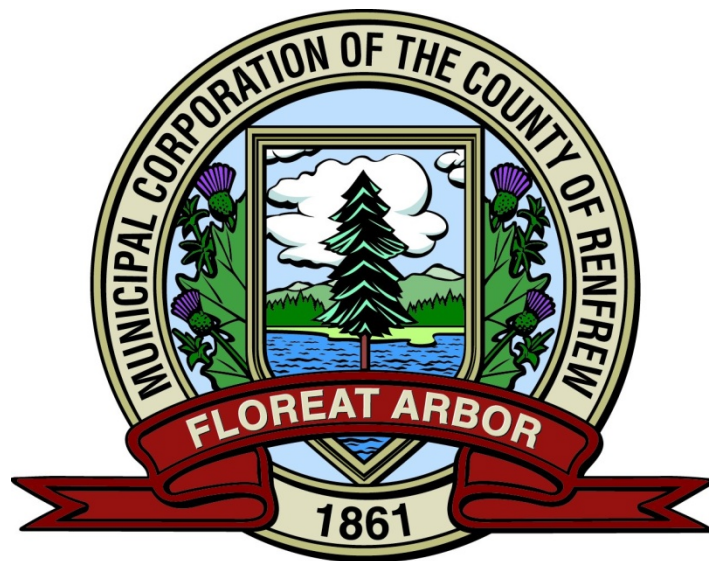


Business Plan 2010



County of Renfrew

April 28, 2010

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Warden's Address

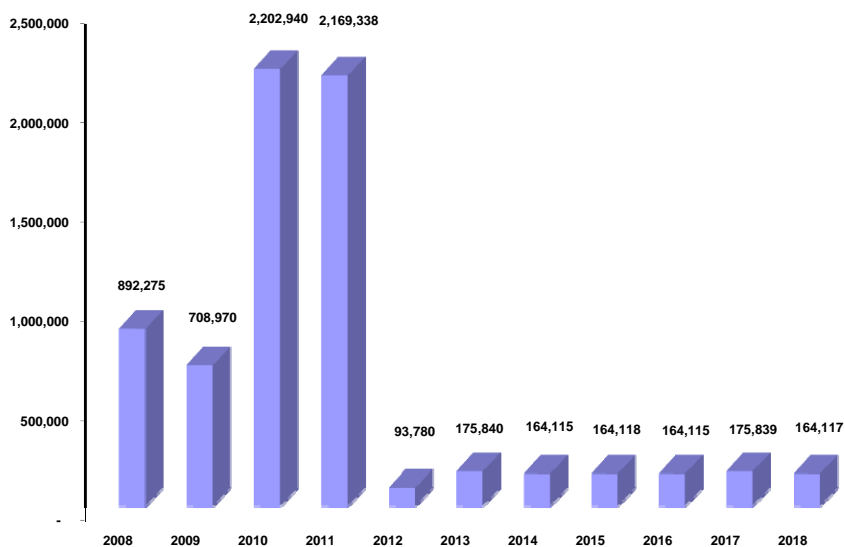
Ladies and Gentlemen:

I am pleased to provide to members of County Council today a copy of the 2010 Business Plan for the Corporation of the County of Renfrew.

Since 2003, the County of Renfrew has utilized a Business Plan approach to develop its annual budget. An understanding of our Departmental Goals and the methods to obtain those goals is important. Equally important, is a review of the 2009 Achievements, and the presentation of the 2010 Issues, Opportunities and Challenges facing each Department. These items are highlighted within each section of the 2010 Business Plan. Detailed 2010 financial projections of the various departments, including 2010 staffing changes, adopted at the February 25, 2010 session of County Council have also been included within this document.

I believe it is important for us to appreciate the impact of the current economic climate on the many programs and initiatives we have planned for 2010.

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



In 2009, the Province of Ontario committed to continue with the Mitigation Funding component of the Ontario Municipal Partnership Fund (OMPF) to ensure that a municipality's combined benefit of its 2009 OMPF plus the reduced cost from the social services uploads, will be at least equal to its Announced 2007 OMPF allocation. The Province announced that 2009 would be the last year for mitigation funding.

The County of Renfrew, along with other municipalities across the Province impacted by the potential loss of mitigation funding lobbied the Province to have them continue with the mitigation funding program until such time as the uploaded costs exceeded the OMPF allocation. Staff made County Council aware that the loss of mitigation funding for the County of Renfrew in 2010 would be \$1.1 million representing an automatic increase to the levy increase of 3.33% over 2009.

Recognizing and given the best efforts of the County, AMO and other municipalities for the Province to continue with full mitigation funding, the Ministry of Finance announced on December 15, 2009 that the Province was providing one-time transitional assistance in 2010. Since the fiscal situation at the Provincial level had worsened, full mitigation funding would not be provided.

As a result of this announcement, the County of Renfrew will receive only \$308,300, a decrease in OMPF related funding of \$2,946,300 from 2009. This created a \$743,360 shortfall from expected OMPF funding and represents a full 2.25% impact on our levy for 2010.

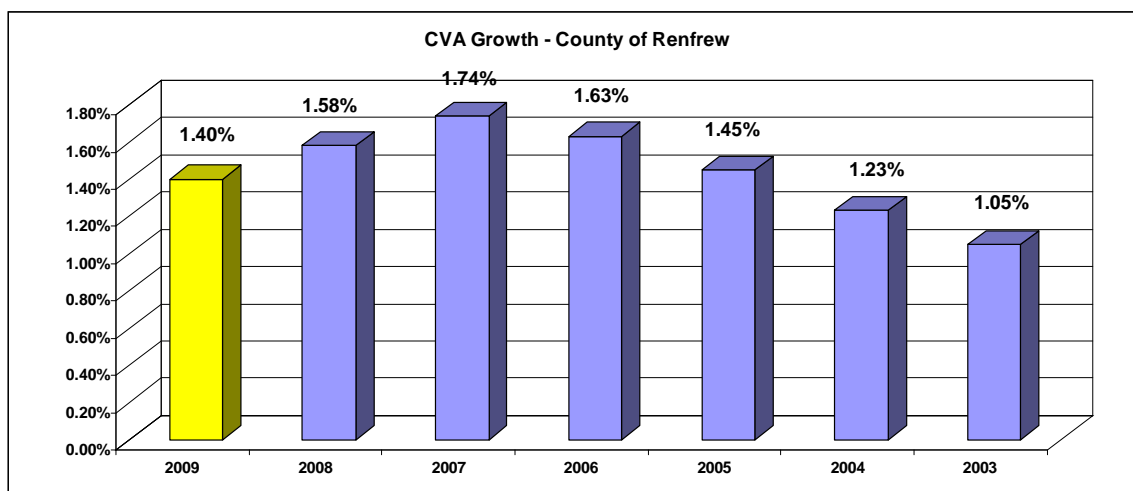
On Thursday, March 25, 2010, the Honourable Dwight Duncan, Minister of Finance, presented the 2010 Ontario Budget. The budget contains a "Sector Highlights" section dealing with municipalities. The information sheet highlights many provincial initiatives that have benefited the municipal sector, but these are almost entirely a list of prior announcements, including:

- Stimulus funding
- Gas tax
- Invest in Ontario funding
- Uploading of social services

The provincial budget did not contain any new announcements that will directly benefit municipalities. It also projected a provincial deficit for 2009-2010 of \$21.4 billion. Diminishing deficits are projected, with the budget being balanced by 2017-2018. The deficit will not be less than \$10B annually until 2015-2016. It is my opinion that we are headed for an extended period of very little provincial assistance for municipalities, and as such, our business planning will have to change in order to adapt to a new reality.

I wish to express my appreciation to all Committees for what I feel was a responsible approach to the 2010 Budget situation. Given the current economic climate, I am pleased that our 2010 levy of \$34,048,322 represents an increase of only 3.31% over the 2009 levy requirement.

The increase of 3.31% in our levy requirement does not translate directly into an impact on the tax rate for 2010, as we must also take into account changes in Current Value Assessment (CVA). CVA must be analyzed in terms of physical changes to properties (growth) and changes related to valuation (re-assessment). Physical changes to property like new construction, additions, improvements and demolitions as well as any equity changes in value triggered by Minutes of Settlement, decisions of the Assessment Review Board (ARB) or refund applications, all effect the tax base (growth or loss). For the County of Renfrew, the impact of growth was 1.40% in 2010. This level of growth remains very consistent with the CVA growth over the last several years, as shown in the graph below.



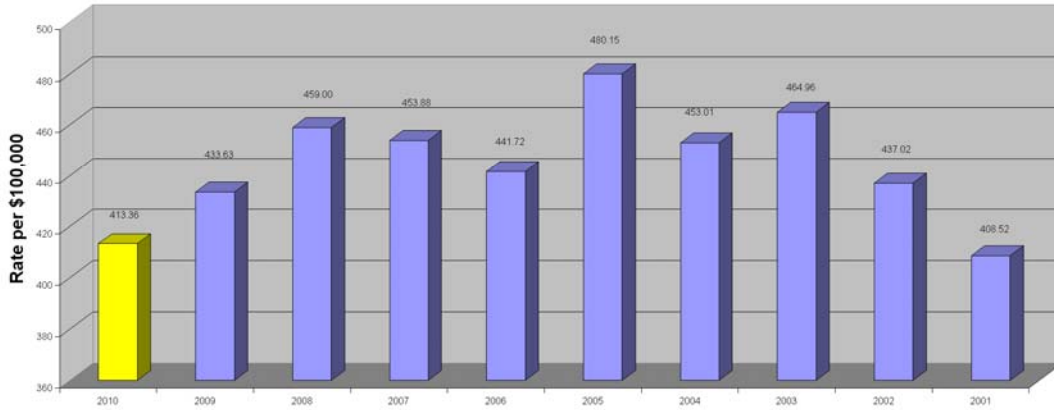
In addition to CVA growth, we must also understand the impact of the change in the current assessment valuation date. The 2009-2012 assessment information is based on January 1, 2008 values and it is being phased in over these 4 years. The valuation change for this, the second year of the phase in, will be 7.15% County wide.

The impact on the tax rate after considering the increased levy (3.31%), the impact of CVA growth (1.40%) and the valuation change (7.15%), is that the County tax rate will decrease by (4.68%) in 2010. Using the example of a residential property being assessed with a value of \$100,000 dollars, the County portion of the property tax bill would be \$413.36 in 2010 compared to \$433.63 in 2009.

If we factor in the average residential increase in assessed property value (8.35%), then the 2010 County portion of taxes would be \$447.87 ($\$108,350 \times 0.0041336$) compared to \$433.63 in 2009, an increase of \$14.24. I would also like to mention that residential education tax rates have dropped from \$252.00 per \$100,000 assessed value to \$241.00. Again, if the 2010 assessed residential property remained unchanged from the 2009 assessed value of \$100,000, the overall combined 2010 County and Education tax bill of \$654.36 is \$31.27 lower than the 2009 combined rate of \$685.63, a decrease of 4.56%.

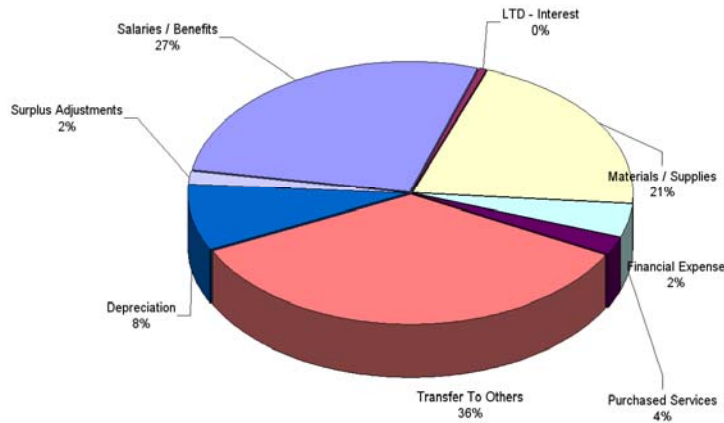
The following chart provides a graphical representation of the County tax rates for ten years. It should be noted that the County tax rate is at its lowest level since 2001.

County Tax Rates

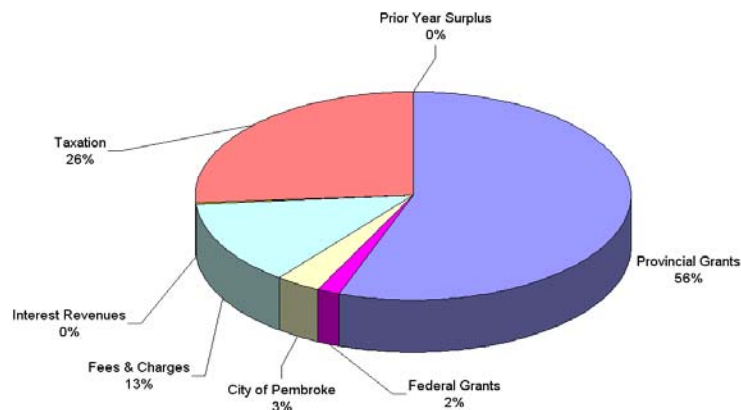


The General Revenue Fund Budget is where the total County's operations are brought together and many of the County's various operations are only shown in that budget to the extent of the actual County costs. In order to better understand the overall County budget structure, it is helpful to review the 2010 consolidated budget of the County of Renfrew's entire operation, as reflected on the following charts.

2010 Expenditures - \$132.8 Million



2010 Revenues - \$132.8 Million



I wish to again to express my sincere appreciation to members of County Council who for two full days deliberated the 2010 budget recommendations from senior management and the various Standing Committees of County Council, to approve of a fiscally responsible County of Renfrew budget for 2010. My sincere appreciation is also extended to Mr. Norm Lemke, CAO and his management team for a fiscally responsible approach to the 2010 County budget.

Respectfully submitted:

Warden Donald Rathwell.

Summary of Key Financial Information

2010 NET GENERAL REVENUE FUND BUDGET SUMMARY

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Agriculture & Reforestation	22,000	22,000	0
Bonnechere Manor	1,095,062	1,117,287	(22,225)
CAO / Finance	932,469	707,353	225,116
Child Care	506,957	489,457	17,500
Economic Development	345,593	345,799	(206)
Emergency Management	184,650	140,846	43,804
Enterprise Centre	28,055	25,250	2,805
Financial Expense	5,303,073	4,908,368	394,705
Forestry	(65,142)	(57,958)	(7,184)
Human Resources	190,956	209,896	(18,940)
Information Technology	400,323	392,594	7,729
Members of Council	306,345	295,136	11,209
Miramichi Lodge	931,194	818,792	112,402
MPAC	1,386,338	1,347,047	39,291
North Renfrew LTC	95,669	99,306	(3,637)
OVRTA	170,541	170,541	0
Paramedic Service	5,296,807	5,296,807	0
Planning	674,165	650,457	23,708
POA	(726,677)	(744,357)	17,680
Property - Pembroke Admin	322,944	322,263	681
Property - Renfrew Place	(166,482)	(156,607)	(9,875)
Property - Base Stations	0	0	0
Public Works	12,636,710	12,800,000	(163,290)
Recreation & Cultural	15,000	10,000	5,000
Renfrew County Health Unit	1,211,036	1,211,036	0
Social Housing	3,830,376	3,493,635	336,741
Social Services	4,143,891	5,962,243	(1,818,352)
Special Projects	20,000	20,000	0
Total Costs	39,091,853	39,897,191	(805,338)
County of Renfrew Levy	34,048,322	32,949,736	1,098,586
Other Revenue	4,735,231	3,692,855	1,042,376
Provincial Subsidies	308,300	3,254,600	(2,946,300)
Total Revenues	39,091,853	39,897,191	(805,338)

2010 GROSS GENERAL REVENUE FUND BUDGET SUMMARY

(Net Surplus Adjustments)

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries / Benefits	36,254,363	35,442,473	811,890
LTD - Interest	637,092	701,156	(64,064)
Materials / Supplies	27,594,371	25,671,620	1,922,751
Purchased Services	5,672,415	5,322,026	350,389
Financial Expense	2,957,631	3,182,721	(225,090)
Transfer To Others	46,464,193	42,550,038	3,914,155
Depreciation	10,916,550	10,887,001	29,549
Surplus Adjustments	2,324,216	2,094,807	229,409
Total Expenses	132,820,831	125,851,842	6,968,989

Provincial Grants	73,750,115	68,574,060	5,176,055
Federal Grants	2,208,564	1,577,314	631,250
City of Pembroke	4,366,197	4,948,288	(582,091)
Fees & Charges	17,583,002	16,797,813	785,189
Interest Revenues	220,000	360,000	(140,000)
Taxation	34,563,322	33,464,736	1,098,586
Prior Year Surplus	129,631	129,631	0
Total Revenues	132,820,831	125,851,842	6,968,989

(Gross Surplus Adjustments)

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries / Benefits	36,254,363	35,442,473	811,890
LTD - Interest	637,092	701,156	(64,064)
Materials / Supplies	27,594,371	25,671,620	1,922,751
Purchased Services	5,672,415	5,322,026	350,389
Financial Expense	2,957,631	3,182,721	(225,090)
Transfer To Others	46,464,193	42,550,038	3,914,155
Depreciation	10,916,550	10,887,001	29,549
Surplus Adjustments	21,786,168	19,080,473	2,705,695
Total Expenses	152,282,783	142,837,508	9,445,275

Provincial Grants	73,750,115	68,574,060	5,176,055
Federal Grants	2,208,564	1,577,314	631,250
City of Pembroke	4,366,197	4,948,288	(582,091)
Fees & Charges	17,583,002	16,797,813	785,189
Interest Revenues	220,000	360,000	(140,000)
Taxation	34,563,322	33,464,736	1,098,586
Surplus Adjustments	19,461,952	16,985,666	2,476,286
Prior Year Surplus	129,631	129,631	0
Total Revenues	152,282,783	142,837,508	9,445,275

2010 CAPITAL BUDGET SUMMARY

	2010 TCA	2010 TCA Pooled	2010 Total TCA	2009 Total Capital
Child Care			0	1,000,000
Economic Development		1,500	1,500	0
EMS	79,644		79,644	0
Finance		4,500	4,500	5,000
IT	26,500		26,500	0
Ontario Works	80,000	31,000	111,000	0
Forestry			0	8,000
Planning		3,000	3,000	0
Paramedic Service	922,900	24,500	947,400	984,000
POA	16,000	8,310	24,310	15,000
Property	266,400		266,400	1,925,000
Public Works	12,758,000		12,758,000	12,415,000
General Expenditures	14,149,444	72,810	14,222,254	16,352,000
Bonnechere Manor	1,055,000	44,600	1,099,600	1,323,000
Miramichi Lodge	70,300	26,500	96,800	294,500
Renfrew County Housing Corp	784,584	750,420	1,535,004	1,890,605
Total Capital Fund	16,059,328	894,330	16,953,658	19,860,105

2010 SCHEDULE OF RESERVES AND RESERVE FUNDS

		Balance 31-Dec-09	Transfers From General	Transfers To General	Transfers Between Reserves	Balance 31-Dec-10
Child Care		1,010,018		(500,000)		510,018
Ec Dev		90,000				90,000
General		7,829,341	3,074,339	(4,762,995)		6,140,685
Housing		1,449,657		(248,400)		1,201,257
I.T.		0	10,000			10,000
Paramedic		5,551,194	947,400	(1,190,189)		5,308,405
Planning		16,000		(16,000)		0
Public Works		4,609,464	100,000	(2,148,959)		2,560,505
Social Services		398,302				398,302
County Of Renfrew		20,953,976	4,131,739	(8,866,543)	0	16,219,172
LTC Home	WSIB	0		(55,000)	55,000	0
LTC Home	UnAllocated	460,107			(55,000)	405,107
LTC Home	Equip	328,653		(315,852)		12,801
LTC Home	Inventory	161,208				161,208
Bonnechere Manor		949,968	0	(370,852)	0	579,116
LTC Home	Contingency	200,000				200,000
LTC Home	WSIB	0				0
LTC Home	Equip	145,605		(96,800)		48,805
LTC Home	Sick leave	186,402				186,402
LTC Home	Inventory	40,980				40,980
Miramichi Lodge		572,987	0	(96,800)	0	476,187
Ottawaska	Ottawaska - Capital	109,052				109,052
Ottawaska	Ottawaska - Capital Repair	5,827				5,827
RCHC	Capital	2,096,640	150,000			2,246,640
RCHC	Capital Repair	191,602		(150,000)		41,602
RCHC	AHP Admin Reserve	100,000		(100,000)		0
RCHC	Working Capital	50,000				50,000
RCHC	WSIB	112,228				112,228
RCHC		2,665,349	150,000	(250,000)	0	2,565,349
Total Reserves		25,142,280	4,281,739	(9,584,195)	0	19,839,824

2010 STAFFING SUMMARY (HOURS)

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Bonnechere Manor	286,405	285,859	546
CAO	4,930	3,640	1,290
Child Care	15,470	15,470	0
Economic Development	5,460	5,460	0
Enterprise Centre	3,640	5,005	(1,365)
Finance	16,380	16,380	0
Forestry	1,820	1,820	0
Human Resources	12,110	13,930	(1,820)
Information Technology	10,920	10,920	0
Miramichi Lodge	274,824	274,183	641
Ontario Works	52,780	50,960	1,820
OVTA	5,460	5,460	0
Paramedic Services	219,582	215,900	3,682
Planning	18,200	18,200	0
POA	8,874	8,736	138
Property	6,260	6,000	260
Public Works	101,591	100,391	1,200
RCHC	59,020	58,990	30
Total Staffing	1,103,726	1,097,304	6,422

Finance

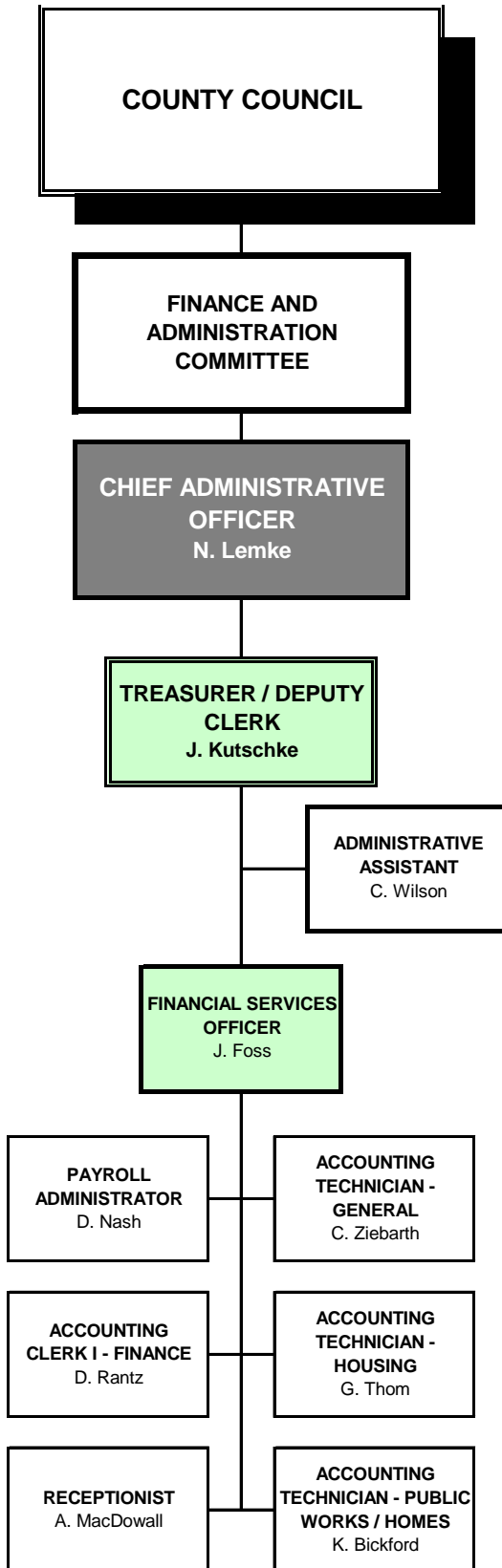
GOALS AND OBJECTIVES

- 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



2009 ACHIEVEMENTS

- Further development of electronic standard operating procedures for all key departmental functions.
- Reviewed internal control practices through internal project audits.
- A two-year “Pilot Project” was established for the early adoption of the 2009 Budget and will continue for the 2010 Budget.
- Coordination of the 2009 Business Plans and Budget Workshop for Council.
- Presentation of the 2009 Budget to Council.
- Researched and presented all 2009 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 2009.
- 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.
- 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 2008.
- Co-ordinated Bonnechere Manor and Miramichi Lodge CUPE Retroactive Pay.
- Co-ordinated Renfrew County Housing Corporation CUPE Retroactive Pay.
- Co-ordinated Bonnechere Manor and Miramichi Lodge ONA Retroactive Pay.
- Provided financial advice to the collective bargaining process.
- OMERS Supplemental Plans – attended information session and analyzed impact to County of Renfrew.
- Implemented a new Taxable Benefit for Personal Use of County Vehicles as required by the *Canada Revenue Agency Act*.
- Complied with new reporting requirements for the Bonnechere Manor Adult Day Services program (new Ontario Healthcare Reporting Standards).
- Reached agreements with several Upper-Tier Municipalities settling long standing disagreements related to cross-border land ambulance charges.
- Continued responsibility as “banker” for, the Renfrew County Agricultural Economic Development Consortium, the MNR Land Stewardship Program, the Madawaska Fish Stocking Project and the Ontario Native Affairs Secretariat.
- Co-ordinated Capital Asset project to meet the January 1, 2009 deadline for implementation of the PSAB 3150 requirements.
- Implemented changes for recording and reporting Tangible Capital Assets in the Public Works Job Cost System as required by PSAB 3150.

