

COUNTY OF RENFREW



CHIEF ADMINISTRATIVE
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April 24, 2002

Dear Fellow County Councillors:

On behalf of the members of the Finance and Administration Committee, we are enclosing the following 2002 budget documents which were discussed at the Budget Workshop session on April 17, 2002:

- (a) Document entitled "County of Renfrew - 2002 Budget Projection - General Revenue Fund" showing the 2002 budget projections as consolidated from the recommendations of the various Committees and Boards along with columns showing the 2001 budget projection and the 2001, 2000, and 1999 actual expenditures and revenues of the General Revenue Fund. Attached to this document is a schedule showing the Reserves and Reserve Funds.

The following documents will be included within the respective Committee reports to County Council:

1. The detailed 2002 budgets of Miramichi Lodge and Bonnechere Manor.
2. The detailed 2002 budget of the Public Works Department.
3. The detailed 2002 budget of the Community Services Department for Ontario Works, Child Care and Social Housing.

On behalf of the Finance and Administration Committee we wish to go on record as recognizing the efforts all of you have made in producing responsible budget recommendations for consolidation into the complete budget by us. We recognize the difficulties and challenges faced by the various committees and departmental staff in 2002 to obtain all the information necessary to bring forward a budget for County purposes.

In this overview of the 2002 budget documentation we will attempt to highlight the various budget items and explain reasons for significant changes for programs administered by County Council. We want to emphasize that any explanations of programs or detail in changes in the budgets of the various operating departments will be elaborated upon at the County Council Session by the

Chairperson or representatives of the Committee or Board.

We will now turn to a review of the budget, section by section, in order to attempt to clarify and explain the significant factors resulting in variations from last year's budget provisions, as well to explain the new components within the 2002 County budget resulting from changes in program structure. We will present these explanations under the same section headings and the same sequence as they appear in the budget working paper "County of Renfrew - 2002 Budget Projection - General Revenue Fund" enclosed herein:

GENERAL GOVERNMENT - MEMBERS OF COUNCIL

The adoption of By-law No. 4-02 has adjusted the per diem rates for Councillors to \$150 for a full day meeting (\$137 in 2001) and \$81 for a half day meeting (\$74 in 2001) in addition to a \$1,500 increase to the Warden's salary and travel budget. These cost increases have been offset by a reduction to the AMO Board of Director's line of \$10,000 which creates an overall net reduction to this budget area of \$2,001.

The number of meetings included in the 2002 budget (with the corresponding budget for 2001) for County Council and each major Committee of Council is presented within the following table:

Committee	2001 Budget Full Day	2002 Budget Full Day
Council	14	12
Finance and Administration	12	12
Operations	14	14
Health Services	12	12
Social Services	16	13
Development and Property	17	12

GENERAL GOVERNMENT - ADMINISTRATION

The total expenditures in the Clerk/Treasurer's Department are virtually unchanged from last year's budget. Salary and benefit costs for the department have increased in part due to the annualization of the Accounting Technician position with responsibilities for Social Housing . This position was only budgeted for a part year in 2001. The salary and benefit lines reflect the full costs of all departmental payroll while the County recovery line reflects a portion of salaries

which have been allocated to other service departments for payroll, accounting and administrative services. This allocation ensures that the Province of Ontario and the City of Pembroke share in the administrative support costs to run our shared cost programs. A comprehensive review was conducted in 2000 and again in 2001 of the administrative services performed for each of these areas and the results of this review were incorporated into the recoveries line within this department.

Department	2001 Budget	2002 Budget
Bonnechere Manor	\$50,000	\$54,300
Miramichi Lodge	\$50,000	\$54,300
Ontario Works	\$71,000	\$75,100
Social Housing	\$36,000	\$62,200
Land Ambulance	\$24,000	\$27,800
Provincial Offences	\$24,000	\$25,200
Total County Recoveries	\$255,000	\$298,900

In addition, this department is expecting to receive an administration fee of \$11,282 for its participation in the Early Years program.

GENERAL GOVERNMENT - OTHER

The breakdown of the Conventions line items is consistent with County policy on convention attendance as adopted by By-law No. 4-02 and reflects the 2002 consolidated budgets of all committees. New for 2002 is the attendance by a member of the Finance and Administration Committee at the Federation of Canadian Municipalities convention and members of the Development and Property Committee at the Economic Developers Council of Ontario conference and the Ontario East Municipal Conference. These new items have increased costs in 2002 by \$8,500.

PROPERTY

This section provides for the cost of maintenance for the County Administration Building responsibilities and reflects an anticipated decrease of \$9,668 in expenditures. The budget to replace two photocopiers (1 in admin and 1 in planning) and one lawn tractor in 2001 has not carried forward in 2002. Cost pressures for 2002 are highlighted in legal fees (new roofing and mechanical contracts), insurance expense and a provision for the development of a management plan and infrastructure improvements on our abandon rail line. The 2002 rental revenue of \$451,260 from the Health Unit and the Community Care Access Centre can be found in the revenue section of the budget on page 13.

INFORMATION TECHNOLOGY RESOURCE CENTRE

Salary and benefit costs for this department have increased by \$125,303 over 2001 reflecting the addition of three new positions from those included in the 2001 budget. New for 2002 is the allocation of salary costs by this department to other County departments for technology support services. The following chart summarizes the charges to other departments:

Department	2001 Budget	2002 Budget
Bonnechere Manor	\$0	\$26,393
Miramichi Lodge	\$0	\$26,393
Community Services	\$0	\$28,198
Social Housing	\$0	\$31,356
Total County Recoveries	\$0	\$112,340

The Connect Renfrew County project is expected to move forward in 2002 with anticipated revenue of \$26,000 from local municipalities adding to a \$50,000 contribution from the Province of Ontario as part of their commitment within the Connect Ontario program to assist us in developing a business plan for a smart community infrastructure project.

Office supplies have increased by \$12,000 this year as a one-time item to provide for the creation of a technology centre to house the new staff.

RECORDS MANAGEMENT

Similar to the 2001 budget, we have set aside some funds to assist with the creation of an electronic document management system which will provide access to the historical by-law and resolution database. This budget will also be used to cover salary costs to develop and improve upon standard operating procedures for the corporation and the implementation of a corporate wide record manual filing system.

HUMAN RESOURCES DEPARTMENT

The 2002 net budget of the Human Resources Department of \$100,264 reflects an increase of \$2,846 from the 2001 net budget of \$97,418. The residual cost of the Human Resources Department of \$100,264 is charged to the General Revenue Fund after an allocation has been made to other departments of the County of Renfrew, as follows:

Department	2001	2002
Bonnechere Manor	\$55,667	\$60,152
Miramichi Lodge	\$55,667	\$60,152
Social Housing	\$55,667	\$60,152
Ontario Works	\$13,917	\$15,038
Total	\$180,918	\$195,494

The allocation of HR costs in 2001 to other departments was based on an estimate of actual time spent working within the areas noted above. This allocation ensures that the Province of Ontario and the City of Pembroke share in the administrative support costs to run our shared cost programs.

PROTECTION TO PERSONS AND PROPERTY

The Weed Inspector/By-law Enforcement Officer/ Forestry Department is budgeted at a net revenue of \$53,573 for 2002 after reflecting \$183,615 in anticipated timber sales from County owned forests. These revenues will be created from harvesting activities from 250 hectares on seven selected tracts. The 2001 actual revenues were \$83,000 below forecast as not all harvesting projects were completed and the industry suffered from soft market conditions.

Additional revenue of \$14,000 is expected in 2002 as the final payment of a grant received from the Province of Ontario for thinning and ice storm damage repair activities from areas that were affected by the ice storm of 1998.

Silvicultural treatments on a variety of projects totalling \$12,000 and maintenance operations totalling \$13,000 are also planned for this department.

