to the 2010 taxation year. Also, the 2011 target maximum BET rate of 1.43% will be lowered to 1.33% for 2011.
2. The following item has been received and is summarized for committee's information:
 - (a) A memorandum dated February 3, 2011 was received from Mr. Gabriel F. Sékaly, Assistant Deputy Minister, Ministry of Education providing the proportion of enrolment between school boards by municipality to be used for 2011 by municipal clerks and treasurers to distribute taxes on business property (i.e. commercial, industrial and pipeline), payments in lieu or any other rateable property which does not have designated tax support to school boards.

Recommendation: Receive as information.

INFORMATION

3. Council Remuneration

Attached as Appendix II is a copy of the Statement of Council and Board Member Earnings at January 31, 2011 along with a breakdown of the Treasurer's Statements of Remuneration and Expenses paid to County Council month-to-date and year-to-date.

Recommendation: Receive as information.

4. Provincial Offences Act Administration

Attached as Appendix III is a Report to the Finance & Administration Committee as prepared by Ms. Michelle Sernoskie, Provincial Offences Manager, County of Renfrew, providing an update on activities.

Recommendation: Receive as information.

5. Councillor Orientation Session – Councillor Insurance

At the December 2010 Orientation Session of County Council, Mr. Jeffrey Foss, Financial Services Officer presented an overview of various types of municipal liability and the risk mitigation strategies in place at the County of Renfrew, including our insurance programs. Following this overview, several Elected Officials requested further clarification and directed Mr. Foss to contact our insurance provider, the Ontario Municipal Insurance Exchange (OMEX), for additional information. The following questions were addressed:

- (a) What is the additional premium to add commutation coverage (travel to and from meetings or other County business from home) to our current policy?
The County of Renfrew can add this coverage to our current policy for an additional \$250.00, plus applicable taxes.
- (b) What is the weekly accident benefit and does it continue past age 65?
Weekly Accident Indemnity (WAI) Benefit is payable as outlined below:

Total Disability

- (a) Insureds gainfully employed other than as a Council Member, under the age of 70 - Total Disability: \$500/week, maximum 104 weeks. Benefits will be paid for an additional 156 weeks as long as insured remains wholly and continuously disabled as per contract terms and conditions. Payable only to persons who are gainfully employed while traveling on the business of the Municipality.
- (b) Insureds not gainfully employed other than as a Council Member, under the age of 70 - Total Disability: \$300/week, maximum 52 consecutive weeks. Payable only to persons while traveling on the business of the Municipality.

Partial Disability

If an insured is wholly and continuously disabled immediately following a period of total disability and is prevented from attending his/her regular place of business/employment for more than 50% of the time he/she is normally required to be at such location, a benefit equivalent to one-half of the WAI Benefit will be paid for such disability, not to exceed 26 consecutive weeks. Payable only to persons who are gainfully employed while traveling on the business of the Municipality.

Eligible Persons

The policy covers Councillors under the age of 70. Councillors over the age of 70 are entitled to all policy benefits (i.e. repatriation, loss of limb, funeral expenses, etc.) except for the WAI Benefit described above.

Recommendation: Receive as information.

6. 2011 Departmental Budget, Business Plans and Business Case Summary

Attached as Appendix IV is the 2011 Budget Summary along with the 2011 Consolidated Budget which includes the detailed 2011 Budgets of the Finance Department, Information Technology and Provincial Offences Administration which will be overviewed by the respective Managers at today's meeting.

Attached as Appendix V are copies of the 2011 Business Plans for the Finance Department, Information Technology and Provincial Offences Administration which will also be overviewed by the respective Managers at today's meeting.

Attached as Appendix VI is a copy of the 2011 Business Case Summary including a Business Case for the decrease in hours for the EXPO 150 Coordinator which will be overviewed by Mr. Jim Hutton, Chief Administrative Officer.

Recommendation: THAT the Finance & Administration Committee recommends that the 2011 Administration, Information Technology and Provincial Offences Administration Budget be forwarded to the County Council Budget Workshop.

7. 2011 Consolidated Budget

Attached as Appendix IV is the 2011 Consolidated Budget which will be overviewed at today's meeting including the 2011 levy and tax rates.

Recommendation: THAT the Finance & Administration Committee recommends that the 2011 Consolidated Budget be forwarded to the County Council Budget Workshop.

8. Financial Indicator Review 2009

Attached as Appendix VII is a copy of the Financial Indicator Review – 2009 for the County of Renfrew as provided by the Ministry of Municipal Affairs and Housing. I wish to advise that the overall financial risk levels for the County of Renfrew are low.

Recommendation: Receive as information.

RESOLUTION

9. 2011 Membership of the Association of Municipalities of Ontario (AMO)

The County of Renfrew is presently a member of the Association of Municipalities of Ontario (AMO). The membership fee for 2010 was \$6,256.98 (before G.S.T.) and the membership fee for 2011 is \$6,452.10 (before H.S.T.). AMO advised that due to an increase in costs to operate, they had to increase their membership fee by 3%. Last month, I reported the membership fee amounts for 2010 and 2011 inclusive of applicable taxes. As Committee is aware, with the introduction of the HST on July 1, 2010, the cost for services automatically increased by 8% (former Ontario Sales Tax) of which amount the County is able to recover 78% of that extra 8% paid.

Recommendation: THAT this committee recommends to County Council that the Year 2011 membership to the Association of Municipalities of Ontario (AMO) in the amount of \$6,452.10 plus H.S.T. be approved.

10. User Fee By-law and Schedule

As part of our annual budget process a review is made of the County of Renfrew User Fee By-law and Schedule. Accordingly, changes from the previous User Fee Schedule "A" are as follows:

Development & Property Proposed Change – The increase/changes in charges for the service of providing Maps represents an ongoing effort for cost recovery for paper and ink and to simplify the cost allocation for larger maps.

Provincial Offences Proposed Change - The Provincial Offences has not increased rental costs since 2006, therefore in an ongoing effort for cost recovery for room rental we are proposing an approximate increase of 5% for all facility rentals.

Bonnechere Manor Proposed Change - The Bonnechere Manor increases represent an ongoing effort for cost recovery for room rental and staffing time for set-up and utility coverage.

Miramichi Lodge Proposed Change - The Miramichi Lodge increases represent an ongoing effort for cost recovery for room rental and staffing time for set-up and utility coverage.

Attached as Appendix VIII is a copy of the By-law to Establish and Require Payment of User Fees and Charges.

Department / Item / Service	Current Charge	Proposed Charge
<u>All Departments</u>		
<u>Maps</u>		
- Letter and Legal (per image)	New	\$2.00
- Tabloid (11 x 17 ledger)	New	\$3.00
- Larger	New	\$5.50
- Monochrome sheet (per meter ²)	\$1.10	Remove
- Colour sheet (per meter ²)	\$5.50	Remove
<u>Provincial Offences</u>		
<u>Facility Rental – per day</u>		
- Courtroom and judicial office	\$225.00	\$235.00
- Meeting room only	\$110.00	\$115.00
- Meeting room and judicial office	\$165.00	\$175.00
- Courtroom, meeting room and judicial office	\$270.00	\$285.00
<u>Bonnechere Manor</u>		
Class Room, Board Room, Activity Room, Day Program Area, Family Conference Area – Not-for-Profit Organization *Additional costs for special set-up/large numbers etc.	\$35.00	\$50.00
Class Room, Board Room, Activity Room, Day Program Area, Family Conference Area – For-Profit Organization *Additional costs for special set-up/large numbers etc.	\$75.00	\$100.00
Room Rental – Auditorium – Not-for-Profit Organization *Additional costs for special set-up/large numbers etc.	New	\$100.00
Room Rental – Auditorium – For-Profit Organization *Additional costs for special set-up/large numbers etc.	New	\$200.00
<u>Additional Items:</u>		
- Dishes and/or Cutlery	New	\$1.00/place setting
- 100 Cup Coffee/Tea Percolator (empty)		\$18.00
- 55 Cup Coffee/Tea Percolator (empty)		\$14.00
- Tablecloth (72’’)		\$6.00
- Tablecloths (any other size)		\$4.00

Department / Item / Service	Current Charge	Proposed Charge
<u>Miramichi Lodge</u>		
Room Rental – Community Centre - Not-for-Profit Organization (area I or II) *Additional costs for special set-up/large numbers etc.	\$75.00	\$100.00
Room Rental – Community Centre - Not-for-Profit Organization (area I and II) *Additional costs for special set-up/large numbers etc.	New	\$150.00
Room Rental – Community Centre - For-Profit Organization (area I or II) *Additional costs for special set-up/large numbers etc.	\$150.00	\$200.00
Room Rental – Community Centre - For-Profit Organization (area I and II) *Additional costs for special set-up/large numbers etc.	New	\$300.00
Meeting Room, Board Room, Family Dining Room - Not-for-Profit Organization *Additional costs for special set-up/large numbers etc.	\$35.00	\$50.00
Meeting Room, Board Room, Family Dining Room - For-Profit Organization *Additional costs for special set-up/large numbers etc.	\$55.00	\$100.00
Additional Items		
- Dishes and/or Cutlery	New	\$1.00/place setting
- 100 Cup Coffee/Tea Percolator (empty)		\$18.00
- 55 Cup Coffee/Tea Percolator (empty)		\$14.00
- Tablecloth (72")		\$6.00
- Tablecloths (any other size)		\$4.00

Recommendation: THAT this Committee recommend to County Council that a By-law to Establish and Require Payment of User Fees and Charges be adopted at the next session of County Council; AND FURTHER THAT the previous User Fee By-law 4-10 be repealed.

Report respectfully submitted.

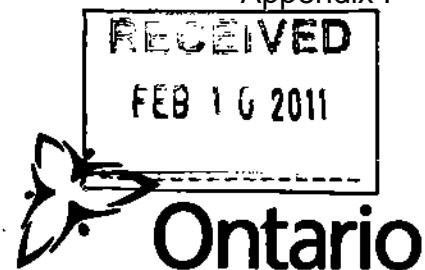
Return to Agenda

Ministry of Finance
Office of the Deputy Minister

Ministère des Finances
Bureau du sous-ministre

Frost Building South
7 Queen's Park Cr
Toronto, ON M7A 1Y7
Tel (416) 325-1590
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7 Queen's Park Cr
Toronto, ON M7A 1Y7
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Télé (416) 325-1595



January 31, 2011

Dear Municipal Treasurer/Clerk-Treasurer:

I am writing to advise you of a number of important decisions for the 2011 taxation year related to education tax rates and municipal flexibility in setting tax policy.

Education Tax Rates

To assist municipalities with their budget planning, the Ministry has attached draft education tax rates for 2011. The appropriate regulations providing the final residential and business education tax rates will be forwarded to you in the near future.

Residential Education Tax Rates

For 2011, the Province will reset residential education tax rates to offset the phased-in impacts of reassessment. This will ensure that, on average, homeowners will not see an increase in the education portion of their property tax bills.

Based on preliminary data, the draft 2011 uniform rate is estimated to be 0.231%, reduced from the rate of 0.241% that applied to the 2010 taxation year.

Business Education Tax (BET) Rates

In the 2007 Budget, the government announced a plan to cut business education taxes by \$540 million over seven years, lowering high BET rates to a target maximum rate. Under the plan, annual ceiling rates for commercial and industrial properties would be reduced each year until they reach the target maximum BET rate in 2014.

As a result of reassessment and the assessment phase-in program, the target maximum BET rate and the annual ceiling rates for 2011 will be reset to offset reassessment related impacts. For example, the 2010 target maximum BET rate of 1.43% will be lowered to an estimated 1.33% for 2011. Similarly, the annual ceiling rates will be reset as summarized in the following table.

.../2

2011 Ceiling and Target BET Rates

	Southern Ontario		Target Maximum
	Commercial Ceiling	Industrial Ceiling	
2010 Rates	2.15%	2.45%	1.43%
Reset 2011 Rates	1.73%	1.93%	1.33%

Each year, annual ceiling rates will be reduced until they reach the target maximum BET rate. BET rates that are below the ceiling rate will be reduced by two per cent of the amount by which they exceed the target maximum rate.

BET rates that are below the target maximum will be reset to offset the impacts of assessment phase-in, consistent with the practice in previous reassessment years.

The Province will also continue to provide business education tax cuts to match municipal tax reductions. As in previous years, all matching reductions will be addressed on a case-by-case basis.

Municipal Flexibility

Tax Ratio Flexibility

For 2011, the government will continue to provide municipalities with the tax ratio flexibility that was provided in previous reassessment years. This will allow municipalities to avoid tax shifts that may occur between property classes as a result of phased-in reassessment impacts.

The streamlined approval process for regulating transition ratios that was introduced in 2009 will continue to be available, providing municipalities with the option of setting new transition ratios based on a prescribed formula regulated by the Province. This streamlined process enables municipalities to reset their own transition ratios in a more efficient manner.

Worksheets for the calculation of new transition ratios are available through the Online Property Tax Analysis (OPTA) system, or by contacting the Ministry of Finance. Municipalities must provide ratios and calculations to the Province for verification.

Ministry staff will continue to work with OPTA to ensure that any new ratios calculated within OPTA are consistent with the regulated formula. As a result, ratios submitted through OPTA will be automatically verified.

Modified Levy Restriction

Also for 2011, municipalities with property classes subject to the levy restriction will continue to have the flexibility to apply a municipal tax increase to those classes of up to 50% of any increase applied to the residential class. For instance, a municipality levying a 2 per cent increase in residential taxes could raise taxes on any restricted class by up to 1 per cent.

This will give municipalities the ability to share the burden of any municipal tax increases among all taxpayers while continuing to reduce the municipal taxation gap between business and residential property taxpayers.

If you have any questions related to these decisions, please contact:

Chris Broughton
Director (Acting), Property Tax Analysis and Municipal Funding Policy Branch
Provincial Local Finance Division
Ministry of Finance
777 Bay Street, 10th Floor
Toronto ON M5G 2C8
Phone: 416-314-3801
Fax: 416-314-3853
E-mail: Chris.Broughton@ontario.ca

We look forward to continuing to work in partnership with municipalities to ensure stability for Ontario's property tax system, while providing flexibility for municipalities in addressing their local circumstances.

Sincerely,



Peter Wallace
Deputy Minister

Attachment

Draft 2011 Business Education Tax (BET) Rates

County of Renfrew

Business Property Class	2011 BET Rate
Commercial	1.559848%
Industrial	1.930000%
Pipeline	1.277339%
New Construction - Commercial	1.330000%
New Construction - Industrial	1.330000%

Draft 2011 Business Education Tax (BET) Rates

County of Renfrew

Optional Property Class	2011 BET Rate	2011 New Construction BET Rates
Commercial Residual	n/a	n/a
Office Building	n/a	n/a
Shopping Centre	n/a	n/a
Parking Lot	n/a	
Industrial Residual	1.930000%	1.330000%
Large Industrial	1.930000%	1.330000%

Note: n/a indicates there are no properties in this property class.

TREASURER'S STATEMENT OF REMUNERATION AND EXPENSES**Paid to County Councillors as at January 31, 2011**

To the Warden and Members of the Renfrew County Council:

The following itemized statement of remuneration and expenses paid to each member of Renfrew County Council for the above period was paid in accordance with By-Law # 31-04 and is respectfully submitted:

Councillor	Per Diems \$	Expenses \$	Total \$
Briscoe Raye-Anne	492.00	224.64	716.64
Campbell Mary	593.00	416.00	1009.00
Eady Don	479.00	177.84	656.84
Emon Peter	391.00	312.00	703.00
Green Audrey	492.00	249.60	741.60
Lentz Norman	479.00	326.04	805.04
Murphy Jennifer	1059.00	291.20	1350.20
Rabishaw Richard	593.00	280.80	873.80
Rathwell Donald	1160.00	728.64	1888.64
Shulist David	492.00	324.48	816.48
Stack Walter	580.00	353.60	933.60
Stewart Tammy	593.00	373.36	966.36
Sweet Robert (per diems incl salary)	3565.58	838.70	4404.28
Thompson David	492.00	208.00	700.00
Visneskie Janice	593.00	202.80	795.80
Weckworth Harold	580.00	166.40	746.40
Wilson Jack	391.00	20.28	411.28
Sub-totals	13024.58	5494.38	18518.96

Paid to Committee Members as at January 31, 2011

Name	Per Diems \$	Expenses \$	Total \$
<i>Social Services Committee</i>			
Jacyno Ed	101.00		101.00
Sub-totals	101.00	0.00	101.00
<i>Health Committee</i>			
O'Neill Terry	202.00		202.00
Severin Gary	202.00		202.00
Sub-totals	404.00	0.00	404.00

TOTALS	<u>13529.58</u>	<u>5494.38</u>	<u>19023.96</u>
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Breakdown of Treasurer's Statement of Remuneration and Expenses Paid to County Council

JANUARY 2011

Name	Salary	County Council	Finance & Admin	Operations	Development & Property	Health	Social Services	LHIN	Land Division	OVTA	Other	Expenses	TOTAL
Briscoe		189.00	202.00		101.00							224.64	716.64
Campbell		189.00			101.00	202.00				101.00		416.00	1,009.00
Eady		290.00		189.00								177.84	656.84
Eron		189.00	101.00				101.00					312.00	703.00
Green		290.00			101.00		101.00					249.60	741.60
Lentz		189.00		189.00	101.00							326.04	805.04
Murphy		769.00		189.00		101.00						291.20	1,350.20
Rabishaw		290.00				202.00	101.00					280.80	873.80
Rathwell		290.00	101.00		101.00						668.00	728.64	1,888.64
Shulist		101.00		189.00		202.00						324.48	816.48
Stack		290.00	101.00	189.00								353.60	933.60
Stewart		290.00	101.00			202.00						373.36	966.36
Sweet	1,724.58	189.00	202.00	189.00	101.00	101.00	101.00				958.00	838.70	4,404.28
Thompson		290.00			101.00		101.00					208.00	700.00
Visneskie		189.00	101.00			202.00					101.00	202.80	795.80
Weckworth		189.00		189.00			101.00				101.00	166.40	746.40
Wilson		189.00	101.00				101.00					20.28	411.28
TOTAL	\$ 1,724.58	\$ 4,412.00	\$ 1,010.00	\$ 1,323.00	\$ 707.00	\$ 1,212.00	\$ 707.00	\$ -	\$ -	\$ 101.00	\$ 1,828.00	\$ 5,494.38	18,518.96

Breakdown of Treasurer's Statement of Remuneration and Expenses Paid to County Council

YEAR-TO- DATE: JANUARY 2011

Name	Salary	County Council	Finance & Admin	Operations	Development & Property	Health	Social Services	LHIN	Land Division	OVTA	Other	Expenses	TOTAL
Briscoe	0.00	189.00	202.00	0.00	101.00	0.00	0.00	0.00	0.00	0.00	0.00	224.64	716.64
Campbell	0.00	189.00	0.00	0.00	101.00	202.00	0.00	0.00	0.00	101.00	0.00	416.00	1,009.00
Eady	0.00	290.00	0.00	189.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	177.84	656.84
Emon	0.00	189.00	101.00	0.00	0.00	0.00	101.00	0.00	0.00	0.00	0.00	312.00	703.00
Green	0.00	290.00	0.00	0.00	101.00	0.00	101.00	0.00	0.00	0.00	0.00	249.60	741.60
Lentz	0.00	189.00	0.00	189.00	101.00	0.00	0.00	0.00	0.00	0.00	0.00	326.04	805.04
Murphy	0.00	769.00	0.00	189.00	0.00	101.00	0.00	0.00	0.00	0.00	0.00	291.20	1,350.20
Rabishaw	0.00	290.00	0.00	0.00	0.00	202.00	101.00	0.00	0.00	0.00	0.00	280.80	873.80
Rathwell	0.00	290.00	101.00	0.00	101.00	0.00	0.00	0.00	0.00	0.00	668.00	728.64	1,888.64
Shulist	0.00	101.00	0.00	189.00	0.00	202.00	0.00	0.00	0.00	0.00	0.00	324.48	816.48
Stack	0.00	290.00	101.00	189.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	353.60	933.60
Stewart	0.00	290.00	101.00	0.00	0.00	202.00	0.00	0.00	0.00	0.00	0.00	373.36	966.36
Sweet	1,724.58	189.00	202.00	189.00	101.00	101.00	101.00	0.00	0.00	0.00	958.00	838.70	4,404.28
Thompson	0.00	290.00	0.00	0.00	101.00	0.00	101.00	0.00	0.00	0.00	0.00	208.00	700.00
Visneskie	0.00	189.00	101.00	0.00	0.00	202.00	0.00	0.00	0.00	0.00	101.00	202.80	795.80
Weckworth	0.00	189.00	0.00	189.00	0.00	0.00	101.00	0.00	0.00	0.00	101.00	166.40	746.40
Wilson	0.00	189.00	101.00	0.00	0.00	0.00	101.00	0.00	0.00	0.00	0.00	20.28	411.28
TOTAL	\$ 1,724.58	\$ 4,412.00	\$ 1,010.00	\$ 1,323.00	\$ 707.00	\$ 1,212.00	\$ 707.00	\$ -	\$ -	\$ 101.00	\$ 1,828.00	\$ 5,494.38	\$ 18,518.96

Breakdown of Treasurer's Statement of Remuneration and Expenses

January 2011

Meetings Under the Other Heading Include:

January

C.P. Rail Meeting – Pembroke
C.P. Rail Meeting – Lanark
EOWC – Kingston
Gallant/Yakabuski Levy - Renfrew

PROVINCIAL OFFENCES ADMINISTRATION REPORT

Prepared by: Michelle Sernoskie, POA Manager

Provincial Offences Administration

Prepared For: Finance & Administration Committee

February 14, 2011

INFORMATION

1. Workload

The following is a chart comparing charges received, trial notices issued, payments processed, accounts receivable files reviewed, licence suspensions initiated and collection notices mailed over the past four months.

Period 2010	Charges Received	Trial Notices Issued	Early Resolution Notices	Payments Processed	Number of Files Reviewed	Licence Suspensions	Collection Notices	To Collection Agency
October	1064	52	100	1015	718	114	194	0
November	1299	39	109	1109	347	99	14	0
December	649	43	87	811	607	133	301	0
Period 2011	Charges Received	Trial Notices Issued	Early Resolution Notices	Payments Processed	Number of Files Reviewed	Licence Suspensions	Collection Notices	To Collection Agency
January	827	29	60	751	523	72	297	0

Recommendation: Receive as information.

2. Accounts Receivable

The following chart represents fine payments received from January 1 to 31, 2011 for the old fines that were transferred to the County of Renfrew in October 2000. In spite of the age of some of these fines, this court continues to experience some success in the enforcement of court ordered fines for these old accounts through the use of a collection agency, driver's licence suspension and the location of individuals through the skip tracing efforts of the POA staff.

FINE PAYMENTS RECEIVED FOR FINES PRIOR TO TRANSFER									
1992	1993	1994	1995	1996	1997	1998	1999	2000	TOTAL
JANUARY, 2011									
					250.00				250.00

Recommendation: Receive as information.

Report Respectfully Submitted.

**County of Renfrew
2011 Budget Summary**

	(A) Levy	% Incr(Decr) Over Prev. Yr.	(B) Wt. Assess.	% Incr(Decr) Over Prev. Yr.	(C) Tax Rate (A)/(B)	% Incr(Decr) Over Prev. Yr.	(D) Taxes per \$100,000 Res. Assess.	% Incr(Decr) Over Prev. Yr.
2011	\$34,218,589	0.50%	8,893,340,581	7.93%	0.384766%	(6.89%)	\$384.77	(6.89%)
2010	<u>\$34,048,322</u>	3.33%	<u>8,239,555,847</u>	8.42%	0.413230%	(4.69%)	<u>\$413.23</u>	(4.69%)
	<u>\$170,267</u>		<u>653,784,734</u>				<u>(\$28.46)</u>	

Notes:

1. Of the 7.93% increase in weighted assessment (2011 over 2010), approx. 1.6% is real growth and 6.4% is reassessment growth.
2. Real Assessment Growth of 1.6% would raise additional County revenue of approx. \$545,000 over 2010 (8,239,555,847 * 1.6% * .413230%).
3. Since the 2011 County Levy is increasing by only \$170,267 over 2010 this leaves taxation room of ~ \$375,000 available for lower-tier municipalities.
4. In the past, lower-tier municipalities have also taken advantage of reduced County and Education tax rates resulting from the reassessment of properties to increase local taxation.
5. The County tax rates calculated under Column (C) will vary slightly from the OPTA calculated tax rates due to the levy restrictions placed on the industrial assessment class.