- Obtained an unqualified audit opinion with respect to the December 31, 2008 tangible capital asset inventory evaluation.
- Financial Services Officer continued to serve the Association of Municipalities of Ontario by participating in an Advisory Group that provides advice on the Municipal Information & Data Analysis System (MIDAS), a web-based tool that provides all of Ontario municipalities web based access to the Financial Information Return (FIR) and Municipal Performance Measure Program (MPMP) schedule data.
- Treasurer asked by AMO to participate on an Ontario Municipal Partnership Fund (OMPF) Mitigation Review Committee to press the Ministers of Finance and Municipal Affairs and Housing to continue with the Combined Benefit Stable Funding Guarantee (Mitigation Funding).
- Changed the format of all Renfrew County Housing Corporation Financial Statements based on new requirements from that division.
- Assisted the Miramichi Lodge Auxiliary by preparing the 2008 regular Charitable Information Return.

2010 ISSUES, OPPORTUNITIES, CHALLENGES

- Implement full accrual budgeting for 2010.
- Further assess the impact that PSAB will have on 2009 financial reporting including the 2009 Financial Information Return and the 2009 County of Renfrew Financial Statements.
- Diligent monitoring of tangible capital asset activity to ensure all qualifying transactions are captured and recorded according to internally developed standard operating procedures.
- Further development of electronic standard operating procedures for all key departmental functions.
- Obtain an unqualified audit opinion for the 2009 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 2010 tax policy recommendations for Council's consideration.
- Coordination of the 2010 Business Plan/Budget.
- Acting Chief Administrative Officer responsibilities.
- Evaluate Electronic Funds Transfer (EFT) processes for accounts payable and accounts receivable and implement same if internal control measures are satisfied.
- Implementation of Accounting software installed in each department to allow direct access to financial information inquiries.
- Update staff skills through continued skill development, training and work experience.
- Involvement in collective bargaining for CUPE and ONA in 2010.
- Implement further changes for reporting on Long-Term Care Homes with the introduction of the new Ontario Healthcare Reporting Standards.
- Possible Request for Proposal for Insurance Services in 2010.

2010 OPERATING BUDGET – Including CAO Office

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	1,203,869	1,044,823	159,046
Materials and Supplies	214,900	143,000	71,900
Purchased Services	12,750	12,500	250
Depreciation	24,000	23,407	593
Surplus Adj	(19,500)	(18,407)	(1,093)
Gross Expenditures	1,436,019	1,205,323	230,696
Recoveries - County	(503,550)	(497,970)	(5,580)
Revenues	(503,550)	(497,970)	(5,580)
Net Expenditures	932,469	707,353	225,116
Budget Hours	21,310	20,020	1,290

PERFORMANCE TARGETS

<u>Result</u>	<u>Category</u>	<u>Indicator</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

Human Resources

GOALS AND OBJECTIVES

GOAL #1

To advance Corporate Health and Wellness initiatives.

Objectives:

1. Promote through bulletins and email proper hygiene practices in the aftermath of H1N1, with a focus on prevention – Ongoing.
2. Meet with each Joint Occupational Health & Safety Committee on workplace specific initiatives and promotion – Summer 2010.
3. Ensure worker certifications are current and committees have access to division specific Occupational Health & Safety information – Spring 2010.
4. Initiate a high profile promotion of the Occupational Health & Safety week – Fall 2010.
5. Launch and maintain a Corporate Occupational Health & Safety and Wellness website – Fall 2009 / Spring 2010.

GOAL #2

Promotion of Media Relations initiatives.

Objectives:

1. Ensure the County Contact newsletter is published and distributed – Three times per year.
2. Provide a timely one page summary of the County Communiqué media release – Within 48 hours of a County Council session.
3. Provide timely appropriate media releases as required by County Council and senior staff – Weekly.
4. Continue to work with the Development & Property Department to advance economic development initiatives.

GOAL #3

To achieve successful contract negotiations within our five unionized divisions.

Objectives:

1. Completion of contract negotiations with the CUPE Local 4698 (Paramedic Services); Contract expired December 31, 2009 – By Spring 2010.
2. Completion of contract negotiations with the CUPE Local 4425 (Renfrew County Housing Corporation); Contract expired December 31, 2009 – By Spring 2010.
3. Completion of joint contract negotiations for CUPE Local 3586 (Miramichi Lodge) and CUPE Local 1508 (Bonnechere Manor); Contract expired December 31, 2009 – By Spring 2010.
4. Preparation for Interest Arbitration for ONA Local 174 representing both Bonnechere Manor and Miramichi Lodge; Contract expired April 2008 – Arbitration scheduled for February 2010.

GOAL #4

To assist all Departments in the County of Renfrew in program design for Disability Management.

Objectives:

1. To set out in a decision tree format guides for individual disability case management – Spring 2010.
2. Ensure Corporate Policies reflect the obligations of the Employer under the various applicable provincial legislation – Spring 2010.
3. Arrange for ongoing professional development of County staff on disability management – Summer 2010.
4. Monitor and maintain records of all disability claims – Ongoing.

GOAL #5

To apply for any and all available grant funding.

Objectives:

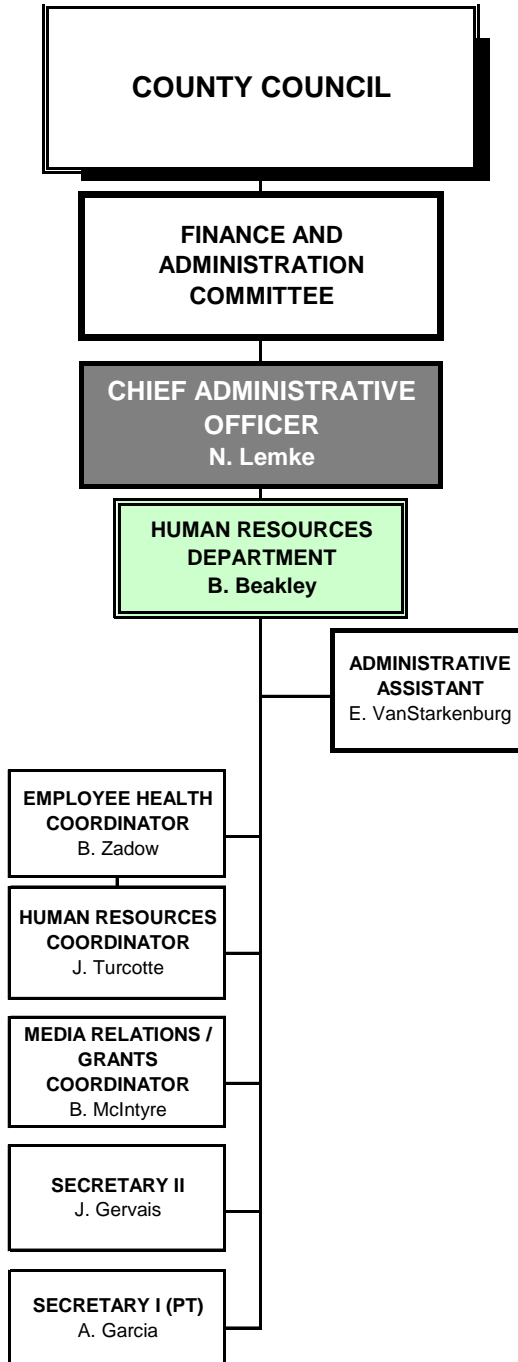
1. Work directly with all Department Heads on appropriate applications related to their services – Ongoing 2010.
2. Ensure the Grants Coordinator maintains both Provincial / Federal contracts related to current and future funding initiatives – Ongoing but maintained less than once per quarter.

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 and the Paramedic Service. All other staff are non-unionized.

ORGANIZATIONAL CHART



2009 ACHIEVEMENTS

- Audited all Human Resources related Corporate Policies. Consulted with Department Heads, Staff Administration Committee and presented new or revised policies in 2009. A total of 34 policies were revised and 2 new policies were developed and placed before the Finance & Administration Committee and County Council.
- Continued to advance the County of Renfrew as a “Learning Environment” by hosting 12 seminars or workshops at the County of Renfrew.

- Ongoing promotion of our Health and Wellness initiatives and safe work practices.
- Introduction of a new Performance Appraisal system for non-union staff focused on the setting of annual goals and objectives linking pay for performance to the “merit steps” on the wage grid system.
- Represented the Employer in various hearings and appeals under provincial legislation.
- Advanced the Corporate coordination of our local Occupational Health and Safety (OHS) programs. Launched Corporate OHS website.
- Conducted a “Policy Roadshow” for all non-union employees providing a five year overview of policy changes and Corporate direction taken.

2010 ISSUES, OPPORTUNITIES, CHALLENGES

- Disability management continues to be a priority focus for Human Resources and requires an individualized case by case approach.
- Labour relations will be a challenge given the expiration of all of our Collective Agreements. This is complicated by the fact that unions negotiate based on the recent past (other settlements) and the Employer tends to negotiate on the near future (economic conditions cost).
- The Human Resources Department will be proactively promoting Occupational Health & Safety and Wellness initiatives and practices across the Corporation.
- This 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 Human Resources Department will continue to monitor and promote the Succession Planning program and initiatives.

2010 OPERATING BUDGET

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	541,725	607,090	(65,365)
Materials and Supplies	66,500	68,500	(2,000)
Purchased Services	55,000	55,000	0
Depreciation	15,039	15,039	0
Surplus Adj	(15,039)	(15,039)	0
Gross Expenditures	663,225	730,590	(67,365)
Recoveries - Outside	(10,000)	(10,000)	0
Recoveries - County	(462,269)	(510,694)	48,425
Revenues	(472,269)	(520,694)	48,425
Net Expenditures	190,956	209,896	(18,940)
Budget Hours	12,110	13,930	(1,820)

PERFORMANCE TARGETS

To be determined.

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 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

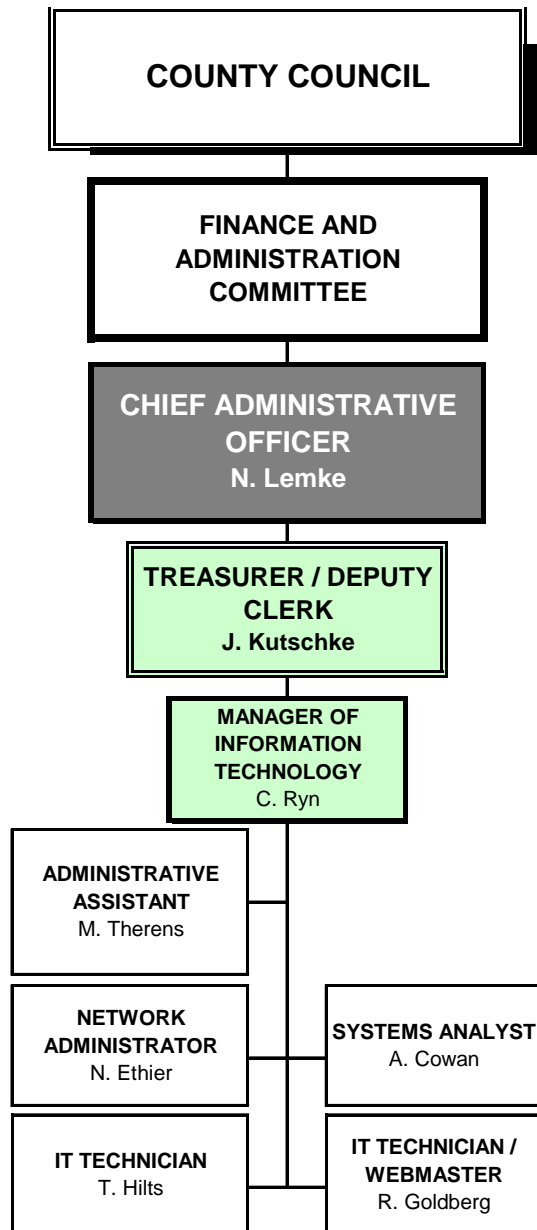
Currently staffed by six full-time equivalent positions, the Information Technology Division provides both Wide and Local Area Network support, along with hardware and Corporate software support to:

- 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:



2009 ACHIEVEMENTS

The following is provided as a brief overview of the achievements of the Information Technology Division over the course of the 2009 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's) to increase efficiency and ensure consistency in IT processes, as new technologies are required/requested by the various departments.
- Continued Management of the Corporate website which includes approximately 1,800 pages.
- Completion of the annual website updates for each Municipality and all Corporate Divisions and Departments of the County of Renfrew.
- Introduction of an online toner ordering system 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.
- Deployment of 39 Blackberry phones and the required infrastructure to communicate with the Corporate email collaboration system.
- Deployment of a new Internet web filtering/virus scanning/proxy appliance at the County Administration Building. This new service scans all Internet websites for malicious content before the page is ever loaded on the user's computer. This has significantly reduced the number of virus infections found on the computers at the County Administration Building.
- Reconfiguration of Emergency Services Networks to allow remote access for IT staff, thus eliminating a significant amount of travel required to resolve issues at the remote base stations.
- Installation of three new fibre optic WAN connections for the Ontario Works and Social Housing programs.
- Deployment of Windows Update Services across the Corporation, ensuring that all computers connected to the County WAN will receive Windows updates automatically as they are released.
- Installation of a new server to host the IDT Time Scheduling application for Miramichi Lodge.
- Transition from Novell software VPN's to Fortinet Hardware VPN's, which has significantly increased both network security and WAN optimization.
- The County of Renfrew has established Dell Computers as the new desktop computer vendor.

- Development of new sections on the County's Intranet that include Health and Safety, Human Resources Video Collections, Social Housing Affordable Housing Program and a new Procurement Opportunities/Tender section.
- Deployment of a new mobile court recording system for the POA Division.

2010 ISSUES, OPPORTUNITIES, CHALLENGES

For the 2010 fiscal year, network security will be the greatest challenge the Information Technology Division has to contend with in terms of staying current from new and emerging threats, as well as operating system weakness as they are exposed by the industry. The issue of security will always be high on the list of challenges that any Information Technology Department will have to manage. 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 deployment of MSOffice 2007 will be a considerable challenge for the County of Renfrew, not only for the IT Division to roll out and provide staff training but also for every end-user of the new office suite within the Corporation. The new version of MSOffice 2007 is significantly different than the previous MSOffice 2000 version, and will require considerable staff training in order for staff to become accustomed with the new features and functionalities.

The IT Division is also looking at redeveloping the County of Renfrew's Website and moving it to a database driven concept for easier management and functional use. There is also pressure to have the Website compliant with all of the new standards set out in the Accessible Information and Communications Standard under the *Accessibility for Ontarians with Disabilities Act, 2005*.

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.

2010 OPERATING BUDGET

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	448,173	433,374	14,799
Materials and Supplies	148,800	183,800	(35,000)
Purchased Services	6,000	6,000	0
Depreciation	27,000	26,378	622
Surplus Adj	9,500	(26,378)	35,878
Gross Expenditures	639,473	623,174	16,299
Recoveries - Outside	(4,000)	(4,000)	0
Recoveries - County	(235,150)	(226,580)	(8,570)
Revenues	(239,150)	(230,580)	(8,570)
Net Expenditures	400,323	392,594	7,729
Budget Hours	10,920	10,920	0

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. **210

**Denotes the total number (1,265) 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. 29 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

- Denotes the total number of Novell Network and Novell GroupWise 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

SERVICE REQUESTS PER STAFF: 1,143/FTE

Real Property

BACKGROUND

The Manager, Real Property Assets, under the direction of the Director of Development and Property, is responsible for the activities of the Real Property Division. Specifically through the provision of:

- Operation and maintenance of property at 7/9 International Drive, Pembroke, County Administration Building.
- Operation and maintenance of property at 450 O'Brien Road, Renfrew, Renfrew County Place.
- Operation and maintenance of property at 91 Meehan Street, Arnprior, Paramedic Base.
- Operation and maintenance of property at 18 Billings Street, Barry's Bay, Paramedic Base.
- Operation and maintenance of property at 170 Civic Centre Road, Petawawa, Paramedic Base.
- Consultation on Property and Asset Management services to all County Departments.
- Establishing Asset Management Program, including strategy, goals, measures and reports.
- Negotiating, monitoring, advising and arbitrating lease documents for third party holdings including issue resolution for County of Renfrew interests.

GOALS AND OBJECTIVES

GOAL #1

To provide facilities for the County of Renfrew, that are safe and efficient, thereby providing a fiscally and socially responsible platform for program delivery.

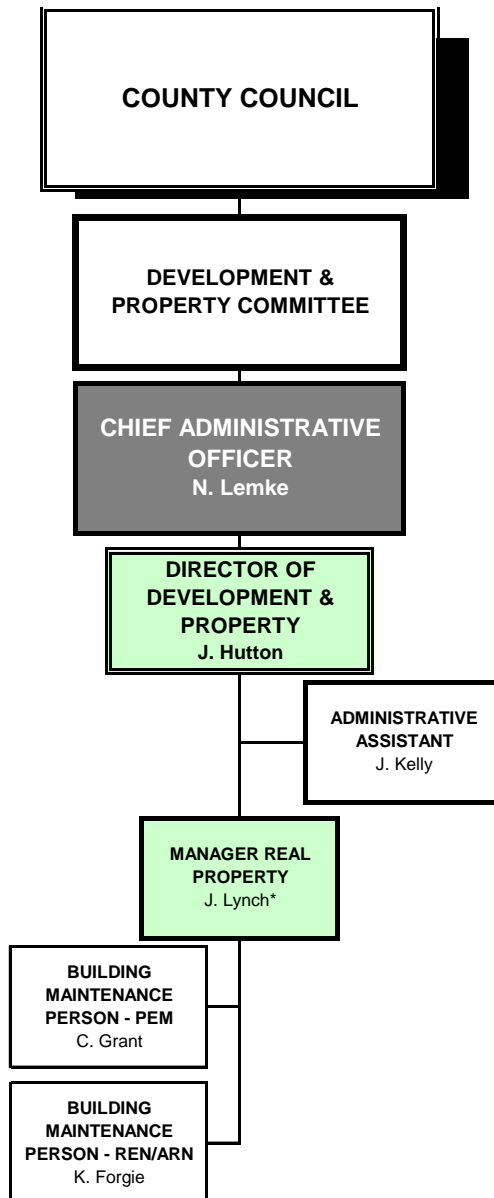
Objectives:

1. To provide building services to County of Renfrew departments including tender documents, lease agreements, security, janitorial and maintenance, etc.
2. To oversee capital projects, for new and existing departmental facilities, within the County of Renfrew. Providing project management, construction management or technical support to ensure projects are of quality and standards consistent with requirements while being on budget and on schedule.
3. To complete small projects, renovations, negotiate leases and resolve property related concerns in facilities provided by third parties.
4. To provide technical planning for the overall consolidation of County property needs within the City of Pembroke.
5. To provide By-law Enforcement services, which ensure compliance with specific by-laws related to Auctioneering and the use of County Forests.

PROGRAM RESOURCES

The Real Property Division consists of the Manager (1 FTE) and two Building Maintenance persons (2 FTE). An Administrative Assistant, shared with the Director of Development and Property, provides administrative support.

ORGANIZATIONAL CHART



2009 ACHIEVEMENTS

- Completed tenant accommodations at Renfrew County Place, resulting in 100% occupancy.
- Negotiated lease with the Ontario Realty Corporation for tenant space at Renfrew County Place.
- Negotiated lease with the Child's Paradise Day Care for tenant space at Renfrew County Place.
- Improved security configurations at Renfrew County Place to accommodate tenants and staff needs.
- Initiated, project managed and completed the construction of the Paramedic Base in Barry's Bay.
- Initiated, project managed and completed the construction of the Paramedic Base in Petawawa.
- Completed the construction of a storage garage at the County Administration building to eliminate the need for off-site storage, eliminating ongoing costs.
- Provided building services at 7/9 International Drive, Pembroke, which facilitated 100% uninterrupted occupancy.
- Provided building services at 91 Meehan Street, Arnprior, which facilitated 100% uninterrupted occupancy.
- Provided building services at 450 O'Brien Road (Renfrew County Place), Renfrew, which facilitated 100% uninterrupted occupancy.
- Negotiated lease renewals with respect to office space and real estate holdings for County of Renfrew departments.
- Dealt with all health and safety issues as identified by the Health and Safety Committees of the various facilities.
- Developed an extensive network of service providers to support initiatives on Property related matters.

2010 ISSUES, OPPORTUNITIES, CHALLENGES

Property issues across the Corporation continue to get more complex and diversified. The County of Renfrew holds an ever-increasing portfolio of significant real property assets. A comprehensive capital plan which consolidates the operation and maintenance of these assets needs to be addressed. Aging infrastructure and furnishings require increased attention to ensure they are reflective of the business needs, appropriate to public perception and available when required.

- Manage the vacant land portion of 450 O'Brien Road (Renfrew County Place), Renfrew including the resolution of encroachment issues.
- Manage the vacant land portion of 725 Pembroke Street, Pembroke (Miramichi Lodge), including the solidification of an alternative egress route to access the property.

- Continued responsibility for negotiating leases with third parties to improve income sources and minimize financial impacts for expenditures. Annual escalation clauses in most leases, creates an opportunity for revenue improvement.
- Issues of electrical energy rates, gas rates and building efficiencies are being addressed to reduce and maintain current operating costs. Major opportunities for third party agreements need to be explored and implemented as appropriate.
- Bulk purchasing opportunities for electricity will be explored for the benefit of all County of Renfrew properties and Operations.
- Preventative maintenance standards and procedures will be established to initiate a common maintenance strategy for all County of Renfrew buildings and operations.
- Making improvements to 7/9 International Drive to maintain its function and improve the aesthetics of Council Chambers.
- Initiating recycling programs at both major facilities.
- Participation in the Green Operations Property Management Committee should provide an opportunity for energy savings.