TRANSPORTATION (PUBLIC WORKS DEPARTMENT)

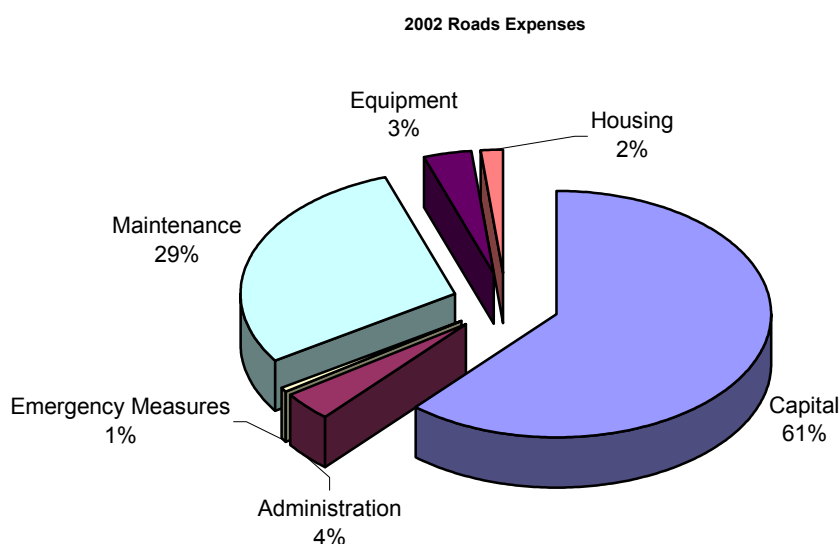
In 1998 the County received one-time funding from the Province of Ontario in the amount of \$8,495,700 to offset the costs of transferring road maintenance responsibilities to the upper tier municipality. The majority of this funding was placed into reserves in 1998 (\$7,034,100). Since that time, the County of Renfrew was required to draw on these reserves and others as follows:

1999	\$2,940,000
2000	\$3,191,190
2001	<u>\$2,301,000</u>
	\$8,432,190

From this summary, it is recognized that the entire \$8,495,700 in Provincial funding from 1998 has been used. The 2002 budget draw on other Public Works reserves totalling \$1,421,000 will leave the balance in roads reserves at only \$452,336 by the end of 2002.

The County share of the 2002 budget is \$10,064,100, an increase of \$1,942,700 or 23.9% over last year. Total revenue for the Public Works operations including the County contribution is \$13,003,300. New for 2002 is a contribution from the Provincial government of \$1,500,000 related to the OSTAR program which represents 2/3 of the capital cost to complete the Springtown Bridge project in the Township of Greater Madawaska.

The following chart provides a summary of the anticipated Public Works expenditures for 2002:



Further explanation can be found in the detailed 2002 budget of the Public Works Department.

LONG-TERM CARE

Bonnechere Manor and Miramichi Lodge

Councillors are reminded that the dollars respecting these two operations shown in the General Revenue Fund Budget represent only the County cost of the operations after the deduction of the subsidies from the Provincial Government, Resident's Revenue, City of Pembroke share of the municipal cost at 29.02% and other miscellaneous revenues. A summary of the 2002 gross expenditures of the two Homes and the net County cost compared to 2001 is as follows:

	GROSS COST	NET COUNTY COST
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Home for the Aged	2001	2002	2001	2002
Bonnechere Manor	7,725,655	8,132,849	682,844	723,570
Miramichi Lodge	6,916,825	7,253,663	441,387	485,612
Total	14,642,480	15,386,512	1,124,231	1,209,182

The 2002 municipal cost for the operation of our homes has increased by \$84,951 over 2001. This 7.56% increase would have been even greater had it not been for the small increase in per diem funding received from the Ministry of Health and Long Term Care (\$1.21) and the significant increase in the CMI for each home (Miramichi 7.45% and Bonnechere 7.55%). There has been a small shift in municipal costs from the City of Pembroke to the County of Renfrew (70.98% vs 70.88%) in accordance with a long standing agreement between the parties.

It should also be noted that \$365,180 in capital items will be purchased in 2002 and paid for through the homes equipment reserve, which was created through previous years accumulated surpluses.

Further information can be found in the detailed 2002 budgets of Miramichi Lodge and Bonnechere Manor.

Valley Manor

The County cost of \$21,659 for Valley Manor Inc. reflects our share (70.98%) of the \$30,514 budgeted for financial assistance in the repayment of the Mortgage principal and interest payments under an agreement that has been in effect for many years. The mortgage for Valley Manor will mature in 2028.

North Renfrew Long Term Care Services Inc.

County Council approved an agreement with North Renfrew Long-Term Care Services Inc. which provides for a maximum County of Renfrew/City of Pembroke municipal contribution of \$18.39 per resident day toward the operation of 21 beds transferred to them from Bonnechere Manor. The 2002 County share of costs for North Renfrew is budgeted at \$84,656 less a credit of \$30,787 from a completed reconciliation related to the 1999 year.

HEALTH SERVICES

In a letter dated December 14, 2001, the County of Renfrew was notified by the Renfrew County and District Health Unit that the 2002 municipal contribution for the operation of the Health Unit

will be \$1,564,038, the same level as the previous year. It must be noted that although the Renfrew County and District Health Unit realized a surplus from operations in 2001, that surplus was not used to reduce the required contributions from the County of Renfrew in 2002. The County of Renfrew's share of the municipal funding requirement is based on the most recent population figures for the City of Pembroke, Township of South Algonquin and the County of Renfrew.

RECREATION & CULTURAL SERVICES

Two items are found within this area of the budget. First, the publicity and public relations budget represents costs incurred for all media releases, the publication of the corporation's annual report and other miscellaneous public relations expenses. Second, a provision has been made in 2002 to continue the work which began in 2001 to create entrance signage on major roads leading into the County of Renfrew.

OTTAWA VALLEY ECONOMIC DEVELOPMENT DEPARTMENT

The details of this Department's budget are set out in page 5 of the General Revenue Fund Budget enclosed. The 2002 OVED budget is up \$42,420 from the 2001 budget primarily due to the inclusion of a \$50,000 contribution to the Temiskawa Waterway – Fitzroy Harbour project. The construction of a passage / bypass to connect boat travel between Lake Temiscaming and the City of Ottawa will result in a regional nautical tourism route and destination. The Province of Ontario has committed \$250,000 toward this project and has asked the Federal Government for up to \$500,000 in funding.

Included within the \$20,000 marketing expense line are several items such as trade shows, advertising, web site development and County trail development. The \$22,000 special projects budget includes a business retention and expansion project, agriculture sector development, a forest impact study and a medical professional recruitment effort.

OTTAWA VALLEY TOURIST ASSOCIATION

Council is reminded of the decision to support this organization by dedicating 3 full time staff to carry out all the administrative activities of the association as well as providing management responsibilities through the Economic Development department of the County of Renfrew. The total financial commitment from the County remains the same as in 2001 at \$166,000, which includes staffing costs noted above.

PLANNING DEPARTMENT

The details of the Planning Department budget are set out on Page 6 reflecting an increase in

expenditures of \$47,104 from the 2001 budget level of \$499,226. Salary and benefit costs have increased by \$14,299 and are related to the addition of a contract position for a GIS Technician with a planned start date of May 1st. More significant is the loss in revenues from severance application fees. It is expected that the planning department will process only 125 applications in 2002, compared to 190 applications processed in 2000.

Once again, salary dollars have been allocated to complete the scanning project. This project was created to electronically store and provide quick access to the 13,000 severance files which used to reside in 35 cabinets located in the corridor next to the Planning Department.

GEOGRAPHIC INFORMATION SYSTEM

During the fall of 1998, the Planning Department developed a partnership with the Assessment Office whereby the assessment mapping for every municipality in Renfrew County would be automated and maintained in the future. Automation of the property mapping is the first step in developing a Geographic Information System for the County of Renfrew. Combining mapping and database information in a computerized format will be invaluable from a land use planning perspective, as well as being beneficial to the Public Works and Economic Development departments.

A project was initiated in 2001 for the development of an internet based browser application. This site would access map and database information from various software programs for easy viewing, querying, manipulating and printing by a wide variety of users. Phase II of this projected is expected to be completed in 2002 with an anticipated cost of \$23,000.

The County of Renfrew is also participating in the Mississippi Valley Conservation Authority Groundwater Study at a cost of \$30,000.