**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>
<u>MEMBERS OF COUNCIL</u>	<u>320,316</u>	<u>306,345</u>	<u>295,136</u>	<u>13,971</u>	<u>4.6%</u>
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%
OVTA 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%
<u>GENERAL - ADMINISTRATION</u>	<u>882,382</u>	<u>932,469</u>	<u>707,353</u>	<u>(50,087)</u>	<u>-5.4%</u>
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 vs 2010 Budget</u>				
	<u>2011 Budget</u>	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>PROPERTY - Pembroke</u>	<u>358,029</u>	<u>322,944</u>	<u>322,263</u>	<u>35,085</u>	<u>10.9%</u>
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	
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%
<u>PROPERTY - Renfrew County Place</u>	<u>(166,482)</u>	<u>(166,482)</u>	<u>(156,607)</u>	<u>0</u>	<u>0.0%</u>
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>
<u>PROPERTY - Arnprior Base</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</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	
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%
<u>PROPERTY - Barry's Bay Base</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</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	
Surplus Adjustment - Trf To Reserves	44,784	51,060	0	(6,276)	-12.3%
Surplus Adjustment- Capital	0	0	0	0	
Surplus Adjustment - Depreciation	(13,836)	(12,528)	0	(1,308)	10.4%
<u>PROPERTY - Petawawa Base</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</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	
Surplus Adjustment - Trf To Reserves	41,924	51,060	0	(9,136)	-17.9%
Surplus Adjustment- Capital	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 vs 2010 Budget</u>				
	<u>2011 Budget</u>	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>INFORMATION TECHNOLOGY</u>	<u>401,075</u>	<u>400,323</u>	<u>392,594</u>	<u>752</u>	<u>0.2%</u>
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%
<u>HUMAN RESOURCES DEPARTMENT</u>	<u>197,488</u>	<u>190,956</u>	<u>209,896</u>	<u>6,532</u>	<u>3.4%</u>
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 vs 2010 Budget</u>				
	<u>2011 Budget</u>	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>FORESTRY DEPT.</u>	<u>(86,939)</u>	<u>(65,142)</u>	<u>(57,958)</u>	<u>(21,797)</u>	<u>33.5%</u>
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%
<u>PUBLIC WORKS</u>	<u>13,267,899</u>	<u>12,636,710</u>	<u>12,800,000</u>	<u>631,189</u>	<u>5.0%</u>
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%
<u>SPECIAL PROJECTS</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.0%</u>
Abandoned Rail Line Development	20,000	20,000	20,000	0	0.0%
<u>EXPO 150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
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>
<u>BONNECHERE MANOR</u>	<u>1,117,734</u>	<u>1,095,062</u>	<u>1,117,287</u>	<u>22,672</u>	<u>2.1%</u>
Total Municipal Cost	1,868,581	2,042,305	1,588,929	(173,724)	-8.5%
Recoveries - City of Pembroke	(665,282)	(658,229)	(471,642)	(7,053)	1.1%
Surplus Adjustment - Trf From Reserves	(85,565)	(289,014)	0	203,449	-70.4%
<u>MIRAMICHI LODGE</u>	<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%
<u>OTHER LONG TERM CARE</u>	<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%
<u>HEALTH SERVICES</u>	<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	
<u>RECREATION & CULTURAL SERVICES</u>	<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	
<u>ECONOMIC DEVELOPMENT</u>	<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 vs 2010 Budget</u>				
	<u>2011 Budget</u>	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>ENTERPRISE CENTRE</u>	<u>28,055</u>	<u>28,055</u>	<u>25,250</u>	<u>0</u>	<u>0.0%</u>
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	
<u>OTTAWA VALLEY TOURIST ASSOCIATION</u>	<u>170,541</u>	<u>170,541</u>	<u>170,541</u>	<u>0</u>	<u>0.0%</u>
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%
<u>PLANNING DEPARTMENT</u>	<u>672,694</u>	<u>674,165</u>	<u>650,457</u>	<u>(1,471)</u>	<u>-0.2%</u>
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%
<u>AGRICULTURE & REFORESTATION</u>	<u>22,000</u>	<u>22,000</u>	<u>22,000</u>	<u>0</u>	<u>0.0%</u>
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>
<u>ONTARIO WORKS</u>	<u>2,050,277</u>	<u>4,143,891</u>	<u>5,962,243</u>	<u>(2,093,614)</u>	<u>-50.5%</u>
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	104,610	104,610	101,113	0	0.0%
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 - 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%
<u>CHILD CARE</u>	<u>513,855</u>	<u>506,957</u>	<u>489,457</u>	<u>6,898</u>	<u>1.4%</u>
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>
<u>SOCIAL HOUSING</u>	<u>4,031,357</u>	<u>3,830,376</u>	<u>3,493,635</u>	<u>200,981</u>	<u>5.2%</u>
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 vs 2010 Budget</u>				
	<u>2011 Budget</u>	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>PARAMEDIC SERVICE</u>	<u>5,386,292</u>	<u>5,296,807</u>	<u>5,296,807</u>	<u>89,485</u>	<u>1.7%</u>
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	7,627,628	7,142,591	6,976,627	485,037	6.8%
Paramedic - Benefits	1,636,514	1,544,983	1,508,971	91,531	5.9%
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	(6,203,262)	(6,156,930)	(6,156,930)	(46,332)	0.8%
Provision for Bad Debt Expense			0	0	
Recovery - County	(52,000)	(49,500)	(49,500)	(2,500)	5.1%
Recovery - Cross Border - Other Municipalities	(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	(1,380,541)	(1,190,189)	(984,000)	(190,352)	16.0%
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%
<u>EMERGENCY MANAGEMENT</u>	<u>143,346</u>	<u>184,650</u>	<u>140,846</u>	<u>(41,304)</u>	<u>-22.4%</u>
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 vs 2010 Budget</u>				
	<u>2011 Budget</u>	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>PROVINCIAL OFFENCES ADMINISTRATION</u>	<u>(748,057)</u>	<u>(726,677)</u>	<u>(744,357)</u>	<u>(21,380)</u>	<u>2.9%</u>
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%
<u>MPAC</u>	<u>1,443,035</u>	<u>1,386,338</u>	<u>1,347,047</u>	<u>56,697</u>	<u>4.1%</u>
Property Assessment	1,443,035	1,386,338	1,347,047	56,697	4.1%
<u>FINANCIAL EXPENSE</u>	<u>4,797,082</u>	<u>5,303,073</u>	<u>4,908,368</u>	<u>(505,991)</u>	<u>-9.5%</u>
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%
TOTAL EXPENSES	37,805,680	39,091,853	39,897,191	(1,286,173)	-3.3%

**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>
<u>COUNTY LEVY</u>	<u>34,218,589</u>	<u>34,048,322</u>	<u>32,949,736</u>	<u>170,267</u>	<u>0.5%</u>
<u>PIL ADJUSTMENTS</u>	<u>(200,000)</u>	<u>(275,000)</u>	<u>(275,000)</u>	<u>75,000</u>	<u>-27.3%</u>
<u>WATERPOWER GENERATING STATION</u>	<u>373,108</u>	<u>371,795</u>	<u>366,250</u>	<u>1,313</u>	<u>0.4%</u>
<u>RAILWAY/HYDRO RIGHTS-OF-WAY</u>	<u>95,000</u>	<u>90,000</u>	<u>90,000</u>	<u>5,000</u>	<u>5.6%</u>
<u>SUPPLEMENTARY REVENUE</u>	<u>425,000</u>	<u>425,000</u>	<u>425,000</u>	<u>0</u>	<u>0.0%</u>
<u>PROVINCIAL SUBSIDIES</u>	<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%
Investing In Ontario Act - Revenue	0	0	0	0	
Move Ontario - Roads & Bridges	0	0	0	0	
<u>OTHER REVENUE</u>	<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 -Bldg Reserve (EOWC)	141,474	0		141,474	
Surplus Adjustment - From Working Capital Reserve	0	150,000	0	(150,000)	-100.0%
Proceeds - Sale of Assets	0		0	0	
Gain / Loss - Sale of Assets	0		0	0	
Licenses	3,000	3,000	3,000	0	0.0%
TOTAL REVENUES	37,805,680	39,091,853	39,897,191	(1,286,173)	-3.3%
Municipal Surplus / (Deficit)	0	0	0	0	
Surplus Adjustment - To Reserves	3,683,138	4,131,739	4,302,897	(448,601)	-10.9%
Surplus Adjustment - From Reserves	(6,516,465)	(8,875,148)	(6,942,900)	2,358,683	-26.6%
Surplus Adjustment - Capital	11,101,300	14,222,254	12,818,500	(3,120,954)	-21.9%
Surplus Adjustment - Depreciation	(9,081,391)	(8,830,566)	(8,803,116)	(250,825)	2.8%
Surplus Adjustment - Principal	1,205,000	1,152,000	1,105,000	53,000	4.6%
Accounting Surplus / (Deficit)	391,582	1,800,279	2,480,381	(1,408,697)	-78.2%

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

		Balance 31-Dec-10	Property Admin	Property RCP	Property Bases	BM	Forestry	Public Works	Transfers From General (+)	Transfers To General (-)	Transfers Between Reserves	Balance 31-Dec-11
Child Care	Early Learning Child Development	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								(539,541)		1,154,833
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	398,302										398,302
County Of Renfrew		16,246,442	(330,000)	51,050	97,023		(61,110)	(2,552,436)	3,535,065	(3,628,828)	0	13,271,641
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
Bonnechere Manor		779,116	0	0	0		0	0	100,000	(417,908)	0	461,208

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

		Balance 31-Dec-10	Property Admin	Property RCP	Property Bases	BM	Forestry	Public Works	Transfers From General (+)	Transfers To General (-)	Transfers Between Reserves	Balance 31-Dec-11
LTC Home	Contingency	200,000										200,000
LTC Home	WSIB	0										0
LTC Home	Unallocated	200,000										19,213
LTC Home	Equip	48,805						100,000		(180,787)		100,000
LTC Home	Sick leave	186,402								(48,805)		186,402
LTC Home	Inventory	40,980										40,980
Miramichi Lodge		676,187	0	0	0		0	0	100,000	(229,592)	0	546,595
Ottawaska	Ottawaska - Capital	109,052							(57,400)	39,809		91,461
Ottawaska	Ottawaska - Capital Repair	0										0
RCHC	Capital	2,246,640							(368,400)	150,000		2,028,240
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
Renfrew County Housing Corp		2,712,232	0	0	0		0	0	(620,112)	189,809	0	2,281,929
Total Surplus Adjustment		20,413,977	(330,000)	51,050	97,023		(61,110)	(2,552,436)	3,114,953	(4,086,519)	0	16,561,373

County of Renfrew
2011 Capital Budget

Department	Primary Category	Secondary Category	Abbreviation	Threshold	2011 Budget \$	EUL	Annual Depreciation Expense	Asset Purchase Description
BM	BUILDING	Brick, Mortar, or Steel Commercial	COMM	\$25,000	20,000	50	400	Door access control system (cameras)
BM	BUILDING	Brick, Mortar, or Steel Commercial	COMM	\$25,000	60,000	50	1,200	Server Renovations & flooring
BM	BUILDING	Brick, Mortar, or Steel Commercial	COMM	\$25,000	656,825	50	13,137	Remaining Auditorium to be funded (\$750,000 done in 2010)
BM	LAND IMP	Parking Lot/Sidewalk	PLOT	\$10,000	100,000	25	4,000	Asphalt 2 parking lots
BM	MACHINERY EQUIP	Kitchen Equipment	KITC	\$5,000	9,000	15	600	Steam Table 5 Well
BM	MACHINERY EQUIP	Kitchen Equipment	KITC	\$5,000	15,000	15	1,000	Refrigerator/Freezer Unit
BM	MACHINERY EQUIP	Pumps and Tanks	PUMP	\$5,000	23,000	25	920	Sewage pumps - to pump to municipal system
BM	MACHINERY EQUIP	Kitchen Equipment	KITC	\$5,000	25,000	15	1,667	Steamer (Double Compartment)
BM	MACHINERY EQUIP	Furniture - Bathroom	FURB	\$5,000	30,000	10	3,000	HM2 South Tub
BM	MACHINERY EQUIP	Cleaning/Laundry Facilities	CLEA	\$5,000	30,000	15	2,000	2 - 260 lb washers - laundry
BM	MACHINERY EQUIP	Medical Lift	LIFT	\$5,000	60,000	10	6,000	Ceiling lifts (15)
BM	ROOFING SYSTEM	Shingle Roofing	SHRF	\$5,000	46,000	20	2,300	Roofing - various locations
BM Total					1,074,825		36,223	
Finance	MACHINERY EQUIP	Computer Software	SOFT	\$5,000	50,000	5	10,000	HR System - New OHRs Reporting Requirements for Homes
Finance	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	10,000	5	2,000	Electronic Voting System - request from CAO
Finance Total					60,000		12,000	
Forestry	VEHICLE	Light Duty Trucks	LDTR	\$5,000	25,000	5	5,000	for new forestry tech
Forestry Total					25,000		5,000	
IT	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	11,000	5	2,200	Blue Coat Proxy SG & AV Appliances for POA
IT	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	11,000	5	2,200	Blue Coat Proxy SG & AV Appliances for ML
IT	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	7,500	5	1,500	Mail server
IT	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	11,600	5	2,320	Blackberry server & guardian server (virtual server)
IT	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	10,000	5	2,000	Upgrade to storage area network (hard drives)
IT Total					51,100		10,220	
ML	LAND IMP	Parking Lot/Sidewalk	PLOT	\$10,000	18,000	25	720	Asphalt Sealing - as per Capital Assets Program
ML	MACHINERY EQUIP	Communications System	COMS	\$5,000	5,000	10	500	Emergency Alarm System
ML	MACHINERY EQUIP	Kitchen Equipment	KITC	\$5,000	5,000	15	333	Upright Freezer
ML	MACHINERY EQUIP	Computer Software	SOFT	\$5,000	8,500	5	1,700	IDT System Upgrade - going to a web based system
ML	MACHINERY EQUIP	Generator	GENE	\$5,000	25,000	20	1,250	Generator Correction - will save \$6,000 per year in power consumption
ML	MACHINERY EQUIP	Medical Lift	LIFT	\$5,000	75,000	10	7,500	10 lifts
ML	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	85,237	5	17,047	Point of Care and Completion of Wireless
ML Total					221,737		29,051	
Paramedic	MACHINERY EQUIP	Computer Software	SOFT	\$5,000	16,000	5	3,200	IMEDIC software upgrade (Defib Interface)
Paramedic	VEHICLE	Ambulance	AMBU	\$5,000	165,000	4	41,250	
Paramedic	VEHICLE	Ambulance	AMBU	\$5,000	165,000	4	41,250	
Paramedic	VEHICLE	Ambulance	AMBU	\$5,000	165,000	4	41,250	
Paramedic	VEHICLE	Ambulance	AMBU	\$5,000	165,000	4	41,250	
Paramedic	VEHICLE	Ambulance	AMBU	\$5,000	165,000	4	41,250	
Paramedic Total					841,000		209,450	
Property - Pemb	BUILDING	Brick, Mortar, or Steel Commercial	COMM	\$25,000	25,000	50	500	Replace ceiling tiles in Health Unit
Property - Pemb	BUILDING	Brick, Mortar, or Steel Commercial	COMM	\$25,000	80,000	50	1,600	Building Automation system for HVAC (deferred from 2010)
Property - Pemb	BUILDING	Brick, Mortar, or Steel Commercial	COMM	\$25,000	30,000	50	600	Replace carpet in Council Chambers
Property - Pemb	LAND IMP	Parking Lot/Sidewalk	PLOT	\$10,000	175,000	25	7,000	Pave east parking lot & improve drainage
Property - Pemb	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	15,000	5	3,000	Purchase wide format digital scanner
Property - Pemb	MACHINERY EQUIP	Small Equipment	SMEQ	\$5,000	5,000	10	500	Purchase portable manlift for maintenance (safety)
Property - Pemb Total					330,000		13,200	
Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	200,000	15	13,333	County Road 22 (Grattan Road)
Public Works - CAP	LINEAR ASSET	Road Substructure - Rehab	RSUB	\$25,000	700,000	15	46,667	County Road 22 (Grattan Road)
Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	350,000	15	23,333	County Road 28 (Barron Canyon Road)
Public Works - CAP	LINEAR ASSET	Road Substructure - Rehab	RSUB	\$25,000	450,000	45	10,000	County Road 28 (Barron Canyon Road)
Public Works - CAP	LINEAR ASSET	Road Substructure - Reconstruct	RSUB	\$25,000	480,000	45	10,667	County Road 34 (Whelan Road)
Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	200,000	15	13,333	County Road 61 (Haley Road)
Public Works - CAP	LINEAR ASSET	Road Substructure - Rehab	RSUB	\$25,000	550,000	15	36,667	County Road 61 (Haley Road)

County of Renfrew
2011 Capital Budget

Department	Primary Category	Secondary Category	Abbreviation	Threshold	2011 Budget \$	EUL	Annual Depreciation Expense	Asset Purchase Description
Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	300,000	15	20,000	County Road 62 (Combermere Road)
Public Works - CAP	LINEAR ASSET	Road Substructure - Rehab	RSUB	\$25,000	250,000	15	16,667	County Road 62 (Combermere Road)
Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	150,000	15	10,000	County Road 63 (Flat Rapids Road)
Public Works - CAP	LINEAR ASSET	Road Substructure - Reconstruct	RSUB	\$25,000	650,000	45	14,444	County Road 63 (Flat Rapids Road)
Public Works - CAP	LINEAR ASSET	Hard Surface - Other	HSUO	\$25,000	200,000	8	25,000	County Road 64 (Opeongo Road) - ST
Public Works - CAP	LINEAR ASSET	Road Substructure - Reconstruct	RSUB	\$25,000	150,000	45	3,333	County Road 64 (Opeongo Road)
Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	150,000	15	10,000	County Road 66 (Opeongo Road)
Public Works - CAP	LINEAR ASSET	Road Substructure - Reconstruct	RSUB	\$25,000	750,000	15	50,000	County Road 66 (Opeongo Road)
Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	200,000	15	13,333	County Road 68 (Letterkenny Road)
Public Works - CAP	LINEAR ASSET	Road Substructure - Reconstruct	RSUB	\$25,000	600,000	45	13,333	County Road 68 (Letterkenny Road)
Public Works - CAP	LINEAR ASSET	Hard Surface - Other	HSUO	\$25,000	75,000	8	9,375	County Road 69 (Siberia Road) - ST
Public Works - CAP	LINEAR ASSET	Road Substructure - Rehab	RSUB	\$25,000	80,000	15	5,333	Guide Rails - Various Locations
Public Works - CAP	LINEAR ASSET	Road Substructure - Rehab	RSUB	\$25,000	60,000	15	4,000	County Road 20 Frost Heave Repair
Public Works - CAP	LINEAR ASSET	Bridge - Permanent - Rehab	BRID	\$25,000	620,000	25	24,800	B-032 - Calabogie Bridge
Public Works - CAP	LINEAR ASSET	Bridge - Permanent - Rehab	BRID	\$25,000	260,000	25	10,400	B-053 - Constant Creek Bridge
Public Works - CAP	LINEAR ASSET	Bridge - Permanent - Rehab	BRID	\$25,000	700,000	25	28,000	B-203 - Petawawa River Bridge
Public Works - CAP	LINEAR ASSET	Bridge - Permanent - Rehab	BRID	\$25,000	150,000	25	6,000	Bridge Repairs - General
Public Works - CAP	LINEAR ASSET	Traffic Control Systems	TCSY	\$25,000	200,000	30	6,667	Winner's Circle - Armprior - NEW
Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		30,400			County Road 10 (Division Street)
Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		30,000			County Road 70 (Ruby Road)
Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		50,000			County Road 71 (Matawatchan Road)
Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		50,000			C-030 - Hales Creek Culvert
Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		50,000			B-067 - Addington Bridge
Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		20,000			B-055 - Mountain Chute Bridge - DCS
Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		10,000			B-102 - Brennens Creek Bridge - DCS
Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		15,000			C-227 - Mink Creek Culvert - SE
Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		25,000			C-201 - Broomes Creek Culvert - SE
Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		7,000			C037 - Bagot Creek Culvert - SE
Public Works - CAP Total					8,762,400		424,686	
Public Works - OPS	MACHINERY EQUIP	Attachments (plow/spreader, etc)	ATTA	\$5,000	20,000	10	2,000	Boom Type Mower - Southwest Patrol
Public Works - OPS	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	12,000	5	2,400	Scanner
Public Works - OPS	ROOFING SYSTEM	Flat Roofing	FLRF	\$5,000	110,000	25	4,400	Roof Replacement - Goshen Patrol
Public Works - OPS	VEHICLE	Backhoe/Loaders	BACK	\$5,000	100,000	10	10,000	Backhoe/Loader - Southwest Patrol
Public Works - OPS	VEHICLE	Heavy Duty Trucks	HDTR	\$5,000	250,000	10	25,000	Heavy Duty Truck - Pembroke Patrol
Public Works - OPS	VEHICLE	Heavy Duty Trucks	HDTR	\$5,000	250,000	10	25,000	Heavy Duty Truck - Goshen Patrol
Public Works - OPS	VEHICLE	Heavy Duty Trucks	HDTR	\$5,000	205,800	10	20,580	Heavy Duty Truck - Cobden Patrol
Public Works - OPS	VEHICLE	Light Duty Trucks	LDTR	\$5,000	28,000	5	5,600	Light Duty Trucks - Goshen Patrol
Public Works - OPS	VEHICLE	Light Duty Trucks	LDTR	\$5,000	28,000	5	5,600	Light Duty Trucks - Cobden Patrol
Public Works - OPS	VEHICLE	Light Duty Trucks	LDTR	\$5,000	28,000	5	5,600	Light Duty Trucks - Construction
Public Works - OPS Total					1,031,800		106,180	
RCHC	BUILDING	HVAC	HVAC	\$25,000	80,000	25	3,200	New Air Make Up Unit @ 8 Burwash
RCHC	LAND IMP	Parking Lot/Sidewalk	PLOT	\$10,000	177,500	25	7,100	Parking Lot and Walkway reconstruction
RCHC	MACHINERY EQUIP	Audio / Visual Equipment	AUDI	\$5,000	14,500	10	1,450	Security Cameras 59 Wallace in Eganville
RCHC	MACHINERY EQUIP	Small Equipment	SMEQ	\$5,000	22,000	10	2,200	Hot Water Tanks
RCHC	MACHINERY EQUIP	Generator	GENE	\$5,000	40,000	20	2,000	Generator for Palmer Rapids
RCHC	ROOFING SYSTEM	Shingle Roofing	SHRF	\$5,000	89,300	20	4,465	Roofing @ Lea Street, Shingle Arnold and Fraser Lanes and repair @ 41 Vimy
RCHC	VEHICLE	Tractors	TRAC	\$5,000	39,500	15	2,633	Replace two grounds tractors
RCHC Total					462,800		23,048	
Grand Total					12,860,662		869,058	

**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>
<u>CAPITAL WORKS</u>	<u>473,000</u>	<u>480,800</u>	<u>570,000</u>	<u>(7,800)</u>	<u>-1.6%</u>
Infrastructure Mgt & Misc Recoveries	473,000 0	480,800 0	570,000 0	(7,800) 0	-1.6%
<u>ADMINISTRATION</u>	<u>1,029,600</u>	<u>1,021,135</u>	<u>988,800</u>	<u>8,465</u>	<u>0.8%</u>
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	
<u>MAINTENANCE</u>	<u>5,801,000</u>	<u>5,561,000</u>	<u>5,421,200</u>	<u>240,000</u>	<u>4.3%</u>
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%
<u>EQUIPMENT</u>	<u>(324,600)</u>	<u>(547,615)</u>	<u>(609,000)</u>	<u>223,015</u>	<u>-40.7%</u>
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	
<u>HOUSING</u>	<u>251,100</u>	<u>223,390</u>	<u>211,900</u>	<u>27,710</u>	<u>12.4%</u>
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	
<u>OTHER</u>	<u>10,118,800</u>	<u>12,758,000</u>	<u>11,814,000</u>	<u>(2,639,200)</u>	<u>-20.7%</u>
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	
TOTAL EXPENDITURES	17,348,900	19,496,710	18,396,900	(2,147,810)	-11.0%