2010 COUNTY ADMINISTRATION BUILDING OPERATING BUDGET

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	149,638	149,514	124
Materials and Supplies	333,370	373,813	(40,443)
Purchased Services	5,100	5,100	0
Depreciation	191,947	191,947	0
Surplus Adj	(41,447)	(116,947)	75,500
Gross Expenditures	638,608	603,427	35,181
Recoveries - Outside	(310,664)	(276,164)	(34,500)
Recoveries - County	(5,000)	(5,000)	0
Revenues	(315,664)	(281,164)	(34,500)
Net Expenditures	322,944	322,263	681
Budget Hours	4,180	4,180	0

2010 RENFREW COUNTY PLACE OPERATING BUDGET

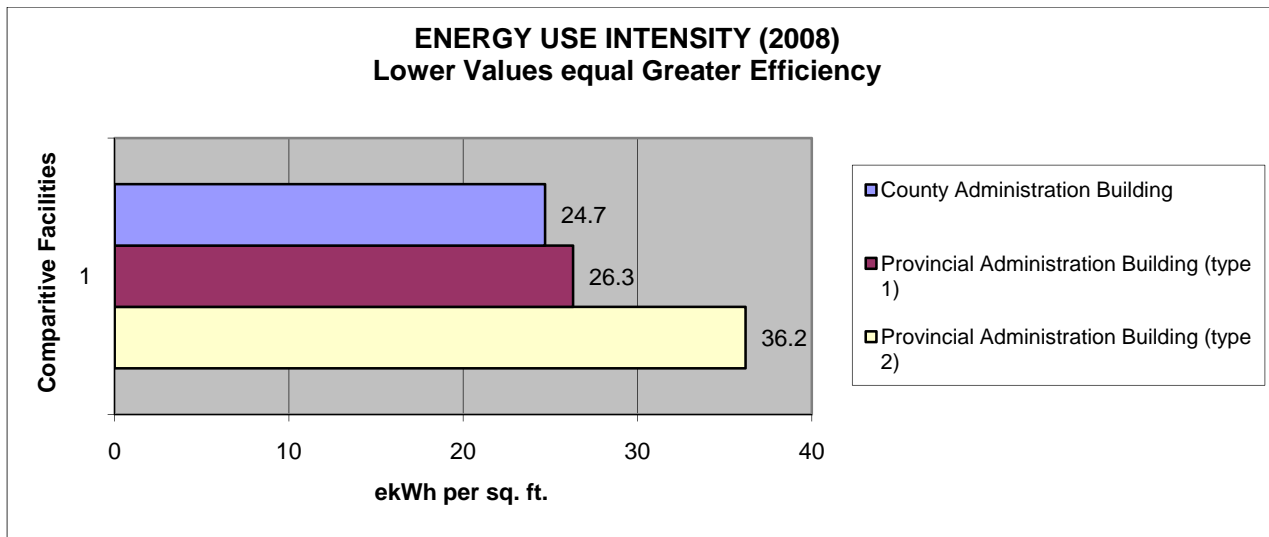
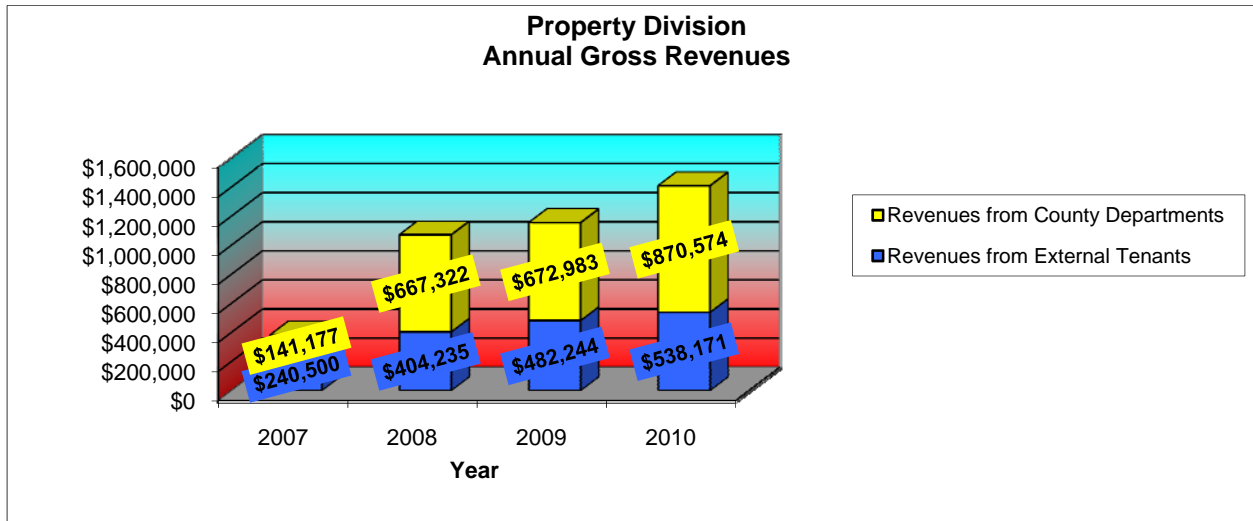
	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	50,052	47,714	2,338
Materials and Supplies	136,300	127,453	8,847
Purchased Services	105,000	130,000	(25,000)
Depreciation	173,253	173,253	0
Surplus Adj	80,277	40,327	39,950
Gross Expenditures	544,882	518,747	26,135
Recoveries - Lease	(269,507)	(240,157)	(29,350)
Recoveries - County	(441,857)	(435,197)	(6,660)
Revenues	(711,364)	(675,354)	(36,010)
Net Expenditures	(166,482)	(156,607)	(9,875)
Budget Hours	2,080	1,820	260

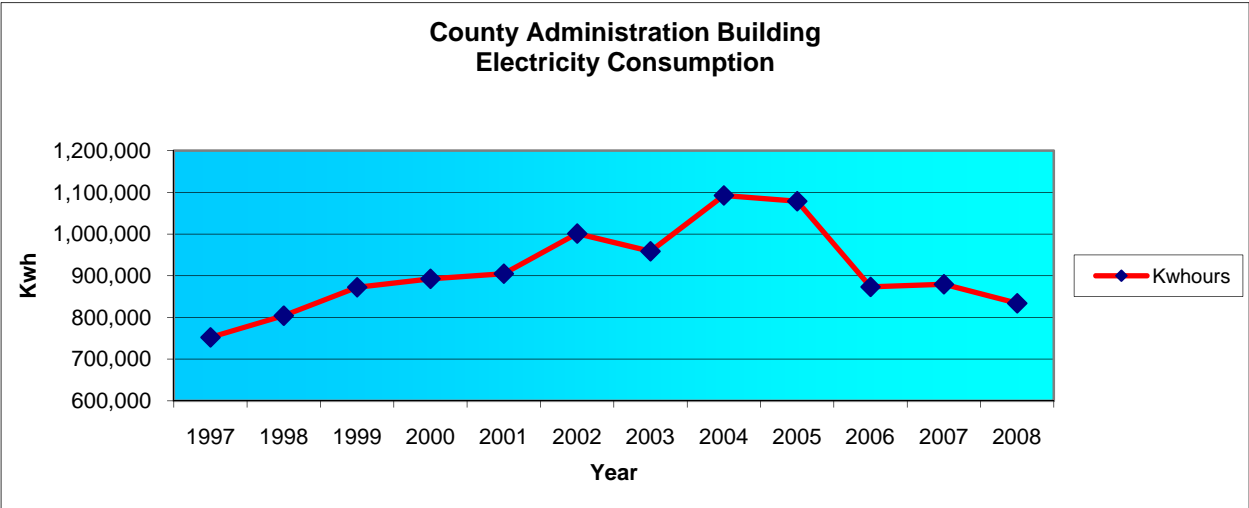
2010 PARAMEDIC BASE STATIONS OPERATING BUDGET

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	0	0	0
Materials and Supplies	74,100	25,050	49,050
Purchased Services	12,000	4,000	8,000
Depreciation	37,584	12,528	25,056
Surplus Adj	276,689	196,208	80,481
Gross Expenditures	400,373	237,786	162,587
Recoveries - County	(400,373)	(237,786)	(162,587)
Revenues	(400,373)	(237,786)	(162,587)
Net Expenditures	0	0	0

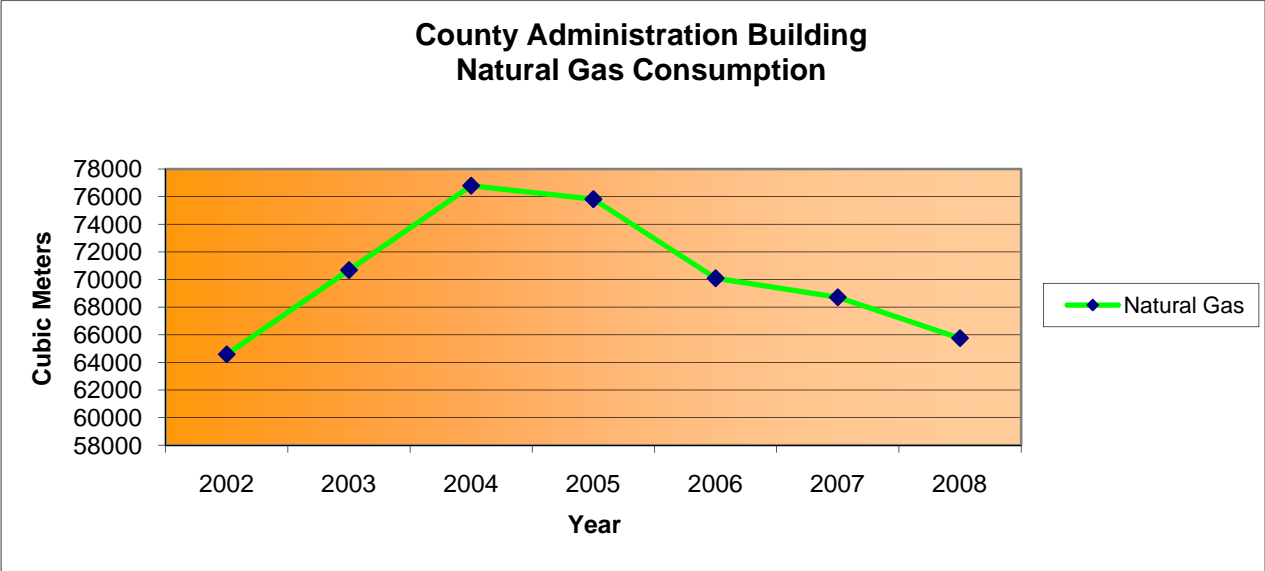
PERFORMANCE TARGETS

Benchmarking against Industry Standards utilizing the newly created AMO/LAS criteria will create a starting point for future measures. The Green Operations Committee will oversee establishing energy management and facility operations standards, which will be utilized for measures at the County Administration Building and Renfrew County Place. Base-lining current operations will allow for objective analysis of program effectiveness and highlight areas of achievement and those requiring attention.

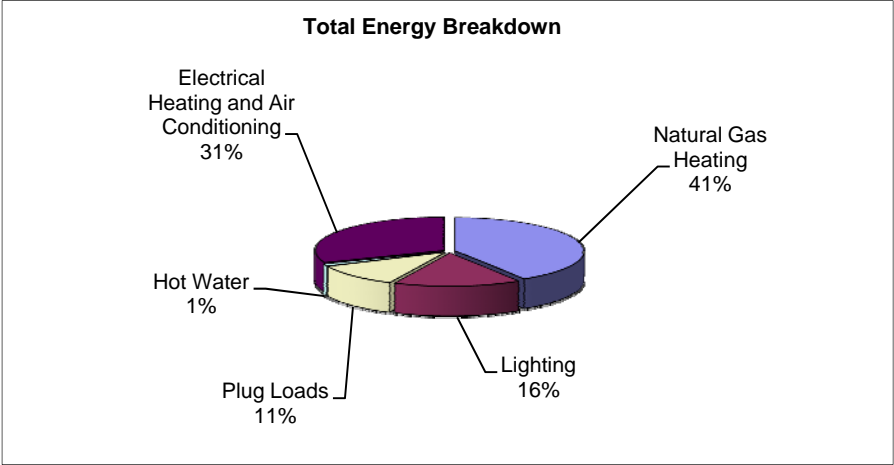




Electricity consumption has dropped 23.7% from its peak in 2004 through 2008.



Natural Gas consumption has dropped 14.4% from its peak in 2004 through 2008.



Forestry

BACKGROUND

The County of Renfrew purchased 51 tracts of forested land in the 1950s and 1960s to re-establish forests on lands that were not prime agricultural lands, thereby providing a foundation for sustainable forestry practices in the County. The Ministry of Natural Resources managed these forests under agreement; they established plantations, conducted timber sales and stand improvement operations, and maintained the properties. The County of Renfrew took over management responsibilities on April 1, 2000.

In the spring of 2007, the Forestry Division became responsible for implementing the recommendations of the “Development of a Trails Strategy” (Stantec Consulting Ltd. document), which was accepted by County Council in February 2007. The K&P corridor between Calabogie and Renfrew will continue to be managed as a multi-use recreation trail. In addition to this new role, the Forestry Division also assumed responsibility for overseeing weed inspections.

GOALS AND OBJECTIVES

- To provide for a continuing supply of forest products from the County Forest and to ensure that all operations are done in a sustainable and environmentally sound manner.
- To continue to implement the Forest Management Plan adopted by County of Renfrew in 2007.
- To continue to keep forestry staff trained in the latest forest management techniques.
- To ensure that forest data is current and accurate and meets legislative requirements.
- To ensure that all operations work toward maximizing the net financial benefit from the forest.
- To continue to perform forest management operations (tree marking, planting, planning, layout, etc.) in-house rather than contracting out.
- To continue to use and improve the per-unit tender system for timber sales.
- To assess potential for assisting County of Renfrew municipalities with forest management needs.
- To continue to investigate the possible acquisition of abandoned rail lines as they become available.
- To continue to assist local municipalities and local trail development organizations with trails projects.
- To continue to maintain and enhance the K&P Trail so it can be used as a year-round multi-use recreational trail.
- To convene at least one meeting of the K&P Management Advisory Committee in 2010.

- To continue to work closely with the County of Renfrew Public Works & Engineering Department and the Townships of Admaston/Bromley and Greater Madawaska to maintain and improve the K&P Trail.
- To continue to promote trail use and assist with the development of trails throughout the County.
- To continue providing weed inspection services.
- To update County by-laws as they affect County forests and trails.

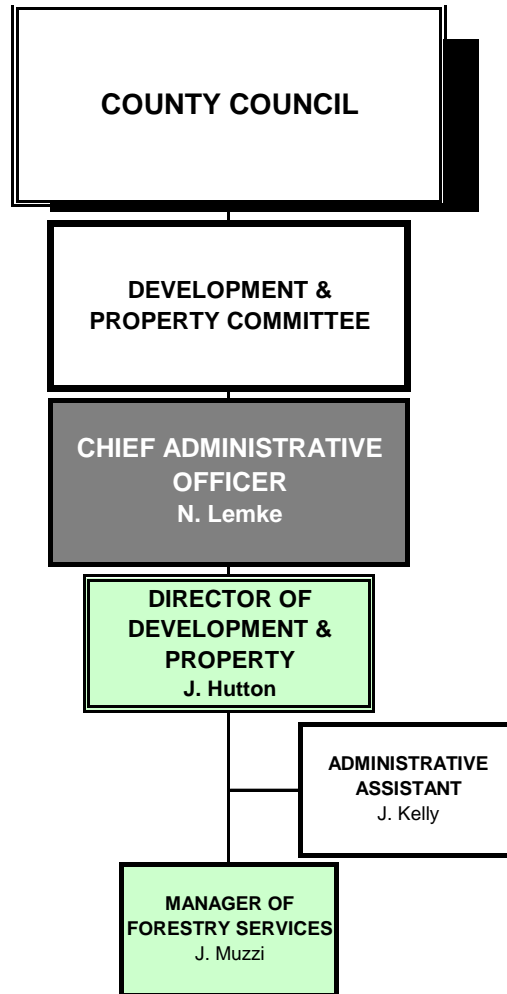
PROGRAM RESOURCES

The 51 tracts of forest land totals 6,256 hectares (15,458 acres). Forest management activities include preparation of forest operations prescriptions, location of County Forest boundaries, tree marking for timber harvest and stand improvement, timber sales, forest tending and renewal projects, monitoring of contract operations, forest inventory, mapping, and planning and general maintenance of forest properties.

By-law number 34-09, a By-law to Prohibit Certain Activities on County of Renfrew-Owned Forests and Trails, was passed by County Council in March, 2009. This new by-law replaced old By-law number 8-02. It lists set fines for prohibited activities such as littering, damaging trees, camping, etc.

A Manager of Forestry Services is on staff. In addition to providing forestry and trails service, the Manager is also the County Weed Inspector.

ORGANIZATIONAL CHART



2009 ACHIEVEMENTS

- Continued implementation of the County of Renfrew Forest Management Plan, adopted by County Council in April, 2007.
- Achieved Forest Stewardship Council (FSC) certification for County of Renfrew Forest, making our forest products even more attractive to potential clients.
- For the third time, responded to the Ontario Parks Board Report, “Lightening the Footprint of Logging in Algonquin Provincial Park” by attending a meeting with the Minister of Natural Resources and participating in a meeting with the Minister of Northern Development, Mines and Forests.
- Completed all forestry department requirements, such as tree marking, boundary marking and management planning “in-house”, resulting in considerable savings to the County.

- Continued selling standing timber on a “per unit” basis, which has more than doubled the revenue generated by the harvest of County forests on a per hectare basis.
- Successfully completed harvesting of three sales that were awarded in 2008-2009, resulting in income in excess of \$250,000.
- Addressed numerous access, boundary and forest use issues affecting County Forests.
- Worked with educators and forestry organizations to educate the public about sound forestry practices.
- Represents and protects County of Renfrew interests by sitting on the Ontario Woodlot Association board of directors and the Algonquin Forestry Authority certification advisory board.
- Implemented regular inspections, and improved the condition of the K&P Trail.
- Worked with trail groups in Greater Madawaska, Whitewater Region and Deep River to improve existing trails.
- Worked with organized ATV and snowmobile clubs to improve existing trails.

2010 ISSUES, OPPORTUNITIES, CHALLENGES

Ensuring that the County Forest stays in compliance with the Endangered Species Act will be both challenging and costly. The issues are:

- No assistance from the Ministry of Natural Resources to identify species at risk, or species at risk habitat
- Professional services (biologists, ecologists) will have to be hired to identify species at risk occurrence and habitat in proposed harvest areas
- Surveys need to be conducted during the bird breeding season, so timely harvesting of marketable timber won't be negatively affected.
- Potential loss of harvest area if species at risk are located.
- Increased cost to mitigate the impact of forest management activities in an identified habitat.

The continuing failure of the forest industry to rebound from the economic downturn will likely impact timber sale opportunities. There will be fewer firms harvesting timber, and fewer facilities surviving to purchase the products.

ECONOMIC IMPACT OF TIMBER SALES

Timber sales have brought in a total of over \$1,750,000 since April 1, 2000, when the County of Renfrew took over management of Renfrew County Forests from the Ministry of Natural Resources. Although revenues will vary from year to year, the intent of the Forest Management Plan is to ensure that revenues are generated in a sustainable fashion in accordance with accepted forestry practices.

Timber sales provide a steady, dependable source of income for the County of Renfrew. The spin-off economic benefits are considerable, and should be taken into account when evaluating the value of the forestry program. The following estimates are based on an annual harvest of 250 hectares, with volume of 16,064 cubic metres:

- Jobs created (direct logging) – approximately 753 person-days of employment per year
- “Spin-off” jobs created (sawmilling, trucking, etc.) – approximately 361 person-days of employment per year¹
- Direct value of products produced on County Forests - \$838,059²
- Total value, direct and indirect, to the Ontario economy of products produced on County Forests- \$4,626,432³
- County Forests produce approximately 4% of all forest products produced in Renfrew County
- Forest industry in Renfrew County supports nearly 4,500 jobs, directly and indirectly
- Over 100 forest products companies are located in Renfrew County
- County of Renfrew contributes in a meaningful way to the continuation of a 170 year-old logging tradition in the Ottawa Valley

IMPACT OF RECREATIONAL TRAILS

- Provincial and federal studies suggest that recreational trails provide economic, health and environmental benefits to municipalities.
- Anecdotal information suggests that the K&P Trail has increased revenues to local businesses, particularly during the snowmobile season.

¹ Economic multiplier 1.48 (Central and Eastern Ontario, Healthy Forest, Healthy Business publication)

² Algonquin Forestry Authority Annual Report 2003-4 (cost of production \$52.17/m³)

³ Phase One Report on Value Added Wood Products for the Living Legacy Trust, 2001 (based on 1997 figure of \$288/m³)

2010 OPERATING BUDGET

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	84,333	81,492	2,841
Materials and Supplies	30,525	73,550	(43,025)
Depreciation	15,487	15,487	0
Surplus Adj	(15,487)	(47,487)	32,000
Gross Expenditures	114,858	123,042	(8,184)
Fees & Charges	0	(1,000)	1,000
Timber Sales	(180,000)	(180,000)	0
Revenues	(180,000)	(181,000)	1,000
Net Expenditures	(65,142)	(57,958)	(7,184)
Budget Hours	1,820	1,820	0

PERFORMANCE TARGETS

To be determined.

Economic Development

BACKGROUND

The Corporation of the County of Renfrew, through its Economic Development Division (Ottawa Valley Economic Development - OVED) delivers a variety of programs in support of business attraction, retention and expansion, in addition to supporting economic development within communities throughout the County. Furthermore, administration of the Ottawa Valley Tourist Association (OVTA) and the Enterprise Renfrew County (ERC) program are major, ongoing responsibilities.

GOALS AND OBJECTIVES

Business Attraction, Retention and Expansion

- Develop a new 2010-2015 Economic Development Masterplan.
- Develop a tourism strategic plan as an action step from the 2005-2010 Economic Development Masterplan.
- Re-develop the “*OttawaValleyLiving.com*” website into an extensive and comprehensive economic development attraction portal.
- Continue to investigate opportunities for the County’s further involvement in trails as a follow up to the 2006 Trails Strategy Study. Request supplementary funding through suitable provincial and federal programs. Develop a “Naturalists” section on the OVTA website through approved \$11,250 funding from the Eastern Ontario Development Program for this one-year duration \$17,250 project.
- Lobby the private sector to improve cellular telephone coverage and to increase the availability of high-speed Internet services throughout the County. Outreach and education support will be given during 2010 to municipalities implementing successful 2009 Rural Connections applications. Local coordination support will be given toward the \$170 million Eastern Ontario Regional Broadband Network’s fibre optic backbone project under the Eastern Ontario Warden’s Caucus.
- Collect information to assist investment readiness (electronic, available properties, marketing, and development approvals) modeled on the Economic Development Commission of Ontario (EDCO) template.
- Deliver three economic development educational activities specific to “sources of provincial and federal funding,” “farm and food agribusiness familiarization tour to Prince Edward County” and “education-group-youth” recreation familiarization for teachers”.
- Maintain the “*County of Renfrew Investment & Business Opportunity*” (CORIBO) database to over 20 listings ongoing and continue its promotion and distribution.
- Add and maintain commercial and industrial property listings on the Ontario East Economic Development Commission and the provincial “investinontario.com” websites.

- Complete over 100 ERC business client consultations; host 6 business workshop/seminars; complete a “*Summer Company*” program with 8 or more participants; host a “*Bridges to Better Business*” or similar event.
- Interact and exchange information with the Excellence in Manufacturing (EMC) - Ottawa Valley Manufacturers’ Consortium (OVMC), the Renfrew-Lanark Labour Market Working Group, the Ottawa Valley Economic Development (OVED) Partners Group, Renfrew County Agriculture Economic Development Committee, Renfrew County Forestry and Value-Added Wood Processing Economic Development Committee, Ontario East Economic Development Commission (OEEDC), and the Renfrew County Community Futures Development Corporation’s (RC-CFDC) Community and Strategic Planning Committee at all regularly scheduled meetings.
- Research and develop funding proposals and project concepts as appropriate to opportunities available.

Increase Community Profile and Awareness of OVED, OVTA and ERC Services

- Complete one or more visits, by OVED staff, to all lower-tier municipalities to provide economic development information updates on activities.
- Provide service to a 1,200 or more ERC client inquiries.
- Continue the “Business Visit Program” through ERC and have staff complete over 100 quality outreach visits and related activities (if funding allows).
- Participate in 6 or more trade shows (if funding allows) by OVTA staff, enhance OVTA website to increase yearly visitation by 20%, host 3 educational events, attend the Travel Media Association of Canada (TMAC) Marketplace and Conference, and publish/distribute over 220,000 Travel Guides and Maps in 2010.
- Place OVED advertisements in select trade publications and newspapers and work on media campaign with the County of Renfrew Media Relations/Grants Coordinator.

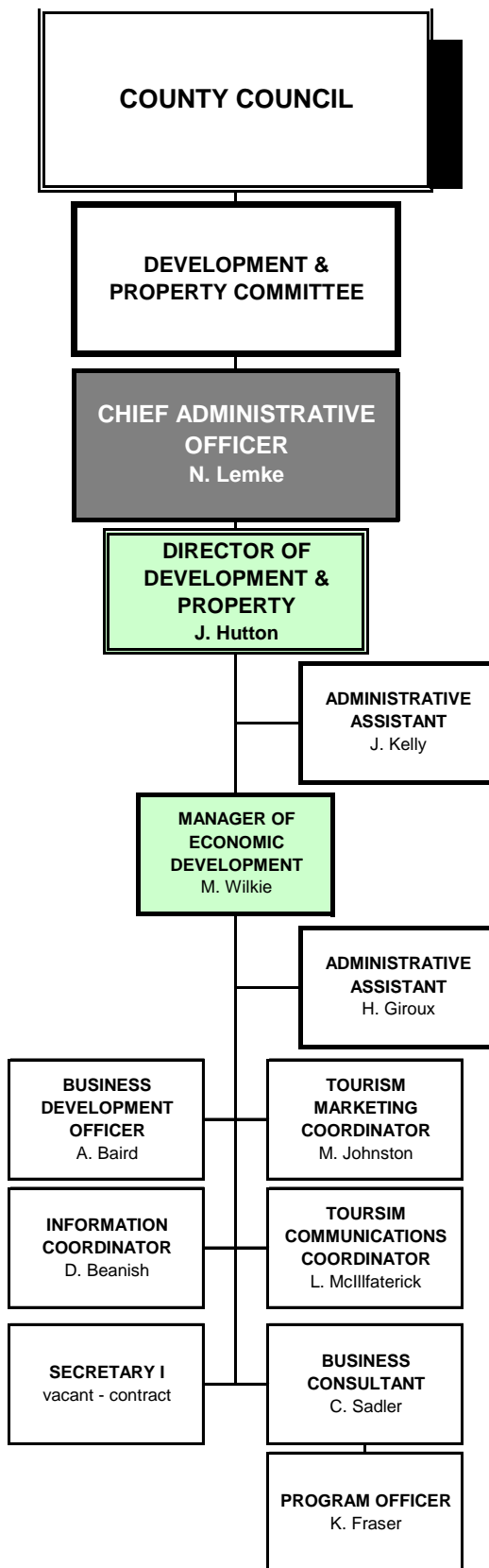
Increase Revenue Generation

- Maintain and promote an inventory of grant and business incentive opportunities specific to economic development.
- Increase OVTA revenue by \$10,000 or more through: selling new advertisements and e-coupons on its website; increasing total new memberships by 20; fundraising through the Annual General Meeting and Conference; selling promotional merchandise; graphic licence plate royalties and securing corporate sponsorships.
- Increase ERC special project revenue over expenses in an effective and economical manner; seek 2 new event sponsors and increase long-term relationship (Advisory Committee, CYBF Loans Review Committee) development for future revenue generation.

PROGRAM RESOURCES

The Economic Development Division consists of a Manager of Economic Development Services that supervises seven full-time staff. This includes a Business Development Officer – Natural Resources and an Information Coordinator in Ottawa Valley Economic Development (OVED); a Communications Coordinator, a Marketing Coordinator and an Administrative Assistant in the Ottawa Valley Tourist Association (OVTA); a Business Counselor, and a Program Officer in Enterprise Renfrew County (ERC). The OVTA Administrative Assistant also performs duties and responsibilities for OVED and ERC. For 2010, we will request a non-paid, co-op student from Fellowes High School to assist with database maintenance.

ORGANIZATIONAL CHART



2009 ACHIEVEMENTS

Progressed action steps from the 5-Year Economic Development Masterplan that include:

- Manufacturing
 - Supported and attended the monthly meetings of the Ottawa Valley Manufacturers' Consortium.
 - Supported and attended the Renfrew-Lanark Labour Market Working Group to service training and labour force development.
 - Participated in "Options 2009" skilled trades showcase in Pembroke.
 - Referred employers to get listed on the Algonquin College youth education cooperative "Passport to Prosperity" database.
 - Encouraged apprenticeship awareness among youth in cooperation with Algonquin College to help grow active local apprenticeships to over 530 persons.
 - Completed an online survey to prepare a skilled-trade inventory in partnership with the Renfrew Lanark Labour Market Group and the Ministry of Training, Colleges and Universities.