AGRICULTURE AND REFORESTATION

In addition to the payments made to local municipalities (\$15,000) in lieu of taxes for County forests, Council passed a resolution approving the Ministry of Natural Resources to perform the forest fighting duties on County forests for an estimated 2002 cost of \$7,000.

SOCIAL SERVICES

The County of Renfrew was designated by the Minister of Community and Social Services as a Consolidated Municipal Service Manager (CMSM) on June 5, 1998. It is our responsibility to

meet provincial policies and standards and to be accountable to the local taxpayers for the effective management of Ontario Works and Child Care. The Ontario Works program is seeking to create the necessary links between welfare and work and so that the program acts as a stepping stone towards employment.

The County of Renfrew municipal contribution for the 2002 budget of \$5,973,605 is \$334,634 lower than the 2001 budget.

One of the largest area of savings when compared to the 2001 budget can be found within the Social Assistance Programs. Here, the drop in municipal cost is directly related to a drop in average monthly caseload from 1,417 to 1,080. Social Assistance programs are cost shared 80/20 with the Province of Ontario. All administration costs related to Social Assistance are split 50/50.

The decreased costs related to the provincial Ontario Disability Support Plan (ODSP) programs are the result of a drop in central administration costs passed on to the County from the province. In a letter dated January 17, 2002, the Province has indicated that the administrative savings trend will reverse in 2003, with proposed administrative cost increases of \$132,672.

The Ontario Works community participation program has been the most widely publicized program component. The province's basic requirement is that every participant must engage in some activity that will help them move closer to employment. The County of Renfrew expects to continue to be successful in maximizing the funding available within the new provincial funding model, which took effect in October 2000. We anticipate a savings in the municipal contribution towards this program for 2002.

Further explanations can be found in the detailed 2002 budget of the Community Services Department for Ontario Works, Child Care and Social Housing.

CHILD CARE

No significant changes are planned for this program in 2002.

SOCIAL HOUSING

On December 14, 2000, the Ontario government proclaimed the Social Housing Reform Act 2000 which sets the stage for the transfer of administrative responsibilities for social housing in Ontario from the federal and provincial governments to the municipal level. There are three sets of programs being transferred; public housing including the commercial rent supplement program, non-profit and co-op housing, and federal non-profit housing. The first set of programs – public housing – was transferred to Renfrew County on January 1, 2001. To implement this stage one transfer, 47 corporations known as Local Housing Corporations were created. The stage two transfer, non-profit and co-op housing, was completed on April 1, 2002.

The 2002 budget for Social Housing includes the County of Renfrew contribution to the Renfrew County Housing Corporation (\$1,536,769) for the operation of 921 public housing units, as well as a provision for the continued support of seven non-profit housing providers (\$1,767,877) and the costs for County administration of all the programs.

The net costs for Social Housing are \$196,770 lower than in 2001 due to a lower direct contribution to the Renfrew County Housing Corporation.

Further explanations can be found in the detailed 2002 budget of the Community Services Department for Ontario Works, Child Care and Social Housing.

LAND AMBULANCE

Effective January 1, 2001 the County of Renfrew became responsible for the provision of land ambulance services throughout the geographic area of the County of Renfrew, including the separated City of Pembroke. The Pembroke General Hospital was the successful bidder to the Request for Proposal issued by the County of Renfrew and therefore a contract was entered into with Pembroke General Hospital to provide and deliver land ambulance services.

The total budget for land ambulance represents the proposed costs contained within that contract as well as additional provisions for contingencies, administration and provisions for reserves and is found on page 10 of the General Revenue Fund Budget enclosed.

The Health Committee is recommending the adoption of 24 hour on site staffing at each of our 7 base stations with a phased implementation date on or about July 1st. In addition, the Committee is recommending the use of a floater vehicle which is staffed 12 hours per day to be used anywhere in the County it may be needed. Also, we are proposing the patient transfer vehicle be staffed 8 hours per day, 5 days per week by non-paramedic staff. This improvement in staffing patterns over the current on-site and stand-by rotation will ensure consistency throughout the County, improve emergency response times and prevent further staff attrition to other services. After a thorough analysis, it was determined that the cost to provide 24 hour onsite coverage equally throughout the county was not significantly greater than the cost of the present staffing patterns considering the requirement to fully staff some of the stand by shifts.

Consistent with the approach adopted last year, reserves have been set aside for the expected purchase of vehicles(2), equipment (10 defibrillators) and an employee severance accrual. This is the approach recommended by the MOHLTC which is funded 50% by them.

Administration costs reflect the direct County of Renfrew costs to manage the land ambulance contract and for 2002 they include an estimate for the manger position beginning July 1st.

An estimate of \$410,000 has been made for our recovery of costs which are charged to neighbouring municipalities for pickups done by our vehicles in other service areas. This call

data is collected centrally by the Ministry of Health and shared with all upper tier municipalities. Last year, the County of Renfrew invoiced \$576,000 and paid out \$88,000, realizing a net revenue of \$488,000.

Our anticipation that the Province of Ontario will continue to cost share Land Ambulance at 50% of the total program costs, or \$3,137,608, is reflected at the bottom of page 10. Additionally, the City of Pembroke shares in the net expenses of this department based on the most recent population figures for the county and city.

The Community Reinvestment Fund (CRF) is expected to increase by \$425,000 over last year's budget to compensate for our increased costs in ambulance services and, as a result, the net increase to the tax levy for all land ambulance improvements is expected to be only \$29,000 over last year.

PROVINCIAL OFFENCES ADMINISTRATION

The revenues in the 2002 budget for Provincial Offences Administration reflect the assumption that we will maintain the level of activity which occurred in the 2001 fiscal period. Revenues have been estimated based on our experience in managing the court services over the last year and a half and include the anticipated recovery of accounts receivable which were transferred to the County of Renfrew on October 1, 2000. We are of course very dependent on the external enforcement agencies for our gross revenues.

The direct expenditures section of the budget reflects the costs of operating the main office in Pembroke as well as the satellite courts in Killaloe, Renfrew and Deep River. Provincial costs are also included in this budget to compensate the province for adjudication services within the courtroom, prosecution of Part III offences, our use of the provincial ICON computer network as well as provincial mailing and monitoring fees.

The City of Pembroke shares in the net revenue of this department based on the most recent population figures for the county and city. After this recovery, the County expects to realize \$803,195 in net revenues from POA activities.

OTHER LOCAL SERVICES REALIGNMENT

This section of the budget provides for the County of Renfrew share of Property Assessment costs as determined by the Municipal Property Assessment Corporation (MPAC). In a letter dated January 14, 2002, the Municipal Property Assessment Corporation indicated that there would be no increase in the total charge to all Ontario municipalities of \$130 million. Our share of this total budget has dropped for 2002 to \$1,097,950 based on the relationship of the county wide assessed values and the number of properties compared to the total for the Province of

Ontario.

FINANCIAL EXPENSE

In 2002, municipalities are again permitted to choose from the tax tools available within the context of a new and permanent 5% limit on tax increases for the three protected classes: Multi-Residential, Commercial, and Industrial. Based on the information contained in a Preliminary Tax Policy Impact Study prepared by Municipal Tax Equity Consultants, we expect the capping costs for 2002 to be \$350,000.

This section of the budget also provides a \$100,000 allowance for the County share of taxes written off as well as a Provision for Unallocated Funds in the amount of \$150,000. Under this Section we also provided for the 2002 debenture repayment of \$327,326 for Bonnechere Manor. Now that the debenture on the administration complex is fully liquidated, the Health Committee felt that it was important to once again begin making contributions to the Miramichi Lodge Building Reserve Fund toward the County financing of their portion of the redevelopment project. This contribution was not made in 2000 or in 2001.

The Finance and Administration Committee is also recommending that \$50,000 be placed into a Reserve for Insurance purposes now that we have moved to a \$10,000 deductible for all our insurance programs. These monies did not come from the General Revenue Fund in the form of a levy increase. Rather, they are a transfer of funds from our Working Capital Reserve, as shown page 12 of the General Revenue Fund Budget enclosed.