**COUNTY OF RENFREW
2011 Budget
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>
<u>ROADS REVENUES</u>					
Municipal Contribution	13,267,899	12,636,710	12,800,000	631,189	5.0%
Surplus Adjustment - Trf From Reserves	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%
TOTAL REVENUES	17,348,900	19,496,710	18,396,900	(2,147,810)	-11.0%
<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%
Accounting Surplus / (Deficit)	(1,334,801)	112,622	(823,278)	(1,447,423)	-1285.2%

**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%
Surplus Adjustment - From Reserves	620,112	250,000	613,805	370,112	148.0%
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%
Total Revenues	10,620,349	12,263,258	9,457,504	(1,642,909)	-13.4%
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		
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	
Surplus Adjustment - To Reserves	189,809	150,000	163,919	39,809	26.5%
Surplus Adjustment - Capital	462,800	1,535,004	850,605	(1,072,204)	-69.9%
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%
Total Expenditures	10,620,349	12,263,258	9,457,504	(1,642,909)	-13.4%
Municipal Surplus / (Deficit)	0	0	0	0	

Surplus Adjustment - To Reserves	189,809	150,000	163,919	39,809	26.5%
Surplus Adjustment - From Reserves	(620,112)	(250,000)	(613,805)	(370,112)	148.0%
Surplus Adjustment - Capital	462,800	1,535,004	850,605	(1,072,204)	-69.9%
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%
Accounting Surplus / (Deficit)	(485,993)	933,583	(105,184)	(1,419,576)	-152.1%

**COUNTY OF RENFREW
2011 Budget
Bonnechere Manor**

	2011	2010	2009/11 Budget vs 2010 Budget		
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>547,614</u>	<u>507,768</u>	<u>500,761</u>	<u>39,846</u>	<u>7.8%</u>
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	
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%
<u>NURSING SERVICES</u>	<u>6,668,683</u>	<u>6,263,079</u>	<u>6,141,773</u>	<u>405,604</u>	<u>6.5%</u>
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	
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	
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**

	2011	2010	2009/11 Budget vs 2010 Budget		
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>DIETARY SERVICES</u>	<u>1,636,048</u>	<u>1,552,590</u>	<u>1,533,155</u>	<u>83,458</u>	<u>5.4%</u>
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	
<u>HOUSEKEEPING SERVICES</u>	<u>800,656</u>	<u>727,115</u>	<u>719,351</u>	<u>73,542</u>	<u>10.1%</u>
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%
<u>LAUNDRY AND LINEN SERVICES</u>	<u>382,165</u>	<u>364,923</u>	<u>360,234</u>	<u>17,241</u>	<u>4.7%</u>
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	2009/11 Budget vs 2010 Budget		
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>989,620</u>	<u>1,024,920</u>	<u>1,002,251</u>	<u>(35,299)</u>	<u>-3.4%</u>
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%
<u>GENERAL AND ADMINISTRATIVE</u>	<u>992,191</u>	<u>964,291</u>	<u>967,381</u>	<u>27,900</u>	<u>2.9%</u>
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%
BONNECHERE MANOR TOTALS	12,016,977	11,404,686	11,224,906	612,291	5.4%

**COUNTY OF RENFREW
2011 Budget
Bonnechere Manor**

	<u>2011 Budget</u>	<u>2010 Budget</u>	<u>2009/11 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>	100,000	3333.3%
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>1,074,825</u>	<u>1,099,600</u>	<u>218,000</u>	(24,775)	-2.3%
Capital Equipment Purchases - Under threshold	0	0	0	0	
Surplus Adjustment - Capital	418,000	349,600	218,000	68,400	19.6%
Surplus Adjustment - Capital Auditorium	656,825	750,000	0	(93,175)	-12.4%
TOTAL EXPENDITURE	13,194,802	12,507,286	11,445,906	687,516	5.5%

**COUNTY OF RENFREW
2011 Budget
Bonnechere Manor**

	2011	2010	2009/11 Budget vs 2010 Budget		
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>MUNICIPAL SUBSIDY</u>	<u>1,868,581</u>	<u>2,042,305</u>	<u>1,588,929</u>	<u>(173,724)</u>	<u>-8.5%</u>
City of Pembroke -35.50%	665,282	658,229	512,559	7,053	1.1%
County of Renfrew - 64.50%	1,203,299	1,384,076	1,076,370	(180,777)	-13.1%
<u>RESIDENTS REVENUE</u>	<u>3,170,978</u>	<u>3,109,198</u>	<u>3,074,432</u>	<u>61,780</u>	<u>2.0%</u>
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	
<u>OTHER REVENUE</u>	<u>524,166</u>	<u>324,166</u>	<u>0</u>	<u>200,000</u>	<u>61.7%</u>
Donations	524,166	324,166	0		
<u>PROVINCIAL SUBSIDY</u>	<u>7,213,169</u>	<u>6,660,765</u>	<u>6,508,574</u>	<u>552,404</u>	<u>8.3%</u>
Operating Subsidy	7,213,169	6,660,765	6,508,574	552,404	8.3%
<u>SURPLUS ADJUSTMENT - From Reserves</u>	<u>417,908</u>	<u>370,852</u>	<u>273,971</u>	<u>47,056</u>	<u>12.7%</u>
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%
GRAND TOTAL REVENUES	13,194,802	12,507,286	11,445,906	687,516	5.5%
Municipal Surplus / (Deficit)	0	0	0	0	
Surplus Adjustment - To Reserves	100,000	0	0	100,000	
Surplus Adjustment - From Reserves	(417,908)	(370,852)	(273,971)	(47,056)	12.7%
Surplus Adjustment - Capital	1,074,825	1,099,600	218,000	(24,775)	-2.3%
Surplus Adjustment - Depreciation	(564,915)	(526,888)	(526,486)	(38,027)	7.2%
				0	
Accounting Surplus / (Deficit)	192,002	201,860	(582,457)	(9,858)	-4.9%

**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>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>506,636</u>	<u>469,888</u>	<u>463,426</u>	<u>36,748</u>	<u>7.8%</u>
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%
<u>NURSING SERVICES</u>	<u>6,425,980</u>	<u>6,052,279</u>	<u>5,808,902</u>	<u>373,700</u>	<u>6.2%</u>
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>
<u>FOOD SERVICES</u>	<u>1,597,124</u>	<u>1,515,387</u>	<u>1,486,221</u>	<u>81,737</u>	<u>5.4%</u>
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%
<u>HOUSEKEEPING SERVICES</u>	<u>750,775</u>	<u>707,807</u>	<u>665,836</u>	<u>42,968</u>	<u>6.1%</u>
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	
<u>LAUNDRY AND LINEN SERVICES</u>	<u>232,323</u>	<u>214,579</u>	<u>211,991</u>	<u>17,744</u>	<u>8.3%</u>
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>
BUILDINGS AND PROPERTY					
OPERATION & MAINTENANCE	909,037	847,601	845,506	61,436	7.2%
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%
GENERAL AND ADMINISTRATIVE	993,473	944,985	858,136	48,488	5.1%
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%
MIRAMICHI LODGE TOTALS	11,415,348	10,752,526	10,340,018	662,822	6.2%

**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>
<u>RESIDENT DAYS</u>	<u>60,590</u>	<u>60,590</u>	<u>60,590</u>	0	0.0%
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>760,324</u>	<u>660,324</u>	<u>660,324</u>	<u>100,000</u>	<u>15.1%</u>
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%
<u>EQUIPMENT ACQUISITIONS</u>	<u>221,737</u>	<u>96,800</u>	<u>180,500</u>	<u>124,937</u>	<u>129.1%</u>
Equipment - Under Threshold		0	0	0	
Surplus Adjustment - Capital	221,737	96,800	180,500	124,937	129.1%
<u>GRAND TOTAL EXPENDITURE</u>	<u>12,397,409</u>	<u>11,509,650</u>	<u>11,180,842</u>	<u>887,759</u>	<u>7.7%</u>

**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>
<u>MUNICIPAL SUBSIDY</u>	<u>1,751,022</u>	<u>1,375,026</u>	<u>1,165,232</u>	<u>375,995</u>	<u>27.3%</u>
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%
<u>REVENUE - MIRAMICHI LODGE</u>	<u>3,313,365</u>	<u>3,313,302</u>	<u>3,177,936</u>	<u>63</u>	<u>0.0%</u>
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	
<u>PROVINCIAL SUBSIDY</u>	<u>7,103,431</u>	<u>6,724,522</u>	<u>6,585,685</u>	<u>378,909</u>	<u>5.6%</u>
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%
<u>SURPLUS ADJUSTMENT - From Reserv</u>	<u>229,592</u>	<u>96,800</u>	<u>251,989</u>	<u>132,792</u>	<u>137.2%</u>
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%
GRAND TOTAL REVENUES	12,397,409	11,509,650	11,180,842	887,759	7.7%
Municipal Surplus / (Deficit)	0	0	0	0	
Surplus Adjustment - To Reserves	100,000	0	0	100,000	
Surplus Adjustment - From Reserves	(229,592)	(96,800)	(251,989)	(132,792)	137.2%
Surplus Adjustment - Capital	221,737	96,800	180,500	124,937	129.1%
Surplus Adjustment - Depreciation	(930,045)	(950,084)	(950,084)	20,039	-2.1%
Surplus Adjustment - Principal	291,150	275,355	260,417	15,795	5.7%
Accounting Surplus / (Deficit)	(546,750)	(674,729)	(761,156)	127,979	-19.0%

Finance

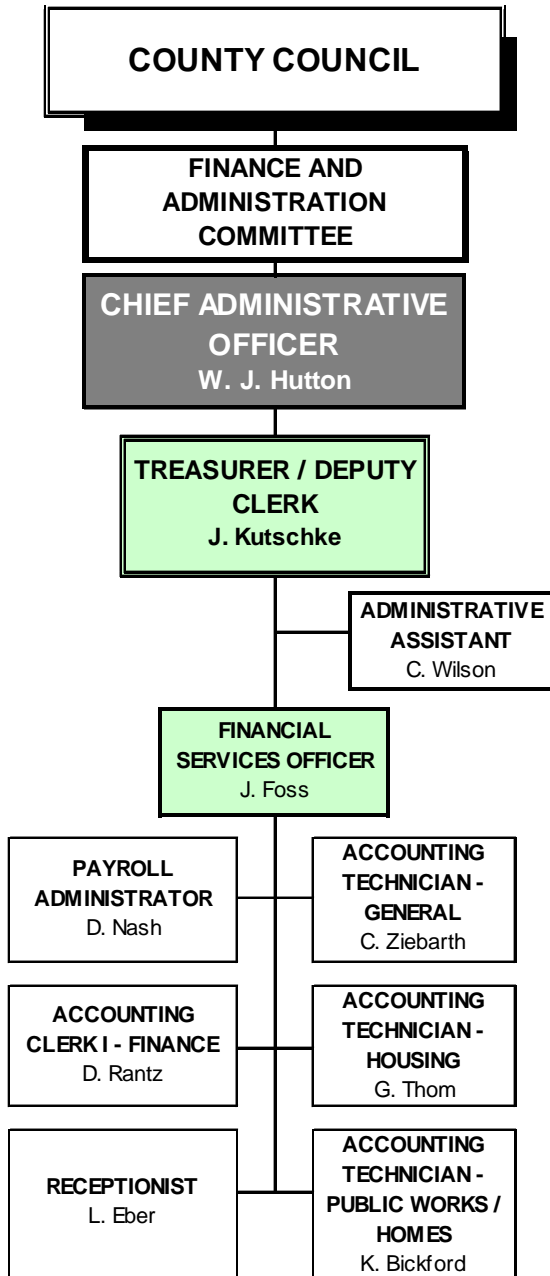
GOALS AND OBJECTIVES

- To ensure that adequate financial accounting systems and internal controls are in place to effectively collect and record the Corporation's revenue and assets and to pay and record its expenses and liabilities.
- To develop and maintain effective information systems that organize recorded financial data into timely, consistent and comprehensive management reports.
- To communicate reliable financial information relevant to the needs of Council, management, the Province, the community and local municipalities.
- Identify levy impacts and limit levy requirements wherever possible.
- To coordinate, analyze and present the consolidated Corporate budget.
- To ensure accuracy and reliability in pay and compensation systems.
- To provide relevant Corporate financial policy development and implementation.
- To ensure compliance with legislative and regulatory guidelines related to financial controls.
- To achieve an unqualified audit opinion on our Corporate financial statements each year.
- Maintain appropriate liaison and connection to broader issues of the CAO to ensure continuity in the event of unplanned absence.

PROGRAM RESOURCES

The County of Renfrew operates a centralized finance function responsible for the organization and coordination of the accounting system throughout the Corporation. This is accomplished through the efforts of 9.0 staff members within the department. Our critical accounting functions are managed using Microsoft Great Plains accounting software.

ORGANIZATIONAL CHART



2010 ACHIEVEMENTS

- A Judgment by the Tax Court of Canada allowed the full \$242,822.94 of GST input tax credits claimed and owing to the County of Renfrew for Miramichi Lodge Construction. The Crown chose not to appeal the decision.
- Counsel for the Canada Revenue Agency advised that the Canada Revenue Agency agreed to the Ontario Works GST input tax credit claim in the amount of \$41,615.
- A Cross-border Billing Agreement was reached with the County of Lennox & Addington, which completes our cross-border billing negotiations with all of our neighbouring municipalities.
- Reviewed internal control practices through internal project audits of the payroll function.
- Coordination of the 2010 Business Plans and Budget Workshop for Council.
- Presentation of the 2010 Budget to Council.
- Researched and presented all 2010 tax policy options and related tax impact analysis to ensure compliance with Provincial regulation (met all requirements of the new 4 year phase-in assessment process).
- Coordinated the County-wide tax capping program for 2010.
- Coordinated cut off procedures for all local municipalities to ensure a smooth transition with the Online Property Tax Analysis and billing system.
- Assisted the Eastern Ontario Wardens' Caucus (EOWC) once again with a 'Future Directions' Report. The Future Directions Report has been used by the EOWC in their efforts to have the Province of Ontario recognize regional disparities.
- Treasurer asked by AMO to participate on the Municipal Reference Group to provide advice to the Ministry of Finance on assessment and property taxation related issues.
- Continued involvement in the Municipal Insurance market through our participation on the Ontario Municipal Insurance Exchange (OMEX) Board.
- Renewed the insurance program for the Renfrew County Housing Corporation (through the Social Housing Services Corporation).
- Achieved a clean audit opinion on the consolidated Financial Statements of the Corporation of the County of Renfrew as well as the Renfrew County Housing Corporation for 2009 including all PSAB 3150 requirements.
- Co-ordinated Bonnechere Manor and Miramichi Lodge CUPE Retroactive Pay.
- Co-ordinated Renfrew County Housing Corporation CUPE Retroactive Pay.
- Co-ordinated Ontario Works CUPE Retroactive Pay.
- Participated in the collective bargaining process for Ontario Works CUPE Local 4989, Bonnechere Manor CUPE Local 1508, Miramichi Lodge CUPE Local 3586, Renfrew County Housing Corporation CUPE Local 4425 and Miramichi Lodge and Bonnechere Manor ONA.
- Implemented a new on-line Canada Savings Bonds process.
- Complied with new reporting requirements for the Bonnechere Manor Adult Day Services program (new Ontario Healthcare Reporting Standards).

- Continued responsibility as “banker” for, the Renfrew County Agricultural Economic Development Consortium, the MNR Land Stewardship Program and the Madawaska Fish Stocking Project.
- Gained approval of Tangible Capital Asset (TCA) policy change to remove “pooled assets” from TCA inventory.
- Assisted the Miramichi Lodge Auxiliary by preparing the 2009 Charitable Information Return.
- Worked with Enterprise Renfrew County and the Canada Revenue Agency and hosted a free HST Workshop on May 28, 2010 for all local municipalities and County of Renfrew Departments to assist them with the implementation of HST.
- As of July 1, 2010 implemented HST rules/guidelines in regards to accounts payable rebates and accounts receivable remittances.
- Following extensive testing, implemented Electronic Funds Transfer (EFT) systems for vendor payments.

2011 ISSUES, OPPORTUNITIES, CHALLENGES

- Diligent monitoring of tangible capital asset activity to ensure all qualifying transactions are captured and recorded according to internally developed standard operating procedures.
- Obtain an unqualified audit opinion for the 2010 fiscal year.
- Continued coordination of tax policy issues and preparation of a tax impact analysis for Renfrew County municipalities without external consultant expertise.
- Develop the 2011 tax policy recommendations for Council’s consideration.
- Coordination of the 2011 Business Plan/Budget.
- Acting Chief Administrative Officer responsibilities.
- Involvement in collective bargaining for Paramedic Services in 2011.
- Request for Proposal for Insurance Services in 2011.
- Awaiting decision from a Remission Request made to the Canada Revenue Agency regarding additional GST recoveries for the construction of Miramichi Lodge.
- The new Ontario Healthcare Reporting Standards require enhanced levels of information from the payroll function, requiring a possible conversion to an alternative payroll system prior to the end of 2011.
- The Treasurer, as part of the Eastern Ontario Treasurers Association, will meet with the Ministry of Finance in 2011 to discuss the Farm/Forest Rebate issue.
- The Treasurer will continue to participate in the Municipal Reference Group in 2011 to provide advice to the Ministry of Finance on assessment and property taxation related issues.

2011 OPERATING BUDGET – Including CAO Office

	<u>2011</u>	<u>2010</u>	<u>Variance</u>
Salaries and Benefits			
Materials and Supplies			
Purchased Services			
Depreciation			
Surplus Adj			
Gross Expenditures			
Recoveries - County			
Revenues			
Net Expenditures			
Budget Hours			

PERFORMANCE TARGETS

<u>Result</u>	<u>Category</u>	<u>Indicator</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>
Work Processes	1. Payroll	<ul style="list-style-type: none"> # staff paid (average bi-weekly) Internal Error Rate (1 in 18,770 pmts in 2009) % of Pay runs on time Cost / Pay External Error Correction Rate 		722	722	709
				0%	0%	0%
				100%	100%	100%
				\$4.01	\$3.91	\$3.85
				0.54%	0.8%	0.8%
	2. Accounts Payable (Expenditure)	<ul style="list-style-type: none"> # Vouchers / year Average Days to Process A/P batch Cost / Voucher Error Correction Rate 		26,033	25,975	25,325
				1.25	1.30	1.45
			\$2.16	\$2.10	\$2.10	
			4.7%	5.9%	5.05%	
3. Accounts Receivable (Revenue)	<ul style="list-style-type: none"> % of A/R < 90 days (excl Amb) # Invoices generated 		94.9%	96.8%	95.92%	
			707	623	671	
4. Reporting	<ul style="list-style-type: none"> Average # of days for internal financial statements release % of financial statements released on time (external) 		26.7	25.7	22.3	
			100%	100%	100%	
5. Budget	<ul style="list-style-type: none"> Internal budget documents issued before deadline (annually) 		Yes	Yes	Yes	
6. Policy Development	<ul style="list-style-type: none"> # of Policies or By-laws drafted Tax Policy presented in Spring (annually) 		37	41	48	
			Yes	Yes	Yes	
7. Financial Control	<ul style="list-style-type: none"> were internal controls reviewed # of changes recommended based on internal control reviews 		No	Yes (TCA)	No	
			N/A	New Policies	N/A	
Client Benefit	1. Accurate, timely, relevant financial services	<ul style="list-style-type: none"> % clients surveyed that rate us good or very good 		N/A	N/A	N/A
	2. High Quality Financial Service	<ul style="list-style-type: none"> # items on management report from auditors # changes on Ministry returned reports 		0	0	1 (minor)
				0	0	0
	3. Economical Financial Service	<ul style="list-style-type: none"> Total expense / FTE % levy invested in Finance/CAO Dept 		\$22.9	\$22.4 mill	\$22.6 mill
			2.1%	2.1%	2.1%	
4. Accessible Financial Services	<ul style="list-style-type: none"> % of clients surveyed that rate us good or very good 		N/A	N/A	N/A	
Strategic Outcomes	1. Financial Interests of the County of Renfrew Protected	<ul style="list-style-type: none"> Annual unqualified audit report received # high risk indicators identified on MMAH Financial Indicator Report 		Yes	Yes	Yes
				0	0	0

Information Technology

GOALS AND OBJECTIVES

- Ensure the operational status of all County of Renfrew Local and Wide Area Networks, encompassing research, procurement, installation, configuration, troubleshooting/ongoing support, and asset management; leveraging available technologies within fiscal resources.
- Liaise with County of Renfrew departments/divisions to provide technical direction and assistance with respect to Information Technology.
- Manage, acquire and maintain standards for all County of Renfrew networks, workstations and electronic devices.
- Identify and implement office systems standards and initiate appropriate training for end-users.
- Provide systems analysis of existing and possible future solutions for application delivery, which includes: back-up protection, evaluation, delivery, design manipulation and systems architecture, implementation and operations of technology.
- Negotiate technology maintenance contracts and product acquisition.
- Revise, as necessary, Corporate Information Technology Policies including new Policy development as required.
- Provide corporate web services in the manner most appropriate for the County of Renfrew, adhering to Corporate Policy outlining qualified content.

PROGRAM RESOURCES

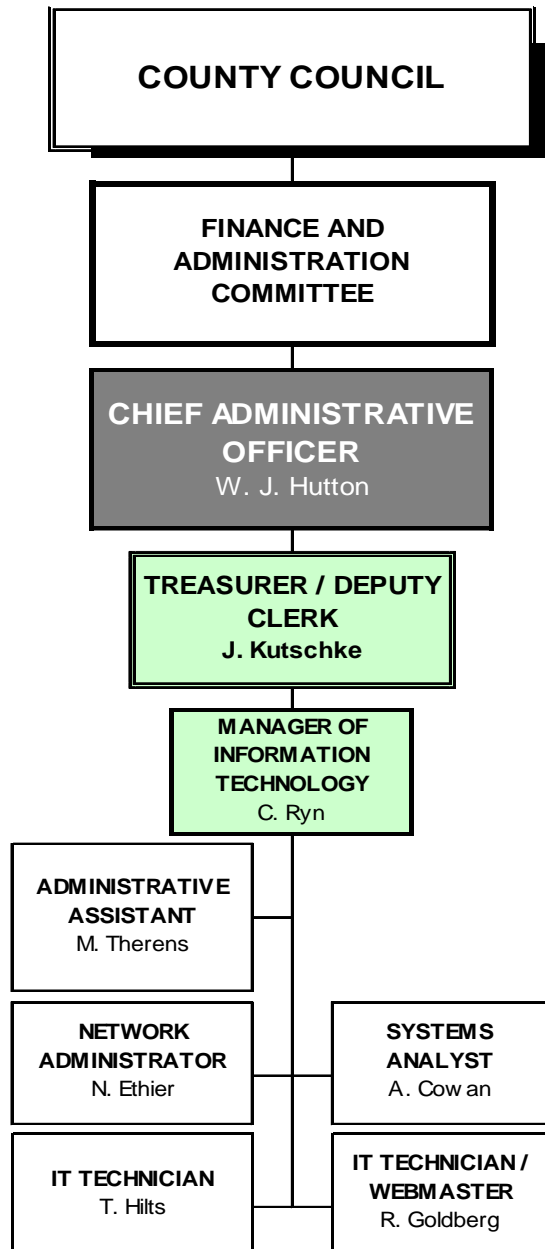
Currently staffed by six full-time equivalent positions, the Information Technology Division provides both Wide and Local Area Network support, along with hardware and corporate software support to:

- County Administration Building including:
 - Finance & Administration
 - Human Resources
 - Development & Property
 - Public Works
 - Community Services Administration
 - Emergency Services
- Bonnechere Manor – including Satellite Day Programs located in Cobden, Eganville, Beachburg and Calabogie
- Miramichi Lodge
- Ontario Works – four sites located in Pembroke, Renfrew, Arnprior and Killaloe
- Child Care – two sites located in Pembroke and Renfrew
- Social Housing – five sites located in Pembroke, Renfrew (x2), Deep River and Arnprior
- Enterprise Renfrew County – two sites located in Renfrew and the County Administration Building
- Public Works Patrol Garages – four sites located in Pembroke, Cobden, Goshen and Palmer Rapids
- Provincial Offences Administration
- Paramedic Services Base Stations – seven sites located in Pembroke, Petawawa, Chalk River, Barry's Bay, Eganville, Renfrew and Arnprior

From network design, installation, configuration and troubleshooting to maintenance of the corporate website and email system, the department provides a wide range of technology services, as well as end-user training and support.