- Forestry
 - Continued forestry and related industries (biomass) research and analysis. Commissioned and assisted the development of the "2009 Crop and Wood Fiber Processing and Management" study. Commissioned and assisted the development of the "2009 Renewable Energy from Eastern Ontario Forests – A Renfrew County Blueprint" study.
 - Coordinated and interacted with the Renfrew County Forestry and Value-Added Wood Processing Economic Development Committee.
 - Assisted local sawmill with export market documents and process.
 - Assisted 19 investment proponents for bio-fiber related projects (partnership coordination, site selection, transportation logistics, mapping).

- Tourism
 - Progressed work toward a "*Tourism Strategy*" with the Premier-ranked Tourism Destination Workbook.
 - Continued the tactical marketing and branding of "*Whitewater Capital of Canada*".
 - Interacted with the Ministry of Tourism on recommendations from the Discovering Ontario Tourism Competitiveness Report and the definition of Destination Marketing and Management Organization regions. Submitted 2 proposals for action.

- Agriculture
 - Worked with the Renfrew County Agriculture Economic Development Committee on diversification opportunities, business planning, and succession planning.
 - Lobbied the USA government on beef, dairy and forestry trade issues.
 - Organized three “Taste of the Valley” (Arnprior, Barry’s Bay, Cobden) and other ‘Buy Local’ initiatives and enhanced direct marketing to increase farm gate sales.

Other Achievements

- Assisted our lower-tier municipalities to prepare 3 successful Rural Connections applications.
- Created a new online business directory – OttawaValleyDirectory.ca to support economic development and the “Buy Local” campaign.
- Assisted the Chamber of Commerce Council’s “Buy Local” campaign; ERC assumed control of the campaign initiatives.
- Assisted with the development of the Arnprior Airport Development Masterplan.
- Completed annual economic development updates to municipal councils and committees throughout the County of Renfrew.
- Colleen Sadler, Business Consultant, received her International Designation as an Asia Pacific Economic Cooperation Certified Business Consultant (APEC-CBC).
- Developed a Mentorship Program for entrepreneurs that will be adopted by the MEDT for all Ontario Small Business Enterprise Centres in 2010. Held 12 business mentor sessions with 71 mentor and protégé participants (as of September 2009).
- ERC hosted several events and workshops that included: “Working Towards the Future” (208 students); “Motivation and Retention Strategy” (43 participants); “Paul Portelli Visual Merchandising Beyond the Ordinary” (35 participants); “E-Business for Your Business” (42 participants); “What You Don’t Know About Google & How to Make Money From Google” (21 participants).
- Completed a successful Summer Company program with 14 participants.
- Completed a successful Business Plan Competition and Event with 29 business plan submissions. Local winner – Andrew Charbonneau, Madawaska Valley District High School, Barry’s Bay placed 1st and proceeded to the Regional/Provincial Competition in Ottawa.
- Completed a successful ERC “Bridges to Better Business” event with 150 participants.
- Hosted a Local Employability Access Program (LEAP) pilot project with the Carleton Centre for Community Innovation (3ci), which strengthened ERC’s Mentorship Program and help to acquire \$25,000 in 3ci training resources.
- Performed over 310 small business client consultations (as of September 2009).

- ERC held 36 seminars with 688 in attendance and 109 outreach and networking activities with 10,673 in attendance (as of September 2009).
- ERC conducted 27 youth outreach activities with 8,424 in attendance (as of September 2009).
- ERC helped start 25 new businesses that created 35 jobs (as of September 2009).
- Received 33,100 individual ERC website visits (as of September 2009).
- Ottawa Valley Tourist Association (OVTA) website visits peaked in July at 30,804 monthly visitors and is up over 50% on average from 2008.
- The OVTA successfully attracted Travel Media and secured articles in nationwide publications and sports television. Reached over 26.9 million people through editorial coverage valued at over two million dollars.
- The OVTA reached over one million potential visitors at 16 major Trade shows.
- The OVTA Annual General Meeting (AGM) attracted over 75 attendees.
- The OVTA published 10,000 copies of the 3rd edition of the “Paddle Routes of the Ottawa Valley” Guidebook.
- Visitor Centres provided over 17,700 visitors with directions, information and washroom facilities.

2010 ISSUES, OPPORTUNITIES, CHALLENGES

ISSUES

- Insufficient telecommunications and wireless infrastructure issues – cellular phone services and broadband.
- Tight or non-existent labour pool in sectors that include retail sales staff, call centre staff, hotel and motel service staff, skilled trades, engineers and physicists.
- Lack of physicians, nurses, medical professionals and technicians.
- Youth out-migration.
- Potential for quickly rising energy costs and a period of high inflation as global economy comes out of recession.
- High value and/or extreme volatility of the Canadian dollar on foreign currency markets.
- Agricultural and forestry sector international trade barriers.
- Unbalanced Green Energy Act “feed-in tariff” rate for biomass energy production.
- Volatility of resource commodity prices.
- Erosion of local infrastructure (road, rail, buildings).
- Uncertainty of AECL’s future.
- Uncertainty with the Ministry of Tourism’s development and financing of Destination Marketing and Management Organizations (DMMOs) across Ontario and the impact on the Ottawa Valley Tourist Association.
- Lack of County human and capital resources (tax base support) versus community expectations for economic development.

OPPORTUNITIES

- Complete delivery of the 2005-2010 Economic Development Masterplan Action Steps.
- Complete development of the 2010-2015 Economic Development Masterplan and commence its delivery.
- Develop a new economic development website (OttawaValleyLiving.com) and support the positioning of the County of Renfrew's member municipalities as attractive, viable locations for business activity.
- Attract alternative and green energy generation projects (i.e. biomass, bio-fuels, solar farms and windmills) and energy efficient mechanisms (i.e. georexchange and enhanced geothermal systems).
- Direct energy efficiency and waste reduction programs to our forestry and sawmill operators (i.e. energy from residuals, co-generation, bio-fuels).
- Grow the economic development partnership between Renfrew County and Pontiac County, Quebec.
- Lobby for improved transportation infrastructure (trails, roads and rails).
- Repatriate homegrown talent and educated youth back to the Ottawa Valley.
- Attract investor immigrants for small and medium-sized business growth.
- Grow Enterprise Renfrew County program support and outreach to better assist and enable small business growth and entrepreneurship.
- Partner with Algonquins of Pikwàkanagàn on economic and community development projects.
- Continue development of successful public and private sector partnerships.
- Anticipate economic effects with expansion at CFB Petawawa and federal decisions on AECL's future.
- Promote the associated opportunities of Renfrew County being ranked number one for tourism investment potential in the 2005 McKittrick Report.
- Exploit our tourism advantages with abundant clean air, land and water.
- Assist investment attraction in hotel room replacement and growth.
- Grow our post-secondary education sector (Algonquin College).
- Exploit our nearby business markets (Ottawa, Gatineau, Montreal, Toronto, northern border states of the USA).

CHALLENGES

- Slow overall regional population growth.
- Aging population and overall poor health from youth to seniors.
- Continued slow economic upturn in the USA that will impact our exports, and major sector drivers that include retail, forestry, agriculture, manufacturing, and tourism.
- High financial costs associated with marketing investment and development opportunities, in addition to tourism promotion.
- Obtaining sufficient staff, volunteers and external capital resources to progress action on developing a tourism strategy for marketing and investment attraction.

FUTURE DIRECTION

In 2010, we will continue to complete the 5-year Economic Development Masterplan action steps as funding and our human resources allow. The major task remaining is preparing a tourism asset inventory followed by a tourism strategy for investment attraction and destination promotion. By the end of the first quarter of 2010, a new 2010-2015 Economic Development Masterplan will be presented to County Council for approval.

Essential ingredients to advance economic development issues will include the County pursuing growth and maintenance, undertaking innovative projects and initiatives, and forming regional linkages. We will work with our economic drivers, as well as integrate them with our marketing, communication, and resources (human, information, capital). Policy will influence our economic development goals, which ultimately determine our operating tactics. Determining accomplishments will require identifying suitable performance measurements and tracking them.

Planned Activities for 2010

- Prepare and commence a new 5-year Economic Development Masterplan for 2010-2015.
- Complete a tourism asset inventory followed by a tourism strategy for investment attraction and destination promotion.
- Prepare a “Naturalists” section on the OVTA’s website.
- Develop a new economic development website (OttawaValleyLiving.com).
- Enhance and promote County of Renfrew Investment & Business Opportunities (CORIBO) database of business opportunities assembled and available to attract national and international investment to retail, agriculture, tourism/hospitality, forestry, manufacturing, real estate and service operations in the County.
- Pursue development of alternative and green energy projects (biomass, bio-oil, wind, solar, geoexchange).

- Continue lobbying and promoting business cases to service providers for improved cellular and broadband infrastructure and coverage.
- Continue to assist community economic development within the County of Renfrew by disseminating and utilizing information; regularly liaise with economic development orientated groups, the public and politicians to help drive action on economic development issues.
- Seek more members, partners and sponsors for the Ottawa Valley Tourist Association and Enterprise Renfrew County that will positively impact revenue.
- Seek funding opportunities that support trails and heritage development.
- Deliver three economic development educational activities specific to “sources of provincial and federal funding,” “farm and food agribusiness familiarization tour to Prince Edward County” and “education-group-youth” recreation familiarization for teachers”.

2010 OPERATING BUDGET

<u>Economic Development</u>	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	245,178	241,584	3,594
Materials and Supplies	77,945	83,245	(5,300)
Transfer to Others	22,470	22,470	
Depreciation	2,546	2,546	
Surplus Adj	(1,046)	(2,546)	1,500
Gross Expenditures	347,093	347,299	(206)
Recoveries - Other	(1,500)	(1,500)	0
Revenues	(1,500)	(1,500)	0
Net Expenditures	345,593	345,799	(206)
Budget Hours	5,460	5,460	0

<u>Ottawa Valley Tourist Association</u>	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	174,661	172,411	2,250
Gross Expenditures	174,661	172,411	2,250
Recoveries - Other	(4,120)	(1,870)	(2,250)
Revenues	(4,120)	(1,870)	(2,250)
Net Expenditures	170,541	170,541	0
Budget Hours	5,460	5,460	0

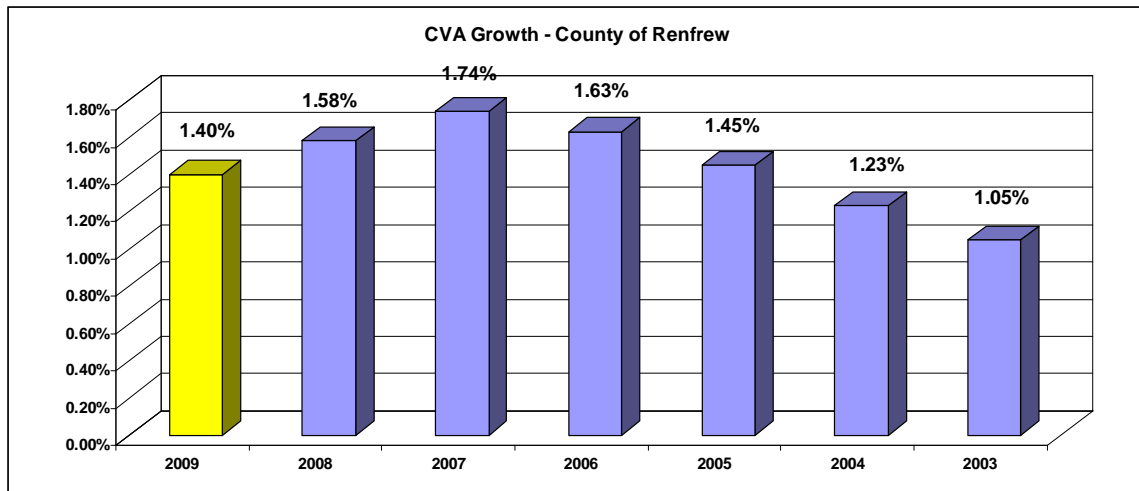
<u>Enterprise Centre</u>	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	128,066	156,468	(28,402)
Materials and Supplies	38,222	42,282	(4,060)
Purchased Services	4,542	7,000	(2,458)
Depreciation	3,846	3,084	762
Surplus Adj	(3,846)	(3,084)	(762)
Gross Expenditures	170,830	205,750	(34,920)
Recoveries - Federal	(9,750)	(500)	(9,250)
Recoveries - Provincial	(117,550)	(170,000)	52,450
Recoveries - Other	(15,475)	(10,000)	(5,475)
Revenues	(142,775)	(180,500)	37,725
Net Expenditures	28,055	25,250	2,805
Budget Hours	3,640	5,005	(1,365)

PERFORMANCE TARGETS

Economic Development Funding Benchmarks

	Municipal Contribution to Ec. Dev.	Population	Per Capita Contribution
Cornwall (2007)	\$600,000	45,965	\$13.05
Lennox & Addington (2008)	\$287,400	40,542	\$ 7.09
Kawartha Lakes (2008)	\$550,000	74,561	\$ 7.38
Renfrew County (2009)	\$348,345	102,267	\$ 3.41

Coefficients of the Value Added (CVA) Real Growth



Note: These figures do not contain any reassessment impacts.

Tourism

	<u>2007</u>	<u>2008</u>	<u>2009</u>
Number of OVTA Members	225	233	231
\$ Value Tracked Editorial Coverage Leveraged	\$808,000	\$2,118,541	\$1,600,000
The Ottawa Valley was also featured on some prominent television programs, including Angler & Hunter TV, CBC's Regional Contact and the Rick Mercer Report, as well as 'A' Morning TV during national Tourism Week (first week of June). The value of the television coverage is still being calculated and is not included in 2009 number.			
Trade & Media Shows Attended &/or Member Representation	11	16	18
Potential Trade Show Visitors	700,000	1,000,000	1,007,400
Visitor Centres – Guests Helped	15,500	17,722	19,800
OVTA Website Visits (Monthly Average)	19,500	17,346	20,000
Information Inquiries for Collateral	1,085	911	513
Number of Calls: OVTA Toll-Free Line	1,540	1,585	1,119

<u>Tourism Funding Benchmarks (2009)</u>	Municipal Contribution	Population	Per Capita Contribution
Haliburton County	\$175,000	65,000	\$2.69
Cornwall & Seaway Valley Tourism Assoc.	\$271,335	110,000	\$2.47
Kawartha Lakes Tourism	\$163,479	75,000	\$2.18
Ottawa Valley Tourist Assoc.	\$172,890	102,267	\$1.69

<u>Enterprise Renfrew County</u>	<u>2007</u>	<u>2008</u>	<u>2009¹</u>
Additional Ministry Funding Acquired Greater than Budget Projection	\$62,000	\$56,000	0
Total Website Visits	20,114	15,671	49,978
Client Contacts:			
Telephone	719	943	1,413
Walk-in	217	156	597
E-mail	211	417	889
Total Client Inquiries	1,147	1,516	2,899
Total Repeat Client Consultations	39	57	76
Total New Client Consultations	173	57	280
Total Consultations	212	114	356
Total Seminars Delivered	6	17	15
Total Seminar Attendance	53	294	753
Total Outreach Activities (including business visits)	146	276	125
Total Outreach Attendance (trade shows, etc.)	1,486	14,234	12,653
Total Youth Activities Delivered	16	32	21
Total Youth Activities Attendance	4,324	1,236	4,297
Total Events Hosted (Summer Co., Bridges, etc.)	6	4	4
Total Events Attendance (Summer Co., Bridges, etc.)	436	576	268
Total New Businesses Started	29	23	41
Total Jobs Created	49	24	52

¹All 2009 figures to end of November only

Planning

GOALS AND OBJECTIVES

To process Planning Act applications and preliminary inquiries in a timely and efficient manner:

- To make a decision on severance and plan of subdivision applications within the time frames set out in the Planning Act:
 - severance applications = 90 days, or
 - subdivision applications = 180 days.
- To approve local Official Plan Amendments within 15 working days.
- To prepare Zoning By-law Amendments and Official Plan Amendments for local municipalities within 15 working days.
- To provide comments on preliminary inquiries within 20 working days.
- To implement a tracking process to measure timeframes for processing planning files.

To provide timely and quality land use planning advice and service to local municipalities:

- To process requests to prepare planning documents in accordance with the timeframes above.
- To maintain, on a weekly basis, contact and communication with our local municipal clients.

To enhance the Geographic Information System (GIS) mapping, database, modeling and analysis in order to provide a wide range of products and services for all County departments and local municipalities:

- Subject to available resources and County priorities, to provide support and training for local municipal use and potential enhancement of the Internet based GIS (www.renfrewcountygeosmart.ca).
- To ensure the accuracy and completeness of the geographic databases required for County and local municipal processes.
- To ensure that GIS staff receives up-to-date training.

PROGRAM RESOURCES

The provision of planning advice to County Council and local municipalities is provided by the Manager of Planning Services and the Senior Planner. Support for planning services is provided by two Planning Technicians, a GIS Technician and a GIS Coordinator. Administrative support is provided by an Administrative Assistant and Secretary I.

The Land Division Secretary is responsible for ensuring that the County's consent granting authority is implemented in accordance with provincial legislation.

SERVICES PROVIDED

County Upper-Tier Official Plan

The County has adopted an upper-tier land use plan that functions as the single tier land use plan for ten local municipalities. The County Plan has been written to include Provincial Policy and local policy. Local municipalities may decide to use the County Plan as their Official Plan or implement or maintain their own Official Plan.

Subdivision/Condominium Delegation

On June 2, 1997, the County of Renfrew was delegated the approval authority for plans of subdivision/condominium and part-lot control by the Province. The County has implemented a user-friendly subdivision approval process.

Local Official Plan and Official Plan Amendment Approvals

Upon the approval of the County Official Plan by the Ministry of Municipal Affairs and Housing on June 16, 2003, the County was assigned the approval authority for local Official Plans and local Official Plan amendments. The Planning Division intends to implement an approval system that is timely, efficient and responsive to the needs of the local municipalities in the County of Renfrew. To achieve this goal, staff approval of land use documents and development applications will be pursued wherever possible.

For approval of amendments to the County Official Plan, the County is pursuing the exemption process via the Ministry of Municipal Affairs and Housing. This would streamline the approval process by allowing amendments to come into effect after a 20-day appeal period, rather than the present Provincial approval.

Municipal Land Use Planning

- Preparation of Official Plans, Zoning By-law and reviews and amendments
- Site plan by-laws, reviews and agreements
- Expert witness at Ontario Municipal Board Hearings
- Growth management strategies
- Review and comment on condominium and subdivision developments and preparation of agreements
- Professional planning advice to local municipal Committees of Adjustment and Planning Advisory Committees
- Review all planning applications/projects in light of downloaded Provincial Policy data bases

Policy Development and Special Purpose Studies

- Preparation of County/Municipal responses to provincial initiatives (i.e. MDS Calculations, MOE Guidelines, Nutrient Management Act, Clean Water Act)
- Land Use Planning Studies

Land Severance (Consent) Process

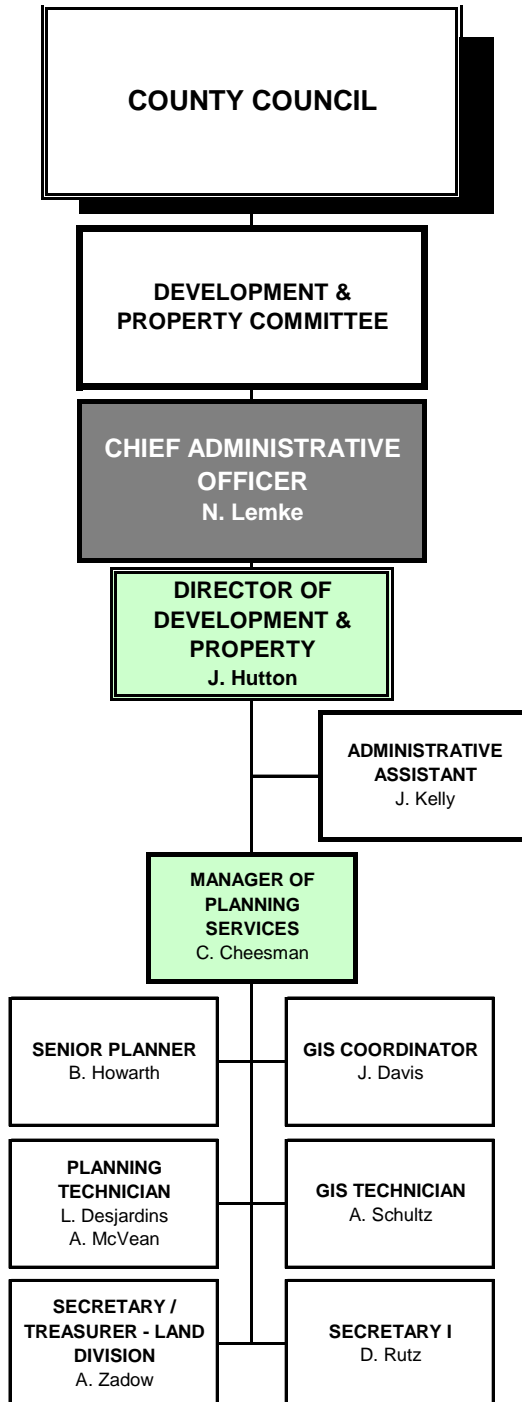
- Staff administration, processing and approval of straightforward consents
- Planning reports prepared by staff for local Councils on each application
- Professional planning advice to the Land Division Committee
- Staff assistance to applicants, lawyers and property owners
- Liaison with various government agencies
 - Expert witness at OMB hearings

Pre-Consultation

The Planning Division provides a pre-consultation service on all types of potential development applications including Official Plan Amendments, Zoning By-law Amendments, severances and subdivisions.

ORGANIZATIONAL CHART

The Manager of Planning Services reports to the Director of Development and Property and is responsible for overseeing the provision of the services provided by the Planning Division. The Manager supervises a Senior Planner, two Planning Technicians, a GIS Coordinator, a GIS Technician, the Land Division Secretary and a Secretary I.



2009 ACHIEVEMENTS

- A major achievement was the drafting and approval of the Township of McNab/Braeside Official Plan and the successful resolution of the lone appeal to the Ontario Municipal Board.
- The Background Study, Issues and Options Report and a public meeting to discuss these documents was completed for the Town of Arnprior Official Plan 5-year review.
- Planning staff processed a large number of development applications, general inquiries and planning projects.
- A new hosting company (Marmak Information Technologies) was selected for the County of Renfrew GIS web application.
- GIS staff continued to provide mapping support to a number of County-wide projects including site plan preparation for 2 paramedic stations, site location maps for potential investors and the production of maps that formed the backbone of a very successful broadband funding application.

2010 ISSUES, OPPORTUNITIES, CHALLENGES

The 5-year review of the County Official Plan, which is required under the Planning Act, will be a focus of planning staff for 2010. The review will involve a special meeting(s), open to the public, to discuss any revisions that may be required.

Finalization of the following municipal projects will also be an important challenge for 2010: Town of Arnprior Official Plan 5-year Review, Township of McNab/Braeside Zoning By-law, Township of Horton Zoning By-law, Town of Renfrew Zoning By-law, and County of Renfrew Official Plan Amendment No. 11 (Whitewater Region).

The County will continue to seek exemption status from the Province for amendments to the County Official Plan. This would mean amendments to the County Plan could be adopted by County Council and would not have to be sent to the Province for approval, thus decreasing the processing time for amendments.

As is the case every year, the day-to-day files have to be balanced with the longer-term municipal projects (Comprehensive Zoning By-laws and Official Plans).

The demand on GIS staff for maps and other products will continue to grow. An issue that will have to be addressed in 2010 and beyond is the aging software and hardware related to the County's GIS web application (GeoSmart). New servers and software codes may be required in order to ensure the web application continues to function. This challenge presents an opportunity to move away from the (expensive) customized codes to a (less expensive) "off-the-shelf" software code that would streamline the program and make it easier to use.

2010 OPERATING BUDGET

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	783,165	773,123	10,042
Materials and Supplies	81,000	93,500	(12,500)
Depreciation	11,906	11,906	0
Surplus Adj	(24,906)	(38,906)	14,000
Gross Expenditures	851,165	839,623	11,542
Recoveries - Fees & Charges	(177,000)	(189,166)	12,166
Revenues	(177,000)	(189,166)	12,166
Net Expenditures	674,165	650,457	23,708
Budget Hours	18,200	18,200	0

In 2010 we will have the final deliverables of the Digital Raster Acquisition Project East (DRAPE) air photography. The challenge will be to match the current County data sets – mainly property parcels and roads – to the air photography.

PERFORMANCE TARGETS

The two provincial performance indicators for land use planning are the number of severances in agricultural land and the number of severances in built-up areas versus rural areas. In terms of agricultural lands, a study completed by the University of Guelph (severances on agricultural lands from 1990 to 2000) of 34 Counties in Ontario concluded that the agricultural lands in the County of Renfrew are being protected, with an average of 0.38 severances per 1,000 acres of agricultural land. This is one of the lowest in Eastern Ontario.

Efficiency

	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u> ¹	<u>2005</u> ¹	<u>2004</u>
Severances in agricultural areas	3	0	3	4	5	3
Severances in built-up areas	22	16	20	23	15	15
Severances in rural areas	153	154	148	139	141	51

¹ Decisions

Public Works & Engineering

BACKGROUND

The Public Works & Engineering Department is responsible for the administration and management of public works infrastructure under the jurisdiction and control of the County of Renfrew. The Department manages 811 kilometres of rural and urban roadway, 258 bridge and large culvert structures located on both County and local roadways, urban drainage systems, 15 traffic control signals, street lighting and 3 roadside parks.