REVENUE

The budgets for revenue from Waterpower generating stations, Railway/Hydro Rights-of-Way, and supplementary revenue is remain unchanged from the prior year.

The expectation that the Ministry of Finance will flow to us an increased CRF of \$425,000 to offset the increased costs of land ambulance services has been reflected within the Provincial Subsidy section of the revenue page.

The \$140,000 decrease in investment income is a result of the continued draw on reserves and a soft investment market. As discussed previously, we are reflecting contributions from the Working Capital Reserve to be used for the establishment of the insurance reserve in the amount of \$50,000.

We are also bringing forward within the revenue section of the 2002 budget of the County of Renfrew the 2001 surplus of \$1,597,926.

The consolidated 2002 budget requires a levy of \$21,610,479 which represents an increase of

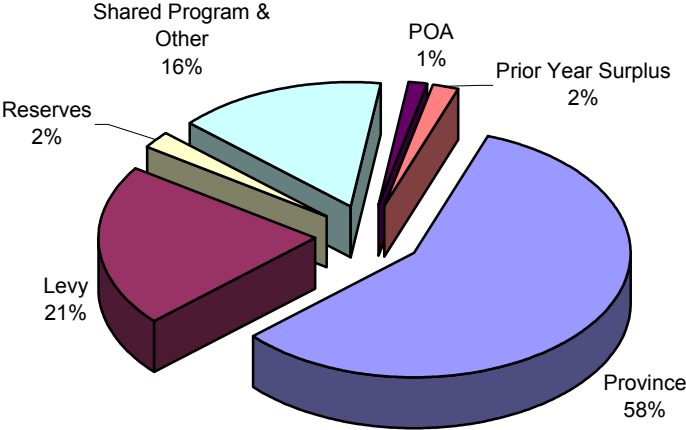
1,543,189 from the 2001 levy. This increase translates into a 6.54% increase on the tax rate or \$26.72 for a residential property with a \$100,000 current value assessment.

Bill 140, the Continued Protection for Property Taxpayers Act, 2000 defines the restrictions and responsibilities for Ontario municipalities in establishing local tax policy and protection programs for the year 2001 and following years. County Council has received a Preliminary Tax Policy Impact Study prepared by Municipal Tax Equity Consultants advising the County of Renfrew on tax policy decisions which must be made by April 30, 2002. If we proceed with a 6.54% increase on the tax rate, the imposition of the hard cap results in a 6.98% rate increase to all classes except the industrial / large industrial group. This hard cap increases the dollars required from a \$100,000 CVA residential property by an additional \$1.78 for a total of \$28.50.

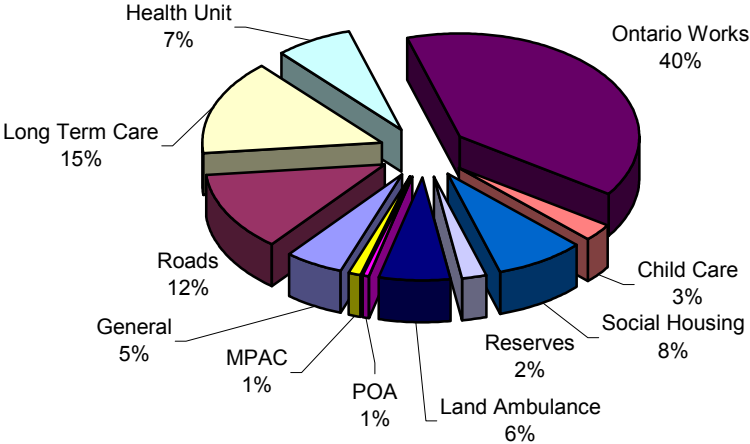
2002 CONSOLIDATED BUDGET

I must emphasize that the General Revenue Fund Budget is where the total County's operations are brought together and many of the County's various operations are only shown in that budget to the extent of the actual County cost. In order to better understand the overall County budget structure, it is helpful to provide the following 2002 consolidated budget of the County's entire operation. For the very first time, the financial responsibilities of the County of Renfrew exceed \$100 million ... due to the addition of the full cost of the Renfrew County Housing Corporation within our statements. We hope the following consolidated summary of the total County operations will be of assistance to you in understanding the total operations under the jurisdiction of County Council. We also hope it will provide all of us with a better comprehension of the financial structure where in a total of \$102,413,926 a year operation only 21% of the revenues come from taxpayers in the form of the County of Renfrew levy.

**2002 Budget Revenues
\$102.4 Million**



**2002 Budget Expenses
\$102.4 Million**



CONCLUSION

On behalf of our Committee we again express our appreciation to all Committees for what we feel was a fiscally sound and responsible approach to the 2002 budget situation. Although Council is recommending a 6.98% rate increase to all classes except the industrial / large industrial group, we must understand that we are providing a significant benefit to the residents of Renfrew County through:

- The enhancement of land ambulance services to 24 hour on site staffing at each of our 7 base stations including an additional a floater vehicle which is staffed 12 hours per day to be used anywhere in the County it may be needed. This is a significant improvement over the situation which existed prior to this service becoming a municipal responsibility.
- A \$1,000,000 contribution to the Miramichi Lodge Building Reserve Fund. This contribution was not made in 2000 or in 2001 and will greatly reduce the long term financing costs which would otherwise be necessary without this investment. County Council, by making this investment, will ensure the continued high quality of life for our residents within a new Miramichi Lodge. In our opinion, this decision is the most cost effective and appropriate method of financing this new facility and demonstrates the fiscal responsiveness of this Chamber.
- A substantial increase in the municipal contribution to the Public Works budget to account for the absence of any Provincial funding to assist with the annual expenses of maintaining the roads system which was downloaded to us from the Province of Ontario in 1998. Council has petitioned the Province on many occasions to address this situation, with no response to our concerns as yet.

Should any County Councillor require a clarification on any of the comments in this letter or on the enclosed budget package, please do not hesitate to contact either of the undersigned, the Chief Administrative Officer, N.W. Lemke, or the Treasurer, J.D. Kutschke.

Yours sincerely,

Bill Schweig
Warden

Barry Moran
Chair
Finance & Administration Committee

Enclosures
c. All Department Heads

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

2002 BUDGET 2001 BUDGET 2001 ACTUAL 2000 ACTUAL 1999 ACTUAL

EXPENDITURES

GENERAL GOVERNMENT - MEMBERS OF COUNCIL

	<u>228,979</u>	<u>230,980</u>	<u>179,034</u>	<u>268,318</u>	<u>243,154</u>
Council - Fees & Mileage	37,824	41,425	30,207	74,010	59,358
Warden's Salary & Expenses	66,500	65,000	65,510	64,679	58,103
Councillor Insurance	7,808	2,130	1,844	2,128	6,233
CPP,UIC,Employer Health Tax	4,500	4,500	2,924	4,793	4,608
Executive Comm. - Fees & Mileage	0	0	0	16,247	22,631
Finance & Administration Comm. - Fees & Mileage	18,744	16,875	15,602	15,049	15,276
Operations Committee - Fees & Mileage	16,814	15,000	10,889	14,746	16,206
Development & Property Comm - Fees & Mileage	20,856	22,600	14,125	27,913	22,481
Health Comm. - Fees & Mileage	14,376	12,750	17,822	23,798	23,788
Social Services & LHC Board of Directors Comm. - Fees & Mileage	15,288	17,150	12,761		
County/City Liaison Comm. - Fees & Mileage	2,340	2,100	263		
Land Division Comm. - Fees & Mileage	3,829	3,850	2,137	2,075	710
Crown Land Advisory Comm			145		
Striking Comm			370		
Agricultural Leadership	2,000	2,000	0		
Social Housing -Fees & Mileage	0		0	7,216	6,783
Land Ambulance Transition Committee	0		0	2,483	2,403
Railway Advisory Comm. - Fees & Mileage	500	500	0		
Algonquin Land Claim Liaison Comm. - Fees & Mileage	500	500	4		118
AMO Board of Directors	10,000	20,000	1,952	11,279	3,652
MNR Regional Advisory Committee	500	500	663	485	
MNR Forest Management Planning Committee	500	500	0	249	
OVRTA Board - Fees and Mileage	800	800	729	404	
Temiskawa Waterway Committee	2,800	2,800	1,086	764	
Land Stewardship Council			0		
911 Committee			0		804
Waste Mgt Committee	1,500				
Regional Groundwater Study Committee	1,000				