ORGANIZATIONAL CHART

Under the direction of the Treasurer/Deputy Clerk, the Division is currently made up of six full time positions:



2010 ACHIEVEMENTS

The following is provided as a brief overview of the achievements of the Information Technology Division over the course of the 2010 budget year, while it is somewhat technical in nature, every effort has been made to utilize non-technical language where possible:

- Continued to work with the Smart Systems for Health Agency to bring high-speed Internet connections into our health care related facilities.
- Delivery of Corporate Information Technology training sessions, in half-day, hands-on sessions, custom tailored to County of Renfrew Corporate software applications, extended to Municipalities, Elected Officials and the City of Pembroke.
- Developed and maintained departmental Standard Operating Procedures (SOP) to increase efficiency and ensure consistency in IT processes, as new technologies are required or requested by the various departments.
- Redevelopment of the County of Renfrew website utilizing a CMS (Content Management System).
- Completion of the annual website updates for each Municipality and all Corporate Divisions and Departments of the County of Renfrew.
- Management of the various online toner ordering systems to allow each department/division the ability to order printing consumables as needed in the most cost effective manner.
- Management of the County's corporate cellular accounts, which includes 56 cellular phones.
- Management of 49 Blackberry phones and the required infrastructure to communicate with the Corporate email collaboration system.
- Continued deployment of the new BlueCoat Internet web filtering/virus scanning/proxy appliance at Renfrew County Place and Bonnechere Manor. These new devices scan all Internet websites for malicious content before the page is loaded on the user's computer. This has significantly reduced the number of virus infections found on computers.
- Social Services server consolidation from three servers to one. All four locations now share one server located at the Renfrew site. Estimated savings of approximately \$30,000 (or two file servers) every three years.
- Implemented VPN technology for a more secured access to the Emergency Services scheduling application.
- Deployment of Microsoft Office 2007 across the corporation and delivery of introductory training to all County Staff.
- Successfully completed 4 server migrations (Miramichi Lodge, Bonnechere Manor, Provincial Offences and Emergency Services) with as minimal downtime as possible.
- Deployment of four Microsoft Windows Update Servers that ensure workstations are patched to current levels to avoid malicious attacks on software vulnerabilities.

2011 ISSUES, OPPORTUNITIES, CHALLENGES

For the 2011 fiscal year, network security will once again be a top priority for the Information Technology Division. Security threats will never disappear but only grow in terms of numbers and complexity as our society evolves with an ever-increasing demand for electronic processes and information. As new services such as remote access are rolled out to the Corporation, there must be systems in place that allow for a secure environment, not only with devices like firewalls but as well as educating the users on security concerns and risks. Best practices will continue to be evaluated and deployed where physically and feasibly possible.

Employee training continues to be a valuable asset provided to both the County and local municipal staff. However, this training must be kept current each year as software and hardware changes. Through the use of Information Technology training we are able to assist users with the continually ever evolving IT environment, as well as ensuring that County staff are aware of security issues and vulnerabilities and how to best deal with them.

The IT Division will continue working with the telecommunications consultant to complete the comprehensive telecommunications review of the entire County's communication costs. A full review of the savings on communication costs including: phone lines, Internet services, long distance and cellular phones will be presented to Council later on this year.

With the deployment of server virtualization technology it will provide the opportunity for the IT Division to continue to consolidate physical server hardware not only for cost saving but the green benefits as well. With less physical equipment to power and cool, significant savings will be realized where possible. Another major advantage of server virtualization is the enhancements it brings in terms of disaster recovery and business continuity. This would allow servers to be restored in a matter of hours as compared to days or even weeks.

Ongoing analysis, interpretation, direction and support to senior management and supervisory staff, with respect to IT requirements and direction, are a continual challenge for IT.

With the anticipated network upgrade to Microsoft in 2012 staff, will continue to prepare the network and related services to ensure this transition is smooth and successful by consolidating servers and remove Novell Border Manager Services and licenses.

2010 OPERATING BUDGET

	<u>2011</u>	<u>2010</u>	<u>Variance</u>
Salaries and Benefits			
Materials and Supplies			
Purchased Services			
Depreciation			
Surplus Adj			
Gross Expenditures			
Recoveries - Outside			
Recoveries - County			
Revenues			
Net Expenditures			

Budget Hours

PERFORMANCE TARGETS

1. IT staff as a percentage of municipal staff:
County of Renfrew – 0.8%
2. Number of devices supported by each IT staff person –
County of Renfrew approx. **189

**Denotes the total number (1136) of devices, which includes all Computers, Servers, Handhelds, Peripherals, Printers, Scanners and Telephones that are supported by the 6 staff in the IT Department.

Although the number of supported workstations and user accounts to some degree reflect volume for IT, these numbers do not adequately reflect the substantial impact on support levels as a direct result of the geographic nature of Renfrew County itself. Thirty two site locations continue to present challenges in terms of travel costs, service delivery, and response times. An outline of the hardware numbers and users supported at all sites follows.

YEAR	FTE	PCs	SERVERS	# OF SITES	USER ACCOUNTS SUPPORTED
2005	7	366	19	26	*698
2006	7	363	19	27	*722
2007	7	381	19	27	*738
2008	6	400	19	27	*725
2009	6	393	21	29	*725
2010	6	380	18	29	1014

- Denotes the total number of Novell Network, Novell GroupWise and Microsoft Network accounts. Not all users have a network account to login to the County's network but do have an email account or vice versa.

Service Requests:

YEAR	NUMBER OF IT SERVICE REQUESTS RECEIVED ANNUALLY
2005	6,615
2006	6,855
2007	8,387
2008	8,191
2009	6,853
2010	8,296

SERVICE REQUESTS PER STAFF: 1,383/FTE

Provincial Offences Administration

BACKGROUND

Effective October 2, 2000 the County of Renfrew assumed responsibility for the administration of the Provincial Offences Courts for the Renfrew County Court catchment area. The Renfrew Court catchment area encompasses the geographic area of the County of Renfrew, including the City of Pembroke as well as the Township of South Algonquin in the District of Nipissing.

At the time of transfer the County of Renfrew entered into a Memorandum of Understanding (MOU) and Local Side Agreement with the Ministry of the Attorney General, Province of Ontario to deliver this service. These agreements set out standards of conduct, reporting requirements, as well as financial and audit references that the County of Renfrew - as the Municipal Partner - must follow. A prerequisite to the completion of the MOU was the requirement for the Municipal Partner to enter into agreements with all municipalities located within the court catchment area related to the sharing of net revenues from the payment of POA fines. Agreements are in place.

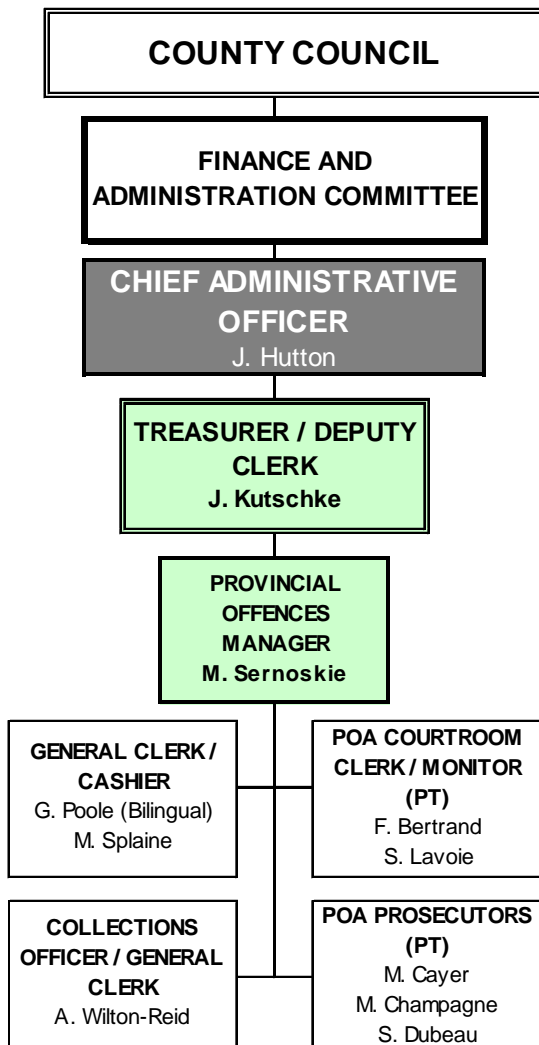
GOALS AND OBJECTIVES

- Ensure that the Provincial Offences Administration Office, County of Renfrew meets the standards identified within the Memorandum of Understanding and associated Provincial Standards for POA Municipal Partners
- Ensure strict compliance with the processes governing payment management, including the utilization of the most effective means of collecting unpaid fines
- Meet with representatives of the enforcement agencies, the judiciary and the Ontario Court of Justice at least annually to resolve issues, develop best practices and to review changes that impact the business
- Provide dependable, courteous and prompt service to inquiries received at the counter, by telephone and through the mail
- Work with East Regional Senior Justice of the Peace to ensure that the public is able to access the courts for the disposition of offences within a reasonable period of time (not to exceed six months)
- Ensure compliance with the conflict of interest guidelines in relation to prosecutorial discretion and independence
- Review practices and work processes to identify duplication and to determine those activities that can be eliminated, always considering the appropriate application of technology, in efforts to reduce operating costs while adhering to the legislative requirements and County of Renfrew policies
- Ensure that staff cross training continues and that Standard Operating Procedures are in place for the more complex processes and activities
- Develop goals and objectives, both for the POA Office and individual staff members to promote growth and to develop staff for the purposes of succession planning

PROGRAM RESOURCES

The County of Renfrew administers the Provincial Offences Courts within the Renfrew County Court catchment area. Provincial Offences Courts are currently scheduled in Deep River, Killaloe, Renfrew and Pembroke. The courtrooms in Deep River, Killaloe and Renfrew are rented on a per diem basis while the Pembroke courtroom and administration office is leased from the City Centre in Pembroke on an annual basis. The County of Renfrew administers the Provincial Offences Courts with 4.80 full-time equivalent staff.

ORGANIZATIONAL CHART



2010 ACHIEVEMENTS

Staff managed the workload in the Provincial Offences Court without generating any major complaints from the public or stakeholders using the Provincial Offences Court system.

There were no complaints or incidents at the POA Office related to Health and Safety requirements.

Cross training of all staff continued during 2010. All three staff rotated through most positions working sometimes for a couple of days and sometimes just for a day during vacation periods and other absences. In addition, two staff normally employed in the court room were given exposure to the administration in the Provincial Offences Office, providing administration with an increased staffing resource pool.

Staff continue to take advantage of training opportunities made available to them through the County of Renfrew to enhance their skills and knowledge, to help them manage the current challenges and to meet the needs of the future in POA Administration and the County of Renfrew.

Staff and the manager participated in discussions regarding identification of personal goals, objectives and training needs. Goals and objectives were established to allow staff to carry out their job responsibilities, to meet the objectives of the business plan and to gain experience through exposure to activities outside their job responsibilities.

As part of the individual goals identified, each staff member developed a report for a meeting of the Finance and Administration Committee, attended the meeting and in some instances presented the report to the Committee.

Conducted a review of cases with convictions prior to January 1, 2001 to determine their eligibility for write off in accordance with the write off criteria established and approved by the Treasurer (delegated authority of Council) and the write off directive received from the Ministry of the Attorney General. Retrieved original documents and updated both the Provincial System (ICON) and the CAMS collection software to allow for the removal of the cases from both systems and to establish an audit trail. (646 cases to end of May 2010).

Fine enforcement continued in 2010 using the Courts Administration Management System (CAMS) collection software, this software is continually updated to meet the needs of Provincial Offences Courts throughout Ontario. The fine revenues exceeded the forecasted budget for 2010.

Hosted a CAMS training session for POA Courts located in the East and Central East Regions that are currently using CAMS. The software developer from the Niagara Region provided the training.

RICO Report Manager software has proven to be a very successful piece of software in tracking both financial and administrative activities and increasing efficiencies.

Conducted annual review of enforcement officers working in the County of Renfrew with the enforcement agencies and updated the ICON system to reflect the changes in personnel and their badge numbers within those enforcement agencies. Provided the updated list to the Ontario Court of Justice for their information and use.

POA Manager participated in the streamlining initiative as a member of the Streamlining Committee as well as on the ICON Code Streamlining Committee.

A new payment option for defendants was adopted. An account was established with Western Union to allow defendants to pay their fines from their home locations from any Western Union office. Defendants are provided notice of this option when advised of the outstanding fine owing. As well the POA Manager and collections officer participated in on-line training with Western Union.

A joint Request For Proposal (RFP) for the selection of collection agencies was initiated in the East Region. The POA Manger participated in the development of the RFP and the review of the responses. As a result of the RFP the POA Administration use two collection agencies beginning January 2011, these two collection agencies will compete with one another for POA business.

Managed the changes to the administrative processes required by Bill 212 and the amendments to the *Provincial Offences Act*. This required staff training and the adoption of new processes, forms and legislative knowledge.

Ms. Michelle Sernoskie was hired as the new POA Manager effective November 15, 2010. Ms. Helen Mick, the former POA Manager retired on December 10, 2010.

Held two meetings with enforcement agencies and Crown Attorney's office to discuss legislative changes identified in Bill 212 and opportunities identified in that bill that will come into effect in the near future.

2011 ISSUES, OPPORTUNITIES, CHALLENGES

- Continue to work to improve management of accounts receivables by closely reviewing cases with defaulted fines, by using the collection tools available, including exploring additional methods of collection, and by increasing payment options for defendants that are workable in this jurisdiction.
- Focus on locating those defendants where Canada Post has returned the notices as undeliverable and on the cases that are residing in the skip trace subsystem of the collections software.
- Concentrate on a review of the outstanding fines in relation to the write-off criteria developed by the Ministry of the Attorney General and the County of Renfrew and take the required action to complete the write off.
- Upgrade staff skills through continued skill development, training and work experience.
- Identify issues related to the requirements and standards established by the Ministry of the Attorney General and work to resolve them.
- Participate in streamlining initiative with Municipal Courts and the Ministry of the Attorney General.

- Increase use of technology to reduce the costs of supplies, storage and hardware.
- Adopt and participate in the training provided when the new Web Based ICON Version 2.2 is introduced by the Ministry of the Attorney General to the Provincial Offences Court in the County of Renfrew.
- Review work processes and develop best practices in an effort to eliminate duplication in processes. Develop Standard Operating Procedures that are relevant to the more complex administrative, financial and computer-based processes and develop procedural manuals for each job within our POA administration.
- Continue to work with defendants setting out and enforcing payment arrangements related to large outstanding fines.
- Review Bill 212 that incorporates legislative changes to the *Provincial Offences Act*, and determine what action has to be taken to adopt the changes that the streamlining sections direct.
- Review and identify the best option set out in the new trial/early resolution model. One option has the potential to increase the number of early resolution meetings with the prosecutor increasing the number of hours that the prosecutor is working and to reduce trial time thereby reducing the number of adjudication hours and the associated costs.
- Review processes in place to ensure compliance with the terms and conditions of the Memorandum of Understanding and the financial controls of the County of Renfrew.
- Explore opportunities related to the prosecution of both Part 1 and Part 3 cases with enforcement agencies and office of the Crown Attorney in an effort to increase efficiencies and reduce costs and to address Bill 212 changes.

2011 OPERATING BUDGET

2011 CAPITAL BUDGET AND 3 YEAR CAPITAL FORECAST

PERFORMANCE TARGETS

At the direction of the Chief Administrative Officer, each department was asked to improve the performance target section of the Business Plan. As a result, the Provincial Offences Department has expanded efforts to demonstrate the achievement of expected results within the following categories.

<u>Result</u>	<u>Category</u>	<u>Indicator</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>
Work Processes	1. Data Entry	• # of charges input		13779	12,083
		• % Error Rate		1%	1%
		• Time from receipt of charge / report to Input (ICON & CAMS)		3.0 days	2.5 days
		• Time from receipt of docket to input		1 day	1 day
		• Time from receipt of judicial decision to input		1 day	1 day
	2. Court Scheduling	• Time from receipt of request for trial to scheduling		2.5 days	2.5 days
		• % of times that Request for Special Trial was dealt with the same day as received		100%	100%
	3. Fine Enforcement	• # of Notices sent – mail		2660	5,464
		• % of # of notices sent in mail where \$ were received ***		54.16%	33%
		• #of Payment Agreements Negotiated		148	161
	4. Payment Management	• # of payments processed		12782	11,190
		• % of mail-in payments or payfines processed same day as received (unless authorized to hold a postdated cheque)		100%	100%
	5. Financial Reporting	• % of days that report = cash		99.6%	100%
		• # of days from monthly ICON report to submission to Finance		1.5 days	1.5 days
		• # of days from Quarterly MAG report to Finance		1.5 days	1.5 days
Client Benefit	1. Dependable, courteous and prompt service	• Results of Enforcement Agencies Surveyed that rate our service		See Note #1	See Note #1
		• Response of Senior Justice surveyed that rate our service		See Note #1	See Note #1
	2. High Quality Service	• # written complaints received		0	0
	3. Economical Service	• Salary/Benefits (Admin) / # of charges = Cost per charge **		\$18.55	\$21.76 Estim.
	4. Accessible Services	• % comparison of payfines to total fines		22%	23%
		• % comparison of fines paid at other courts to total fines		7%	10.23%
		• % comparison of fines paid for other courts to total fines		9%	7.06%
Strategic Outcomes	1. Compliance with terms and conditions of Memorandum of Understanding and financial controls of the County of Renfrew	• # of items on MAG Compliance / Audit Report (every 3 years)		See Note #2	N/A
		▪ # of issues raised by external auditors related to Provincial Offences		None See Note #3	No Audit Yet

Notes

1. Regional Senior Justice of the Peace – 2010 ongoing comments – “You are so thorough”, I have absolutely no issues with the County of Renfrew POA courts, you kept me so updated when I was the local Administrative Justice, “much appreciated”.
2. Ministry of the Attorney General auditors conducted an audit of the financial records and administrative processes/practices in May 2009. The written report was received from the Ministry August 6, 2010. There were three recommendations a response was directed to the Ministry on September 23, 2010 advising them that one recommendation would be acted on and two would be held in abeyance.
3. External Audit of financial records for 2010 reporting year – not yet completed

** Cost per charge is determined by dividing salary and benefit costs for administrative staff (4 FTE's) only by the number of charges received.

*** Percentage of cases closed that were assigned in 2009 e.g. 3630 new cases assigned as in default and 1966 cases closed as a result of payment received.

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	692	1,820	(1,128)	Previously Approved
Administration	Admin/Finance	N	CAO - New	1,820	1,290	530	Previously Approved
Administration Total				2,512	3,110	(598)	
EXPO 150	Expo 150	N	Coordinator	910	1,820	(910)	EXPO-01
EXPO Total				910	1,820	(910)	
BM	Client Program	C	Rehabilitation Assistant	3,536	3,120	416	BM-01
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
BM Total				130,123	126,820	3,303	
Forestry	Forestry	N	Forester	1,365	-	1,365	FOR-01
Forestry Total				1,365	-	1,365	
ML	Laundry	C	Laundry Aides	2,912	2,704	208	ML-01
ML	Client Program	C	Rehabilitation Assistant	2,496	2,080	416	ML-02
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
Miramichi Lodge Total				124,331	121,572	2,759	
Paramedic	Paramedics	C	Paramedics	196,410	196,442	(32)	EMS-01
Paramedic Total				196,410	196,442	(32)	
Property	RCP	N	Summer Student - Renfrew	400	-	400	PROP-01
Property	CAB	N	Summer Student - Pembroke	400	280	120	PROP-02
Property Total				800	280	520	
Public Works	Public Works	N	Engineering Technician	1,200	1,200	-	PW-01
Public Works Total				1,200	1,200	-	
Child Care	Child Care	N	Data Entry Clerk (Special Needs)	910	-	910	CC-01
Child Care Total				910	-	910	
RCHC	RCHC	N	Tenant Relations Coordinator	1,820	-	1,820	RCHC-01
RCHC Total				1,820	-	1,820	
Ontario Works	Ontario Works	N	Site Supervisor	1,820	-	1,820	OW-01
Ontario Works Total				1,820	-	1,820	
Grand Total				462,201	451,244	10,957	



STAFF ADMINISTRATION REPORT

Date: December 31, 2010

Department: EXPO 150

Report Prepared by: Jim Hutton, CAO

<p>TITLE/REQUEST (give brief description)</p>	<p>Decrease in 2011 hours – 910 hours 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.</p>	
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<p>EMPLOYEE NAME</p>	<p>POSITION Expo 150 Coordinator</p>
<p>EXECUTIVE SUMMARY</p>	<p>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.</p>	
<p>RECOMMENDATION</p>	<p>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.</p>	
<p>FINANCIAL IMPLICATIONS</p>	<p>Decrease in Coordinator Hours = 910 hours</p>	

FINANCIAL INDICATOR REVIEW

(Based on 2009 Financial Information Return)

Renfrew Co

Date Prepared:	24-Jan-11	Tier:	Upper Tier
MSO Office:	Eastern Ontario	MAH Code:	69000
Prepared By:	Stephen Seller	MUNID:	47000
		REV Code:	4700

FINANCIAL INDICATORS

Indicator	Thresholds	Actuals	South - UT - Counties		Risk Level
			Median	Average	
Debt Servicing Cost as a % of Total Operating Revenue	Low: <5% Mod: 5% - 10% High: >10%	2007	1.9%	2.1%	2.1%
		2008	1.8%	2.3%	2.3%
		2009	1.9%	2.5%	2.4%
Total Reserves and Discretionary Reserve Funds as a % of Operating Expenditures / Expenses	Low: >20% Mod: 10% - 20% High: <10%	2007	15.2%	21.7%	23.9%
		2008	18.6%	25.9%	28.1%
		2009	24.2%	30.7%	32.1%
Net Financial Assets or Net Debt as a % of Total Operating Revenue	Low: >(-20%) Mod: (-20%) - (-40%) High: <(-40%)	2007	-3.4%	-1.2%	-0.2%
		2008	3.9%	4.6%	6.1%
		2009	4.7%	4.4%	4.4%
Net Financial Assets or Net Debt as a % of Own Purpose Taxation Plus User Fees	Low: >(-50%) Mod: (-50%) - (-100%) High: <(-100%)	2007	-10.5%	-2.6%	-6.1%
		2008	12.1%	11.4%	7.4%
		2009	12.9%	9.5%	2.8%
Total Taxes Receivable less Allowance for Uncollectables as a % of Total Taxes Levied	Low: <10% Mod: 10% - 15% High: >15%	2007	0.0%	0.0%	0.0%
		2008	0.0%	0.0%	0.0%
		2009	0.0%	0.0%	0.0%
Total Cash and Temporary Investments as a % of Operating Expenditures / Expenses	Low: > 10% Mod: 5% to 10% High: Below 5%	2007	20.4%	30.4%	30.1%
		2008	23.0%	35.9%	36.4%
		2009	27.5%	42.7%	39.4%
Net Working Capital as a % of Total Municipal Operating Expenditures / Expenses	Low: > 10% Mod: 10% to (-10%) High: Below (-10%)	2007	22.4%	34.3%	34.5%
		2008	25.4%	36.9%	39.1%
		2009	23.2%	33.9%	41.6%
Net Book Value of Capital Assets as a % of Cost of Capital Assets	Negative trends to be analyzed. No risk level assigned.	2009	49.0%	56.32%	54.98%

FINANCIAL INDICATOR REVIEW

(Based on 2009 Financial Information Return)

Renfrew Co

NOTES

On an annual basis, Ministry staff conduct a review of the Financial Information Returns (FIR's) and Financial Statements submitted by municipalities. Through the use of several key financial indicators, municipal financial performance is monitored in relation to established Provincial Thresholds. It is important to remember however, that these financial indicators only provide a financial snapshot at a particular moment in time and should never be used in isolation, but supported with all other information sources. In keeping with our Financial Information Return review process and follow-up, Ministry staff may routinely contact and discuss this information with the municipal Treasurer in an effort to better understand a municipality's overall financial position and offer our assistance in connection with these matters.