GOALS AND OBJECTIVES

In 2010, the Public Works & Engineering Department proposes to focus on the following goals and objectives:

GOAL #1

Deliver the 2010 Capital Works program in a timely and efficient manner respecting the relative priorities established in the approved 10-year capital works program.

Objectives:

1. Secure all necessary government, utility agency approvals in order to tender the approved 2010 capital program.
2. Award consultant appointments for future work by the end of Quarter (Q) 2.
3. Tender 75% of construction program by the end of Q2.
4. Complete regular variance reports for Operations Committee consideration.
5. Undertake a financial review of the approved capital program for the August, 2010 Operations Committee meeting and recommend, as appropriate, adjustments to the program to address project budget over/under-runs.
6. Ensure that there are at least two projects in a "tender ready" state by the end of Q3.

GOAL #2

Deliver maintenance activities of County infrastructure in a cost-effective and timely manner, using the current resource allocations.

Objectives:

1. Develop and secure Operations Committee/Council approval for a Long-Range Maintenance Strategy.
2. Complete patrol facility location analysis by the end of Q1.
3. Implement the "scratch coat" program by the end of Q2.
4. Assess recommendations of Paradigm Report regarding Housing infrastructure and develop an implementation strategy.
5. As per budget approval, increase maintenance operations for brushing, drainage and hard surface patching.

GOAL #3

Promote awareness of Departmental goals and programs with internal resources and improve interaction with client base.

Objectives:

1. Implement a Departmental employee recognition program in 2010.
2. Develop a program to improve “front-line” staff communications with ratepayers, clients, etc.

GOAL #4

Liaise with other levels of government to improve existing major transportation networks within the County of Renfrew and, where required, plan for the orderly implementation of new infrastructure needs.

Objectives:

1. Continue to liaise with elected and senior officials from both the federal and provincial governments to secure a commitment to extend Highway 417 from Arnprior to Renfrew within a five-year timeframe.
2. Liaise with stakeholders (i.e. Town of Petawawa, CFB Petawawa) to address the Base’s growth plans. Identify infrastructure requirements and establish cost sharing strategies/policies for the implementation of new growth infrastructure.

GOAL #5

Develop a comprehensive long-range plan to integrate transportation strategies for the County of Renfrew in order to respond to emerging trends in cycling, pedestrian movements, trails etc.

Objectives:

1. In conjunction with key stakeholders, develop terms of reference for a comprehensive transportation strategy and retain external services to facilitate the project.
2. Develop critical milestones for each component (e.g. cycling, pedestrian movements, etc.) of the master plan.
3. Commence development of one or more components of the master plan.

GOAL #6

Continue to enhance relationships with local municipalities, businesses and other government agencies etc.

Objectives:

1. Attend local municipal Committee/Council meetings to communicate Departmental initiatives/programs.
2. Meet with utility agencies at least twice a year, to share information on proposed capital programs.
3. Meet with area contractors to discuss tendering/construction issues and advise of proposed capital programs.
4. Meet with OPP Detachment Commanders and their staff to discuss issues of mutual concern.

5. Establish regular meeting schedule with CFB Petawawa staff regarding Base's growth plans.
6. Meet at least twice a year with Ministry of Transportation (MTO) staff to discuss coordination of capital programs and any other issues of mutual interest.

GOAL#7

Deliver Fleet Maintenance activities in a cost effective and timely manner to ensure adequate vehicles and equipment is available to support the activities of the Department.

Objectives:

1. Tender for all replacements of large vehicles and equipment by end of Q1.
2. Ensure that all CVOR Fleet vehicle annual safety inspections are completed in accordance with the Highway Traffic Act (HTA) requirements.
3. Dispose of surplus vehicles and equipment as approved by Committee/Council by end of Q4.

PROGRAM RESOURCES

The organizational chart for the Department (refer to Figure 1) reflects a complement of 49.9 full-time equivalents. The Department's staff and equipment resources are summarized in Table 1.

The Public Works & Engineering Department is comprised of two Divisions - the Capital Works Division and the Operations Division. While both of these work units have separate and distinct mandates, the requirement to deliver a larger 2010 program will require a close interaction between the two divisions. This strategy is essential in order to deliver the Department's base capital program plus the recently approved federal-provincial funding allocations in an expedient manner. The projects approved under the Building Canada Fund – Communities Component (BCF-CC) and Infrastructure Stimulus Fund (ISF) programs require that these projects be delivered in extremely tight timeframes.

CAPITAL WORKS DIVISION:

The value of the proposed 2010 Capital Works program represents a significant increase over the tax based funding of approximately \$5.5 million. This is a result of the \$2.5 million federal gas tax rebate, and the County's successful Building Canada applications for the reconstruction of the Barron Canyon Road and the rehabilitation of Round Lake Road.

The program also proposes to utilize funds resulting from Capital Program savings in previous years, to complete projects that were initiated in 2009. These funds were previously retained in the Capital Works reserve account, prior to the recent changes in accounting practices required by the Public Sector Accounting Board (PSAB).

The total proposed program (with a value of \$12.1 million), will require management to optimize existing "in house" resources to deliver this aggressive program. The increased use of consultants and the continued use of contract construction supervisory services is the only means available to deliver the increased workload. Staff formerly responsible for "in-house" design functions, have now taken the role of project coordinators, overseeing the activities of consultants.

As well, the Department will continue to draw upon the resources from both divisions to deliver the program. Patrol Supervisors have a more active role in assisting the Capital Division with a determination of infrastructure deficiencies and identification of rehabilitation strategies. The Manager, Operations Division and the Director also assist in the delivery of capital projects where appropriate.

It should be noted, as reflected in Table 1, the Department requires a contract position (Engineering Technician) for 6 months of the year. In order to initiate construction activity, the Department must acquire a significant number of properties in 2010. It is necessary to supplement our resources in order to negotiate and acquire the properties. The Department anticipates that in excess of 100 properties will have to be acquired in 2010.

OPERATIONS DIVISION:

The Department operates from four (4) maintenance yards located at Pembroke, Cobden, Renfrew and Palmer Rapids. Each facility consists of a garage facility, material storage buildings for sand and salt and a storage building for seasonal equipment and supplies. Additionally, the County operates from three satellite facilities during the winter months in order to improve the efficiency of our winter services. These are located in Calabogie, Foymount and Golden Lake. The combination of permanent and satellite facilities is adequate to meet the Department's operational requirements.

The Department maintains an in-house construction capability based at the Pembroke Patrol. The construction crew utilizes a combination of County and external resources to undertake a variety of road and bridge projects.

The fleet consisting of 64 vehicles and major pieces of equipment is housed and operated from the patrol facilities. Mechanics based at Pembroke, Goshen and Renfrew County Place garages provide equipment maintenance and repair services for the Public Works & Engineering Department as well as the Land Ambulance Fleet.

Figure 1

ORGANIZATIONAL CHART

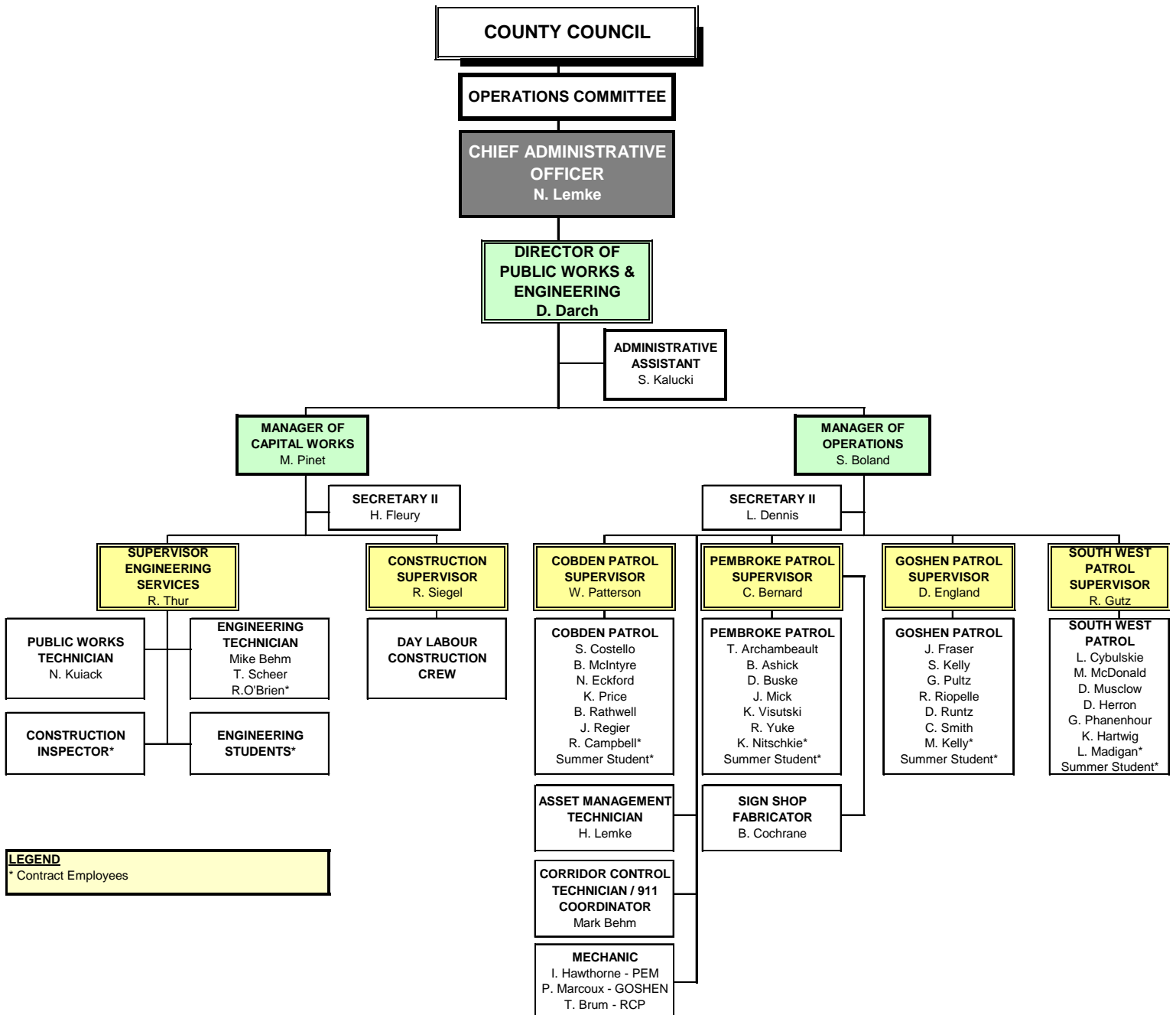


TABLE 1

Public Works & Engineering Department Resource Complement

	2009		2010	
	Persons	FTE's	Persons	FTE's
<u>Staff</u>				
Director	1	1	1	1
Administrative Support	3	3	3	3
Managers	2	2	2	2
Technicians	5	5	5	5
Supervisors	6	6	6	6
Mechanics	3	3	3	3
Sign Shop Fabricator	1	1	1	1
Operators	24	24	24	24
<u>Seasonal/Contract Positions</u>				
➤ Construction Labourers	4	2.0	4	2.0
➤ Construction Inspector	1	0.5	1	0.5
➤ Engineering Technician	0	0	1	0.5
➤ Students: - Patrols	4	0.7	4	0.7
- Engineering	4	1.2	4	1.2
Totals	58	49.4	59	49.9
<u>Patrols</u>				
Main Patrols	4		4	
Satellite Patrols	3		3	
Totals	7		7	
<u>Equipment</u>				
Light Duty Trucks	20		20	
Medium Duty Trucks	4		4	
Heavy Duty Trucks	22		22	
Loaders	2		2	
Backhoes	4		4	
Tractors	4		4	
Graders	4		4	
Floats	3		3	
Gradalls	1		1	
Totals	64		64	

2009 ACHIEVEMENTS

The following major accomplishments were achieved by the Department in the 2009 fiscal year:

CAPITAL WORKS DIVISION

In 2009, the Capital Works Division delivered a significant capital program in terms of total expenditures. Projected final costs of this program are anticipated to be \$10.7 million. It is noteworthy that the average annual capital program since 2003 has been approximately \$6.5 million. The 2009 program represented a significant expenditure for capital projects within the County. The County has been successful in its applications under the competitive federal/provincial funding programs including both Intakes I and II of the Building Canada Program and the Infrastructure Stimulus Fund. The total value of the funding programs represents total additional contributions of \$3.8 million from the Federal and Provincial Governments in addition to the Federal Gas Tax program.

The following summarizes the key capital achievements in 2009.

Reconstruction of 3.7 km of road included the following projects:

<u>Road No.</u>	<u>Location</u>	<u>Township</u>
21	160 metres East of Cemetery Road Easterly 1.7 km – 1.7 km total	Whitewater Region
34	County Road 508 (Calabogie Road) to English Road – 2.0 km total	Greater Madawaska/ Admaston/Bromley

Rehabilitation of 24.1 km of road included the following projects:

<u>Road No.</u>	<u>Location</u>	<u>Township</u>
58	0.6 km West of Alice Ski Hill Westerly 3.9 km – 3.9 km total	Laurentian Valley
61	1 km North of Orin Road to 1 km South of Godfrey Road – 2.0 km total	Whitewater Region
62	Wales Drive Southerly 2.8 km – 2.8 km total	Madawaska Valley
64	County Road 512 (Foymount Road) Southerly 5.7 km – 5.7 km total	Bonnechere Valley
512	Sand Road to Highway 41 – 1.6 km total	Bonnechere Valley
512	1 km South of Stack Road Northerly 2.4 km – 2.4 km total	Killaloe, Hagarty & Richards
515	300 m South of Riverside Drive to 300 m North of Dam Road – 5.7 km total	Madawaska Valley/ Brudenell, Lyndoch & Raglan

Reconstruction of 6 culverts included the following projects:

<u>Structure No.</u>	<u>Location</u>	<u>Township</u>
C077	Castleford Culvert	Horton
C081	Esmond Culvert	Bonnechere Valley
C162	Kohlsmith Culvert	Whitewater Region
C195	Black Bay Road Culvert	Petawawa
C237	Sicards Culvert	Killaloe, Hagarty & Richards
C334	Thomson Culvert	Horton

Rehabilitation of 1 bridge included the following project:

<u>Structure No.</u>	<u>Location</u>	<u>Township</u>
B044	Douglas Bridge	Admaston/Bromley

Studies Undertaken:

Petawawa Transportation Study

Successful applications were made under the following funding programs in 2009:

Building Canada Fund – Intake I – County Road (CR) 28 (Barron Canyon Road) - \$3,000,000

Building Canada Fund – Intake II – CR58 (Round Lake Road) - \$1,600,000

Infrastructure Stimulus Fund – CR515 (Palmer Road) - \$1,100,000

OPERATIONS DIVISION

- Purchased one (1) new replacement combination plow unit, including pre-wetting capabilities
- Purchased one (1) Hot Mix Patching Trailer
- Purchased two (2) new medium duty trucks complete with plows and dump bodies
- Constructed addition to storage shed at Cobden Patrol
- Initiated Public Utilities Coordination meetings
- Commenced Development of long range maintenance plans
- Repaired storage dome roofs at the Goshen and Cobden Patrols
- Committee/Council approval of “scratch-coat” program

ADMINISTRATION

- In keeping with relative priorities contained in the 10-year plan, developed capital program for 2010-2014
- Convened workshop for staff regarding fuel handling
- Developed and presented brief to Ministry of Transportation regarding extension of Highway 417 to Town of Renfrew
- Council approval of Mail Box Policy
- Council approval of Right-of-Way Protection Policy
- Convened two (2) meetings of Operations Committee in local municipalities
- Committee approval of signage template to promote/advise of County projects
- Council approval of cost sharing initiative for bridges with 2 tonne load limits
- Council approval of Roadside Monuments/Memorial policy
- Provided Committee/Council with regular variance report updates on 2009 capital program

2009 DEPARTMENTAL REPORT CARD

Each year the Department highlights the performance levels for the Capital Works and Operations Divisions (Tables 2 and 3) as well as performance levels for Asset Management (Table 4) and Corridor Control (Table 5).

These tables also indicate a comparison of 2009 performance to previous years (i.e. 2006-2008).

2009 PERFORMANCE REPORT

TABLE 2

Capital Works Division

	Sustainable Level	2009		2008 Actual	2007 Actual	2006 Actual
		Plan	Actual			
Road Reconstruction (lane km)	41.4	11.4	6.8	4.8	19.1	19.7
Road Rehabilitation (lane km)	107.4	50.2	52.2	89.0	74.76	61.72
Bridge Reconstruction (m ²)	812.2	631	704	353.0	287.78	357.32
Bridge Rehabilitation (m ²)	1012.1	216	216	1254.0	554.33	1101.87
Proactive Bridge Rehab/Mtnc (m ²)	-	0	580 Note ³	1470	0	0
Guide Railing Installed (m)	N/A	2320	2320	1444	819	1151
Traffic Signals Installed/Replaced	0.5	1	1	0	2	Note ¹ Note ²
Flashers Installed/Replaced	N/A	0	0	0	0	0
Railway Crossing Upgrades	2	0	0	0	2	0

Note¹ - New Traffic Signals on Gillan Road installed in 2007.

Note² - Audible Traffic Signals installed at all locations but 1 in 2006.
Remaining signal replaced in 2007.

Note³ - Proactive Bridge Rehab/Mtnc includes 50m² surface repair at each expansion joint on 4 Bridges (B021, 023, 110, 173) and 180 m of barrier repairs (B055).

TABLE 3**Operations Division**

Summer Activities	2009 Actual	2008 Actual	2007 Actual	2006 Actual
Machine Mowing (pass km)	1,793	1,991	1,991	2,519
Brushing (m ²)	75,898	125,452	125,452	256,160
Shoulder Grading (pass km)	4,315	4,558	4,558	4,147
Manhole & Catch Basin Cleaning (each)	2,429	2,291	2,291	977
Guiderail Post Replacements (each)	477	669	354	561
Winter Activities	2008/2009	2007/2008	2006/2007	2005/2006
Sanding Distance (km)	51,544	54,199	40,702	36,559
Salting Distance (km)	130,310	177,078	122,322	161,814
Plowing Distance (km)	209,274	231,277	123,217	198,373
Salt Used (tonnes)	15,286	19,781	11,797	17,384
Sand Used (tonnes)	8,845	11,755	7,727	7,389

TABLE 4**Asset Management**

	2009 Actual	2008 Actual	2007 Actual
Km Roads Inspected	381	0	812
Number of Structures Inspected	169	128	160
Number of Structure Evaluations & Deck Condition Surveys	26	30	10
Inspections Utilizing Bridgemaster	28	0	23

TABLE 5**Corridor Control**

	2009 Actual	2008 Actual	2007 Actual	2006 Actual
Entrances	42	56	46	55
Severances	71	46	50	50
Civic Signs	386	335	378	365
Intersection Signs	254	184	183	247
Tourism Signs	5	11	20	18
Special Vehicle Permits	99	111	93	68
Traffic Counts	75	62	53	46

2010 FUNDING SUSTAINABILITY

The current total replacement value of the County's road and bridge assets are in excess of \$507 million and are summarized on Table 6.

TABLE 6**Asset Values of County Infrastructure**

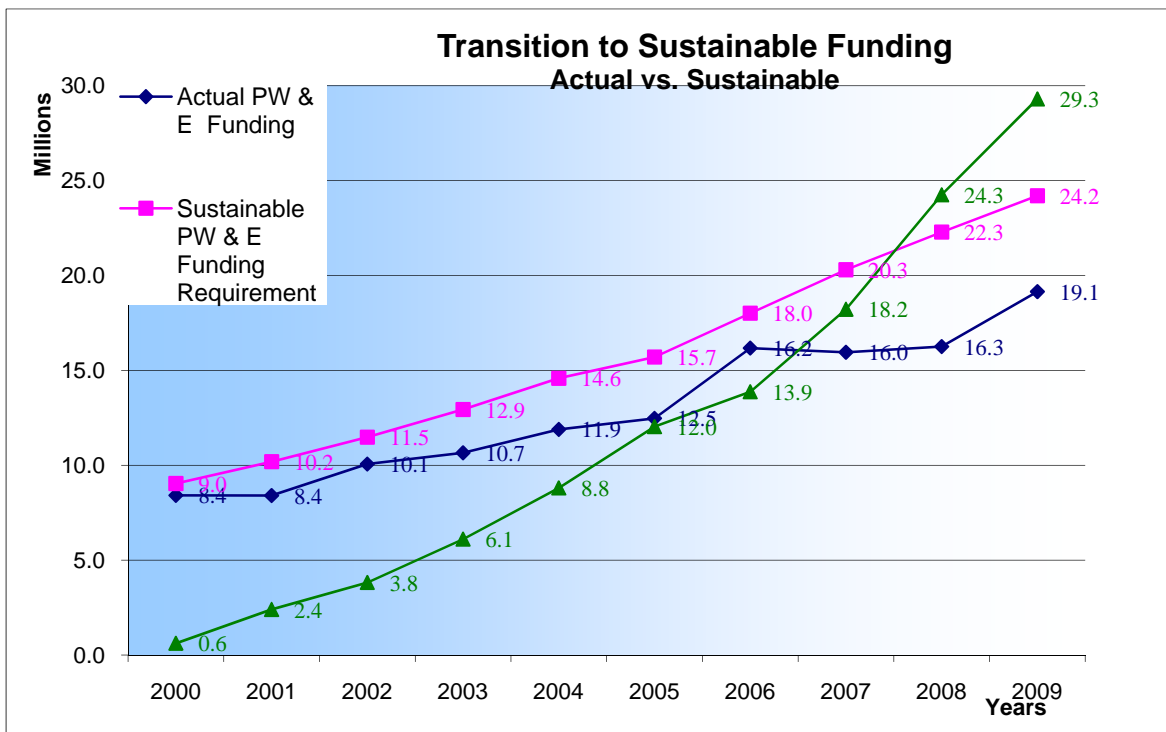
Asset	Life Expectancy	Replacement Value	Annual Allocation
Road Base	45 years	\$ 247,300,000	\$5.5 m
Road Surface	15 years	\$112,300,000	\$7.5 m
Storm Sewers	75 years	\$ 12,000,000	\$0.2 m
Culverts	25 years	\$ 39,200,000	\$1.6 m
Bridges	50 years	\$ 96,400,000	\$1.9 m
Total		\$507,200,000	\$16.7 m

Table 6 indicates that the Department should be implementing an average annual capital program in excess of \$16 million. Historically, our capital programs have fallen short of targeted expenditure requirements. A continued shortfall in capital funding will erode the condition rating of County roads and bridge infrastructure. There is a need to increase base funding for the County’s capital works program.

Figure 2 illustrates annual sustainable funding requirements versus approved funding allocation between 2000 and 2009. Of note is the increase in the cumulative deficit with each successive year. The recent federal-provincial funding programs are welcomed; however, they represent “one-time” funding allocations and cannot be relied upon to develop annual sustainable capital programs.

The Department’s 10-year Capital Works program does not consider any federal-provincial one-time funding sources for capital works. The Department proposes that any “unanticipated funding sources” be allocated to advance project priorities identified in the 10-year plan.

Figure 2



2010 ISSUES, OPPORTUNITIES, CHALLENGES

The Department will be subject to a number of issues, opportunities and challenges in the delivery of its 2010 program. There are increasing expectations from the public in relation to infrastructure needs and the level of service to be provided by the Department. There are demands being placed on the County to consider alternate modes of transportation in the delivery of our capital program.

The following provides a brief overview of the key factors facing the Department for 2010:

ISSUES

As noted above, the Department continues to realize a shortfall with sustainable funding in order to meet County infrastructure rehabilitation needs. The recent PSAB accounting exercise confirmed a requirement of approximately \$16 million annually to maintain the County's road system in its current condition - this would not improve the overall system adequacy. As evidenced in Figure 1, the County has a backlog of approximately \$30 million in outstanding project work. This backlog will continue to increase unless additional "base" funding is provided. In the absence of any additional funding, the implementation of the Department's asset management program represents a critical tool in ensuring that the Department prioritizes rehabilitation needs in keeping with approved funding levels.

Coupled with the ongoing problem of meeting our rehabilitation needs for existing infrastructure, the County needs to develop a funding mechanism to address growth generated infrastructure needs. The Town of Petawawa, Town of Renfrew and the Town of Arnprior are all experiencing constant growth. This growth is placing a pressure on existing County infrastructure in terms of providing required intersection improvements, traffic control signals and, in the long run, the addition of lanes to increase roadway capacity.

There is an emerging trend with the public to provide alternate forms of transportation. Both the County and the local municipalities are experiencing ever increasing requests from the public to incorporate cycling facilities, sidewalks, trails etc., into infrastructure rehabilitation programs. Accordingly, the Department is proposing to initiate a corporate undertaking that will investigate the feasibility, develop policies/cost sharing strategies for the provision of alternate forms of transportation within the County. The Department will be developing terms of reference for this initiative and will be retaining outside services to manage this program.

OPPORTUNITIES

The Department believes that there is an opportunity to implement cross-divisional initiatives that will provide for a greater interaction between the Department's maintenance and capital programs. Several of the proposed initiatives for 2010 will increase maintenance programs to prolong the life of the County's road and bridge infrastructure. In support of this direction, the Department will be placing more emphasis on brushing, shouldering, drainage improvements and implementation of a "scratch coat" program. As well, the Department will be developing and finalizing a long-range maintenance strategy in 2010.