GENERAL GOVERNMENT - ADMINISTRATION

	<u>444,481</u>	<u>444,235</u>	<u>411,667</u>	<u>382,830</u>	<u>422,420</u>
Clerk/Treasurer's Dept. - Salaries	528,813	494,915	472,419	427,113	412,782
Clerk/Treasurer's Dept. - Employee Benefits	99,950	86,820	71,476	65,541	58,232
Clerk/Treasurer's Dept. - Travel	16,500	16,500	12,964	15,396	16,547
Clerk/Treasurer's Dept. - Office Expense	41,500	40,000	40,934	40,563	39,242
Clerk/Treasurer's Dept. -Computer Maintenance	11,900	6,000	9,119	5,590	5,840
Telephone	7,000	8,000	6,660	6,004	7,792
Recruitment	0	0	1,410	311	641
General Legal & Audit	22,000	22,000	31,091	26,548	13,851
Clerk/Treasurer's Dept. - Membership Fees	16,000	16,000	16,014	15,440	14,100
Clerk/Treasurer's Dept. - Professional Development	11,000	9,000	12,101	9,324	6,893
Recoveries - County	(298,900)	(255,000)	(255,000)	(229,000)	(153,500)
Recoveries - Outside	(11,282)		(7,522)		

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

	<u>2002 BUDGET</u>	<u>2001 BUDGET</u>	<u>2001 ACTUAL</u>	<u>2000 ACTUAL</u>	<u>1999 ACTUAL</u>
<u>GENERAL GOVERNMENT - OTHER</u>	<u>36,500</u>	<u>28,000</u>	<u>17,900</u>	<u>23,201</u>	<u>24,597</u>
Warden's Banquet Expense	4,000	4,000	0	3,711	3,624
Executive Committee - Conventions	0			1,569	4,279
Finance & Administration Comm. - Conventions	8,500	5,000	4,117	3,140	2,968
Operations Committee - Conventions	7,000	7,000	5,913	6,763	5,685
Health Services - Conventions	3,500	3,500	0	4,584	5,660
Social Services & LHC Board of Directors - Conventions	3,500	3,500	3,002		
Development & Property Committee - Conventions	10,000	5,000	4,868	3,434	2,381
<u>PROPERTY DEPARTMENT</u>	<u>322,195</u>	<u>331,863</u>	<u>303,691</u>	<u>292,609</u>	<u>310,836</u>
Salaries & Fringe Benefits	35,000	28,776	28,425	70,972	43,280
Staff Training	1,500	2,000	0	285	728
Recruitment	0	1,000	0		1,087
Travel	1,000	3,000	596	2,733	2,773
Office Supplies	500	2,000	1,266	862	7,340
Legal	7,500	3,000	0	169	4,004
Misc	0	2,500			
Telephone	1,000	1,000	863	1,015	1,267
Memberships/Subscriptions	400	500	309	31	
Special Projects	0	0	0		22,095
Recoverable			(141)		
Purchased Services - 7 & 9 International Drive	0				
-Janitorial Contract	76,000	80,000	73,511	73,080	73,080
-Elevator Maintenance	4,000	3,000	3,636	3,544	2,898
-Mechanical	11,000	10,000	10,273	11,296	9,848
-Garbage Disposal	5,000	3,500	3,042	2,999	2,749
-Groundskeeping	3,000	3,000	1,999	2,489	19,014
-Miscellaneous	6,500	4,000	6,131	2,037	3,148
Building - 7 & 9 International Drive	0				
-Repairs & Maintenance	35,000	33,000	35,404	25,160	27,650
-Insurance	14,795	4,587	4,726	4,986	5,685
-Photocopier(s)	0	42,000	41,207		
-Lights, Heat & Power	105,000	105,000	92,445	90,951	84,190
Abandoned Rail Line Development	15,000				

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

	<u>2002 BUDGET</u>	<u>2001 BUDGET</u>	<u>2001 ACTUAL</u>	<u>2000 ACTUAL</u>	<u>1999 ACTUAL</u>
<u>INFORMATION TECHNOLOGY RESOURCE CENTRE</u>	<u>295,963</u>	<u>297,000</u>	<u>241,814</u>	<u>110,470</u>	<u>68,937</u>
Salaries/Fringe Benefits	175,658	75,000	99,969	53,714	48,936
Fringe Benefits	38,645	14,000			
Purchased Services	105,000	120,000	19,873	20,124	553
Corporate Software	20,000	17,400	19,050	2,248	
Annual Software Maintenance Fees	25,000	24,300	11,166	7,577	4,874
Communication Fees	50,000	66,700	44,873	16,053	5,782
Computer Technology Supplies	35,000	71,100	66,757	2,609	2,279
Travel	10,000	6,500	7,871	3,517	1,847
Recruitment	2,000	0	0	0	0
Office Expense	15,000	3,000	2,451	1,519	2,501
Professional Development	8,000	4,000	2,275	3,109	2,165
Recoveries - Outside Agencies	(76,000)	(105,000)	(32,471)	0	0
Recoveries - County	(112,340)	0	0	0	0
<u>YEAR 2000 PROJECT COORDINATION</u>	<u>0</u>	<u>0</u>		<u>3,457</u>	<u>82,972</u>
Salaries				3,074	57,017
Fringe Benefits					2,323
Conferences					955
Recruitment					305
Travel					1,000
Office Supplies					4,227
Software					731
Photocopy Supplies				125	1,406
Postage					330
Telephone					1,542
Equipment					3,029
Legal Fees				258	4,753
Contingency					5,354
<u>YEAR 2000 EQUIPMENT REPLACEMENT/UPGRADE</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>150,991</u>
Year 2000 Equipment Expenditures				0	150,991
<u>RECORDS MANAGEMENT</u>	<u>20,000</u>	<u>25,000</u>	<u>24,929</u>	<u>15,496</u>	<u>0</u>
Salaries/Fringe Benefits	15,000	20,000	19,932	9,365	
Office Expense	5,000	5,000	4,998	6,131	

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

	<u>2002 BUDGET</u>	<u>2001 BUDGET</u>	<u>2001 ACTUAL</u>	<u>2000 ACTUAL</u>	<u>1999 ACTUAL</u>
<u>HUMAN RESOURCES DEPARTMENT</u>	<u>100,264</u>	<u>97,418</u>	<u>82,935</u>	<u>93,589</u>	<u>62,696</u>
Salaries	206,242	193,383	193,022	159,995	125,756
Fringe Benefits	41,016	39,453	30,128	23,456	
Travel	20,000	18,000	19,808	17,548	16,963
Office Expense	26,000	26,000	23,376	25,915	21,939
Membership Fees	1,500	1,500	1,430	1,124	1,320
Consulting Fees (Templeman)	0		0		3,406
Legal Fees	10,000	4,000	2,878	442	226
Professional Development	6,000	6,000	4,870	5,488	4,770
Recovery - Outside Agencies	(15,000)	(10,000)	(11,660)	(28,476)	(26,824)
Recovery - County Departments	(195,494)	(180,918)	(180,918)	(111,903)	(84,860)
<u>WEED INSPECTION/BY-LAW ENFORCEMENT/FORESTRY DEPT.</u>	<u>(53,573)</u>	<u>(176,413)</u>	<u>(139,339)</u>	<u>(21,279)</u>	<u>10,047</u>
Salaries	65,653	69,006	51,123	34,565	10,047
Benefits	7,389				
Office Supplies	4,500	4,500	5,243	4,584	
Staff Training	8,000	2,000	229	1,592	
Travel	7,000	7,000	4,524	3,311	
Memberships/Subscriptions	500	700	307	257	
Telephone	2,000	2,500	320	139	
Legal	4,000	4,000	7,840	5,406	
Advertising	4,000	4,000	3,249	1,654	
Miscellaneous	3,000	3,000	2,629	2,868	
Maintenance Operations	13,000	17,881	3,603		
Demonstration Forest	5,000	5,000	1,706		
Tree Planting	12,000	17,000	20,889		
Tree Marking	0	23,000	11,483		
GPS Photography	8,000	25,000	25,000		
Tree Cutting By-law Review	0		0	15,397	
County Forest Five-Year Operational Plan	0		0	24,532	
By law / Weed Inspection			(435)		
Recoveries	(14,000)	(11,000)	(10,000)		
County Forest Revenue (Timber Sales)	(183,615)	(350,000)	(267,048)	(115,584)	
<u>TRANSPORTATION</u>	<u>10,064,100</u>	<u>8,121,400</u>	<u>8,404,993</u>	<u>8,418,076</u>	<u>7,642,171</u>
County Roads & Bridges (Net)	10,064,100	8,121,400	8,404,993	8,418,076	7,642,171
<u>LONG-TERM CARE</u>	<u>1,284,710</u>	<u>1,245,771</u>	<u>1,305,506</u>	<u>1,184,452</u>	<u>1,186,724</u>
Bonnechere Manor	723,570	682,844	753,864	654,307	647,954
Miramichi Lodge	485,612	441,387	430,102	423,695	418,786
Valley Manor Incorporated	21,659	21,628	21,628	20,787	21,355
North Renfrew Long Term Care Services Inc.	53,869	99,912	99,912	85,663	98,629