Additional Notes on Financial Indicators:

Debt Charges as a % of Total Operating Revenue - This flexibility indicator illustrates the extent to which past borrowing decisions of the municipality present a constraint on a municipality's ability to meet its financial and service commitments in the current period. Specifically, the more a municipality uses revenues to meet the interest costs on past borrowing, the less will be available for program spending.

Reserves and Reserve Funds as a % of Operating Expenditures / Expenses (excluding amortization) - Low reserve and discretionary reserve funds indicate that the municipality may have limited flexibility to offset non-budgeted revenue losses or increases in expenses. High percentages would indicate that a municipality is setting aside substantial revenues for future projects. This comparison is to be based on municipal grouping and local knowledge. Low reserves indicate that the municipality may have little flexibility to offset non-budgeted revenue losses or expenditure increases. It is recognized that municipalities with high reserves and discretionary reserve funds may have allocated part or all of these reserves for future capital needs.

Net Financial Assets or Net Debt as a % of Total Operating Revenue - This is a sustainability indicator. Net debt provides a measure of the future revenue required to pay for past transactions and events or the net financial assets on hand which can provide resources to finance future operations. This ratio assesses the ability of a municipality to make future payments on its debt. A ratio that is increasing would indicate that more time to eliminate net debt will be necessary. A trend in this direction may not be sustainable.

Net Financial Assets or Net Debt as a % of Own Purpose Tax'n plus user fees - This is a sustainability indicator. Net debt provides a measure of the future revenue required to pay for past transactions and events. A ratio that is increasing would indicate that more time to eliminate net debt will be necessary. A trend in this direction may not be sustainable.

Total Taxes Receivable less Allowance for Uncollectables as a % of Total Taxes Levied - This is a lower-tier / single-tier measure. The indicator reflects the ability of taxpayers to meet their tax obligations to the municipality. Higher ratios may reflect the inability of taxpayers to pay taxes and / or may indicate tax collection procedure problems.

Total Cash and Temporary Investments as a % of Operating Expenditures / Expenses (excluding amortization) - This indicator is a liquidity measure that looks at short term liquid assets and compares those assets to total revenues, that is, to total budget. A low level (low percentage) may mean a municipality has not budgeted sufficient funds to ensure that it has adequate cash flow and / or a municipality had inadequate reserves. The indicator suggests the municipality's ability to pay off immediate demands of creditors and service providers using its most liquid and current assets.

Net Working Capital as a % of Total Municipal Operating Expenditures / Expenses (excluding amortization) - Net working capital is cash, accounts receivable and taxes receivable minus temporary loans and accounts payable. This number is compared to total revenue fund expenditures (which includes debt charges) / expenses (excluding amortization). The goal of this measure is to look at the ability of the municipality to meet its current expenditures (including current year debt charges) / expenses (excluding amortization). The indicator suggests whether the municipality has ample working capital meet its short-term obligations. This measure is related to the liquidity measure above.

Net Book Value of Capital Assets as a % of Cost of Capital Assets - Net book value of capital assets compared to cost of capital assets is an important indicator because it reports the extent to which the estimated useful lives of a municipality's tangible capital asset are available to provide its services. If a municipality's scale, scope and level of services remain unchanged or grow, its asset base could eventually impair flexibility because of the impending future costs of capital asset repair or replacement.

COUNTY OF RENFREW**BY-LAW NUMBER -11****A BY-LAW TO ESTABLISH AND REQUIRE PAYMENT
OF USER FEES AND CHARGES**

WHEREAS the Council of The Corporation of the County of Renfrew may pass by-laws establishing and requiring the payment of fees and charges for information, services, activities and use of County property.

AND WHEREAS By-laws imposing such fees and charges are authorized by Section 391 of the *Municipal Act, 2001*, and various other provisions of the Act and by various other statutes.

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the County of Renfrew enacts as follows:

1. Council hereby establishes the fees and charges as set out in Schedule “A”.
2. No request by any person for any information, service, activity or use of County of Renfrew property described in Schedule “A” will be processed or provided unless and until the person requesting the information, service, activity or use of County of Renfrew property has paid the applicable fee or charge in the prescribed amount as set out in the applicable Schedule.
3. The fees and charges as listed in Schedule “A” will be subject to the Harmonized Sales Tax (H.S.T.) where applicable.
4. Schedule “A” is an integral part of this By-law.
5. Should any part of the By-law, including any part of Schedule “A”, be determined by a Court of competent jurisdiction to be invalid or of no force and effect, it is Council’s intention that such invalid part of the By-law shall be severable and that the remainder of this By-law including the remainder of Schedule “A”, as applicable, shall continue to operate and to be in force and effect.
6. This By-law supersedes all previous resolutions and By-laws with respect to the fees and charges as outlined within Schedule “A”.
7. That By-law 4-10 is hereby repealed.
8. This By-law shall come into force and be effective upon the passing thereof, except where otherwise noted.

Read a first time this 23rd day of February, 2011.

Read a second time this 23rd day of February, 2011.

Read a third and finally passed this 23rd day of February, 2011.

ROBERT SWEET, WARDEN

W. JAMES HUTTON, CLERK

**Corporation of the County of Renfrew
Schedule A
User Fees and Charges**

February 23, 2011

Administration

All Departments

Service	Fee
<u>Photocopying</u>	
<u>Monochrome</u>	
- First page	1.00
- Each additional page (letter)	0.20
- Each additional page (ledger)	1.00
<u>Colour</u>	
- Letter (per page)	1.50
- Ledger (per page)	3.00
<u>Maps</u>	
Letter and Legal (per image)	2.00
Tabloid (11 x 17 ledger)	3.00
Larger	5.50
Double-sided lamination (each page in addition to print charge)	see hourly rates
Development of custom maps (minimum ½ hour charge)	
<u>Scanning Services</u>	
- First image	5.00
- All subsequent images in the same work order	1.00
- Diskette/CD	10.00
- Large Format Scanning (per image)	100.00
- Air Photo Imagery (Digital Raster Acquisition Program East – DRAPE) (per 1km x 1km tile)	50.00
Plus hourly wage for Administrative Assistant (minimum ½ hour charge)	see hourly rates
NSF Cheques	35.00
Hourly Rates (travel time is 50% of service rate)	
- CAO/Department Head	115.00
- Manager/Supervisor	85.00
- Technical / Coordinator	60.00
- Maintenance/Janitorial Person	50.00
- Clerical	40.00

Finance

Finance

Service	Fee
Late Payment Fees on all overdue accounts (except levy installments)	2% per month after 60 days

Provincial Offences

Service	Fee
<u>Facility Rental</u> - per day	
- Courtroom and judicial office	235.00
- Meeting room only	115.00
- Meeting room and judicial office	175.00
- Courtroom, meeting room and judicial office	285.00
Prosecution Fees - for any hour or part thereof	50.00

Information Technology

Service	Fee
Information Technology Training Sessions	65.00 -150.00 per user, per session

Development and Property

Digital Data	
- Single line road network	
- County set	5,000.00
- Municipal set	1,000.00
- Selected data (per segment)	0.55
- Processing fee	see hourly rates
- Property parcel boundaries or centroids	
- County set	5,000.00
- Municipal set	1,000.00
- Selected data (per parcel)	0.50
- Processing fee	see hourly rates
- Air Photo Imagery (Digital Raster Acquisition Program East – DRAPE) (per 1 km x 1 km tile)	50.00
- Features of interest (fire, police, schools) per set	100.00
- Conversion of map document to image files (e.g., .jpg)	15.00
- Diskette/CD	10.00
- Administrative Charge for Preparation and Execution of a Data Release Agreement	50.00
Boardroom Rental – Administration Building	100.00
Tender Information Package	20.00

Emergency Services

Service	Fee
Paramedic Service Special Events – 4 hour minimum	150.00 per hour

Public Works

Service	Fee
Tender Document Based on Reproductive Costs	0 to 150.00
Construction and engineering	by project
Entrance permits	100.00
Special vehicle permits	
- Daily	25.00
- 3 Month	75.00
- Annual	150.00
Tourism signs	
30cm x 120 cm (Attraction Locator) – 5-Year Term	200.00
60 cm x 240 cm (Regular Attraction) – 5 – Year Term	325.00
Field advertising signs – resort areas - Annual	200.00
Field advertising signs – other areas - Annual	150.00

Bonnechere Manor

Service	Fee
Guest meals	10.00
<u>Day program</u>	
- full day attendance rate	20.00
- one half day attendance rate	10.00
- bath while attending day program	7.00
- bath only	10.00
Staff accompaniment - per hour	Current wage rate for position
Personal Equipment Repairs – per hour	Current wage rate for position
Class Room, Board Room, Activity Room, Day Program Area, Family Conference Area – Not for Profit Organization *Additional costs for special set-up/large numbers etc.	50.00* each rental
Class Room, Board Room, Activity Room, Day Program Area, Family Conference Area – For Profit Organization *Additional costs for special set-up/large numbers etc.	100.00* each rental
Room Rental – Auditorium – Not-for-Profit Organization *Additional costs for special set-up/large numbers etc.	100.00* each rental
Room Rental – Auditorium - For-Profit Organization *Additional costs for special set-up/large numbers etc.	200.00* each rental
Chapel (Not for Profit Organization Only) *Additional costs for special set-up/large numbers etc.	100.00* each rental
Additional Items:	
- Dishes and/or Cutlery	1.00/place setting
- 100 Cup Coffee/Tea Percolator (empty)	18.00
- 55 Cup Coffee/Tea Percolator (empty)	14.00
- Tablecloth (72")	6.00
- Tablecloths (any other size)	4.00

Miramichi Lodge

Service	Fee
Guest Meals – in Resident Home Area (RHA)	10.00
Guest Meals – in Family Dining Room	10.00
Meals on Wheels	10.00
Staff Accompaniment – per hour	Current wage rate for position
Personal Equipment Repairs – per hour	Current wage rate for position
Room Rental – Community Centre – Not for Profit Organization (area I or II) *Additional costs for special set-up/large numbers etc.	100.00* each rental
Room Rental – Community Centre – Not for Profit Organization (area I and II) *Additional costs for special set-up/large numbers etc.	150.00* each rental
Room Rental – Community Centre – For Profit Organization (area I or II) *Additional costs for special set-up/large numbers etc.	200.00* each rental
Room Rental – Community Centre – For Profit Organization (area I and II) *Additional costs for special set-up/large numbers etc.	300.00* each rental
Meeting Room, Board Room, Family Dining Room - Not for Profit Organization *Additional costs for special set-up/large numbers etc.	50.00* each rental
Meeting Room, Board Room, Family Dining Room - For Profit Organization *Additional costs for special set-up/large numbers etc.	100.00* each rental
Chapel (Not for Profit Organization Only) *Additional costs for special set-up/large numbers etc.	100.00* each rental
Family Overnight Suite	35.00 each rental
Additional Items:	
- Dishes and/or Cutlery	1.00/place setting
- 100 Cup Coffee/Tea Percolator (empty)	18.00
- 55 Cup Coffee/Tea Percolator (empty)	14.00
- Tablecloth (72")	6.00
- Tablecloths (any other size)	4.00

Return to Report

**COUNTY OF RENFREW
ADMINISTRATION REPORT**

TO: Finance & Administration Committee

FROM: W. James Hutton
Chief Administrative Officer/Clerk

DATE: February 14, 2011

SUBJECT: Department Report

CORRESPONDENCE

1. The following correspondence has been received and is attached for committee's information:
 - (a) Appendix I – AMO Breaking News dated January 31, 2011 entitled “AMOs 2011 Pre-Budget Submission calls for Increased Infrastructure Investment”. Also attached is AMOs Pre-Budget Submission entitled “Staying the Course”.

Recommendation: Receive as information.

- (b) Appendix II – Letter addressed to Dr. Michael Corriveau, Medical Officer of Health, Renfrew County & District Health Unit requesting an explanation for or rationale supporting the funding increase of \$172,718 being the \$120,197 increase for 2010 plus the additional \$52,521 for 2011 over the amount requested from the County of Renfrew as contained within your December 2009 letter.

Recommendation: Receive as information.

INFORMATION

2. 2011 Goals and Objectives

In a closed meeting, I will be overviewing my 2011 goals and objectives.

Recommendation: Receive as information.

RESOLUTIONS

3. Bonnechere Manor Solar Power Project

Through the Green Operations Committee, Bonnechere Manor is being considered as a host for a solar power project application to the Ontario Power Authority Feed-in Tariff (FIT) Program. A member of the Green Operations Committee will present information on the project. Similar information was presented to Development & Property and Health Committee and both committee passed resolutions supporting the project in principle.

Recommendation: THAT the Finance and Administration Committee recommend that County Council support the submission of the Ontario Power Authority Feed-in Tariff Program (FIT) Application to the Ontario Government for a 190 kW Photovaltaic Project at Bonnechere Manor, 470 Albert Street, Renfrew, Ontario.

Report respectfully submitted.

[Return to Agenda](#)



Staying the Course

***AMO 2011 Pre-Budget Presentation
to the Standing Committee on
Finance and Economic Affairs***

January 31, 2011

Association of
Municipalities
of Ontario

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Introduction

I am before you today as the President of the Association of Municipalities of Ontario. My name is Peter Hume and I am a Councillor for the City of Ottawa. Together with my counterparts across Ontario, we are at the helm of over 400 municipal councils charting a course for our communities. Rural or urban, northern or southern - municipal governments are united in our aspirations for the future of those we serve. Municipal governments are tasked with building communities, balancing budgets and delivering a wealth of services. Our objectives are grounded in the knowledge that much more can be accomplished when governments work together. We worked together to help weather the recent economic storm. The recovery is being propelled, and hope is being restored.

For municipalities, a great deal of that hope resides in the ongoing benefits reached through the 2008 Provincial-Municipal Fiscal and Service Delivery Review agreement. The commitment to the phased uploading of social assistance and court security costs was a significant turning point. It set a new course for provincial-municipal collaboration. It is the most important fiscal restructuring advance municipalities have had with the province in the past decade. The Ontario Drug Benefit and the Ontario Disability Support Program costs are fully paid by the province this year. It will have reduced its reliance on municipal property taxes to pay for its programs by \$947 million. In addition, the Ontario Works Benefits upload is on schedule. Staying the course, honouring the commitment, and preserving the upload schedule to 2018 continues to be of critical importance.

From a municipal perspective, we did not achieve everything in the Review, but we achieved a great deal. We are losing the risk and exposure that comes with using property taxes to fund income redistribution programs. The intergovernmental cooperation that resulted in this deal is essential for the many challenges that remain and continue to develop.

Let us remember, municipalities responded to the global economic developments of 2009 with their share of infrastructure investments. For every federal dollar spent, and every provincial dollar spent, a municipal dollar was spent too. We were eager and willing participants in helping stem the economic decline. We did so in part because of the long-term, predictable uploading agreement. We did so by fast tracking capital plans, accelerating withdrawals of capital reserves, by taking on more debt and more borrowing. It showed the public how the three orders of government can work and should work all the time.

Even with the infrastructure investments and the uploading, choppy waters remain for municipal governments. Ontarians still pay the highest property taxes in the country. Dr. Harry Kitchen, a noted municipal economist and retired Trent University professor, has just completed new research for AMO comparing municipal expenditure growth in Ontario and the rest of Canada. Municipalities in Ontario have seen double digit spending growth in four key areas, which are generally regulated or greatly influenced by the Province. From 2003 to 2008, costs for police and fire have gone up by 29.9%. In the same five years, our role in health related costs are up 21.8%, water and solid waste costs are up 19.3%, and social housing costs are up 16.8%.

Municipal Government Expenditures Per Capita (current dollars) in Four Key Areas

	2003 Ontario	2008 Ontario	2003-8 Ontario Percentage Increase in 5 years	2008 In the Rest of Canada
Protection (police and fire)	\$295	\$421	29.9%	\$328
Health (public health and ambulance service)	\$93	\$119	21.85%	\$19
Environment (water, sewer, solid waste collection and disposal, recycling)	\$285	\$353	19.3%	\$406
Housing (affordable and social housing)	\$119	\$143	16.8%	\$46

Source: Financial Management Series, Statistics Canada

The recommendations contained in this report are directed to addressing matters related to these four top expenditure growth areas. In looking to the future, the Association of Municipalities of Ontario is seeking continuing progress with a variety of our shared responsibilities to Ontarians.

Infrastructure Investment Fund

Infrastructure investment remains an issue that municipalities cannot fix on their own and must be addressed with the Province. Despite record investments by all three orders of government in the last few years, municipalities still need infrastructure assistance. Municipalities cannot fix the \$2.7 billion gap in roads and bridges, or the \$1 billion in transit or the \$1.2 billion in water and waste water on their own. It is a message that we've taken to the federal government as well.

Our infrastructure deficit left in the wake of diverting property tax dollars to social service spending for the past ten years has taken its toll on our ability to put funds for capital improvements in all areas of our service responsibilities. We are calling on the Province to create a new Infrastructure Investment Fund. It should not be a grant application process. These are inefficient and laborious. But it should provide predictable sustained levels of support over a long period of time.

This need and approach is of particular importance to small and rural communities, whose transit system of roads and bridges is vital to their communities. Just like transit is vital to urban communities.

When over 5,000 kilometers of roads and related bridges were transferred to municipal ownership in the 1990s, it further exasperated the maintenance and rebuilding of the road system that was already owned and on our books. There are many municipalities that are “asset rich and revenue poor” – they need help.

It is also time for the Province to consider making permanent the provincial gas tax for transit program. It has helped to improve and expand transit service in over 80 municipalities – improving the movement of goods and people.

We are also calling for infrastructure funding to help with the extensive social housing stock transferred to municipalities. This stock alone presents hundreds of millions of financial risk and exposure for municipalities.

The government's new affordable housing program is good public policy but in order to be successful, it requires investment beyond the capacity of property tax dollar revenues, unless the desire is to see property taxes in Ontario grow even more. We are working the halls of Parliament Hill for financial assistance too but support is also needed from Queen's Park. This is truly one area where all three orders of government can make a difference. Clean safe affordable housing has positive impacts on health, poverty, learning and productivity.

Municipalities own almost 50% of all infrastructure - more than either the provincial or the federal governments - arenas, community centres, housing, transit systems, and libraries – all requiring extensive modifications in order to meet the accessibility needs of a growing number of Ontarians. This too is a shared interest. We understand the benefits of inclusion. We understand the spending power of those with disabilities; however, most of it benefits the province and federal governments through consumption taxes.

While supportive of the accessibility policy, for municipalities, it is a new unfunded mandate. Our built environment challenge looks very different from that of the Province. We believe the Province needs to consider a funding approach to help us meet provincial regulation.

Household Waste Policy

We also know a heap of trouble waits if we do not make advancements to our approaches to waste management in this Province. Since 1989, Ontario has filled up 649 of its 730 land fill sites. In over twenty years, there has only been approval for one energy from waste incinerator.

Property taxpayers will continue to shoulder a big bill. What is the incentive for industry to reduce its packaging? Should a 75 year old widowed pensioner help pay for the disposal of your or my computer? Or pay for the disposal of paint that was used on her neighbour's house? Without producer responsibility, she is paying through her property taxes even though she may not be a consumer.

Like the Environmental Commissioner, we believe responsibility for waste management appropriately belongs with producers and consumers who already consider the impact that consumption taxes play in their purchase decision. That philosophy of choice behind consumption taxes can be extended to waste.

Making producers and consumers responsible for waste should be our goal - not hiding the costs, not ignoring the problem, not letting producers of waste ride the backs of taxpayers in particular. Producers of waste will unlikely attend public meetings in your community when it has to start looking for more landfill. None of us will be able to duck this inevitability if the province doesn't act further on extended producer responsibility.

Equalization and Policing Costs

The Ontario Municipal Partnership Fund (OMPF) remains an essential equalization program for many communities. For example, without the OMPF, northern municipal tax rates would need to be an estimated 2.5 times higher than they currently are to sustain existing services.

One of the emerging concerns is with the formula to deal with policing costs as it is to help northern and rural and remote areas. In 2008, municipalities spent \$3.26 billion to provide policing services to their communities. Provincial assistance was a mere 2% of that total, or \$66.1 million. Together, we need to look at the policing component of the OMPF to ensure it is truly reflective of and responsive to policing in small and rural communities including what the recent OPP settlement means today and over time.

AMO is pleased that the government made an early commitment to reconcile 2009 social services costs for municipalities that experienced growing caseloads in these areas. In addition, the mitigation funding provided in 2011 is critical to the 70 plus municipalities which received it.

Municipal Liability and Insurance Costs

Municipal liability exposure has led to ever increasing bills. This liability exposure is predominantly because municipalities are “deep pocket” defendants. Plaintiff lawyers see municipalities as having limitless public resources at their disposal and are increasingly making us the targets of litigation when other defendants do not have the means to pay high damage awards.

Consider Essex County’s experience. In 2010, the County’s insurance rates increased by 47.5% and this year they were hit with a second staggering increase of 41%. The 2011 increase alone it is enough to trigger a 1% property tax increase in the county. Surely you agree that there are much better ways to spend property tax dollars than paying to insure against this punishing negligence regime. We know it is not an easy issue, but we need to get on with a better way forward.

Conclusion

Municipalities are becoming even more cognizant that increased regulations or cost share changes are eroding the fiscal gains of the upload. This regulatory creep or cost share creep is evident in many areas including ambulance, long-term care, and public health. There is hardly any regulatory change that has not been couched in a “health and safety” rationale. But we need to get a better handle on the cost benefit impacts of such changes.

In summary, preserving the existing upload schedule together with advances in infrastructure investment, and some of the other key needs I have mentioned, are what municipal leaders are putting forward for the provincial budget 2011.

Much has been achieved as a result of good will and trust. Much more can continue to be done that reflects the hope and aspirations of our communities and which recognizes the respective fiscal capacity and need to invest in people. May we stay that course together.

Appendix :

Sub-regional Issues

Issue	Recommendation	Rationale
Development Charges Act	AMO recommends a review of the <i>Development Charges Act</i> .	The infrastructure deficit faced in many growing communities is being exacerbated because under the current system, growth is not paying for growth.
Brownfields Remediation Fund	AMO recommends a provincial fund be created through the levying of industry or commercial enterprises at higher risk of contaminating lands.	The backlog of brownfield sites awaiting remediation continues to grow. The existing legal environment and costs remain barriers to the municipal redevelopment of brownfield sites. This is an untapped economic development opportunity.
Energy – Conservation and Demand Management Programming (CDM)	AMO recommends the government develop municipal specific CDM programs like those being developed for industrial and commercial sectors. No such programs have been developed since the short-lived Municipal Eco Challenge Fund was abruptly cancelled in 2009. This is despite very significant energy reduction potential that remains unrealized without such support.	CDM programs are strategic investments of public money which commonly leverage \$2-3 for every dollar spent with positive environmental benefits.
Managed Forest Tax Incentive Program and the Farmland Tax Program	Increase provincial support for provincially mandated municipal property tax discounts.	Provincial policy that requires municipalities to provide these discounts needs be better supported with provincial resources. It forces municipalities to shift the burden onto other property taxpayers to make up these revenue losses.
Update Heads and Beds levy	Increase payments to municipalities hosting provincial facilities like universities, prisons and hospitals.	The levy amount has remained unchanged since 1987 despite the increasing costs of providing municipal services to these facilities.
Release regulations requiring energy management plans and provide necessary resources to develop those plans	The Province should develop a new funding/incentive mechanism to provide the resources especially necessary in small municipalities. Moderate funding could allow for a dedicated skilled resource to maximize potential.	Requiring conservation plans is good public policy because it leads to cost reductions and environmental benefits for all Ontarians. Providing capacity support will help build much needed human resource for energy management across Ontario.