The Department is also developing an internal program which will educate "front-line" staff so that they will be more informed regarding departmental programs. This will improve their ability to interact with the public.

CHALLENGES

Recently CFB Petawawa announced extremely aggressive growth strategies for the Base. In the summer of 2009, there was an announcement that \$450 million had been approved for the expansion at CFB Petawawa. This will accelerate growth within this community. Staff have been advised that approximately 1,200 new military personnel will be working on the Base in the near future. This growth, along with the potential for a new helicopter squadron, will increase transportation pressures on the County's existing road network in that area. A recent joint transportation study has identified a future need for an additional bridge crossing over the Petawawa River. The structure would satisfy County assumption criteria; however, it will be necessary to establish the jurisdictional roles of the various stakeholders and more importantly, funding responsibilities for this new structure. As stated previously, the County of Renfrew currently does not have any financial mechanisms to fund growth generated infrastructure needs. Historically, these are funded by the proponent. There may be interim measures, such as improvements to the Highway 17 intersections in the vicinity of the Base that may address some of the transportation demands in the short-term. There is however, a need to develop a long-term infrastructure strategy for CFB Petawawa and the Town of Petawawa.

There is still an ongoing challenge to encourage the federal and provincial governments to leverage the recently approved Framework Agreement for the expansion of Highway 417 northerly to the Town of Renfrew. While each level of government appears to be supportive of a joint venture to extend Highway 417, there does not appear to be a firm commitment in the MTO five-year program to continue the highway expansion. The County must continue to press for a commitment from both levels of government to extend the highway to the Town of Renfrew. The recent funding announcements for CFB Petawawa reinforce the need to continue with the highway expansion program.

2010 OPERATING BUDGET

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Materials and Supplies	7,286,325	7,191,900	94,425
Depreciation	7,745,378	7,745,378	0
Surplus Adj - Capital	12,758,000	11,814,000	944,000
Surplus Adj - Depreciation	(7,745,378)	(7,745,378)	0
Surplus Adj - Reserves	(4,900,000)	(4,891,900)	(8,100)
Gross Expenditures	15,144,325	14,114,000	1,030,325
Recoveries - Provincial	(950,000)	(335,000)	(615,000)
Recoveries - Federal	(950,000)	(335,000)	(615,000)
Recoveries - Other	(607,615)	(644,000)	36,385
Revenues	(2,507,615)	(1,314,000)	(1,193,615)
Net Expenditures	12,636,710	12,800,000	(163,290)
Budget Hours	101,591	100,391	1,200

2010 TARGETS

The following summarizes the principle initiatives that will be undertaken by the Department in 2010.

- Rehabilitation of 29.0 km of road
- Replacement/rehabilitation of 2 culverts
- Undertake three (3) major bridge rehabilitation projects
- Undertake pre-engineering work for projects scheduled beyond 2010
- Purchase new combination unit to replace truck 612-97
- Purchase of two (2) new medium duty trucks to replace trucks 301-99 and 321-99
- Optimize the use of Gas Tax and Provincial/Federal funding programs
- Finalize and implement a long range Maintenance Program Forecast
- Commence implementation of the program for the replacement of the Civic Addressing and 911 Signage
- Review the feasibility of developing a funding strategy to finance growth infrastructure
- Update technical capabilities to current version of design software
- Continue use of outsourcing engineering work to deliver proposed Capital Works program
- Continue to enhance “cross-utilization” of existing staff to assist with delivery of approved programs
- Lobby provincial and federal representatives (MP and MPP) to secure commitment to extend Highway 417 to the Town of Renfrew within 5 years
- Continue to meet with local municipal Councils to discuss/present operational practices and proposed capital programs
- Finalize the study to determine the optimum patrol facility locations and resource deployments for Maintenance activities
- Evaluate the pilot project for the GPS tracking of winter maintenance equipment and accomplishments
- Purchase a new replacement backhoe/loader for the Goshen Patrol
- Purchase one (1) new Hot Mix Patching Trailer

Emergency Services

EMERGENCY SERVICES DEPARTMENT

BACKGROUND

The Emergency Services Department provides the 4 essential services of the County of Renfrew Paramedic Service, Emergency Management, 9-1-1 Coordination and Fire Dispatching throughout the County and to the City of Pembroke. In all aspects of delivery and planning the department strives to improve the quality of life of our community. To achieve this vision the department is focused on three key strategies: Synergistic Partnerships, Capacity Building and Innovation, which provide the foundation for all activities.

A shared accountability for the health and safety of the residents of the County is the measurable outcome that will determine the effectiveness of working relationships within the health and emergency service communities. Creating partnerships to produce greater results for the public than can be attained by working independently will be achieved by improving communication, enhancing coordination across the system, and working cooperatively to achieve the common goal of a safe and healthy community.

The Emergency Services Department recognizes that all stakeholders - residents, elected officials, government agencies and service providers - influence the provision of effective and appropriate services. Investing in specific training for defined stakeholder groups to increase resilience and competence will contribute to the determination of service gaps and priorities. Building capacity by providing opportunities to develop skills and understanding and enhance resources related to minimizing risk and providing early intervention will improve our ability to meet the unique needs of the community.

The Emergency Services Department upholds the values of responsiveness, openness, excellence and creativity within the context of fiscal responsibility. The strong desire to ensure that service provision is directly related to the needs of the community requires a commitment to create and adopt innovative ways to deliver quality service.

As the Emergency Services Department further evolves, the commitment to improve the quality of life of the residents and visitors of the County of Renfrew remains the principal goal. We continually strive for excellence that includes response time reliability, clinical excellence, economic efficiency, inter-agency partnership and customer satisfaction. The strategies of Innovation, Synergistic Partnerships and Capacity Building will continue to drive the department's activities and determine the investments in competencies, infrastructure and approach over the coming years.

GOALS AND OBJECTIVES

These goals and objectives, defined under each of the key strategies, were developed in 2009 for a 5 year time period.

Capacity Building

1. Focus on community wellness, engagement and empowerment.
2. Promote resilience.
3. Enhance paramedic scope of practice.
4. Foster knowledge transfer among peer groups.

Synergistic Partnerships

1. Nurture trust with internal and external stakeholders.
1. Promote effective communication.
2. Generate collaborative opportunities.
3. Unify leadership.

Innovation

1. Establish and participate in evidence-based research processes.
2. Create novel delivery programs.
3. Demonstrate continuous improvement.
4. Manage environmental impact.

2010 ISSUES, OPPORTUNITIES, CHALLENGES

Current and anticipated system pressures may have a profound effect on the service and our ability to meet our goals in 2010.

OPPORTUNITIES

Paramedic Service

- Ongoing Incident Management and Unified Command training within the health and emergency services of the County.
- The development of effective performance management reporting mechanisms.
- Community and industry partnerships to deliver programs targeted at improving morbidity and mortality rates.
- The implementation of local research regarding elderly at risk and early intervention.

911 Service / Fire Dispatch Service / Emergency Management

- To publicly promote appropriate use of emergency dialling in cooperation with the Fire services, Renfrew CACC, Bell Canada and the OPP.
- To monitor compliance for contracted services.
- Ongoing training and exercise opportunities for County of Renfrew staff and partner municipalities to ensure effective cooperation during emergency situations.

CHALLENGES

Paramedic Service

- H1N1 global pandemic preparedness and response.
- Industry absenteeism and injury rates.
- Wage parity with neighbouring services competing for/retaining qualified staff.
- Increased fuel, equipment and vehicle costs.
- Predicted increase in call volume for emergency response.
- Increased demand for non-urgent patient transportation.
- Changes to legislated reporting requirements and standards.
- MOHLTC Certification Review.

911 Service / Fire Dispatch Service / Emergency Management

- A lack of radio interoperability with the current radio system between Fire and other Emergency Service Agencies.
- The lack of public safety services radio interoperability.
- A lack of reliable redundant Landline and Cellular Telephony Service.

PROGRAM RESOURCES

The funding for the department is a complex model that involves a cost-sharing formula for only the provision of land ambulance services leaving the remaining core services of Emergency Management, Fire Dispatching and 9-1-1 Coordination to be fully funded by the County of Renfrew.

Financial resources for the Paramedic Service are provided by multiple sources including the County of Renfrew levy, the City of Pembroke, the Province of Ontario and the Federal Government. The Service is able to generate revenue related to special event coverage, however, this service is provided on a cost recovery basis only.

Fire Dispatching and 9-1-1 Coordination are managed by the department through contractual arrangements on behalf of all 17 municipalities within the County. As well, the Community Emergency Management Program ensures the annual legislative requirements of the corporation are met and provides ongoing planning, coordination and response support to the County's member municipalities. All of these services are funded 100% by the County of Renfrew levy.

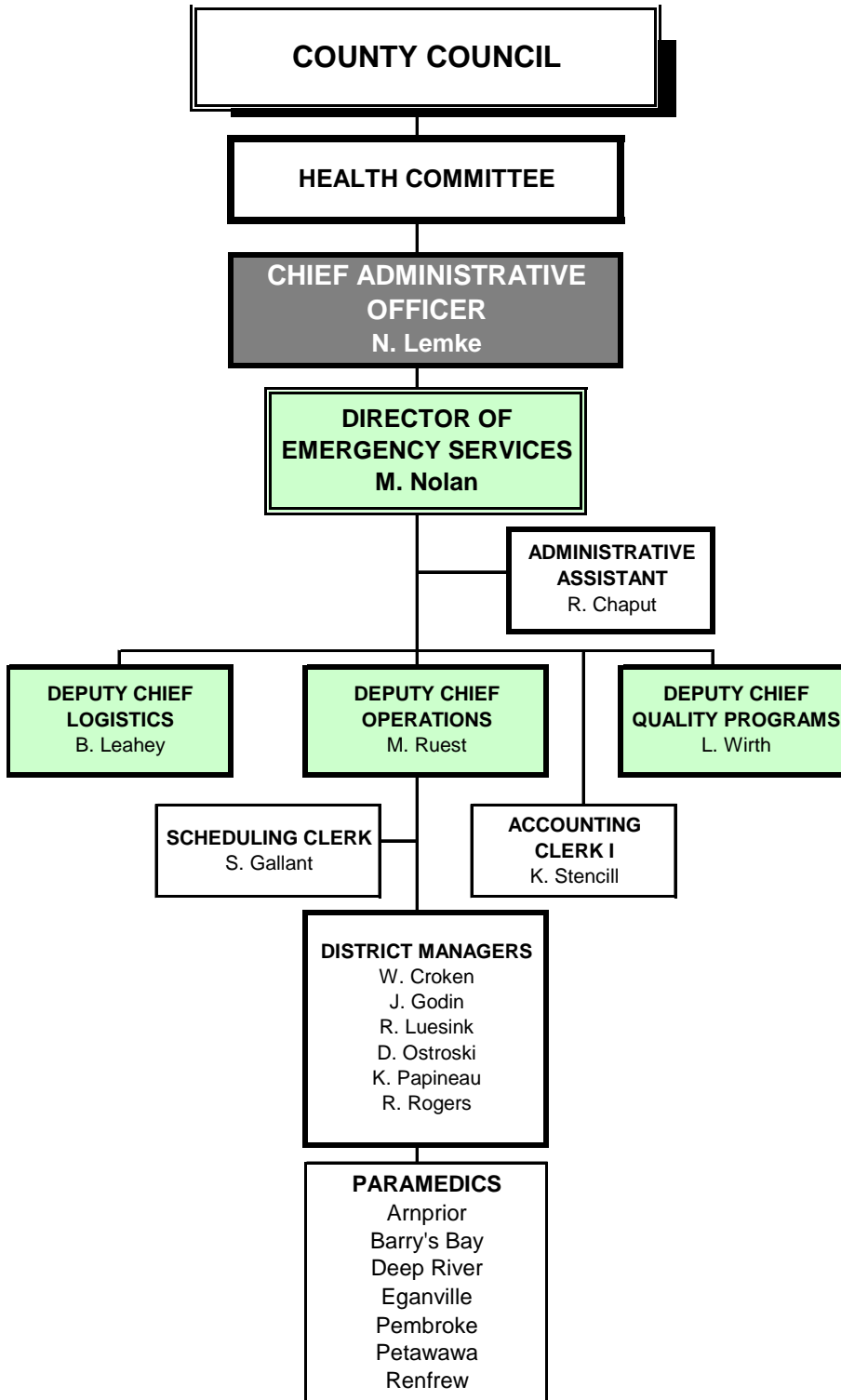
Emergency medical response, provided by a combination of primary and advanced care paramedics is provided to the County of Renfrew and surrounding area from seven community base stations located in: Arnprior, Barry's Bay, Chalk River, Eganville, Pembroke, Petawawa and Renfrew. Each base station provides a local centre of operations for the Paramedic Service staff to provide balanced emergency coverage throughout the County. Each base station provides a minimum of 24/7 coverage. Six Paramedic Service Duty Officers provide the necessary leadership, supervision, and liaison with Allied Agencies to ensure the provision of effective service.

Paramedic recruitment is an ongoing process to balance the needs of the Service with the availability of staff. The Service will continue to participate in regional pre-employment testing for candidates and there will be new hire intakes as required.

The Service will continue to purchase vehicles that standardize its fleet for quality improvement purposes based upon Ministry of Health and Long-Term Care standards through provincial and municipal vendors of record.

A prototype Paramedic Service vehicle is being requested to enable better service delivery. With cost savings as a primary consideration, we are partnering with the City of Ottawa Paramedic Service and our current paramedic service vehicle provider, Demers Ambulance. This vehicle will be part of a study designed to expand options available in regard to vehicle chassis and body types.

ORGANIZATIONAL CHART



2009 ACHIEVEMENTS

Paramedic Service

- Service continues to be provided in accordance with governing legislation and regulations, specifically ensuring adherence to all requirements under the Ambulance Act as demonstrated in our daily operations.
- Implementation of the strategic plan for the Emergency Services Department.
- The advancement of paramedic clinical practice through participation in research and activities that will have a positive impact on morbidity and mortality rates within Renfrew County has been promoted through:
 - A rapidly increasing percentage of Advanced Care Paramedics
 - An enhanced scope of practice for Primary Care Paramedics to include IV Starts
 - The implementation of a rapid assessment and transport process for myocardial infarction patients meeting specific criteria
 - The introduction of Continuous Positive Airway Pressure (CPAP) to assist patients with congestive heart failure and pulmonary edema
 - The Implementation of standardized Mass Casualty Incident and Incident Management training exercises with municipal partners providing police and fire services
- Ongoing community and industry partnerships continue to be developed and programs are being delivered which will have a positive impact on morbidity and mortality rates through:
 - The Public Access Defibrillation and Community CPR Programs
 - Anaphylaxis
 - Providing anaphylaxis training to schools throughout the County
 - Community Paramedic Program
 - Community Health Assurance Program Wellness Clinics
 - Community Paramedic Program Home Health Monitoring
 - The Heart Wise Exercise Program partnership with the University of Ottawa Heart Institute to promote safe activity for people in our community with known heart disease or who are at risk for a heart attack or sudden cardiac arrest
 - Participation on the County of Renfrew Physical Activity Network to promote wellness in the community through safe activity
 - Aging at A Home Community Paramedic Program Pilot at Deep River
- Participation in Evidence Based Research Including:
 - PERIL Study (Paramedics assessing elders at risk of independence loss)
 - PACCT Study – Paramedic and Community Care Team
 - Carbon Foot Printing Study

911 Service / Fire Dispatch Service / Emergency Management

- The current Central Emergency Reporting Bureau (CERB) contract with the Ontario Provincial Police (North Bay) has been renewed for a two-year term and service delivery is being monitored.
- Quarterly meetings continue to be hosted with all Emergency Service Command Personnel and a representative from Bell.
- The current contract with the Ontario Ministry of Health and Long-Term Care, Central Ambulance Communications Centre is being monitored.
- Compliance with the legislative requirements of the *Emergency Management and Civil Protection Act*.
- There is a greater awareness and understanding related to emergency planning activities in the community and resilience at the local level is being.

2010 OPERATING BUDGET

PARAMEDIC SERVICE

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	9,352,777	9,145,638	207,139
Materials and Supplies	2,312,735	2,001,038	311,697
Purchased Service	282,775	262,110	20,665
Depreciation	467,102	467,102	0
Surplus Adj	237,509	699,874	(462,365)
Gross Expenditures	12,652,898	12,575,762	77,136
Recoveries - Provincial	(6,156,930)	(6,156,930)	0
Recoveries - Other	(289,538)	(212,402)	(77,136)
Recoveries - County	(49,500)	(49,500)	0
Recoveries - City of Pembroke	(860,123)	(860,123)	0
Revenues	(7,356,091)	(7,278,955)	(77,136)
Net Expenditures	5,296,807	5,296,807	0
Budget Hours	219,582	215,900	3,682

2010 OPERATING BUDGET

EMERGENCY MANAGEMENT

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Materials and Supplies	28,176	28,176	0
Purchased Service	207,670	207,670	0
Surplus Adj	79,644	0	79,644
Gross Expenditures	315,490	235,846	79,644
Recoveries - Provincial	(35,840)	0	(35,840)
Recoveries - Fees & Charges	(95,000)	(95,000)	0
Revenues	(130,840)	(95,000)	(35,840)
Net Expenditures	184,650	140,846	43,804

PERFORMANCE TARGETS

Paramedic Service

	<u>Target</u>	<u>2008</u>	<u>2009</u>
1996 90 th Percentile Code 4 Response Time	19:00	19:02	19:00
# Kilometers traveled	1,000,000	1,031,000	1,100,000
# health and injury prevention learners	1,000	1,100	2,200
Call Volume	18,500	18,574	18,500

911 Service / Fire Business Service / Emergency Management

	<u>2008</u>	<u>2009</u>
<u>9-1-1 PROGRAM</u>		
% of calls answered within 2 rings	98%	
24 / 7 Service	366 days	365 days
# of calls processed	39,000 est.	
<u>Fire Dispatch Program</u>		
Call processing time in second	95%	
24 / 7 Service	366	365 days
# of calls received	3,000	
<u>Emergency Management</u>		
Activation of Emergency Centre	1	1
Test of the County of Renfrew Plan	1	1

Miramichi Lodge

BACKGROUND

Miramichi Lodge is a Municipal Long -Term Care Home that provides long-term care services to individuals over the age of 18 years who require 24-hour nursing services to meet their nursing and personal care needs. A range of services including accommodation, meals, as well as rehabilitation physiotherapy programs and a variety of social and recreational activities is provided. In addition to long-term care services, the Lodge also provides community services through the Meals on Wheels program in the Pembroke and Petawawa areas.

The original Miramichi Lodge opened in 1969 and proudly served the residents of Renfrew County for 35 years. The new Miramichi Lodge opened in January 2005 at 725 Pembroke Street West, Pembroke.

The most recent data on the profile of residents in Miramichi Lodge concludes that the average resident is 82 years old, with multi-health problems, including some degree of cognitive impairment, requiring nursing care which may include intravenous, complex wound care, palliative care, 24-hour supervision and considerable assistance with personal care activities such as eating, dressing, bathing, using the bathroom and ambulating. While the majority of residents are elderly, there are a number of younger residents who present unique challenges.

GOALS AND OBJECTIVES

- Provide safe, high quality resident-focused care, in accordance with the standards set by the Ministry of Health and Long-Term Care and recognized best practices
- Recruit and retain the best employees
- Demonstrate fiscal responsibility
- Maximize the resources of Volunteers
- Facilitate regular and effective communication with our stakeholders:
 - Residents and Family
 - Staff
 - Volunteers
 - Health Committee and County Council
 - Champlain LHIN and MoHLTC
- Maintain a positive community profile
- Continuous quality improvement
- Work closely with Bonnechere Manor in an effort to standardize programs and services, where appropriate

PROGRAM RESOURCES

Miramichi Lodge is mainly funded through the Ministry of Health and Long-Term Care (MOHLTC). The County of Renfrew / City of Pembroke supplemental funding enhances nursing and personal care staffing, and to a lesser extent, increased support staffing levels to operate the larger facility. The amount of this beneficial funding is determined through the annual budget process.

Ministry funding is provided through four designated envelopes as follows:

	2010 Projected	Ministry Base – 2009	2009 (actual)	2008 (actual)
CMI	98.88	100.00	98.88	95.76
Nursing and Personal Care (Adjusted for CMI)	78.61	79.60	78.71	74.04
Programming and Support Services	7.57	7.57	7.57	7.35
Raw Food	7.31	7.31	7.31	7.15
Accommodation	49.14	49.14	49.14	46.74

Case Mix Index – Transition to Resource Utilization Groups Case Mix Index

The Province of Ontario is currently in transition from the former Alberta Resident Classification System to the new Resource Utilization Group Case Mix Index (RUG CMI) for the Nursing and Personal Care envelope funding. For Miramichi Lodge, the MoHLTC funding for the Nursing and Personal Care envelope will be frozen at the 2008 CMI level until April, 2012.

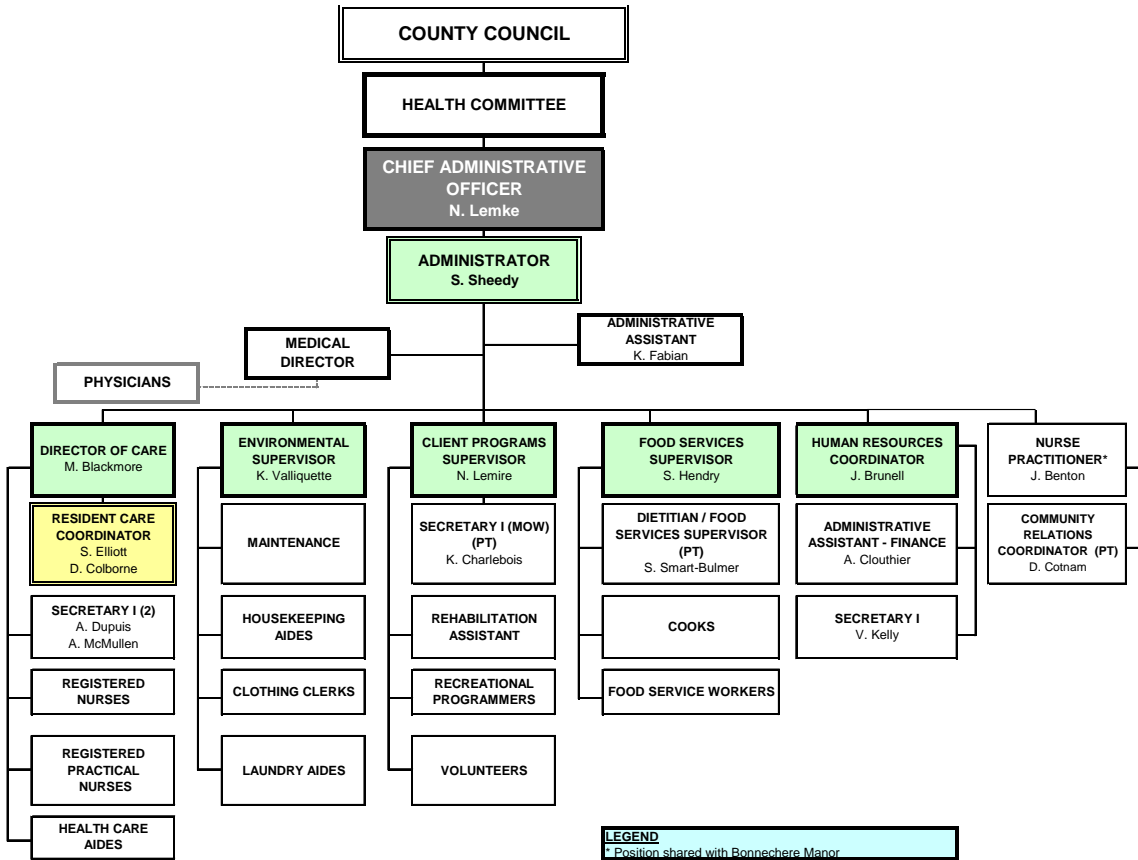
In addition, Miramichi Lodge receives funding from the Ministry of Health and Long-Term Care for the following categories:

High Wage Cost Transition Funding	Per Month	\$ 6,315
Pay Equity	Per Month	\$ 1,880
Capital Construction Funding	Per Diem	\$ 10.35
Canadian Council on Health Services Accreditation (CCHSA) Differential	Per Diem	\$ 20,000

Miramichi Lodge also receives the following revenue from the Residents:

Preferred Accommodation (Nov. 2009)	\$ 503,958
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ORGANIZATIONAL CHART



Full Time Equivalents					
	2010	2009		2010	2009
ADMINISTRATION	5.6	5.6	LAUNDRY	3.3	3.3
MAINTENANCE			CLIENT PROGRAMS		
Supervisor	1.0	1.0	Supervisor	1.0	1.0
Maintenance	3.0	3.0	Dietitian	0.5	0.4
NURSING			Rehab Assistants	1.0	1.0
Supervisors	6.0	6.0	Recreation Programmers	4.3	4.3
Registered Nurses	7.2	7.2	FOOD SERVICE		
Registered Practical Nurses	19.7	23.0	Supervisor	1.4	1.4
Health Care Aides	54.0	51.2	Cooks	3.4	3.4
HOUSEKEEPING			Food Service Workers	11.8	11.8
	10.9	10.2	MoW Secretary	0.5	0.5
TOTAL FULL-TIME EQUIVALENTS				134.6	134.3

2009 ACHIEVEMENTS

Resident Programs and Services:

- Continued to provide high quality resident-focused care as evidenced by the enhanced Resident Programs and Services:
 - Dementia Care: Continued evolvement of the Enhancing Care Program through an enhanced therapeutic environment on the dementia units, creation of Resident 'Life Stories' and the initiation of a formal doll therapy program
 - Palliative Care: Survey results continue to indicate high satisfaction with Program. Ongoing education provided for front-line staff
 - Maintenance of effective Falls Prevention Program as demonstrated by the lowest monthly average for number of falls resulting in fractures recorded to date.
 - Pressure Ulcer Awareness Program: Completion of year 2 of a 3 year Program; a reduction to an already low prevalence of pressure ulcer was achieved in our second year
 - Implementation of the HealthForceOntario INSPIRE (Interprofessional Scope of Practice to Improve the Resident Experience) Program to promote enhancement of clinical practice through interprofessional collaboration.
 - Successful selection to pilot Ontario Telemedicine Network videoconferencing equipment in LTC Home to test its use in reducing unnecessary Resident transfers to hospital.
 - Recreation Programs:
 - Increased focus on the programs for our dementia units; individual activities such as Snoezelen, Satin Hands, Feel & Tell, Outdoor Strolls, For the Birds, and so on.
 - Coordinated an intergenerational program with students from Champlain Discovery and with children from the Ontario Early Years.
 - Expansion of pet therapy program with two additional budgie cages on 2B and 3B.
 - Food Service Program:
 - Food Quality/Safety – No items in non-compliance as evidenced by regular inspections by the Public Health Inspector and annual MoHLTC review
 - Increase of Raw Food funding from the Ministry of Health and Long-Term Care allowed expanded quality of menu items based on feedback by Residents into menu planning

Employees:

- Provided a supportive, proactive environment for employees including education initiatives.
- Continued implementation of the Gentle Persuasive Approach.
- Pro-active review of health and safety program to reduce employee injuries and continued implementation of the Attendance Support Program to manage employee illnesses.
- Hosted and participated in wellness and prevention education.
- All employees received a performance appraisal.
- Participated in Job Fairs and continued provision of high school co-op placements.
- Developed and implemented a pilot project to optimize the scopes of practice of Health Care Practitioners in long-term care as a result of a successful grant proposal from the HealthForceOntario (Ministry of Health and Long-Term Care).
- Further advancement of the Lodge's culture of safety through expression of interest to participate in a HealthForceOntario project to reduce musculoskeletal disorders in long-term care in partnership with OANHSS and installation of increased number of ceiling lifts.
- Fifth successful application for provincial funding to support nurse retention initiatives; late career nurse.
- Continued support for the Bachelor of Science in Nursing and other health-related programs at Algonquin College and Universities by providing student clinical placements.
- Ten computer tablets and related clinical software secured with Health Force Ontario funding with the focus of improving access to clinical resources at point of care.