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

	<u>2002 BUDGET</u>	<u>2001 BUDGET</u>	<u>2001 ACTUAL</u>	<u>2000 ACTUAL</u>	<u>1999 ACTUAL</u>
<u>HEALTH SERVICES</u>	<u>1,564,038</u>	<u>1,564,038</u>	<u>1,564,038</u>	<u>1,529,312</u>	<u>1,575,300</u>
Renfrew County & District Health Unit	1,564,038	1,564,038	1,564,038	1,529,312	1,575,300
<u>RECREATION & CULTURAL SERVICES</u>	<u>26,000</u>	<u>64,888</u>	<u>44,984</u>	<u>46,026</u>	<u>21,524</u>
Publicity/Public Relations Service	20,000	15,000	17,848	16,913	16,524
Central Canada Exhibition - "County of Renfrew Day"	0	0		3,000	3,000
Entrance Signs	6,000				
Ottawa River Waterway - Marketing Contribution					2,000
Millennium Projects	0	49,888	27,136	26,113	
<u>ECONOMIC DEVELOPMENT</u>	<u>350,204</u>	<u>307,784</u>	<u>250,570</u>	<u>247,910</u>	<u>233,913</u>
Salaries	141,150	156,447	118,106	147,766	132,009
Employee Benefits	23,054	25,237	16,391	22,431	20,177
Office Expense	15,800	15,800	11,779	11,224	14,566
Recruitment	1,000	1,500	831	0	
Computer Maintenance	4,000	1,000	1,525	0	2,699
Memberships/Subscriptions	1,500	1,500	2,303	1,944	1,757
Professional Development/Staff Training	7,000	7,000	4,667	3,251	5,192
Marketing Program	20,000	23,000	24,330	10,017	15,849
Travel	15,000	15,000	15,155	13,653	12,709
Business Directory	10,800	3,500	2,761	0	
Hospitality	1,000	1,000	683	249	252
Misc	1,500	1,500	4,999	14	229
Special Projects - Agriculture	21,400	19,200	19,200	14,600	10,750
Special Projects - Temiskawa Waterway	15,000	14,100	14,085	13,000	
Special Projects - Temiskawa - Fitzroy Harbour	50,000				
Special Projects	22,000	22,000	18,076	9,761	17,724
Recoveries	0		(4,319)		
<u>EXPORT DEVELOPMENT INITIATIVE</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Salaries & Benefits			14615		
Administration			5572		
Marketing			9604		
HRDC Subsidy - EDI			(29,791)		

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

	<u>2002 BUDGET</u>	<u>2001 BUDGET</u>	<u>2001 ACTUAL</u>	<u>2000 ACTUAL</u>	<u>1999 ACTUAL</u>
<u>RENFREW COUNTY ENTERPRISE CENTRE</u>	<u>10,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Salaries	45,000				
Benefits	8,100				
Travel	3,500				
Office Expenses	3,300				
Misc	4,000				
Telephone	4,500				
Computer Equipment	4,000				
Equipment Rental	1,000				
Office Equipment	3,100				
Renovations	8,500				
Provincial Subsidies	(74,000)				
Recoveries - Municipalities	(1,000)				
<u>OTTAWA VALLEY TOURIST ASSOCIATION</u>	<u>166,000</u>	<u>166,242</u>	<u>166,242</u>	<u>170,683</u>	<u>159,420</u>
Salaries	84,259				
Benefits	21,705				
Direct Contribution to OVTA	60,036	166,242	166,242	170,683	159,420
<u>PLANNING DEPARTMENT</u>	<u>546,410</u>	<u>499,226</u>	<u>498,405</u>	<u>427,200</u>	<u>311,994</u>
Salaries	484,738	471,743	458,563	438,025	321,317
Employee Benefits	85,422	84,118	68,768	68,974	51,056
Purchased Services	0	0	0	6,450	
Travel	21,000	21,000	17,195	14,438	18,812
Office Expense	30,000	30,000	32,008	23,282	30,564
Land Division Advertisement Costs	12,000	12,000	8,779	11,469	9,396
Recruitment	1,000	0	0	0	3,047
Legal Fees	2,000	2,000	3,090	206	
Peer Review - Subdivisions	0	2,000		0	
Misc	1,500	1,500	0	0	
County Official Plan	5,000	11,375	8,368		
Professional Development	15,000	11,500	5,941	3,370	6,889
Provision for Computer Technology Upgrades	8,000		12,004	2,381	1,501
Special Projects - Lake Evaluation Study	1,000			0	5,000
Provision for Non Collectible Revenue	0	0	6,000		
Severence Application Fees	(68,250)	(101,010)	(70,013)	(101,223)	(90,661)
Municipal Projects - Fees	(27,000)	(17,000)	(12,000)	(1,193)	(4,771)
Service Charges - Fees	(15,000)	(20,000)	(20,633)	(23,777)	(19,803)
Subdivision Applications - Fees	(10,000)	(10,000)	(8,700)	(13,000)	(300)
Special Projects - Recoveries	0	0	0	(2,202)	(20,053)
Recoveries	0	0	(10,965)		

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

	<u>2002 BUDGET</u>	<u>2001 BUDGET</u>	<u>2001 ACTUAL</u>	<u>2000 ACTUAL</u>	<u>1999 ACTUAL</u>
<u>CIVIC ADDRESSING</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>115,165</u>	<u>77,387</u>
Salaries				12,888	41,332
Fringe Benefits				1,119	4,296
Office Expenses				2,948	8,891
Vehicle & Travel Expenses				664	6,942
Publicity				232	8,466
Bell Neutral Answering Service Agreement				95,791	
Fire Services - Tower Rental				1,523	7,460
Special Projects					
<u>G. I. S. / GROUNDWATER STUDY</u>	<u>53,000</u>	<u>40,000</u>	<u>37,961</u>	<u>10,960</u>	<u>67,858</u>
Property Fabric and Internet Access	23,000	40,000	37,961	10,960	67,858
Ground Water Study	30,000				
<u>COUNTY-WIDE EMERGENCY PLAN</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5,538</u>
Coordinator's Office					9,661
Emergency Plan Paper Exercise					4,120
Emergency Operations Centre					2,760
Portable Backup Generator					
Fire Services Network					
JEPP Subsidy					(11,003)
<u>AGRICULTURE & REFORESTATION</u>	<u>22,000</u>	<u>15,000</u>	<u>13,985</u>	<u>13,520</u>	<u>14,213</u>
Reforestation - Payment in Lieu	15,000	15,000	13,985	13,520	14,213
Forest Fire Protection	7,000				
<u>AGRICULTURE - HEALTHY FUTURES</u>	<u>5,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Purchased Service	14,000				
Travel	3,000				
Marketing	5,000				
Office Expenses	1,000				
Recovery - Local Agencies - Administration	(6,500)				
Provincial Subsidy - Administration	(11,500)				
Program Costs	830,000				
Provincial Subsidy - Program Costs	(415,000)				
Recoveries - Landowners - Program Costs	(415,000)				