Debt limit change	Modify regulations governing municipal debt to facilitate the issuing of debt for user funded projects (i.e. Water and wastewater).	Provincially mandated debt limits for municipalities should distinguish types of debt including user funded projects like water. Greater types of debt instruments should also be made available.
Social Housing maintenance and replacement	Municipal responsibility for social housing cannot fund the massive deficit that is coming	Replacement/maintenance estimates for the download transfer of social housing stock is a significant investment. This and the growing need for new affordable housing supply is stretching municipal fiscal capacity.
Dams and Reservoirs	Conservation Authorities which own and manage most infrastructure assets need special financial assistance.	Many of Ontario's dams and reservoirs are aging and like other assets, need investment.
Short-line rail track	Enhance economic development opportunities.	Provide basis for economic development whether in Northern or Southern Ontario.
Broadband Internet coverage	The Province needs an investment strategy that will over time see internet coverage throughout Ontario.	Ontario, even after significant investment, gaps in coverage remain. This is essential for the competitiveness of all regions.
Permanent affordable industrial energy rate in Northern Ontario	Consistent and affordable energy rates are important to maintain electricity depend industries in the North.	Industrial jobs are critical to the success of many communities and livelihoods in the North.
Photo Radar	Give municipal governments' permissive statutory authority to use photo radar.	As a safety measure, this authority coincides with existing fine and enforcement responsibilities.

OFFICE OF THE
CHIEF ADMINISTRATIVE OFFICER/CLERK



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January 24, 2011

Dr. M. Corriveau, B.Sc., M.D., M.H.S.
Medical Officer of Health
Chief Executive Officer
Renfrew County & District Health Unit
7 International Drive
Pembroke, ON K8A 6W5

Dear Dr. Corriveau:

SUBJECT: Estimated Program Costs – Health Unit

At a meeting of the Finance & Administration Committee held on January 20, 2011, Committee reviewed your letter dated December 21, 2010, advising that the Renfrew County & District Health Unit, pursuant to Section 72(5) of the *Health Protection and Promotion Act (H.P.P.A.)*, requires from the County of Renfrew an estimated amount of \$1,383,754 to defray expenses under Section 72(1) for the year 2011. This amount represents an increase of \$172,718 over the estimated amount of \$1,211,036 required from the County of Renfrew for 2010 (as requested in your letter of December 2009). The estimated amount of \$1,211,036 for 2010 was included within the County of Renfrew approved budget for 2010 adopted on February 25, 2010 and accordingly, the amount of \$1,211,036 was levied and collected from the taxpayers of the County of Renfrew in 2010. The increased levy request of \$172,718 made by the Renfrew County & District Health Unit for 2011 represents an increase of 14.3 percent over the 2010 levy amount.

It is acknowledged that the County of Renfrew was advised by way of a letter dated June 29, 2010 that the Board of Health revised its estimate for 2010 to \$1,331,233, representing an increase of \$120,197 or 9.9 percent over the original estimate request made by the Board of Health in December 2009. It is also acknowledged that the Board of Health returned to the County of Renfrew its proportionate share of surplus from previous contributions it made to the Renfrew County & District Health Unit.

The 2011 budget request from the Renfrew County & District Health Unit of \$1,383,754 represents an increase of \$52,521 or 3.9 percent over the 2010 revised budget estimate provided within your letter to the County dated June 29, 2010.

The Finance & Administration Committee is interested in receiving an explanation for or rationale supporting the funding increase of \$172,718 being the \$120,197 increase for 2010 plus the additional \$52,521 for 2011 over the amount requested from the County of Renfrew as contained within your December 2009 letter.

Thank you for your consideration of this matter.

Yours Sincerely,

“Original signed by”

W. James Hutton, MCIP, RPP
Chief Administrative Officer/Clerk
jhutton@countyofrenfrew.on.ca

WJH:rmg

c: Mayor Jack Wilson, Chair, Board of Health
Warden Bob Sweet
Reeve Tammy Stewart, Member, Board of Health
Mayor Jennifer Murphy, Member, Board of Health

Return to Report

COUNTY OF RENFREW
ADMINISTRATION DEPARTMENT REPORT

TO: Finance & Administration Committee

FROM: W. James Hutton, Chief Administrative Officer/Clerk

DATE: February 14, 2011

SUBJECT: Addendum to Administration Department Report

RESOLUTIONS

4. Building Leadership Capacity

As part of my recruitment to the Chief Administrative Officer/Clerk position for the County of Renfrew, I proposed several changes for the organization and am committed to improving upon the performance of the County wherever possible. One of the key areas that I believe requires change to take it to the next level, is our Business Plan that we have been utilizing for a number of years. A second area that I wish to move forward on is developing leadership capacity throughout our organization with the goal of empowering our employees to deliver the best service possible to ratepayers of the County of Renfrew.

The “Building Leadership Capacity” training that I am recommending will have the following benefits for the County of Renfrew:

- Allow revisions to our Business Plan related to County mission and values;
- Develop future leaders at all levels of the county, thereby enabling succession planning;
- Assist with employee retention and attraction by ensuring that the County of Renfrew remains an employer where people want to work;
- Allow the County of Renfrew to improve our services by encouraging teamwork throughout all departments and divisions of the County of Renfrew;
- Also assist with leadership development at the local level;

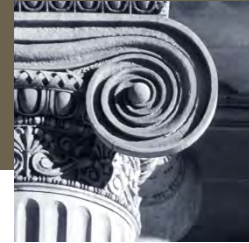
Attached as Appendix I is the Building Leadership Capacity proposal as prepared for the County of Renfrew by the Ken Blanchard companies. Department Heads attended a one-day workshop in Ottawa given by Ken Blanchard and the feedback on the program was extremely positive.

Main Steps

- ***Discovery and Analysis***
Consultant will assess strengths, areas for improvement and challenges facing the County. This will include telephone interviews and face-to-face meetings, if required.
- ***Leadership Team Chartering Session***
With Department Heads, the consultant will develop a comprehensive leadership development process to help County of Renfrew's Managers to provide efficient leadership which keeps employees motivated and performing at a high standard. This involves the creation of the team's vision, purpose and values through a Team Charter. Areas for individual and team development will be identified (eg. communication, feedback, conflict resolution, problem solving). A strategy for cascading vision and values throughout the county will be developed at this stage, with the goal of improving communication and increasing trust and effectiveness.
- ***Continued Development***
A Train the Trainer session for one individual is proposed and this will allow leadership development throughout the county and at the local level.

Steps 1 and 2 will cost \$14,000 and step 3 will cost \$8,995 for a total cost of \$22,995 +. This is a long-term investment in our employees and translates into an investment of \$30.66 for each of our 750 employees. As training is to commence in March, this is a time sensitive matter.

Recommendation: THAT the Finance & Administration Committee recommends that \$25,000 be approved by County Council for the Building Leadership Capacity proposal to commence in March 2011.



BUILDING LEADERSHIP CAPACITY

A Custom Solution for County of Renfrew

February 3, 2011 - Revised

**Presented to:
Jim Hutton**



**Presented by:
Michel Archambault and
Neil Haveron**



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EXECUTIVE SUMMARY

In this area, you have identified a number of challenges that you must address:

The Issues You Face

In discussions with Jim Hutton, CAO there were several areas of focus; senior team alignment and development, vision and values work to create clear direction, and inspiring vision of future and leadership development.

Senior Team Alignment and Development

The senior team is made up of Jim and 8 Directors (who oversee the departments and divisions within the county). At this time there is a degree of conflicting priorities among the existing team. There is a desire and a willingness to improve overall leadership skills throughout the corporation. It is important for the senior team to develop a strong charter and work on improving as a high performing team and improving employee performance throughout the County.

Cultural Direction—Vision and Values

The timing is perfect to re-set direction and how the county will operate now and in the future – new leader, desire to improve, strong existing services, and strong ground work completed already. There has been ground breaking work done around competencies that are incorporated into all reviews. To the existing competencies (Professional, Results, Client Services), Jim added Honesty/Integrity and strongly believes these should be lived as values. The creation of a cultural framework is crucial for the continued improvement of the county. Key shareholders (elected officials, employees, municipalities etc.) need to be involved in this creation. This will lay the foundation for county strategy and imperatives.

Leadership Development

There has not been a focus on leadership and people development in the past and leaders at all levels need to develop their flexibility and effectiveness in communicating direction and vision and influencing overall performance. Strong leadership capacity will be important in developing the culture within the county and realizing sustainable growth.

The Needs Are

- To develop and align Jim and his Directors into a high performing team
- Organizational values and definitions need to be defined and behavioralized and strategies developed to cascade and embed into the county. This strategy needs to involve both staff and elected officials
- Improve and strengthen leadership capacity throughout county – all levels
- TBD – Discussion and assistance in cascading current business plan strategy and direction for county
- Need to leverage existing work around competencies, performance management process and reviews, etc.

RECOMMENDED SOLUTION FOR COUNTY OF RENFREW

PROJECT STEPS



Based on the needs you have identified, we recommend creating and implementing a comprehensive leadership development process to help County of Renfrew's managers to provide efficient leadership, which keeps employees motivated and creates consistently high standards.

PROJECT STEPS



This is the initial preparation stage to gather information – phone calls with Jim, County Website. Discovery will include the following:

- Review present situation– strengths, areas of improvement, successes and present steps being completed.
- Review what has already been completed by team – i.e. competency work, performance reviews, existing forms and procedures
- Organizational structure - roles, responsibilities and decision making within the county
- Present strengths and areas of improvement of team
- Business & government information and challenges facing county
- Understanding of business and HR strategic plans – progress update
- Include a face to face the day prior to team session to reduce travel costs
- Discover document presented to Jim and all appropriate department/Division heads and final strategy agreed upon by all.
- Completion of a variety of assessments - The Team Performance Assessment which outlines areas that need improvement. Also a personality profile prior to session to look at individual differences and team dynamics

PROJECT STEPS**2****Senior
Team
Chartering**

- Development of Draft Senior Leadership Team Charter –
 - Crafting of team’s vision and purpose
 - Team Values and Norms - Look at existing competencies/values and behavioralize values that reflect the desired future county culture,
 - Develop operational norms for team
 - Define Best Managed Behaviours – leverage leadership commitments – one page
 - Team Initiatives – review roles within team
 - Develop team practices around accountability, decision making, and communication strategy for senior team.
 - Structured team meeting process and team meeting protocol
 - Identify and assess possible skill individual and team development areas – such as: Communication skills; giving & receiving feedback, open disclosure, team conflict, problem solving, decision making
- Develop a draft vision and values for the county and develop a strategy for cascading drafts down to staff and council
- Discuss strategy for next steps and alignment with direct reports, staff and elected officials.

Recommend a 2-day offsite session to complete Project Step 2.

See Attachment 1 for the Team Chartering Overview and Attachment 2 for Creating Your Organization’s Future as we will be implementing both of these processes in this step.

PROJECT STEPS**3****Continued
Development**

This could include the following:

- Have all Directors, Managers and Supervisors go through Situational Leadership II training session.
- Recommend a Training for Trainer T4T format to train one individual in house who can deliver the program on site to reducing overall cost investment.
- Senior team continued development
- Consulting around cascading values
- Consulting around strategy and business plan

See Attachment 3 for an overview of Situational Leadership® II.

PRICING AND INVESTMENT

The following section presents estimated pricing for our recommended solution.

Estimated Investment Consideration

Project Steps	Investment
Step 1—Discovery & Analysis	\$7,000
Step 2—Team Chartering and County Vision and Values	\$7,000
<i>*two days of consulting per step</i>	
Step 3—Situational Leadership® II	
Public SLII® Train the Trainer session for 1 individual (4 days in Blanchard’s Canadian Head Office, Oakville, Ontario)	\$8,995
Workbook price per participant	\$300
TOTAL ESTIMATED INVESTMENT	\$22,995 + SLII Participant Workbooks

Costs do not include travel, lodging, meals, sales tax, shipping and handling; these are billed to the client.



WHY BLANCHARD?

What makes The Ken Blanchard Companies the right partner to help County of Renfrew develop your talent and prepare your high-potential managers for greater responsibility?

One important factor is our record of success. For more than 30 years, leading companies all over the world have turned to The Ken Blanchard Companies for expertise in developing strong leaders, generating high morale, establishing a basis for ethical leadership, and improving teamwork and collaboration. Our work is based on the teachings of Ken Blanchard and his colleagues, drawing on a proven body of knowledge and ongoing research. By constantly challenging ourselves and pushing ourselves to improve, we have achieved extraordinary results in a wide variety of contexts.

In addition, we can point to certain key competitive advantages that make us the right choice for County of Renfrew. Together, they translate into a powerful partnership option for you.

A Partner Committed to Your Success

The Ken Blanchard Companies has learned—in concert with our clients—the formula for creating tangible, lasting results from investments in training. We aren't just interested in helping you run a successful two-day training, we want to partner with you all the way through to your desired results

Core Competency in Workplace Learning, Productivity, and Leadership Effectiveness

Our sole focus is on helping transform organizations by facilitating the growth and development of their people. We don't do IT projects, we don't do outsourcing, and we don't even do other kinds of training. By focusing on one central set of capabilities we are able to provide County of Renfrew with the highest degree of success and shortest possible time to results

Unrivaled Access to Leading Industry Experts

Our highly respected authors and consulting partners are in-house and accessible. When projects require in-depth discussion, we are immediately able to leverage the great depth and breadth of expertise we have and ensure County of Renfrew gets the answers and information you need quickly. All Blanchard research and development is done through our skilled consulting partner network, which gives you direct access to our experts and the authors of our programs. They design, develop, consult, coach, and deliver our programs

BLANCHARD—OUR COMPANY AND VALUES

Recent Awards

- *Among Top 20 Leadership Training Companies Selected by TrainingIndustry.com 2010*
- *Awarded Business of the Year 2009 by ISA—The Association of Learning Providers*
- *Kohl's Selected Blanchard as HR Partner of the Year*
- *Grand Canyon University—Home of the Ken Blanchard College of Business—Ranked the Nation's Number-One Online College Overall*
- *Blanchard Honored in Elearning! magazine's Reader's Choice Awards*
- *Selected as One of the Best Places to Work in San Diego*

As a leading expert in training and development, we work with some of the world's largest organizations to drive lasting behavioral change that has measurable impact. We value both people and results, and our clients tell us that we are living examples of these values.

The company was founded in 1979, with the dream to unleash the potential and power of people and organizations for the greater good. This mission guides us in how we interact with our clients, and it guides us in creating and sustaining the best workplace experience possible for our associates.

With significant growth over the past three decades, we now reach a multinational client base with programs delivered in many languages throughout North America, Europe, Asia, and Latin America.

While continuing to offer face-to-face individual and group instructor-led training, we have also expanded our blended and virtual learning offerings—including our live, Web-based training, one-to-one phone coaching, electronic goal setting, and online accountability tools—to ensure that participants practice and apply newly learned skills to address real-life and workplace challenges.

We anticipate continuing the advancement of our technology capabilities, sustainability modules, and measurement processes as we deliver the ROI that companies require to justify sustained levels of investment in human capital.

Our Mission, Vision, and Values

Mission—Our Mission is to unleash the potential and power of people and organizations for the greater good.

Vision—Our Vision is to be the Provider of Choice, Employer of Choice, and Investment of Choice.

Values—Our Values guide our partnering relationships with our clients.

Ethical Behavior: Be truthful and fair when dealing with others, legal in our practices, and proud if our actions were publicized. Be committed to the conservation of natural resources. Practice what we preach; our behavior models our products and services.

Relationships: Make and keep our commitments to customers, colleagues, the company, our community, and ourselves and cheer each other on in the process. Show respect for ourselves and others by being open, honest, supportive, trustworthy, and ready to resolve conflicts. Embrace diversity as a core element of our operating culture.

Success: Contribute to the growth and prosperity of our company and community through individual, team, and total company effort. Pursue excellence in doing worthwhile, high-quality work.

Learning: Pursue personal and professional growth and development opportunities for the benefit of ourselves and the organization. Continuously seek, develop, utilize, and honor our intellectual property.

ATTACHMENTS

Attachment 1 –

TEAM CHARTERING

What is the Team Charter?

The Team Charter is a set of agreements that clearly states what the team wants to accomplish, why it is important, and how the team will work together throughout its life cycle. It is a collaborative effort that serves as a reminder to keep the team focused on its purpose and on the end results. The process is a step-by-step set of instructions for facilitating a team chartering session that can be shaped to the specific needs of the team. Creating a clear team charter is the single most important step for getting a team off to a good start and keeping it on track throughout its existence.



The team chartering process explores the elements of a team charter and provides guidance for working through each element including instructions for writing formal team initiatives and goals. The elements of the charter include:

- **Organizational Vision, Purpose, and Values** are the foundation for the Team Charter. They provide the context for the team's existence.
- **Team Purpose** is the reason for the team's existence. It states: – What the team does – For whom – Why
- **Team Values and Norms** which are the enduring principles that guide the team's actions and the ground rules that identify appropriate behaviors for team members.
- **Team Initiatives** which are the broad areas of focus necessary to achieve the team's purpose. These include Team Goals which identify the measurable outcomes needed to achieve the team's purpose and Team Member Roles which identifies the key responsibility areas of each team member for achieving the goals.
- **Team Practices** are the strategies and processes that need to be clarified and set up in order to accomplish the work of the team.
- **Communication Strategies** is the process for sharing information both within the team and outside the team.
- **Decision Making and Accountability** determines the process for how decisions are made and communicated in addition to establishing agreement on how team members hold each other responsible for commitments made to the team.
- **Resources** are the tangible materials and organizational support the team needs to accomplish its goals.

Outcomes

By participating in the chartering process, a team can

- Develop a solid foundation for building high performing teams and sustaining performance
- Provide the structure and direction it needs to stay focused on a common end result
- Learn to document team agreements regarding performance and hold itself accountable
- Create buy-in and increase commitment for accomplishing the work of the team
- Increase communication, trust, and effectiveness

Attachment 2 –

CREATING YOUR ORGANIZATION'S FUTURE: FULL STEAM AHEAD!

The Power of Vision

It has been said that if you don't know where you are going that any road will take you there. This holds true for individuals, teams, and organizations. Without a vision, County of Renfrew's resources are underutilized, organizational purpose is unfulfilled, and individual energy and momentum are misdirected, causing frenetic chaos from lack of alignment.

A shared vision is critical for your organizational success and renewal. A vision liberates employee energy, promotes aligned focus, and ensures proactive, productive action. In fact, a shared vision allows County of Renfrew to expend less energy and to maximize output.

During this time of growth, change, opportunity, uncertainty it is essential for County of Renfrew to see you're headed in the right direction. This means knowing who you are, where you're going, and what will guide your journey—your vision. Ken Blanchard says, "Vision is crucial because leadership is about going somewhere. If you don't know where you are going, your leadership really doesn't matter."

Creating Your Organization's Future: *Full Steam Ahead!* is a practical guide that will enable County of Renfrew to become passionate about the visioning process. This program will help you create a clear vision based on the values and beliefs of your people. It addresses County of Renfrew's need for organizational change, alignment, empowerment, and improvement in productivity and profitability. The process covers the following topics:

- **Create Your Shared Vision**—Agree upon a significant purpose and clear values for County of Renfrew. Next, create a description of a picture of the future.
- **Honest Description of Current Reality**—Examine your current realities in relation to your vision. Identify the strengths and weaknesses of County of Renfrew in relation to your ability to achieve your vision. Hold the vision and be honest about the present.
- **Strategies to Move Forward**—Identify greatest opportunities to leapfrog forward. Identify supporting structures needed. Develop bridging strategies to guide your movement forward.
- **Plan for Involvement**—Involve the rest of your organization in shaping the vision, identifying roadblocks, and developing specific plans for action: how it's created and how it's communicated.
- **Personal Commitments**—Make individual commitments to begin to live the vision now: how it's lived.

The Bottom Line on Vision

Numerous studies cite the importance and benefits of vision, values, and purpose.

- A study of 1,300 business leaders, conducted in 2001 by management consultant A.T. Kearney, revealed that the number one leadership trait needed for the future is the ability to create a strategic vision.
- A *Fortune* magazine story on the strategies that top companies employ to remain on the top indicates that the top three strategies include having a clear vision.
- After taking the reins at Alberto-Culver, Carol Bernick turned the company around, improving sales by 83% and reducing turnover by half. One of the keys to her success was creating a shared vision and a sense of culture.
- Built to Last, which describes the characteristics of the world's most enduring companies, cites organizations that thrive because of their clear vision, core values that are lived and breathed, and a sense of purpose beyond simply making money.

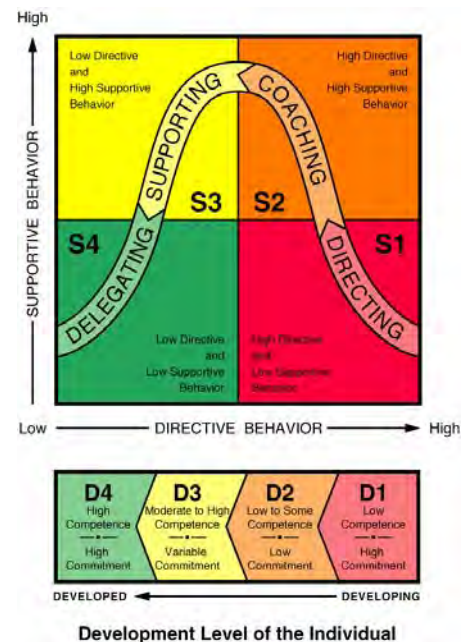
Attachment 3 –

SITUATIONAL LEADERSHIP® II

Leadership Workshop Customized to Help Achieve County of Renfrew’s Goals

The Blanchard approach to leadership development creates a shared language and environment within the County that facilitates open communication between managers at all levels and employees regarding performance and development needs. The program developed for the County of Renfrew provides a comprehensive process that

- Increases the frequency and quality of conversations about performance and development, which leads to greater competence and commitment
- Increases the flexibility and adaptability of managers, which is necessary in order to manage a diverse workforce and successfully manage change
- Increases leaders’ comfort levels in using a variety of leadership styles such as directing, coaching, supporting, and delegating to increase morale, create a positive work environment, and achieve desired results
- Builds skill in goal setting, giving work direction, encouraging self-reliant problem solving, listening, observing and monitoring performance, and giving feedback
- Improves leaders’ effectiveness in managing people so that they become more trusted, more credible, more helpful, and their direct reports become more productive



SLII Model. This simple model teaches managers to match their leadership style to the development level of the individual on a specific task.

Situational Leadership® II (SLII®) is the most comprehensive and up-to-date, yet practical, method in the world for developing people into self-reliant achievers. It instructs County of Renfrew’s managers in the skill of diagnosing an individual’s development level on a specific goal or task, then adapting their leadership style to match the situation. It offers a strategy for aligning individual goals to County of Renfrew’s goals. The role of the Situational Leader is to provide employees with whatever it takes—goals, direction, training, support, feedback, or recognition—to develop their skills, motivation, and confidence. Situational Leadership® II has been proven over time and it continues to be refined based on our customers’ best practice applications.

Following the Situational Leadership® II Model creates a partnership between your managers and those who work for them. By creating a partnership instead of the typical “boss-employee” relationship, Situational Leadership® II enables your managers to engage and develop associates faster and better. The result for County of Renfrew is an organization where people feel empowered and are more willing to contribute their ideas and energy while best serving your customers.

Training for Trainers

Our Training for Trainers sessions teach participants program-specific skills and provide time to practice delivering these programs prior to delivering them within their organizations. Participants not only gain content knowledge and delivery expertise but also create a game plan for achieving measurable impact. Through experiential practice and individual feedback, participants hone their delivery and facilitation skills and discover specific methods of implementation.