Volunteers:

- Supported the 150+ active Volunteers including the goals and objectives of the Miramichi Lodge Auxiliary and Foundation through provision of annual Education Workshop and annual Recognition Dinner.
- Participated in the effective 2009 fundraising initiatives such as the Tulip Tea, Gala and other fundraisers, as well as ongoing local artwork sales.
- As a result of donations from the Auxiliary and Foundation, significant purchases in resident equipment including beds; additional theme-related events such as Valentines Day and BBQ's; a portable soft-serve ice cream machine; enhancement of the therapeutic environments on the dementia units; bulletin boards for each Resident's room; another swing; and the ongoing pet therapy program - a positive impact on the overall quality of resident life was possible.

Stakeholders:

- Continued with regular and effective stakeholders consultation with respect to ongoing long-term care services including the implementation of year three of the five-year Strategic Plan.
- Continued partnerships with local community agencies, County agencies and Provincial agencies in the interest of resources and networking. This included ongoing meetings with the Champlain Local Health Integrated Network (Champlain LHIN) and providing representation on the Renfrew County Community of Care Advisory Forum and the related Alternative Level of Care and Aging at Home working groups and various Renfrew County and Champlain Communities of Practice and hosting several events for our community partners. Also, continued to provide public information displays in the front lobby for Residents/Families, Staff, Volunteers and general public visiting Miramichi Lodge.
- Continued to work closely with Bonnechere Manor in an effort to standardize programs and services, where appropriate.

Property and Safety:

- Participation on the County of Renfrew Energy and Property Management Committees.
- Completion of a 20-year capital asset management program to protect the investment in the new facility.
- Participated in emergency planning exercises with the City of Pembroke and County of Renfrew.

Fiscal:

- Demonstrated fiscal responsibility by supporting our member association OAHNSS with advocating and lobbying for adequate provincial funding.
- Increased revenue generation through Private Accommodation from 79% to 88% (Nov. 09).

2010 ISSUES, OPPORTUNITIES, CHALLENGES

1. Continued quality improvement of Resident Programs and Services

- Enhancing Care (Dementia) Program
 - Complete a Life Story for each Resident on 1A and 1B; new and current (as able) residents: by December 2010
- Pressure Ulcer Awareness Program
 - Successfully implement the final year of a three-year program: by December 2010
- Implementation of an Oral Hygiene Program
 - Implementation of evidence based strategies for delivery of oral care to residents with special focus on residents with dementia: by March 31, 2010
- Pleasurable Dining Program
 - Reinforcement of Program principles with staff: by March 2010

- Safe reduction of transfer of Residents to Hospital related to Acute Mental Health Needs
 - Training on Ontario Telemedicine Network video conferencing equipment: by January 2010
 - Implementation of protocol as developed in conjunction with the Pembroke Regional Hospital Community Mental Health program: by February 2010
 - Collection and review of data to determine if protocol had positive impact on reducing transfers: by December 2010
 - Recreation
 - Increase individual programs with Residents (for those who group activities are not appropriate or decline) from 346 to 433 or 25%: by December 2010
 - Rehabilitation
 - Increase resident participation in physiotherapy programs from 75%, 2-3 times per week to 90%, 2-3 times per week: by December 2010
- 2. Meet compliance with respect to the new/revised Ministry of Health and Long-Term Care Regulations/Standards and LTC Act legislation**
- Advise Residents/Families, Staff, Volunteers and Elected Representatives of significant changes, including impact to practices and budget, as known to the Home: anticipated June 2010
- 3. Accreditation**
- Prepare stakeholders for accreditation through leadership of applicable teams: April 2010
 - Participate in accreditation process: April 2010
 - Develop any follow-up reports by required timelines: post Accreditation
- 4. Support a Positive Worklife Culture**
- HealthForceOntario Project: “Optimizing Scopes of Practice in LTC”
 - Sustain priority clinical issues identified by Project
 - Student placements
 - Continue to provide high school co-op, B.Sc.N., NP, RN, RPN, PSW and other student placements as requested
 - Succession Planning
 - Nurse Practitioner: September 2011
 - Volunteers
 - Recruit three (3) more regular volunteers to assist in the Pleasurable Dining Program: by December 2010
- 5. Enhance Client Safety Culture**
- Implement training initiatives to reduce identified risks:
- Gentle Persuasive Approach
 - Achieve 100% of staff education: by December 2010
 - Back Injury Prevention Program
 - Train all new and current staff on prevention strategies annually: by December 2010
 - Recertify all nursing staff on safe client handling techniques: annually by December 2010

- Workplace Violence Prevention Program
 - Finalize Home Program consistent with proposed Bill 168: by June 2010
 - Request Home Joint Occupational & Safety Committee review: by September 2010
 - Implement by December 2010
 - Enhanced manager accountability regarding Health & Safety
 - Managers to attend a minimum of one JOH&S Committee meeting per year
 - Managers to participate in a minimum of one safety inspection per year
 - Managers to add "Safety" as a standing agenda item on departmental meetings
- 6. Complete implementation of Minimum Data Set – Resident Assessment Instrument (MDS-RAI)**
- Implement as per MoHLTC time lines: completed by June 2010
- 7. Successfully implement Strategic Plan**
- Provide a review of 2009 achievements to stakeholders: by May 2010
 - Review activities required for Year Four of Plan: implement by December 2010
- 8. Maintain Facility**
- Capital Asset Management Program
 - Implement Capital Asset Management Program as identified and approved through 2010 budget process including asphalt sealer and painting program
 - Green Committee
 - Continue participation in the County of Renfrew Green Committee - ESS
 - Determine most economical energy management program: by December 2010
 - Business Continuity Plan
 - First draft of plan: completed by March 31, 2010
 - Outstanding items: completed by December 2010
- 9. Affordable Supportive Housing**
- Present affordable supportive housing options on the property of Miramichi Lodge for Committee and Council review
- 10. Develop new Community Partnerships**
- Implementation of Get WITH (Walking In The Hallways) It program at Miramichi Lodge for residents and community

2010 OPERATING BUDGET

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	8,875,986	8,707,972	168,014
LTD - Interest	351,455	366,393	(14,938)
Materials and Supplies	1,799,424	2,057,880	(258,456)
Purchased Service	437,398	452,935	(15,537)
Financial Expense	30,514	30,514	0
Depreciation	950,084	950,084	0
Surplus Adj	(674,729)	(761,156)	86,427
Gross Expenditures	11,770,132	11,804,622	(34,490)
Recoveries - Fees & Charges	(3,396,335)	(3,327,795)	(68,540)
Recoveries - Provincial	(6,998,771)	(7,311,595)	312,824
Recoveries - City of Pembroke	(443,832)	(346,440)	(97,392)
Revenues	(10,838,938)	(10,985,830)	146,892
Net Expenditures	931,194	818,792	112,402
Budget Hours	274,824	274,183	641

PERFORMANCE TARGETS

In order to promote efficiency, service excellence and customer satisfaction, comparison benchmarks against similar programs are used:

Key Measures	Indicators	2010 Target	Year End 2009	2008
QUANTITY	Occupancy Rates			
	Long Stay	97%	99.34%	99.51%
	Preferred Accommodation	85%	88.23%	77.94%
	Short Stay	70%	84.11%	79.45%
ACCESSIBILITY	Admissions			
	Long stay (annual)	44	52	39
	Short stay (annual)	21	18	23
	MoW program (annual)	2640	2690	2828
	Waiting List			
	Total number on list	50	283	249
	First Choice	50%	58%	50%
QUALITY	Total Nursing Hrs/res day	2.77	2.78	2.71
	Program Hrs / res day	0.19	0.19	0.22
SAFETY	# of Resident Unusual Occurences	50	55	73
	# of Employee WSIB Claims	10	11	23
	# of PHU Declared Outbreaks	0	0	2
EFFECTIVENESS	# Of Unmet MOHLTC Standards	0	0	3

Bonnechere Manor

BACKGROUND

Bonnechere Manor, a Municipal Long-Term Care Home, was established in 1958 in the Town of Renfrew at the original location of 782 Raglan Street South. Originally 298 beds, the Home was downsized in the early 1990's to 180 beds in preparation for redevelopment. The early 1990's also saw a change in entry criteria reducing the age requirement from 65 to 18, and a change in the funding formulae for Long-Term Care. In 1995 the Home moved from its former location to a new facility located at 470 Albert Street, at the North end of Renfrew. Bonnechere Manor provides resident-focused service that meets personal, individual and environmental needs of the client population. This range of services includes accommodation, meals, as well as rehabilitation physiotherapy programs and a variety of social and recreational programming.

In 2008, Bonnechere Manor celebrated 50 years of community service in collaboration with the Town of Renfrew's 150th Anniversary. This provided an opportunity to showcase the revitalization of Bonnechere Manor.

Bonnechere Manor also offers outreach services to the Community through an Adult Day Program located at the facility, with four satellite sites in the communities of Cobden, Eganville, Beachburg and Calabogie. Funding for this program is separate from that of the entire facility and is one hundred percent from the Ministry of Health and Long-Term Care, Health Care Programs Division.

The average age of the residents at Bonnechere Manor is 81.72 years, with the majority of residents requiring some assistance to total assistance with their personal care (bathing, dressing, ambulating and eating) and nursing care (wound care, intravenous, palliative care, etc.). The majority of our residents have some degree of cognitive impairment (poor memory, confusion, etc.) and suffer from multi-health problems, requiring 24-hour supervision. Most residents are elderly, however, there are a number of younger residents who present with Acquired Brain Injury.

Bonnechere Manor is an Accredited Home under Accreditation Canada. The Home prepares for the accreditation process every three years, and has been successful in maintaining full awards.

GOALS AND OBJECTIVES

QUALITY CARE

- Provide safe, high quality resident-focused care, in accordance with the standards set by the Ministry of Health and Long-Term Care
- Model interdisciplinary care to Best Practices focusing on Dementia Care; End of Life/Palliative Care; Rehabilitation Physiotherapy Programs; Gentle Persuasive Approach
- Maintain the QMENTUM principles to support our three-year Accreditation award with Accreditation Canada; utilizing the continuous quality improvement programs to ensure consistent identification of risks and outcomes in the ongoing evaluation of processes
- Enhance internal Recreational Programs for residents improving the home like environment and individualizing programs through the Therapeutic Recreation Model
- Provide a well maintained Facility, in accordance with the standards set by the Ministry of Health and Long-Term Care
- Provide a Pleasurable Dining experience, serving nutritious meals in accordance with Canada's Food Guide adhering to the standards set by the Ministry of Health and Long-Term Care

SUCCESSFUL, TEAM FOCUSED STAFF

- Provide a supportive, proactive environment in which employees are proud to work
- Establish an organizational culture in which employees feel respected and foster an environment to be an employer of choice
- Evaluate policies and strategies to ensure attraction and retention of good management and staff, utilizing an enhanced Orientation Program, competency based Performance Appraisals, and ongoing staff training and development
- Offer employees opportunities to balance work and home life by promoting the use of the EAP and resources available

FUNDING EFFECTIVENESS

- Maintain fiscal responsibility to the tax payers of Renfrew County by supporting our member association OAHNSS, with advocating and lobbying for adequate provincial funding
- Support the goals and objectives of the Bonnechere Manor Foundation and Bonnechere Manor Auxiliary; participate in proactive fundraising, including supporting an effective volunteer program providing training and evaluation
- Have a strategy to maximize access to funding opportunities; enhancing revenue generation initiatives as applicable
- Ongoing review and revision of methods to improve operational efficiency through the County of Renfrew Green Committee and Bonnechere Manor Efficiency Committee

COMMUNICATION EXCELLENCE

- Build on our success as excellent communicators with our stakeholders including residents, families, staff, volunteers, Health Committee, County Council, Champlain Local Health Integration Network (LHIN) and the MOHLTC
- Ensure that residents and families are supported and guided through the process of becoming connected to the Home and feel included in the activities of the Resident and Family Councils
- Promote ongoing effective relationships with local community agencies, County agencies and Provincial agencies including the Renfrew County LTC Homes and OANHSS Region 7 in the interest of resources and networking, specifically participating with the new Champlain LHIN
- Develop and implement a Public Relations plan to maintain a constant media profile/presence in order to uphold our positive community profile as a number one choice in Renfrew County
- Work closely with Miramichi Lodge in an effort to standardize programs and services, where appropriate

HEALTH AND SAFETY

- Provide health and safety programs, taking a proactive approach to health and safety for all people on-site, including assertive claims management
- Work closely with the EHC for staff health concerns, return to work and WSIB to provide effective wellness and prevention education and promote the Employee Assistance Program (EAP)
- Maintain active wellness and prevention education programs
- Maintain the Preventative Maintenance Program rotating duties in a four-week cycle; Life Safety Systems (check fire system including kitchen suppression system, nurse call system, exterior door security systems and emergency lighting), Laundry, Kitchen and Mechanical systems in the building

PROFESSIONAL SERVICES

- Further develop professional services to include a social worker, Occupational Therapist, Dental, etc. in the next five year planning cycle
- Enhance Pharmacy Services focusing on improved resident services in Geriatric Pharmacology

DIVERSITY FOCUS

- Ensure that we are prepared to accept and work with diversity at all levels including residents, families, staff, volunteers and community
- Be prepared for alternate care planning to respond to diversity and changing trends and expectations of residents, families, staff and volunteers

PROGRAM RESOURCES

Bonnechere Manor is mainly funded through the Ministry of Health and Long-Term Care. The County of Renfrew / City of Pembroke provide supplemental funding to support direct nursing and personal care. The amount of this beneficial funding is determined through the budget process annually.

Ministry funding is provided through four designated envelopes as follows:

	2010 Projected	Ministry Base - 2010	2009 (actual)	2008 (actual)
CMI	98.21	100	93.53	93.53
Programming and Support Services	78.17	79.60	79.60	77.32
Nursing and Personal Care	7.57	7.57	7.57	7.35
Raw Food	7.31	7.31	7.31	7.15
Accommodation	47.59	49.14	49.14	46.74

** Note: Project an increase in CMI to 5%

Case Mix Index

This classification model runs from April 1 annually, and applies to the Nursing and Personal Care envelope with results usually being received by the end of December each year. Bonnechere Manor is not required to undergo the annual classification for the coming fiscal year due to the conversion to the RAI MDS 2.0 documentation model. Our CMI funding is based on the highest CMI in the previous three years plus 3 points. **This funding equals 93.53 for 2005-2008.**

RAI MDS 2.0 (Resident Assessment Instrument Minimum Data Set)

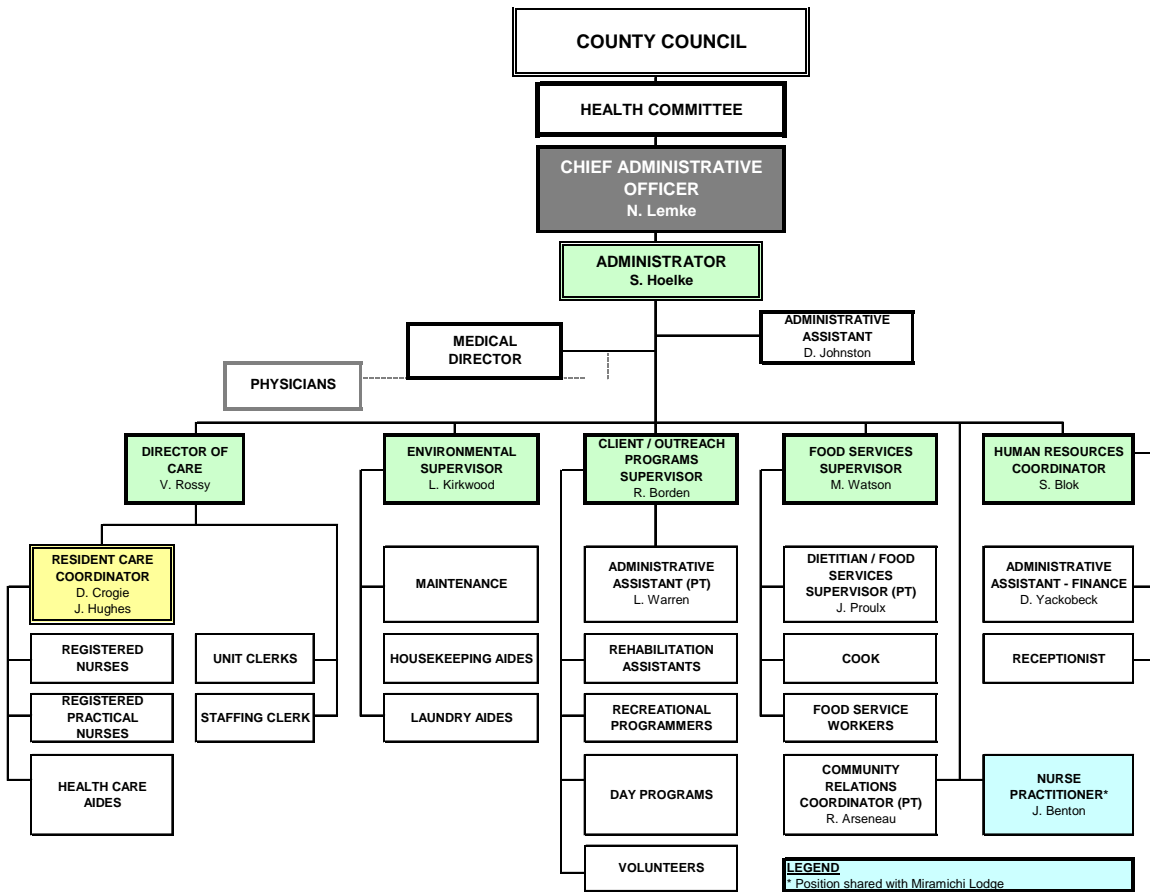
Bonnechere Manor was chosen in 2005 as an Early Adopter for this new care documentation model. The Early Adoption time frame has been completed and Bonnechere Manor is now fully implemented with RAI MDS 2.0. A Province wide roll out for Long-Term Care began in March 2006 and it is expected to take a few years to fully implement all remaining Homes. No information has been provided by the Ministry related to timeframes for the funding to be attached to MDS results.

Additional Funding

In addition to the above, Bonnechere Manor receives funding from the Ministry of Health and Long-Term Care for the following categories:

Canadian Council on Health Services		
Accreditation - CCHSA Accreditation Differential	Per Diem	\$ 0.33
High Wage Cost Transition Funding	Per Month	\$ 7,731.00
Pay Equity	Per Month	\$ 1,905.00
Structural Compliance Premium	Per Month	\$16,425.00

ORGANIZATIONAL CHART



Full Time Equivalents					
	2010	2009		2010	2009
ADMINISTRATION	6.07	6.07	LAUNDRY	5.58	5.58
MAINTENANCE			CLIENT PROGRAMS		
Supervisor	1.00	1.00	Supervisor	0.50	0.50
Maintenance	3.46	3.46	Dietitian	0.40	0.40
NURSING			Reh Assist	1.50	1.50
Supervisors	3.00	3.00	Rec Progr	4.58	4.58
Unit C/Staff C	2.50	2.50			
RN	8.05	8.05	DIETARY		
RPN	17.79	17.79	Supervisor	1.40	1.40
HCA	57.90	57.90	Cooks	3.18	3.18
HOUSEKEEPING	11.27	11.27	FSW	11.70	11.62
TOTAL FULL-TIME EQUIVALENTS	139.88	139.80			

2009 ACHIEVEMENTS

- For the third consecutive year, the Nursing Department at Bonnechere Manor has been successful in obtaining no unmet standards or criteria from the Ministry of Health and Long-Term Care (MOHLTC). Bonnechere Manor has been awarded a perfect record in all departments for the past two-years with the MOHLTC.
- Hired a new Community Relations Coordinator, who actively developed a fundraising committee for the Bonnechere Manor Auditorium fund with Dr. Bill Burwell as Honorary Chair for the Auditorium Committee.
- Participated in the Accreditation process; November 8 to 10, 2009 and will await the results from the Accreditation Canada.
- Developed a Pandemic Plan for Bonnechere Manor that will serve as a contingency plan for other emergency situations.
- Launched the “Clean Hands, Save Lives” campaign to combat influenza and other infectious diseases. Provided education to the residents, families, staff and the general public by offering information sessions regarding hand hygiene protocol and promoted an enhanced awareness of infection control and prevention.
- Revised basic and preferred accommodation bed plan, allowing for same terminology between homes, assisting consumers and allowing for potential gain in revenue for the Home.
- Efficiency programs completed in 2009; replacement of air conditioning units, retrofitting radiators, installation of 6L low flush toilets and replacing lighting with energy efficiency incandescent lights.
- Further efficiency will be gained with the installation of the three new dishwashers on each servery.
- Completion of the installation of an additional walk-in freezer meeting the guidelines of the Renfrew County and District Health Unit.
- Bonnechere Manor was one of fifteen homes in the province invited to take part in the Performance Improvement Project for Compliance Review and Resident Assessment Instrument – Minimum Data Set (RAI MDS) to promote a better understanding and consistent application of effective measures for resident quality care.
- Supported RAI MDS assessment providing education to front line staff to promote nursing rehab, thereby increasing the Case Mix Index from 109 to 113.
- Worked with the Pharmacist (Aikenhead’s Pharmacy), in improving resident outcomes, enhancing medication administration, and promoting safe practices. The Pharmacist continues to provide educational opportunities to the registered staff through in-services offered within the Home.
- Successful in hiring a new Client Outreach Program Supervisor that has implemented the Recreation Therapeutic Model, which includes individualized therapeutic recreational care plans.
- Took part in a research project with the University of Toronto regarding the Determinants of Quality in Long-Term Care Homes. To date, the feedback from Family and Resident’s surveys indicate that Bonnechere Manor is in the top 25% of the 30 Homes that participated in this project.