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

	<u>2002 BUDGET</u>	<u>2001 BUDGET</u>	<u>2001 ACTUAL</u>	<u>2000 ACTUAL</u>	<u>1999 ACTUAL</u>
<u>SOCIAL SERVICES</u>	<u>5,973,605</u>	<u>6,308,239</u>	<u>5,432,109</u>	<u>5,739,335</u>	<u>6,545,302</u>
Social Assistance	11,400,670	12,775,264	9,542,649	11,958,539	13,475,775
Ontario Disability Support Program	27,299,493	27,616,555	27,255,332	26,910,778	28,766,968
Ontario Works	837,890	1,141,650	772,118	726,524	585,334
Local Systems Computer Support	41,642	45,629	45,186	45,629	45,629
Homelessness	91,800	182,520	56,851	105,367	
NCB Initiative	389,783	377,278	330,946	442,894	36,233
Community Innovation Fund	68,000	172,168	71,917	115,237	
Eligibility Review Officer	66,180	58,140	43,400	21,233	
Enhanced Family Support Initiative	26,464	44,173	33,772		
SDM	25,630	89,000	144,414	64,913	
Enhanced Funding Initiative	30,123	75,000	76,252		
Provincial Subsidy - Social Assistance	(8,525,467)	(9,733,088)	(7,281,424)	(9,177,968)	(10,509,102)
Provincial Subsidy - Ontario Disability Support Program	(21,552,047)	(21,586,722)	(21,476,667)	(21,113,291)	(22,207,113)
Provincial Subsidy - Ontario Works	(698,792)	(941,800)	(665,324)	(679,557)	(500,584)
Provincial Subsidy - Local Systems Support	(20,821)	(22,815)	(22,593)	(22,815)	(22,815)
Provincial Subsidy - Leap	0	0	0		(2,448)
Provincial Subsidy - Homelessness	(91,800)	(182,520)	(56,851)		
Provincial Subsidy - NCB	0	0	0	(105,367)	(8,831)
Provincial Subsidy - Community Innovation Fund	(68,000)	(172,168)	(71,917)	(115,237)	
Provincial Subsidy - Eligibility Review Officer	(66,180)	(58,140)	(43,400)	(21,233)	
Provincial Subsidy - Family Support Worker	(26,464)	(44,173)	(33,772)		
Provincial Subsidy - SDM	(25,630)	(89,000)	(144,414)	(64,913)	
Provincial Subsidy - Enhanced Funding Initiative	(30,123)	(75,000)	(76,252)		
Municipal Contribution - City of Pembroke	(3,198,746)	(3,363,712)	(3,068,115)	(3,351,398)	(3,113,744)
<u>CHILD CARE</u>	<u>499,108</u>	<u>510,872</u>	<u>442,710</u>	<u>403,855</u>	<u>348,288</u>
Child Care Costs	2,787,406	2,795,195	2,575,591	2,457,768	2,226,583
Child Care Service Plan	5,347	25,009	19,662	5,416	
Provincial Subsidy - Child Care	(2,204,547)	(2,201,917)	(2,058,582)	(1,960,511)	(1,797,583)
Provincial Subsidy - Child Care Service Plan	(5,347)	(25,009)	(19,662)	(5,416)	
Municipal Contribution - City of Pembroke	(83,751)	(82,406)	(74,299)	(93,402)	(80,712)
<u>EARLY YEARS PROGRAM</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Purchased Services			58,176		
Admin Fees			7,522		
Marketing			10,350		
Publicity			1,562		
Provincial Subsidy - CFI			(77,610)		

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

	<u>2002 BUDGET</u>	<u>2001 BUDGET</u>	<u>2001 ACTUAL</u>	<u>2000 ACTUAL</u>	<u>1999 ACTUAL</u>
<u>SOCIAL HOUSING</u>	<u>1,957,210</u>	<u>2,153,980</u>	<u>2,127,349</u>	<u>2,110,075</u>	<u>2,094,026</u>
Social Housing - paid to Province				2,489,514	2,435,000
Renfrew County Housing Corp - Contribution	1,536,769	1,786,770	1,786,769		
Debenture Payments - Public Housing Stock	0	1,178,728	0		
Non Profit Housing	1,767,877	1,011,738	937,299		
<u>Central Administration</u>					
Salaries	95,916	33,602	33,492	40,384	42,535
Benefits	12,841				
Admin Charges	62,200	36,000	91,667		
HR Charges	60,152	55,667			
IT Charges	31,356				
Staff Training	3,000	3,000	664	677	1,851
Postage/Courier	800	800	147		
Travel	7,000	7,000	7,184	6,802	3,155
Office Supplies	2,000	2,000	3,631	2,044	2,762
Memberships/Subscriptions	500	500	300	461	197
Telephone	1,000	1,000	514	857	1,304
Legal	1,500	1,500	10,284		
Miscellaneous	1,000	1,000	0		222
Special Project	0	10,000	476		
Restructuring Costs	0		61,096		
Realignment Costs	11,599	176,555	164,956		
Transitional Expenses	0	79,200	79,203	15,249	
Provision for Statutory Entitlements Reserve	0	477,207	477,207		
Provincial Subsidy - Statutory Entitlements	0	(477,207)	(477,207)		
Provision for Capital Repairs Reserve	0	501,100	501,100		
Federal Subsidy - Capital Purposes	0	(501,100)	(501,100)		
Provincial Subsidy - Restructuring Funding	0	(97,470)	(97,468)		
Provincial Subsidy - Realignment	(11,599)	(176,555)	(164,956)		
Provincial Subsidy - Transition Costs	0	(79,200)	(79,200)		
Federal Subsidy - Public Housing & Rent Supplement	(1,298,279)	(1,530,407)	(351,679)		
Municipal Contribution - City of Pembroke	(328,422)	(347,448)	(357,030)	(445,913)	(393,000)

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

	<u>2002 BUDGET</u>	<u>2001 BUDGET</u>	<u>2001 ACTUAL</u>	<u>2000 ACTUAL</u>	<u>1999 ACTUAL</u>
<u>LAND AMBULANCE</u>	<u>2,694,234</u>	<u>2,239,498</u>	<u>2,016,050</u>	<u>1,631,055</u>	<u>1,536,863</u>
<u>Purchased Services:</u>					
Ministry of Health				1,791,717	1,819,000
Pembroke General Hospital	6,017,159	4,423,295	4,961,243		
PGH - Increase to 24 Hr Staffing	0	400,000			
Base Hospital Charges	22,600	22,600	20,821		
Cross Border Charges - Other UTM Pickup	90,000		88,703		
Contribution from Reserves - Vehicles	(184,000)				
Contribution from Reserves - Equipment	(173,946)				
Vehicle Purchases (2)	184,000				
Equipment Purchases (10 defib)	173,946				
Contingencies - Other	0	239,230	0		
Contingencies - Base Station Lease Costs	22,000	29,750	21,036		
<u>Provision for Reserves:</u>					
Vehicle Replacements	330,038	393,288	393,288		
Equipment Replacements	100,000	34,374	34,374		
Employee Severance	105,620	105,620	105,620		
<u>Central Administration:</u>					
Salaries & Benefits	47,000				
Admin Charge	27,800	24,000	24000	24,000	
EMS Directors Conferences/Seminars	3,000	3,000			
Travel	3,000	6,000	396		
Office Supplies	4,000	4,000	4045		
Audit Fees	0	3,000			
Legal Fees	3,000	3,000	129		
<u>Transitional Expenses:</u>	0	0	0	112,707	13,780
<u>Revenues:</u>					
Other Revenue	0	(10,500)	(1,934)		
Cross Border Recovery	(500,000)	(340,000)	(576,114)		
Province of Ontario - Superbuild		(63,250)	(63,250)		
Province of Ontario - Operating Subsidy	(3,137,608)	(2,642,704)	(2,664,537)		
Municipal Contribution - City of Pembroke	(443,375)	(395,205)	(331,770)	(297,369)	(295,917)