This four-day session provides comprehensive training on:

- Diagnosing the development levels of employees and choose the appropriate leadership style
- Creating a communication model for all levels of the organization to support cultural change and move toward a high performance organization
- Becoming flexible leaders highly skilled at goal setting, coaching, performance evaluation, active listening, feedback, and problem solving
- Increasing accountability by linking goals to an action plan

COUNTY OF RENFREW

HUMAN RESOURCES DEPARTMENT

TO: Finance & Administration Committee

FROM: Bruce M. Beakley, Director
Human Resources Department

DATE: February 14, 2011

SUBJECT: Department Report

INFORMATION

1. 2010 Business Plan

Attached for Committee's information as Appendix I is the draft Human Resources Department 2011 Business Plan.

Recommendation: Receive as information.

2. Consumer Price Index – December 2010 Release

Attached for Committee's information as Appendix II is the latest release from the Consumer Price Index from Statistics Canada. The current 12-month increase is 2.4%.

Recommendation: Receive as information.

3. Occupational Health & Safety

In July 2009, Bill 168, being an Act to amend the Occupational Health and Safety Act (OHSA), became law. As you are aware, Bill 168 is known as the "Violence in the Workplace" law. It amended the OHSA with the intent of providing safer workplaces related to violence and workplace harassment.

One of the requirements of the Act and the changes is the conducting of a workplace survey that should provide insight for the Corporation on our employees' exposure to violence in the workplace.

The County of Renfrew approached this initiative by putting together all of the Corporation's Joint Occupational Health and Safety Committee management and employee co-chairs around the table to provide guidance on drafting the workplace survey.

The Joint Occupational Health & Safety Committee members are:

- Lee Kirkwood, Bonnechere Manor
- Cassy Crawford, Bonnechere Manor
- Jim Lynch, Development & Property
- Brian Leahey, Emergency Services
- Sue Elliot, Emergency Services

- Nancy Lemire, Miramichi Lodge
- Gala Drolet, Miramichi Lodge
- Chery Leigh, Ontario Works
- Cory Moss, Ontario Works
- Dan Graham, Renfrew County Housing Corporation
- Todd Gauthier, Renfrew County Housing Corporation
- Mark Behm, Public Works & Engineering
- Darren England, Public Works & Engineering

Attached as Appendix III is a draft of the County of Renfrew Employee Workplace Violence Prevention Survey. The following is the timetable for distribution of the survey:

- February 17, 2011 – distribution of survey to all employees via payroll insert
- March 3, 2011 – return date for surveys

Distribution of a separate survey for Facility Managers titled County of Renfrew Facility Manager Workplace Violence Prevention Survey, attached as Appendix IV, will be distributed under the coordination of Mr. Lee Kirkwood, Bonnechere Manor.

Once the surveys are received, we will be collating the information with the Joint Committee Chairs and preparing a report that will focus on the overall Corporation and individual division reports.

The reports will be brought back to the local Joint Occupational Health & Safety Committees for review and recommendations to be made to the appropriate management groups.

Recommendation: Receive as information.

4. Conflict of Interest – City of Mississauga / Hazel McCallion

At the December 2010 orientation session for County Council, Mr. Beakley informed Elected Officials of a potential conflict of interest case that he was following that involved Mayor Hazel McCallion from Mississauga, Ontario. Attached for Committee's information as Appendix V is an article that was printed in the Toronto Star on January 27, 2011 entitled "City lawyer rips McCallion for 'unbecoming' actions".

Recommendation: Receive as information.

5. Municipal Administration Program (MAP)

I wish to congratulate Mr. Bruce McIntyre, Media Relations/Grants Coordinator on his successful completion of the four elements of the MAP program and on receiving his Certificate of Completion from the Association of Municipal Managers, Clerks and Treasurers of Ontario.

Recommendation: Receive as information.

6. Media Relations

- (a) The following is a list of media releases distributed through the Office of Media Relations/Grants Coordinator since January's Finance and Administration Committee meeting:
- (i) Calling All Taste of the Valley Vendors!!
 - (ii) Round Two of Renfrew County Idol Draws Big Crowds!
 - (iii) Summer Company – Wanted: Students who are Looking for an Experience of a Lifetime.
 - (iv) Pembroke Ready to Welcome Renfrew County Idol.

Recommendation: Receive as information.

RESOLUTIONS

7. Policy E-09 Attendance Support Program (ASP) - Revision

With the support of the Chief Administrative Officer and Director of Human Resources, we are recommending that Human Resources Corporate Policy E-09 – Attendance Support Program (ASP) be revised. The recommendation is to remove the Attendance Support Program wording from the policy, rename the policy to “Employee Attendance” and have attendance managed on a case-by-case basis. The Attendance Support Program has had a negative impact on employee morale and has been found to be administratively burdensome. The Employer will continue to monitor employee attendance and respond to both culpable and non-culpable attendance issues.

Recommendation: THAT this committee recommend to County Council that the revised Human Resources Corporate Policy E-09 – Employee Attendance be approved and that a By-law to amend By-law 63-03, being a By-law to Establish Human Resources Corporate Policies and Procedures for the County of Renfrew, be adopted at the next County Council session.

Report respectfully submitted.

Human Resources

GOALS AND OBJECTIVES

GOAL #1 Assist with Corporate Strategic Planning process including the establishment of mission vision and values.

Objectives:

- Source available providers and possible consultants
- Work with the Chief Administrative Officer to select an appropriate Consulting Firm to assist the County of Renfrew

GOAL #2 To advance Corporate Health and Wellness initiatives.

Objectives:

- Ensure Bill 168 compliance model is moving forward and all regulated requirements are being met
- Continue to efficiently and effectively manage disability management caseload of approximately 70 employees per year
- Evaluate current Employee Health Coordinator workload and appropriate division of work between legal, Employee Health Coordinator and Consulting Services

GOAL #3 Continue to promote the County of Renfrew through effective media releases and communications.

Objectives:

- Ensure three newsletters per year are published
- Audit all media releases when possible with the Chief Administrative Officer

GOAL #4 Proactively promote and research available grant funding and necessary applications with appropriate department.

Objectives:

- Ensure all possible grant application information is communicated to both County of Renfrew management staff and local municipalities as appropriate.

GOAL #5 Provide Professional Human Resources to local municipalities

Objectives:

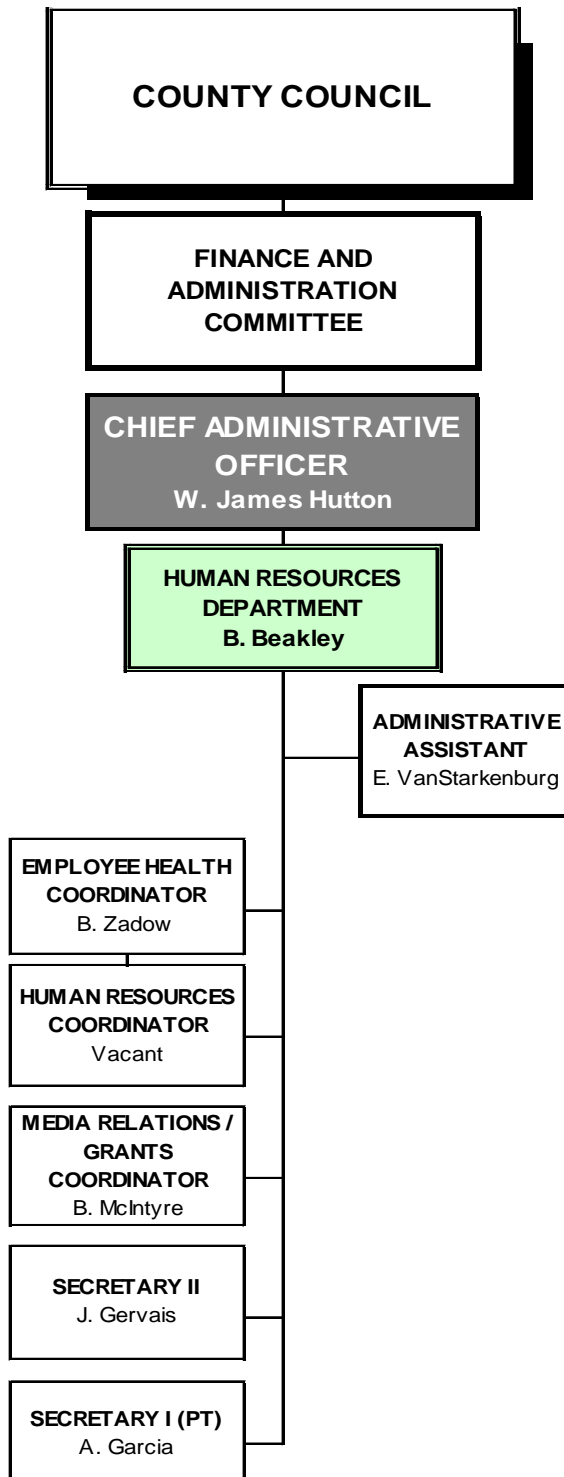
- Assist Bonnechere Valley with 2011 collective bargaining
- Assist Town of Arnprior with 2011 collective bargaining
- Assist McNab/Braeside with an updated Pay Equity Plan

PROGRAM RESOURCES

Located in the County Administration Building, Human Resources provides on-site services to all Corporate locations as required.

The County of Renfrew currently employs approximately 750. We have union representation at the operational levels in our Homes for the Aged, Social Housing, Ontario Works and the Paramedic Service. All other staff are non-unionized.

ORGANIZATIONAL CHART



2010 ACHIEVEMENTS

- Negotiated a two-year first Collective Agreement with CUPE Local 4989 Ontario Works – Social Services Department – January 1, 2010 – December 31, 2011
- Negotiated a three-year Collective Agreement with CUPE Local 4425 Renfrew County Housing Corporation – Social Services Department – January 1, 2010 – December 31, 2012
- Negotiated a four-year Collective Agreement with CUPE Local 1508 Bonnechere Manor and CUPE Local 3586 Miramichi Lodge – January 1, 2010 – December 31, 2013
- Prepared and attended Interest Arbitration for ONA Nurses with a new three-year term from April 2, 2008 until March 31, 2011 for both Bonnechere Manor and Miramichi Lodge
- Negotiated a new Collective Agreement for the Deep River Library CUPE Local 4740 from January 1, 2010 until December 31, 2011
- Negotiated a new Collective Agreement for the Town of Deep River CUPE Local 740 from March 1, 2010 until February 28, 2013

2011 ISSUES, OPPORTUNITIES, CHALLENGES

- Working with the CAO and the various Department Heads, will be working on the design and implementation of a Leadership Development Program for all directors, managers and supervisors in the Corporation.
- Disability management continues to be a priority focus for Human Resources and requires an individualized case by case approach.
- The Human Resources Department will be proactively promoting Occupational Health & Safety and Wellness initiatives and practices across the Corporation.
- The Human Resources Department will continue to consult with all departments within the Organization on their training needs and will seek out programs that can be brought “In House” in the advancement of the County as a “Learning Organization”.
- The Department will coordinate the workplace surveys required under the revised Occupational Health & Safety Act and the changes brought about by Bill 168.
- Will continue to pursue grant programs and initiatives available for the County of Renfrew and local municipalities to take advantage of.

2011 OPERATING BUDGET

PERFORMANCE TARGETS

To be determined.

Latest release from the Consumer Price Index

Released at 7:00 a.m. Eastern time in *The Daily*, January 25, 2011

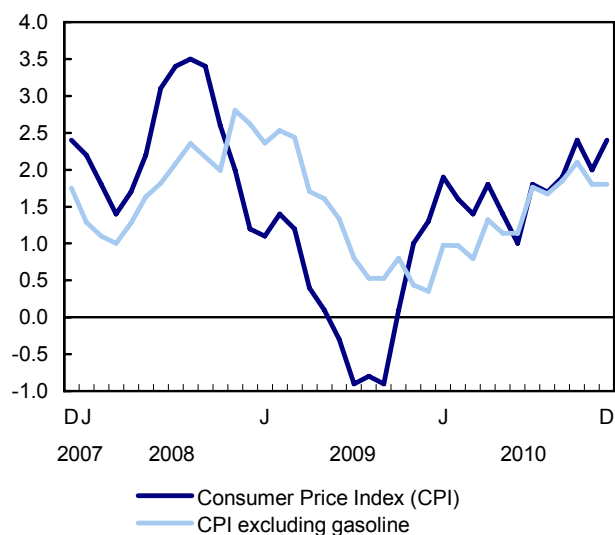
Consumer Price Index

December 2010

Consumer prices rose 2.4% in the 12 months to December, following the 2.0% increase posted in November. The 0.4 percentage point gain was mainly a result of higher gasoline prices.

The 12-month change in the CPI and the CPI excluding gasoline

12-month % change



Between December 2009 and December 2010, gasoline prices increased 13.0%, after advancing 7.2% in the 12 months to November. Excluding gasoline, the Consumer Price Index (CPI) rose 1.8% in December, identical to the increase recorded in November.

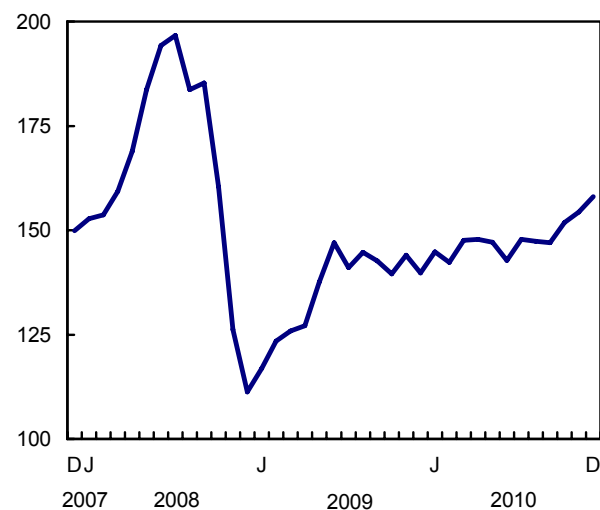
In addition to paying more for gasoline, consumers paid 6.2% more for electricity and 9.2% more for natural gas in December. Overall, energy prices rose 10.5% during the 12 months to December.

Note to readers

The Bank of Canada's core index excludes eight of the Consumer Price Index's most volatile components (fruit, fruit preparations and nuts; vegetables and vegetable preparations; mortgage interest cost; natural gas; heating oil and other fuels; gasoline; inter-city transportation; and tobacco products and smokers' supplies) as well as the effects of changes in indirect taxes on the remaining components.

Evolution in the gasoline price index since December 2007

index (2002=100)



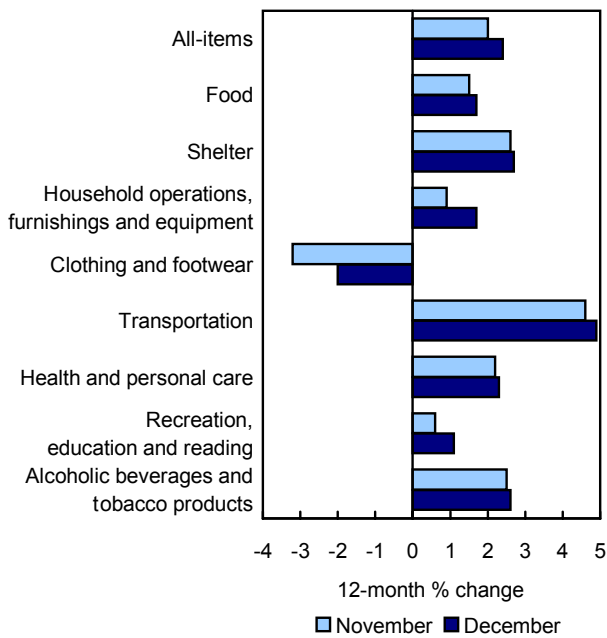
Prices increased in seven of the eight major components of the CPI in the 12 months to December. The only exception was clothing and footwear.

On a seasonally adjusted monthly basis, consumer prices rose 0.3% from November to December, after increasing 0.2% between October and November. The transportation index, which includes gasoline, advanced 0.4%, while the shelter index increased 0.2% and the food index was up 0.3%. Increases were also recorded for the clothing and footwear index, the recreation, education and reading index and the health and personal care index.

12-month change: Increase in seven of the eight major components

The largest increase occurred in the transportation component, where prices rose 4.9% in the 12 months to December, after posting an increase of 4.6% in November.

Prices up in seven of eight major components



In addition to December's higher gasoline prices, consumers paid 4.3% more for passenger vehicle insurance premiums and 1.5% more for the purchase of passenger vehicles.

Shelter costs rose 2.7% in December, following a 2.6% rise in the 12 months to November. In addition to higher prices for electricity and natural gas, homeowners' replacement cost increased 4.3%.

However, the mortgage interest cost index, which measures the change in the interest portion of payments on outstanding mortgage debt, declined 2.5% in the 12 months to December, after falling 2.7% in November.

Food prices rose 1.7% in December compared with the same month in 2009, following a 1.5% increase in November. Prices for food purchased from restaurants increased 2.4% in December. Consumers also paid more for meat as well as sugar and confectionary.

Prices for household operations, furnishings and equipment increased 1.7% between December 2009 and December 2010, on the heels of a 0.9% increase in November. Within this component, prices rose for telephone services and child care.

The recreation, education and reading price index went up 1.1% in December, after increasing 0.6% in November. Prices for cablevision and satellite services rose 5.4%. Prices for the use of recreational facilities and services also increased, while prices for computer equipment and supplies declined.

The health and personal care index increased 2.3% in December compared with a 2.2% increase in November.

Prices for clothing and footwear declined 2.0% in December, following a 3.2% decrease in November. Prices for women's clothing fell 5.3%.

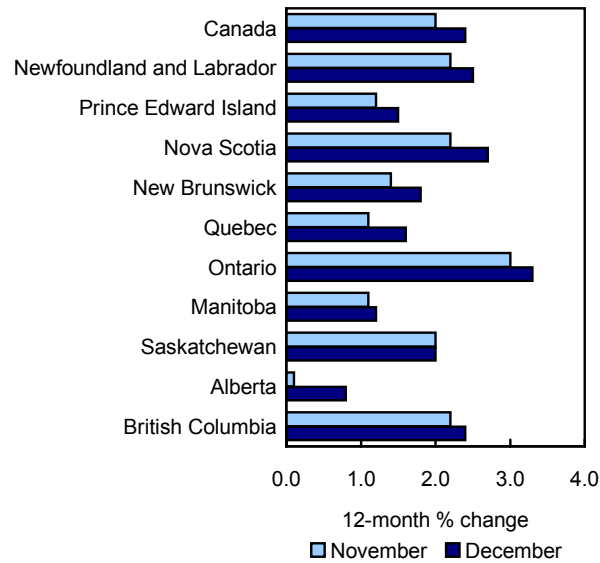
The provinces

Consumer prices increased in every province between December 2009 and December 2010. In all provinces except Saskatchewan, prices rose at a faster rate on a year-over-year basis than they did in November.

In every province except Manitoba, the main factor behind the increase in consumer prices was gasoline. Drivers faced double-digit increases in six provinces:

Nova Scotia, Quebec, Ontario, Saskatchewan, Alberta and British Columbia.

Consumer prices increase in all provinces, year-over-year



Prices in Ontario rose 3.3% in the 12 months to December, after increasing 3.0% in November. Gasoline prices in Ontario rose 16.0% in December, following a 10.6% advance in November. Electricity prices, passenger vehicle insurance premiums, and homeowners' replacement cost also increased.

In Quebec, consumer prices increased 1.6% on the heels of a 1.1% rise in November. Prices for gasoline increased 13.8% in December, after rising 9.0% in November. A rise in passenger vehicle insurance premiums was also recorded.

Prices in British Columbia increased 2.4% after rising 2.2% in November. Gasoline prices were up 10.6%, following the 6.9% increase posted in November. Consumers in British Columbia also paid more for food purchased from restaurants.

In Alberta, prices rose 0.8%, following a 0.1% increase in November. Gasoline prices in Alberta rose 10.2% in December, after increasing 0.3% in November. Prices for homeowners' home and mortgage insurance were also up.

Bank of Canada's core index

The Bank of Canada's core index advanced 1.5% in the 12 months to December, following a 1.4% rise in November.

The seasonally adjusted monthly core index rose 0.2% from November to December after holding steady the previous month.

For a more detailed analysis, including an annual review of the 2010 CPI, consult the publication *The Consumer Price Index*.

Available on CANSIM: tables 326-0009, 326-0012, 326-0015 and 326-0020 to 326-0022.

Definitions, data sources and methods: survey number 2301.

More information about the concepts and use of the Consumer Price Index (CPI) are also available online in *Your Guide to The Consumer Price Index* (62-557-X, free) from the *Key resource* module of our website under *Publications*.

The December 2010 issue of the *Consumer Price Index*, Vol. 89, no. 12 (62-001-X, free), is now available from the *Key resource* module of our website under *Publications*. A paper copy is also available (\$12/\$111). A more detailed analysis of the CPI is available in this publication. See *How to order products*.

The January Consumer Price Index will be released on February 18.

For more information, or to enquire about the concepts, methods or data quality of this release, contact the Dissemination Unit (toll-free 1-866-230-2248; 613-951-9606; fax: 613-951-2848; cpd-info-dpc@statcan.gc.ca), Consumer Prices Division.

□

Consumer Price Index and major components, Canada

	Relative importance ¹	December 2009	November 2010	December 2010	November to December 2010	December 2009 to December 2010
Not seasonally adjusted						
	%	(2002=100)			% change	
All-items	100.00²	114.8	117.5	117.5	0.0	2.4
Food	17.04	121.8	123.3	123.9	0.5	1.7
Shelter	26.62	121.3	124.4	124.6	0.2	2.7
Household operations, furnishings and equipment	11.10	107.5	109.5	109.3	-0.2	1.7
Clothing and footwear	5.36	90.6	92.1	88.8	-3.6	-2.0
Transportation	19.88	115.5	120.7	121.2	0.4	4.9
Health and personal care	4.73	113.2	116.1	115.8	-0.3	2.3
Recreation, education and reading	12.20	102.8	104.3	103.9	-0.4	1.1
Alcoholic beverages and tobacco products	3.07	131.2	134.6	134.6	0.0	2.6
Special aggregates						
Core CPI ³	82.71	114.3	116.3	116.0	-0.3	1.5
All-items excluding energy	90.62	113.5	115.6	115.4	-0.2	1.7
Energy	9.38	130.3	141.3	144.0	1.9	10.5
Gasoline	4.92	139.8	154.4	158.0	2.3	13.0
All-items excluding food and energy	73.57	111.7	113.9	113.5	-0.4	1.6
Goods	48.78	107.6	110.1	110.0	-0.1	2.2
Services	51.22	121.8	125.0	124.9	-0.1	2.5

1. 2005 CPI basket weights at April 2007 prices, Canada, effective May 2007. Detailed weights are available under the Documentation section of survey 2301 (www.statcan.gc.ca/imdb-bmdi/index-eng.htm).

2. Figures may not add to 100% as a result of rounding.

3. The measure of Core Consumer Price Index (CPI) excludes from the all-items CPI the effect of changes in indirect taxes and eight of the most volatile components identified by the Bank of Canada: fruit, fruit preparations and nuts; vegetables and vegetable preparations; mortgage interest cost; natural gas; fuel oil and other fuel; gasoline; inter-city transportation; and tobacco products and smokers' supplies. For additional information on Core CPI, consult the Bank of Canada website (www.bankofcanada.ca/en/inflation/index.htm).