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

	<u>2002 BUDGET</u>	<u>2001 BUDGET</u>	<u>2001 ACTUAL</u>	<u>2000 ACTUAL</u>	<u>1999 ACTUAL</u>
<u>POA ADMINISTRATION (net revenues)</u>	<u>(803,195)</u>	<u>(715,021)</u>	<u>(876,844)</u>	<u>(518,065)</u>	<u>(647,217)</u>
POA Gross Revenues	(1,366,403)	(1,251,403)	(1,370,888)	(1,099,339)	(762,428)
	0				
<u>Direct Expenditures:</u>	0				
Salaries	138,625	129,500	121,568	35,475	
Fringe Benefits	21,655	27,500	18,613	5,627	
Municipal Prosecutor	10,900	10,600	6,483		
Witness Fees	2,900	2,510	2,758	1,154	
Interpreter Fees	700	1,415	211		
Travel	5,200	6,200	3,010	925	
Legal	0		567	1,420	
IT Technology	2,300	12,500	12,618		
Certificates of Offence	12,000	11,000	9,505		
Office Supplies	5,750	6,500	3,895		
Postage	5,700	7,400	2,760		
Telephone	4,350	4,350	3,280		
Office Equipment/Furniture	9,500	4,450	3,501		
Lease/Leasehold Improvements	68,500	65,000	62,782	15,540	
Satellite Courtroom Costs	4,450	4,450	1,810		
Professional Development	2,000	4,000	358		
Bank Charges(Visa/Mastercard)	4,400	7,000	3,427		
Admin Charges	25,200	24,000	24,000	24,000	
Collection Costs	5,350				
Miscellaneous	450	750	274		
<u>Provincial Costs:</u>	0				
Adjudication	60,300	57,120	35,666	5,744	
Provincial Prosecutor (Part III)	5,200	4,320	4,772	2,714	
ICON Charges	27,200	23,000	25,035	4,436	
Xebec Charges	4,300	5,150	2,854		
Monitoring/Enforcement Fees	4,100				
<u>Transitional Expenditures:</u>					
Transition Manager				26,176	4,659
Facility Renovations				178,241	
Computers and Technology				36,359	
Furniture and Equipment				30,328	
Office Supplies/Forms				13,444	
Staff Training - Administration				0	
- Prosecution				0	
Recruitment				241	
Miscellaneous				983	
City of Pembroke - Share of Net Revenue	132,178	117,667	144,297	198,467	110,552

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

	<u>2002 BUDGET</u>	<u>2001 BUDGET</u>	<u>2001 ACTUAL</u>	<u>2000 ACTUAL</u>	<u>1999 ACTUAL</u>
<u>OTHER LOCAL SERVICES REALIGNMENT</u>	<u>1,097,950</u>	<u>1,178,441</u>	<u>1,112,871</u>	<u>1,178,441</u>	<u>1,186,540</u>
Property Assessment	1,097,950	1,178,441	1,112,871	1,178,441	1,186,540
<u>FINANCIAL EXPENSE</u>	<u>2,029,326</u>	<u>2,097,630</u>	<u>2,079,041</u>	<u>2,197,146</u>	<u>2,918,935</u>
Temporary Debt Charge			0		
County Share - Taxes Written Off	100,000	100,000	171,582	91,480	125,440
Bad Debt Write-off			0		
Bill 79 - Federal PIL Shortfall (Capping & Reassessment)	0				
- Bill 79 Shortfall (County Share)	0		0	310,414	257,459
Bill 140 Shortfall (County Share)	350,000	350,000	267,202		
Arbitration Costs	0			33,882	
Municipal Tax Equity Consultants Inc.	10,000	25,000	18,657		30,728
Vacant Building - Rebates	42,000	42,000	40,970		
Provision for Millenium Reserve	0			49,888	
Provision for Unallocated Funds	150,000	150,000	150,000	4,200	95,767
Provision for Capital Works - Roads	0	194,191	194,191	472,027	
Provision for Building Reserve Fund - Miramichi Lodge	1,000,000				1,000,000
Provision for Insurance Reserve	50,000				
Provision for Division C (Bill 79) Shortfall Reserve	0				177,715
Debenture Repayment - Administration Building	0	908,460	908,460	906,925	903,425
Debenture Repayment - Bonnechere Manor - 2004	327,326	327,979	327,979	328,330	328,401
<u>SURPLUS/(Deficit)</u>	<u>0</u>		<u>1,597,928</u>	<u>1,493,509</u>	<u>1,515,435</u>
<u>GRAND TOTALS</u>	<u>28,934,509</u>	<u>27,076,071</u>	<u>27,340,529</u>	<u>27,567,346</u>	<u>28,170,864</u>

**COUNTY OF RENFREW
2002 BUDGET PROJECTION
GENERAL REVENUE FUND**

	<u>2002 BUDGET</u>	<u>2001 BUDGET</u>	<u>2001 ACTUAL</u>	<u>2000 ACTUAL</u>	<u>1999 ACTUAL</u>
<u>REVENUES</u>					
<u>COUNTY LEVY</u>	<u>21,610,479</u>	<u>20,067,290</u>	<u>19,942,239</u>	<u>20,386,755</u>	<u>20,045,712</u>
<u>WATERPOWER GENERATING STATIONS - REVENUE TAX</u>	<u>347,208</u>	<u>347,208</u>	<u>347,208</u>		
<u>RAILWAY/HYDRO RIGHTS-OF-WAY</u>	<u>45,000</u>	<u>45,000</u>	<u>57,537</u>	<u>45,428</u>	<u>33,311</u>
<u>SUPPLEMENTARY REVENUE</u>	<u>100,000</u>	<u>100,000</u>	<u>267,796</u>	<u>152,590</u>	<u>194,694</u>
<u>PROVINCIAL SUBSIDIES</u>	<u>4,596,634</u>	<u>4,171,000</u>	<u>4,404,000</u>	<u>3,686,000</u>	<u>5,166,194</u>
Community Reinvestment Fund	4,596,634	4,171,000	4,404,000	3,686,000	2,934,000
Special Transitional Funding					715,999
Special Circumstances Funding					1,424,000
1998 Education Tax Recovery					92,195
<u>OTHER REVENUE</u>	<u>587,260</u>	<u>770,176</u>	<u>746,352</u>	<u>953,920</u>	<u>632,953</u>
Interest on County Rates				359	20,217
Interest on Investments	110,000	250,000	224,088	400,884	117,559
Licenses	1,000	1,000	1,600	1,500	1,000
Local Systems Support - Ontario Works	0				
Rent Revenue - Health Unit/C.C.A.C.	451,260	494,176	494,177	494,177	494,177
Other Revenue - NCB Administration	25,000	25,000	26,487	57,000	
<u>CONTRIBUTION FROM RESERVES</u>	<u>50,000</u>	<u>81,888</u>	<u>81,888</u>	<u>827,217</u>	<u>150,000</u>
Contribution from Y2K Reserve					150,000
Contribution from Division C (Bill 79) Shortfall Reserve				177,715	
Provincial Subsidy Transfer Reduction Reserve				520,380	
Contribution From Working Capital Reserve	50,000				
Plowmen's Association Reserve Fund				93,372	
Contribution from Millenium Reserve		49,888	49,888		
Pay Equity Reserve				15,750	
Contribution from Reforestation Reserve		32,000	32,000		
Contribution from Forest Management Reserve				10,000	
Contribution from Tree Cutting By-law Reserve				10,000	
<u>PRIOR YEARS SURPLUS</u>	<u>1,597,928</u>	<u>1,493,509</u>	<u>1493509</u>	<u>1,515,436</u>	<u>1,948,000</u>
<u>GRAND TOTAL</u>	<u>28,934,509</u>	<u>27,076,071</u>	<u>27,340,529</u>	<u>27,567,346</u>	<u>28,170,864</u>