Consumer Price Index by province, and for Whitehorse, Yellowknife and Iqaluit

	Relative importance ¹	December 2009	November 2010	December 2010	November to December 2010	December 2009 to December 2010
Not seasonally adjusted						
	%	(2002=100)			% change	
Canada	100.00²	114.8	117.5	117.5	0.0	2.4
Newfoundland and Labrador	1.27	115.2	118.1	118.1	0.0	2.5
Prince Edward Island	0.35	118.1	120.5	119.9	-0.5	1.5
Nova Scotia	2.56	116.3	119.6	119.4	-0.2	2.7
New Brunswick	1.97	114.5	116.7	116.6	-0.1	1.8
Québec	21.05	114.0	115.6	115.8	0.2	1.6
Ontario	41.22	114.1	118.0	117.9	-0.1	3.3
Manitoba	3.06	114.2	116.0	115.6	-0.3	1.2
Saskatchewan	2.64	117.1	119.9	119.4	-0.4	2.0
Alberta	11.43	121.9	122.7	122.9	0.2	0.8
British Columbia	14.29	111.9	114.9	114.6	-0.3	2.4
Whitehorse	0.06	113.4	115.7	115.6	-0.1	1.9
Yellowknife	0.08	116.8	119.1	119.2	0.1	2.1
Iqaluit (Dec. 2002=100)	0.02	111.3	112.0	112.1	0.1	0.7

1. 2005 CPI basket weights at April 2007 prices, Canada, effective May 2007. Detailed weights are available under the Documentation section of survey 2301 (www.statcan.gc.ca/imdb-bmdi/index-eng.htm).

2. Figures may not add to 100% due to rounding.

Consumer Price Index and major components

	Relative importance ¹	October 2010	November 2010	December 2010	October to November 2010	November to December 2010
Seasonally adjusted						
	%	(2002=100)			% change	
All-items	100.00²	117.5	117.7	118.1	0.2	0.3
Food	17.04	123.9	123.6	124.0	-0.2	0.3
Shelter	26.62	124.6	124.4	124.6	-0.2	0.2
Household operations, furnishings and equipment	11.10	109.3	109.6	109.6	0.3	0.0
Clothing and footwear	5.36	91.7	91.2	91.9	-0.5	0.8
Transportation	19.88	118.6	120.7	121.2	1.8	0.4
Health and personal care	4.73	116.0	115.8	116.1	-0.2	0.3
Recreation, education and reading	12.20	104.2	104.3	104.6	0.1	0.3
Alcoholic beverages and tobacco products	3.07	134.5	134.6	134.6	0.1	0.0
Special aggregates						
Core CPI ³	82.71	116.1	116.1	116.3	0.0	0.2
All-items excluding food and energy	73.57	113.6	113.6	113.6	0.0	0.0

1. 2005 CPI basket weights at April 2007 prices, Canada, effective May 2007. Detailed weights are available under the Documentation section of survey 2301 (www.statcan.gc.ca/imdb-bmdi/index-eng.htm).
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■



County of Renfrew Employee Workplace Violence Prevention Survey



The County of Renfrew has had a Violence in the Workplace policy since 2001 and updated in 2009. It focuses on ensuring that we reduce the risk of our employees' exposure to violence and what to do if an incident occurs.

In 2009, the provincial government introduced Bill 168, known as the "violence and harassment" bill. This change to the Occupational Health & Safety Act (OHSA) has now brought this very serious workplace issue to the forefront.

The attached survey has been developed by the co-chairs of the eight corporate Joint Occupational Health & Safety Committees (JOHSC). It is imperative that you complete this survey as it will provide management, the JOHSC, our employees, and our unions with a snapshot of our work environments. The survey is a key step to developing programs and policies that ensure your exposure to violence in the workplace is properly managed.

You are encouraged to complete the survey during work time. Please arrange an appropriate time for completion with your supervisor.

Sincerely,

Bruce Beakley, Director of Human Resources

On behalf of: Mark Behm, Cassy Crawford, Gala Drolet, Sue Elliot, Darren England, Todd Gauthier, Dan Graham, Lee Kirkwood, Brian Leahey, Chery Leigh, Nancy Lemire, Jim Lynch, and Cory Moss

What is Workplace Violence?

Violence

Violence is defined as any conduct, threatened or actual, by any person, that causes or is likely to cause injury, and includes any threatening statement or behaviour that gives an Employee reasonable cause to believe that he/she is at risk of injury.

Workplace Violence

Workplace violence includes:

- threatening behaviour such as shaking fists, destroying property, or throwing objects;
- verbal or written threats – any expression of intent to inflict harm;
- harassment – any behaviour that demeans, embarrasses, humiliates, annoys, alarms, or verbally abuses a person and that is known or would be expected to be unwelcome. This includes words, gestures, intimidation, bullying, or other inappropriate activities;
- verbal abuse – swearing, insults, or condescending language; and
- physical attacks – hitting, shoving, pushing, or kicking.

Rumours, swearing, verbal abuse, pranks, arguments, property damage, vandalism, sabotage, pushing, theft, physical assaults, psychological trauma, anger-related incidents, rape, arson, and murder are all examples of workplace violence.

Workplace violence can occur at off-site County business-related functions, at social events related to work, in clients' homes, or away from work but resulting from work e.g. a threatening telephone call to an employee's home from a client.

Prior to completing this survey, the various County of Renfrew Joint Occupational Health & Safety Committees thought it would be beneficial if you had a reference point about the definition of workplace violence. Therefore, the above excerpt from Corporate Policy A-09, *Misconduct in the Workplace* has been provided.



County of Renfrew Employee Workplace Violence Prevention Survey



We are asking every employee to complete this survey. It is very important to list both your department and physical work location as we will be publishing both corporate and departmental results. You do not have to identify who you are. Please return your completed survey to your facility drop box, to a member of your facility Health & Safety Committee, or to the Human Resources Department by March 3, 2011. We thank you for your cooperation.

The County of Renfrew Joint Occupational Health & Safety Committees

Department: _____ Date Completed: _____

Location: _____

PART ONE: WORKPLACE VIOLENCE

1. Have you experienced workplace violence on the job? Yes No
2. Do you believe that workplace violence in your workplace is a:
 High risk? Medium risk? Low Risk?
3. Have you experienced verbal abuse (swearing, insults, teasing, bullying or intimidation) while an employee of this company?
 Yes No

What was the relationship of the individual to you?

Relationship	Frequency of Abuse			
<input type="checkbox"/> Co-worker	<input type="checkbox"/> Daily	<input type="checkbox"/> Weekly	<input type="checkbox"/> Monthly	<input type="checkbox"/> Occasionally
<input type="checkbox"/> Client/Customer	<input type="checkbox"/> Daily	<input type="checkbox"/> Weekly	<input type="checkbox"/> Monthly	<input type="checkbox"/> Occasionally
<input type="checkbox"/> Member of the Public	<input type="checkbox"/> Daily	<input type="checkbox"/> Weekly	<input type="checkbox"/> Monthly	<input type="checkbox"/> Occasionally
<input type="checkbox"/> Management	<input type="checkbox"/> Daily	<input type="checkbox"/> Weekly	<input type="checkbox"/> Monthly	<input type="checkbox"/> Occasionally
<input type="checkbox"/> Other (describe):	<input type="checkbox"/> Daily	<input type="checkbox"/> Weekly	<input type="checkbox"/> Monthly	<input type="checkbox"/> Occasionally

4. Have you experienced verbal or written threats (e.g. "If you don't get off my back, you'll regret it") while an employee of this company?
 Yes No

What was the relationship of the individual to you?

Relationship	Frequency of Abuse			
<input type="checkbox"/> Co-worker	<input type="checkbox"/> Daily	<input type="checkbox"/> Weekly	<input type="checkbox"/> Monthly	<input type="checkbox"/> Occasionally
<input type="checkbox"/> Client/Customer	<input type="checkbox"/> Daily	<input type="checkbox"/> Weekly	<input type="checkbox"/> Monthly	<input type="checkbox"/> Occasionally
<input type="checkbox"/> Member of the Public	<input type="checkbox"/> Daily	<input type="checkbox"/> Weekly	<input type="checkbox"/> Monthly	<input type="checkbox"/> Occasionally
<input type="checkbox"/> Management	<input type="checkbox"/> Daily	<input type="checkbox"/> Weekly	<input type="checkbox"/> Monthly	<input type="checkbox"/> Occasionally
<input type="checkbox"/> Other (describe):	<input type="checkbox"/> Daily	<input type="checkbox"/> Weekly	<input type="checkbox"/> Monthly	<input type="checkbox"/> Occasionally

PART TWO: WORKPLACE HAZARDS

PARKING LOT

1. Are the entrances and exits well marked? Yes No N/A
2. Does the lot have signs with security reminders (e.g. "Lock your car", "security patrolled")? Yes No N/A
3. Is there enough lighting? Yes No N/A
4. Have vehicles been stolen from the parking lot? Yes No N/A
5. Have vehicles been broken into, vandalized or damaged? Yes No N/A
6. Is it necessary for you to park off-site? Yes No

AROUND THE OUTSIDE OF THE BUILDING

7. Is your workplace near any buildings or businesses that are at risk from violent crime (e.g. bars, banks)? Yes No
8. Do violent, criminal, drunk, or drugged persons ever come into your building? Yes No
9. Is your building located in a high-crime area? Yes No
10. Are there signs of vandalism or graffiti? Yes No
11. Is the building entrance well lit? Yes No
12. Is there a system to alert employees if intruders enter? Yes No

SECURITY SYSTEM

13. Do you have a security system at your location? Yes No
14. Is the security system adequate? Yes No N/A
15. Are there security cameras and mirrors placed in locations that would deter potential intruders? Yes No N/A

RECEPTION

16. Is your reception area easily identified and easy to get to? Yes No N/A
17. Can the receptionist clearly see incoming visitors/customers? Yes No N/A
18. Is your reception area staffed at all times? Yes No N/A
19. Can outsiders enter the building when there is no receptionist present? Yes No N/A
20. Is the reception area the first stop for visitors? Yes No N/A
21. Do you have a policy for receiving, escorting, and identifying visitors? Yes No N/A
22. Does the reception area function as a security screening area for unwanted visitors? Yes No N/A
23. Does your receptionist work alone at times? Yes No N/A
24. Is there an emergency call button or alarm at the reception area?
If yes, have response procedures been developed? Yes No N/A
25. Are there objects/tools/equipment in this area that someone could use as a missile or weapon? Yes No N/A

SIGNS

26. Are there signs inside the building showing you where to get emergency assistance if needed? Yes No

If no, what signs are needed and where?

-
27. Are there exit signs? Yes No
 28. Are there areas where exit signs are not present but are needed? Yes No

If yes, where?

29. Can signs be easily seen by everyone? Yes No N/A
If no, where are these signs located?

30. Are the hours of operation clearly posted? Yes No N/A

31. Impression of overall signage:

Very good Good Satisfactory Poor Very Poor

What other signs should be added?

WORK PRACTICES

32. Do you or any of your co-workers:

- Work with the public? Yes No
- Handle money, valuables or prescription drugs? Yes No
- Transport money, valuables or prescription drugs? Yes No
- Carry out inspection or enforcement duties? Yes No
- Provide service, care, advice or education? Yes No
- Work with unstable or violent persons? Yes No
- Work alone or in small numbers? Yes No
- Work in community-based settings? Yes No
- Drive a vehicle as part of the job? Yes No
- Travel to other cities/countries? Yes No
- Stay in hotels? Yes No

LIGHTING

33. List areas where lighting is a concern (too dark or too bright).

34. Is the lighting evenly spaced? Yes No

STAIRWELLS & EXITS

35. Do exit doors identify the exit location? Yes No N/A

36. Could someone easily hide at the bottom of stairwells? Yes No N/A

If yes, where?

37. Is the lighting bright enough? Yes No N/A

38. Is there more than one exit route? Yes No N/A

39. Do stairwell doors lock behind you:

- During regular hours of operation? Yes No N/A
- After regular hours of operation? Yes No N/A

POSSIBLE AREAS FOR AN ATTACK

40. Are there empty rooms that should be locked? Yes No N/A

If yes, where?

PLACES TO HIDE

41. Are there small areas where someone could hide, such as: Yes No
 Recessed doorways Unlocked Storage Areas Stairwells
 Elevators Other (describe): _____

If so, where?

42. What would make it easier to see if someone is hiding? N/A
 Transparent materials like glass Mirrors Windows in doors
 Angled corners Less shrubbery Other (describe): _____

If so, where?

43. Do members of the public approach from the front of the building only? Yes No N/A

WORKING ALONE

44. Do any areas of your workplace feel isolated? Yes No

If yes, what areas?

45. In these areas, is there a telephone or sign directing you to assistance? Yes No N/A
46. In these areas, how far away is the nearest person who could hear calls for help? N/A
-

47. Are you ever in a room with the public where your exit is restricted? Yes No
48. Are alarms or panic buttons installed? Yes No N/A
49. Are the alarms or panic buttons easily accessible? Yes No N/A

PATTERNS OF MOVEMENT

50. Do you arrive and leave at the same time every day using the same route? Yes No

51. How easily could someone get to know your patterns of movement?

Very easily Somewhat easily No way of knowing

52. Is there another route used by a lot of people that you can take? Yes No
53. Is there a check in process when travelling between work locations? Yes No N/A
54. Can you easily tell what is at the other end of each walkway or corridor? Yes No

If no, where?

55. In walkways and corridors, are there corners or alcoves where someone could hide? Yes No
If yes, where?
-

ELEVATORS

56. Are you able to see if the elevator is occupied before entering? Yes No N/A
57. Is there a response procedure for elevator emergencies? Yes No N/A

WASHROOMS

- 58. Are there washrooms that are restricted to staff use only? Yes No N/A
- 59. Can the lights in the washrooms be turned off? Yes No N/A

INTERVIEW AND MEETING ROOMS

- 60. Do you have a separate interview / meeting room? Yes No N/A
- 61. If yes, can employees see inside? Yes No N/A
- 62. Is there an alarm system in this room? Yes No N/A
- 63. Is the furniture arranged to allow for emergency exits? Yes No N/A

INDIVIDUAL OFFICES

- 64. Are certain employees at higher risk from workplace violence because of the office layout or location? Yes No N/A
- 65. If yes, has their furniture been arranged to:
 - Allow for a quick exit from the office? Yes No N/A
 - Maintain a minimum distance (approx. 6 feet or 2 metres) between employees and clients? Yes No N/A
- 66. Is there a need to reduce the number of objects that can be used as weapons? Yes No N/A
- 67. Do these offices have good visibility through the use of shatterproof glass in walls/doors? Yes No N/A

AREAS OF IMPROVEMENT

68. What improvements would you like to see? (If more space is needed, feel free to use the back of this page).

	<h2 style="margin: 0;">County of Renfrew</h2> <h1 style="margin: 0;">Facility Manager Workplace Violence Survey</h1> <h2 style="margin: 0;">Workplace Hazards</h2>	
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We are asking every facility manager to complete this survey. It is very important to list both your department and physical work location as we will be publishing both corporate and departmental results. You do not have to identify who you are. Please return your completed survey to the Human Resources Department or to a member of your facility Health & Safety Committee by <DATE>. We thank you for your cooperation.

The County of Renfrew Joint Occupational Health & Safety Committees

Department: _____ Date Completed: _____

Location: _____

PARKING LOT

- 1. Are company vehicles parked on-site after hours? Yes No
- 2. If yes, is there a secured parking lot for company vehicles after hours? Yes No

AROUND THE OUTSIDE OF THE BUILDING

- 3. Are garbage areas, external buildings or equipment that employees use:
 - In an area with good visibility? Yes No
 - Close to the main building with no possible hiding places? Yes No
- 4. Is your building shared with other businesses? Yes No
- 5. If yes, is entry to your area(s) controlled? Yes No
- 6. Are offices designed so that public and private spaces are clearly separated? Yes No
- 7. Do you use coded cards or keys to control access to the building or to certain areas within the building? Yes No
- 8. Is there a system in place to limit the number of keys / entry cards given out? Yes No
- 9. Do you change locks / codes immediately if keys / cards are lost or misplaced? Yes No

SECURITY SYSTEM

- 10. Do you have a security system at your location? Yes No
- 11. If yes, is the system tested on a regular basis (e.g. at least monthly)? Yes No
- 12. Are there security guards / safety walking services available at your location? Yes No
- 13. Are signs posted indicating that there is a security system in use? Yes No

RECEPTION

- 14. Is the reception area visible to other employees? Yes No

SIGNS

- 15. When you enter the building, are there signs to identify where you are? Yes No
- 16. Are rules for visitors clearly posted? Yes No

LIGHTING

- 17. Are any building lights out?
If yes, where are they located? Yes No

- 18. Can you access main light control switches?
If yes, where? Yes No



TARA WALTON/TORONTO STAR

City lawyer rips McCallion for ‘unbecoming’ actions

January 27 2011

Raveena Aulakh

Mayor Hazel McCallion behaved in a way that was “inappropriate” and “unbecoming of an elected official” while promoting her son’s hotel project, the city’s own lawyer says in a scathing final submission to the Mississauga judicial inquiry.

In one of a series of written submissions released Thursday, lawyer Clifford Lax didn’t mince words, saying McCallion “ought to have recognized her actions were inappropriate for an elected official tasked with maintaining the confidence of the public.”

The inquiry, led by Justice Douglas Cunningham, has spent months probing the extent of McCallion’s involvement in a land deal brokered by her son, amid questions about whether her actions outside council chambers represent a conflict of interest.

McCallion, who will celebrate her 90th birthday in two weeks, was involved at several stages in promoting the project launched by her son’s company, World Class Developments, and its land deal with the OMERS pension fund, as well as pushing for a cash settlement when OMERS backed out.

Evidence suggested Peter McCallion was “using” the mayor to facilitate a \$14.4 million land deal, Lax wrote.

The inquiry, whose final cost is expected to be about \$6 million, will hear final oral submissions next week in a Toronto courtroom. Cunningham will present his findings and recommendations in a few weeks.



Mayor Hazel McCallion testifies at the Mississauga inquiry in September.

TARA WALTON/TORONTO STAR

McCallion, who is in Regina for the National Infrastructure Summit, was unavailable for comment.

Her lawyer, Elizabeth McIntyre, said she disagreed with the city lawyers' assertions, and said they used "language much stronger than any other party."

McIntyre, who has maintained that McCallion was unaware of her son's ownership in the project, said she wanted to respond to the city's submissions in front of the commissioner and not the media.

"As far as I am concerned, there is absolutely no evidence to suggest that the mayor was doing anything other than to promote the city's vision of the downtown core of Mississauga."

It's unclear if McCallion, Mississauga's mayor since 1978, was told earlier about the explosive contents of the submissions. McIntyre wouldn't comment on the mayor's reaction.

The city's 43-page submission states that McCallion's son exploited her office and "the mayor was unfortunately a willing participant."

It also says "the assistance that the mayor provided to WCD was inappropriate and threatened to diminish the trust that the residents of Mississauga are entitled to place their members of council."

It acknowledges, however, that McCallion did not violate the Municipal Conflict of Interest Act, a narrow statute that requires mainly that the mayor refrain from lobbying for or voting on issues in which she or a relative has a pecuniary interest.

In other submissions released Thursday:

- Peter McCallion maintains he did not seek any "special or favourable treatment from any elected or unelected City official, nor did WCD receive any such treatment."
- Officials with Alberta Investment Management Corp., a fund involved financially in the deal, were wary when they learned OMERS was negotiating with the mayor's son and felt burned when OMERS agreed to give his company a \$4 million settlement after the land sale fell through. AIMco's 86-page submission applauds the addition of a code of conduct and integrity commissioner in Mississauga, but said more is needed. It suggests a publicly accessible online registry of declared conflicts of interest, and a requirement that that mayors and councillors "make reasonable inquiries of close family members" as to their business dealings with the city.

- Recognizing significant defects in the conflict of interest act, the city also recommends broadening its scope beyond having to declare a conflict at council. The act should apply “generally to actions taken by members of council when acting or appearing to act in their official position,” Lax wrote.

Councillors who voted to hold the inquiry said the city’s position indicates that councillors were correct in demanding it.

“This is exactly what we have been trying to say all this while,” said Councillor Sue McFadden. “I feel sorry for the mayor in some ways... this is how she’ll be remembered now. Nobody is a winner in this.”

She said the “seven people who have gone through the ringer, professionally and personally, over voting for something they believe is right deserve an apology.”

Carolyn Parrish, the former councillor who led the charge against McCallion, said the submissions justify the time and money spent.

“Mr. Lax is the city’s lawyer and if he’s taking that position, I feel vindicated,” said Parrish. “You know, I lost an election and a job that I loved, but if I had to do this all over again, I definitely would.”

COUNTY OF RENFREW

BY-LAW NUMBER

**A BY-LAW TO AMEND BY-LAW 63-03 HUMAN RESOURCES CORPORATE
POLICIES AND PROCEDURES FOR THE COUNTY OF RENFREW**

WHEREAS on October 29, 2003 the Corporation of the County of Renfrew enacted By-law No. 63-03, a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew as amended on November 26, 2003, January 28, 2004, April 28, 2004, August 26, 2004, October 27, 2004, November 24, 2004, January 26, 2005, April 27, 2005, June 29, 2005, August 31, 2005, March 29, 2006, June 28, 2006, October 25, 2006, January 31, 2007, March 2, 2007, September 26, 2007, November 28, 2007, March 26, 2008, June 25, 2008, January 28, 2009, March 25, 2009, May 27, 2009, June 24, 2009, October 28, 2009, November 25, 2009, January 27, 2010, June 29, 2010, August 25, 2010 and January 26, 2011;

AND WHEREAS it is deemed desirable and expedient to amend the said By-law for the purpose of amending an existing policy;

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

1. That Policies E-09 as set out in Schedule “A” of the said By-law 63-03 be repealed.
2. That the following policies attached to this By-law be hereby enacted as an amendment to the said By-law 63-03:
 - E-09 – Employee Attendance.
4. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 23rd day of February, 2011.

READ a second time this 23rd day of February, 2011.

READ a third time and finally passed this 23rd day of February, 2011.

ROBERT SWEET, WARDEN

W. JAMES HUTTON, CLERK

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: E-09
POLICY: Attendance Support Program (ASP) Employee Attendance			
DATE: JUNE/93	REV. DATE: AUG25/10 FEB23/11	COVERAGE: All Employees	PAGE #: 1 of 2

POLICY STATEMENT:

The County of Renfrew is dedicated to corporate competencies of Honesty & Integrity, Professionalism, Client Service Orientation and Focus on Results. These competencies complement the annual corporate business plan. Employees are the primary contributors, therefore their regular attendance at work is essential to meet and maintain high service standards.

The County of Renfrew contracts with employees to perform the services and in exchange for agreed upon wages and benefits, employees must maintain an attendance record satisfactory to the County.

The County of Renfrew also recognizes that there are times when employees will not be able to attend work due to illness or injury. The County of Renfrew endeavours to assist employees in improving their attendance through a variety of positive, preventative and pro-active interventions, including Early and Safe Return to Work Programs and an Employee Assistance Program.

The ~~Attendance Support Program~~ **Employee Attendance Policy** is focused on addressing innocent absenteeism and does not address inexcusable or culpable absenteeism, which is dealt with through progressive discipline.

PROCEDURE:

1. Absence due to illness or injury is reported to the supervisor or designate. It maybe the responsibility of the employee to indicate the nature of the illness or injury, whether or not medical attention is being sought, probable duration if known, and whether or not a chronic condition is involved.
2. An employee's access to programs that allow the continuation of salary and benefits may be conditional upon providing necessary information as requested by the employer. False access to a salary and benefit continuation program is a serious offence and will result in discipline and potential termination.
3. During any period of disability an employee must be accessible for medical review and consistent with the medical review, for modified work if available.

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: E-09
POLICY: Attendance Support Program (ASP) Employee Attendance			
DATE: JUNE/93	REV. DATE: AUG25/10 FEB23/11	COVERAGE: All Employees	PAGE #: 2 of 2

4. Special provisions and/or interventions may be considered for some absences. **Excessive absenteeism, although innocent,** will be viewed as unacceptable and will require further action when:
 - (a) the employee's past attendance record indicates poor/unacceptable attendance over a period of time; and
 - (b) there is little likelihood of regular future attendance.

5. Where culpability absence is found, progressive disciplinary action may be taken. Absences due to failure to report absences, absences without authorization and/or due to repeated tardiness, patterned absences, and fraudulent use of sick/medical leave, failure to provide medical certificates/physician reports satisfactory to the employer, etc. are considered inexcusable or culpable.

6. **When an employee is absent beyond five consecutive days, the Employee Health Coordinator will be notified by the Department Head.**

- ~~6. Please refer to the County of Renfrew Attendance Support Program Implementation and Guidelines booklet for further details.~~