- Demonstrated fiscal responsibility by supporting our member association OANHSS with advocating and lobbying for adequate provincial funding and achieving the first of a five-year reduction target to reduce the municipal subsidy from fifteen to ten percent of the Home's total revenue.
- Each year Bonnechere Manor shows their appreciation to the many volunteers that support our resident focused services. This year over 150 volunteers were honoured at our themed oriented Volunteer Social; Volunteers - Hands that Serve, Hearts that Care.
- Education programs within the Home continue to expand for all staff addressing a wide variety of topics and bringing professional expertise into the Home.
- Provided a classroom and training room to Algonquin College, Pembroke to conduct the Personal Support Worker Program course from May to December 2009.
- Bonnechere Manor held several educational sessions on "Pleasurable Dining Experience," "Gentle Persuasive Approach" (3 sessions provided by 2 in house trained RPNs) and "Respect in the Workplace" (3 days of 2 hours sessions) within the Home and this has become part of the mandatory Orientation program.
- Improved the orientation process for the staff and supplied education binders for independent learning on mandatory education to all staff.
- Successful in filling 75% of the vacant Registered Practical Nursing Part-time positions. Also was successful in hiring enough nursing staff for the summer vacation period, allowing all staff to have summer vacations.
- Reduced overtime for nursing staff by approximately 40-50% over the previous year.
- Completed successful Mock Evacuation involving community stakeholders to prepare all staff for the possibility of an emergency evacuation of residents and staff.
- Continued to support an effective resident smoking cessation program in order to comply with new provincial smoking legislation and to meet a Council approved By-law establishing Bonnechere Manor as a smoke free property by March 1, 2010.
- Our member association OAHNSS continues to lobby the Ministry regarding issues and concerns affecting Long-Term Care Homes including the short fall in funding, the new Long-Term Care Act and the changes with the Local Health Integration Networks.
- The overnight camping trip was again successful this year with over 75 Clients and Residents participating.
- The annual Christmas dinners for Residents and families remain an opportune time for Bonnechere Manor to showcase their talents in catering. These dinners are well attended each year. Other catered events are the annual Volunteer Social, Art Gala and Foundation events.
- The five-year Strategic Plan developed in 2006, through consultation with stakeholders identifying key areas of service and priorities continues to be implemented.
- Bonnechere Manor continues to partner with local community agencies, County agencies and Provincial agencies in the interest of resources and networking.

- Bonnechere Manor has participated in consultation opportunities with the Champlain Local Health Integration Network (CLHIN), providing timely information regarding Long-Term Care.
- Bonnechere Manor and Miramichi Lodge continue to work closely in an effort to standardize programs and services, where appropriate.
- With the foresight to retain good employees and recruit new professionals, Bonnechere Manor works closely with the Human Resources Department of the Corporation.
- Continuation of the promotion of the Employee Assistance Program (EAP) through the Employee Health Coordinator and Shepell-fgi for life/work balance, as well as the introduction of the wellness centre available for staff, residents and families.
- Software upgrades include IDT (Employee statistic and payroll system software), which includes an automatic seniority calculation.
- Computerized scheduling computer available to staff in the staff dining lounge.
- Installation of TV monitor at front entrance for public education (i.e., hand hygiene protocol).

2010 ISSUES, OPPORTUNITIES, CHALLENGES

- Adequate financial resources, to continue to provide high quality care.
- Meeting compliance and implementation of Ministry driven updates to the Long-Term Care Standards and the new LTC Act to maintain current high quality of care.
- Participate in the continued planning for the Champlain Local Health Integration Network.
- Recruit and maintain sufficient human resources in light of impending shortages specifically in professional staff.
- Sustainability of the RAI MDS 2.0 documentation tool, and the links to funding and classification
- Competitive environment must keep our Home a number one choice; maintaining the Homes profile in the County of Renfrew.
- Continuing development of capital renewal planning of a 13 year old Facility.
- Implementing cost efficiencies brought forward from the County of Renfrew Efficiency Committee.
- Ensuring adequate staffing time and levels to maintain the established Preventative Maintenance programs.
 - Effective fundraising initiatives to ensure resident/family/volunteer/staff equipment needs are met.
 - Effective fundraising initiatives for the Auditorium Capital project.
 - Rapidly changing health environment, implementing change in short time frames.
 - Ensure we are well prepared operationally, human resources, material resources and strategic partnerships are in place in the event of a Pandemic.

2010 OPERATING BUDGET

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	9,526,076	9,397,239	128,837
Materials and Supplies	1,967,580	1,901,816	65,764
Purchased Service	406,904	437,108	(30,204)
Depreciation	526,886	526,486	400
Surplus Adj	(87,154)	(582,457)	495,303
Gross Expenditures	12,340,292	11,680,192	660,100
Recoveries - Fees & Charges	(3,616,561)	(3,270,014)	(346,547)
Recoveries - Federal	(7,000)	0	(7,000)
Recoveries - Provincial	(6,963,440)	(6,821,249)	(142,191)
Recoveries - City of Pembroke	(658,229)	(471,642)	(186,587)
Revenues	(11,245,230)	(10,562,905)	(682,325)
Net Expenditures	1,095,062	1,117,287	(22,225)
Budget Hours	286,405	285,859	546

PERFORMANCE TARGETS

In order to promote efficiency, service excellence and customer satisfaction, comparison benchmarks against similar programs within the municipal sector will be utilized.

BONNECHERE MANOR		2010		
Key Measures	Key Measures	Target	2009	2008
QUANTITY	Occupancy Rates			
	Long Stay	97%	99.6%	99%
	Preferred Accommodation	30%	31.0%	30%
	Short Stay	50%	75.5%	46%
	Day Programs:			
	- Renfrew	76%	80%	52%
	- Cobden	65%	87%	70%
	- Eganville	80%	68%	96%
	- Beachburg	80%	75%	81%
	- Calabogie	60%	87%	35%
ACCESSIBILITY	Admissions			
	Long stay (annual)	36	34	61
	Short stay (annual)	28	36	28
	Day Programs			
	- Renfrew	12	18	8
	- Cobden	2	0	3
	- Eganville	4	1	3
	- Beachburg	2	1	1
	- Calabogie	3	1	2
	Waiting List			
Total number on list	50	166	85	
First Choice	50%	56%		
QUALITY	Total Nursing Hrs/res day	2.79	2.79	2.63
	Program Hrs / res day	0.22	0.22	0.22
SAFETY	# of Resident Unusual Occurrences	50	44	44
	# of Employee WSIB Claims	15	52	11
	# of PHU Declared Outbreaks	0	3	4

Ontario Works

BACKGROUND

Effective January 1, 1998, the County of Renfrew assumed responsibility for a coordinated consolidated approach for delivery of social assistance - Ontario Works, an Employment Services Program. The program's components are designed as interventions to lower both the average length of time on assistance and the rate of re-application for social assistance. The delivery of the program is based on the administrative consolidation, the effects of the local labour market and the working relationships of community partners.

The Ontario Works Program is a provincial mandatory program governed under Legislative Authority with the Ontario Works Act, Regulations and Directives. The Act has ninety-two (92) provisions that is law and must be adhered to. The Ontario Works Regulations are a more defined explanation of the Ontario Works Act with eighty-six (86) Regulations.

The Ontario Works Directives are the layman interpretation of the Act and Regulations with a balance of provincial policy. This provides Ontario Works staff with the day-to-day interpretation of the Act and Regulations, which consist of ninety-two (92) Directives and over eight hundred (800) rules. In addition, the department has developed thirty-one (31) in-house policies that define discretionary practices and decision-making in delivering Ontario Works.

The Ontario Works Program is an innovative way of delivering social and employment support services. The program brings financial assistance and employment support services together to foster client independence while providing an opportunity for participants to contribute to the community.

Ontario Works (OW) and the provincial Ontario Disability Support Program (ODSP) are mandatory programs. Social assistance benefits are cost shared eighty percent (80%) Provincial and twenty percent (20%) County. The cost of administration is cost shared 50/50 between the Province and the County. The Ontario Disability Support Program is staffed provincially.

Note: The Province of Ontario has commenced with uploading of Social Assistance costs utilizing a four-year phased in approach.

January 1, 2008, the Province assumed responsibility for 100% of the costs for the Ontario Drug Benefit for both Ontario Works and Ontario Disability Support Program recipients.

Effective January 1, 2009, the Province assumed responsibility for 100% of the administration costs for the provincial Ontario Disability Support Program.

Effective 2010, the Province will move from paying 80% to 90% of the cost of the benefits of the Ontario Disability Support Program.

Effective 2011, the Province will move from paying 90% to 100% of the cost of the benefits of the Ontario Disability Support Program.

The upload for the costs of Ontario Works Benefits currently cost shared at 80/20 will begin in 2010. Notably, administration costs currently cost shared at 50/50 are not included in the upload. The following chart depicts the staged approach for the Ontario Works Benefit cost upload.

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Ontario Works Benefits	3%	6%	14%	29%	43%	57%	71%	86%	100%

The uploading of the social services costs from the municipality to the Province of Ontario will have no impact on our business, including service delivery to our clients.

Ontario Works and Ontario Disability Support Program

Although each Program provides social assistance to those individuals and families in need, they deliver services differently and each has its own legislation, Act, regulations and guidelines. Both programs work live in the Service Delivery Model Technology (SDMT).

Ontario Works is an employment-focused program aimed to assist people with the necessary steps to re-enter the workforce while receiving financial assistance. Ontario Disability Support Program helps eligible people with disabilities who are in financial need, by providing them with Income Supports for living expenses such as food and housing and Employment Supports which help people with who can and want to work, prepare for and find a job.

Once a person qualifies for the Ontario Disability Support Program, the participant remains in receipt of benefits until the disability changes or until the benefit unit's employment income takes them off. ODSP participants see provincial staff at a minimum once per year to update their file/forms and to see if anything has changed within their income/assets. Monthly rates or entitlements are much higher than Ontario Works entitlements.

Within Ontario Works, eligibility is determined monthly. At a minimum, the County of Renfrew must see participants every 3 months to update their participation agreement (plan of action for gaining employment). In addition, Ontario Works participants must update their file/forms once every 12 months; much is the same for ODSP. Ontario Works participants must submit their Income Reporting Card on the 16th of every month either in person or by mail. Failure to submit this document by the 5th of the following month results in their file being closed. Ontario Works has walk-in hours daily for participants to come in without an appointment to discuss issues with staff.

GOALS AND OBJECTIVES

GOAL #1

Continue to comply with Ministry Regulations, Ontario Works Act while delivering the mandatory legislative services in partnership with local community resources to maximize efficiency and effectiveness.

Objectives:

- Continue to meet Consolidated Verification Process (CVP), Employment Outcome Measures, Enhanced Family Support Initiative (EFSI) and Intake Verification targets by:
 - Service Delivery Model Technology (SDMT) reports
 - Manual statistics
 - Compliance reviews
 - Utilizing Ministry of Community and Social Services (MCSS); and Bulletins/Clearinghouse and develop in-house policies/best practices as Ministry announcements are made
- Communicate changes to our community partners as it relates to the delivery of services through ongoing community meetings as required
- To continue to ensure financial eligibility decisions are made in accordance with Legislation, Directives and Policy through ongoing supervisory file reviews, staff meetings and Ministry compliance reviews
- Keep staff apprised of the transitions to the Ontario Works directives, Service Delivery Model Technology (SDMT) technological advancements and Employment Outcome Measures, as changes occur to comply with Ministry regulations

GOAL #2

Maintain accountability by tracking key performance indicators through Employment Outcome Measures.

Objectives:

- Further promote sustainable community partnerships through ongoing consultations with, but not limited to:
 - Employment Ontario
 - Child Care/Best Start
 - All Boards of Education
 - Social Housing
 - Community Mental Health Agencies
 - Community Placement (CP) Sponsors
 - Employment Placement With Incentives/Employment Placement (EPI/EP) employers
- On a monthly/quarterly basis, continue to review and assess all Ministry reports for program integrity
- Provide employment coaching to ensure clients receive direction and supports necessary to enable forward movement
- Upon exiting the program, continue to promote client access of Extended Health Benefits (EHB), Extended Employment Health Benefits (EEHB) and Job Retention services

GOAL #3

Seek to maximize benefits from Ministry funded programs available through the Provincial government.

Objectives:

- Continue to achieve all Ministry targets with approved financial resources by ensuring staff are well trained and knowledgeable during the year
- Effectively manage the Ontario Works Upload of social assistance costs
- Develop and implement a business plan under Enhanced Employment Services to support services to vulnerable persons within Renfrew County
- Continue to consult with the community stakeholders to assess client needs for delivery of Consolidated Homelessness Prevention Program (CHPP) and Rent Bank
- Continue to be a viable participant in Ministry meetings to address rural issues
- As required, seek approval and support for new programs and all budgetary requirements

GOAL #4

To provide opportunities for clients to gain skills, training, and experience in order to achieve independence and to match clients to available opportunities.

Objectives:

- Effective marketing of opportunities to staff and Ontario Works participants
- Empower clients in a holistic manner by working closely with all support systems and resources
- Promote and market our clients' skills and abilities to potential employers through our Employment Placement with Incentives Program, media releases, promotional advertisements and County of Renfrew, Ontario Works (OW) Newsletters and Ontario Works (OW) Resource Centres
- Condense the Ontario Works Information Session (OWIS) and provide an Ontario Works Participant Handbook to enhance client understanding of available resources

GOAL #5

Continue to promote a professional image of the organization while providing a supportive and proactive environment in which employees are proud to work.

Objectives:

- In 2010 we will continue to seek enhancements to customer service by:
 - 24-hour response time to phone calls
 - Available walk-in times for clients to access Ontario Works (OW) staff
 - Time sensitivity to scheduled appointments
 - Enhanced processing of Income Reporting Statements (IRS)
 - Access to Ontario Works (OW) computer labs
 - Encourage clients to use Direct Bank Deposits
- On an annual basis, staff involvement in setting department goals and achievements to build Ontario Works business plan
- Continue to promote staff training opportunities to enhance skills development, training and work experience, example: Ontario Municipal Social Services Association (OMSSA), Ontario Works (OW) Forum, Ontario

Municipal Management Institute (OMMI), and Information Technology (IT) Training etc.

- Continue to promote Supportive Approaches through Innovative Learning (SAIL) and it's competencies by maintaining the in-house SAIL committee
- Continue to promote and support Succession Planning Initiatives
- Where practical, attend public forums to promote visibility in the community and endorse Ontario Works services

GOAL #6

Continue to provide efficient emergency support services within the County's Emergency Plan as it relates to Emergency Social Services.

Objectives:

- Ensure the Red Cross provides emergency social services (clothing, lodging, food services, inquiry and registration and personal services) as outlined in the signed agreement
- During a Pandemic outbreak, exercise the Division's Pandemic Plan
- Continue to provide social services support as it applies to the County of Renfrew Emergency Response Plan
- Continue to attend Provincial and Ontario Municipal Social Services Association (OMSSA) emergency management meetings

GOAL #7

To review applicability and effectiveness of current performance and modify or introduce new indicators in 2010/2011.

Objectives:

- Continue to assess current in-house 'best practices' to ensure that all processes are efficient and enhanced as required
- By spring 2010, develop and implement the Ontario Works Service Plan to set achievable Employment Outcome Measures targets
- On a monthly basis, review day-to-day workload as we move forward with diverse caseloads to ensure effective delivery of services
- As changes occur, keep apprised of the community resources to assist our clients along the employment continuum
- Monthly, keep Committee and Council updated on the day-to-day operations of the Ontario Works department to ensure that Ministry directions are brought forward

GOAL #8

Move forward with the implementation of the remaining Social Services Delivery Review approved recommendations.

Objectives:

- Retain a third party to update the Ontario Works Policy and Procedures Manual
- Undertake a comprehensive review of the supplementary programs to determine required modifications
- Increase the allocation of Discretionary Benefits budget to enhance ability to respond to the needs of low-income persons
- Explore the viability of Integrated Human Services

December 2009 - ONTARIO WORKS AND ONTARIO DISABILITY SUPPORTS PROGRAM RATES

Maximum monthly entitlement including basic needs and shelter

# of Dependants other than spouse	Dependants 18 years or older OW & ODSP	Dependants 13-17 years ODSP only	Dependants 0-18 years OW 0-12 years ODSP	OW	ODSP	OW	ODSP
				Total maximum benefit for single recipient	Total maximum benefit for single recipient	Total maximum benefit for couples	Total maximum benefit for couples
0	0	0	0	\$585.00	\$1040.00	\$1,010.00	\$1,583.00
1	0	0	1	\$913.00	\$1,451.00	\$1,058.00	\$1,646.00
1	0	1	0	\$913.00	\$1,470.00	\$1,058.00	\$1,664.00
1	1	0	0	\$1,119.00	\$1,648.00	\$1,194.00	\$1,820.00
2	0	0	2	\$961.00	\$1,514.00	\$1,112.00	\$1,714.00
2	0	1	1	\$961.00	\$1,533.00	\$1,112.00	\$1,732.00
2	0	2	0	\$961.00	\$1,551.00	\$1,112.00	\$1,750.00
2	1	0	1	\$1,167.00	\$1,711.00	\$1,248.00	\$1,888.00
2	1	1	0	\$1,167.00	\$1,729.00	\$1,248.00	\$1,909.00
2	2	0	0	\$1,303.00	\$1,886.00	\$1,400.00	\$2,083.00

NOTE: Ontario Works

For each additional dependant of a sole support parent

Add \$101 for each additional dependant 18 years of age or older

Add \$58 for each additional dependant 0-17 years of age

Otherwise, for each additional dependant

Add \$88 if the dependant is 18 years of age or older

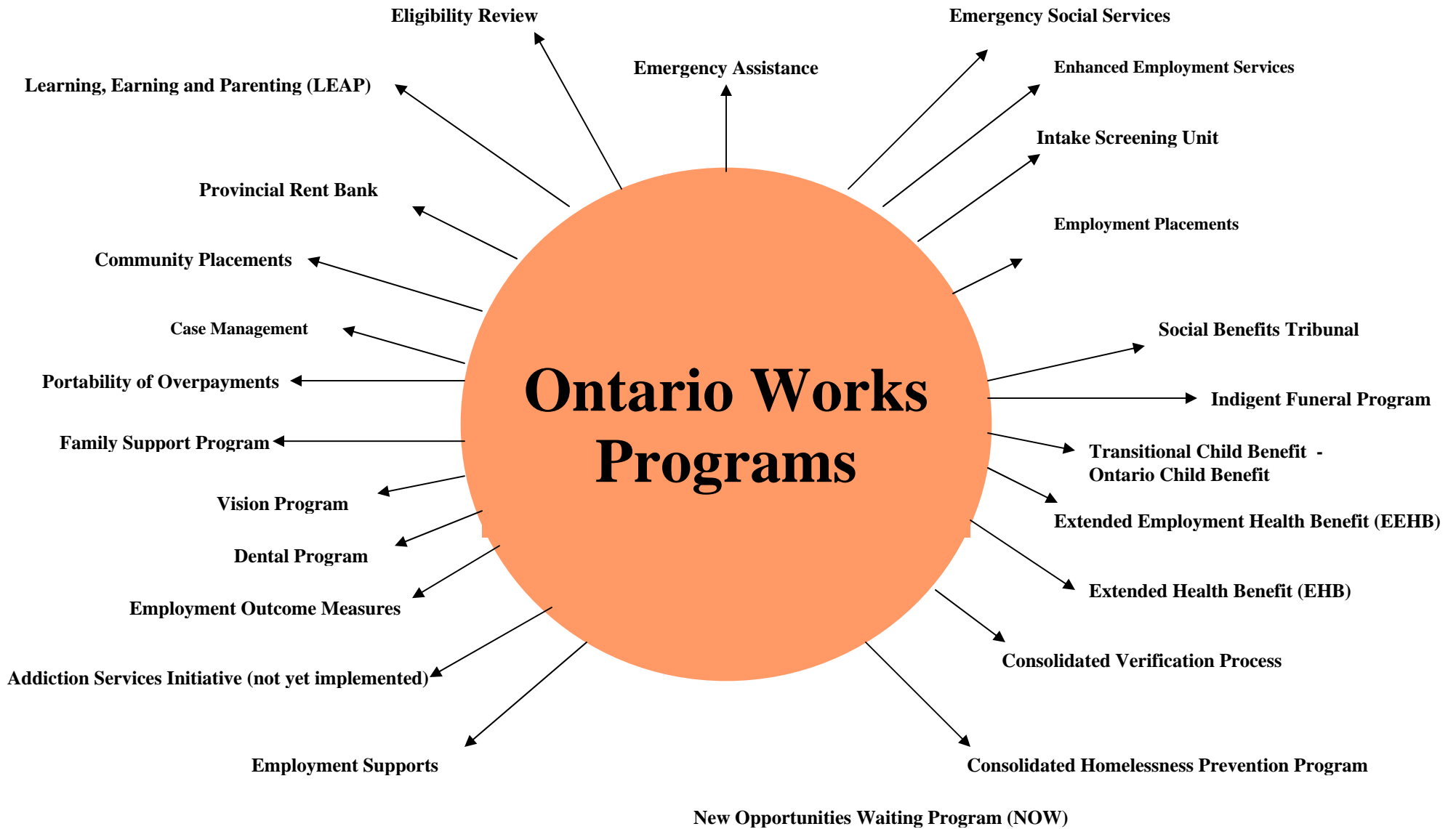
Add \$51 if the dependant is 0-17 years of age

NOTE: Ontario Disability Supports Program

For each additional dependant; add

\$192 if the dependant is 18 years or older, or

\$18 if the dependant is 13-17 years of age, or \$0 if the dependant is 0-12 years of age



PROGRAM RESOURCES

The Ontario Works Department maintains four (4) offices throughout the County with main offices located in Pembroke and Renfrew, and satellite offices in Arnprior and Killaloe. Deep River municipality offers “in-kind” office space for our department. Our staffing complement consists of one (1) Director, two (2) Administrative Assistants, one (1) Manager, two (2) Site Supervisors, seventeen (17) Ontario Works Agents, six (6) Customer Service Representatives.

Learning, Earning and Parenting (LEAP)

The purpose of the Learning, Earning and Parenting (LEAP) Program is to help young parents aged 16 to 25 years complete their education as well as help them become self-reliant. Participation in Learning, Earning and Parenting (LEAP) is a mandatory requirement for 16 and 17 year old parents who have not completed high school. They must participate in the three Learning, Earning and Parenting (LEAP) elements (learning, earning and parenting/child development).

Employment Placements

Employment Placements match clients with available job opportunities. This program aids clients who are job ready to find and maintain employment. It also assists those interested in self-employment to develop business enterprises. Employment Placements with Incentives creates even more opportunities for people to find jobs by encouraging private sector participation with financial supports for skills development.

Community Placements

Community Placements in not-for-profit community agencies and the public sector give clients the opportunity to contribute to their community by volunteering, while gaining valuable work-related experience, references and confidence to help them find and keep a job.

Employment Supports

Employment Supports provide a flexible range of services and supports to help clients while they are actively looking for a job. Employment Services Centres provide clients with the necessary tools to conduct their job search. Clients have access to computers, printers, and photocopiers, fax machines, community resources, employment library and job opportunity boards. In addition, staff work one on one with clients to develop powerful resumes, assist with interview preparation and other job seeking development skills.

Mandatory Literacy Assessment

The Mandatory Literacy Assessment Initiative provides new opportunities to emphasize the importance of basic reading, writing and math skills in today's workplace for Ontario Works clients. Mandatory literacy screening will ensure that even more Ontario Works participants are offered the support they need to address the literacy barriers that stand between them and employment.

Ontario Works Addiction Services Initiative

Ontario Works will be required to design and implement its Addiction Services Initiative Business Plan (formerly implementation on hold). The focus of this initiative is to provide participants whose substance use presents a barrier to employment with the treatment that will start to put and help to keep them on the road to recovery. It recognizes that, for those individuals who are required to participate in the initiative, treatment for their substance use problem and resolution of related issues may be a crucial step towards achieving economic self-sufficiency for themselves and their families. In the County of Renfrew, we have an informal addiction services program that assists participants in working with local addiction agencies to secure the treatment and supports that they require in order to be successful.

In 2005/06, this initiative was delayed with respect to implementation as a result of postponed funding by the Province of Ontario. However, we continue to deliver this initiative informally.

Consolidated Verification Process (CVP)

As a component of the Service Delivery Model, Consolidated Verification Process (CVP) offers a standardized verification process for financial eligibility for the Ontario Disability Support Program (ODSP) and the Ontario Works program (OW) to help ensure that the right amount of financial assistance is provided to the entitled person.

Consolidated Verification Process (CVP) offers a priority-based approach to case file reviews and relies on current legislation and policy guidelines to maintain program integrity with the social assistance delivery system.

The Consolidated Verification Process (CVP) supports delivery agents in identifying areas for continuous improvement and benchmarks the success of each delivery agent. Each Consolidated Municipal Services Manager (CMSM) has baselines and targets that have been established by the Ministry, which is based on the percentage of cases in that Consolidated Municipal Services Manager (CMSM) on assistance for over 12 months in the prior calendar year. This reflects the policy standard that each case must be reviewed at least once a year as an ongoing case management function.

Emergency Assistance

Emergency assistance provides immediate financial assistance to persons in need who are in a crisis or emergency situation. In order to qualify for this assistance, the applicant must not be in receipt of social assistance (OW/ODSP), has not received emergency assistance in the last six months (only allowed once in a six month period - note: emergency assistance may be provided more than once in a six month period for people entering an interval or transition home for abuse); is not a former Ontario Works participant who is serving a period of ineligibility, and it is determined that the applicant has made reasonable efforts to access all other available resources; the applicant does not have enough money or assets, and is unable to obtain credit to meet the basic needs and shelter needs of his or her home; and that failure to provide the emergency assistance will result in danger to the physical health of a member of the family, or at least one child being unable to continue to reside with his or her parent who requested the assistance. Emergency assistance provides up to sixteen days worth of assistance, and if it is determined that the applicant will need additional financial assistance past the sixteen days, then a full application for Ontario Works assistance is to be taken. With the current economic climate, there has been an increase in applications for emergency assistance and it is anticipated that this will continue into 2010.

Social Assistance Restructuring - Ontario Child Benefit

The 2007 Provincial budget announced a new provincially funded, non-taxable Ontario Child Benefit (OCB) for eligible low-income families with children under 18 years of age. The Ontario Child Benefit is intended to strengthen families and provide the opportunity for children to achieve their full potential. The Canada Revenue Agency (CRA) is responsible for administration of the Ontario Child Benefit on behalf of the province.

The Ontario Child Benefit will provide a simple, income-tested financial benefit to eligible low and moderate-income families with children under the age of 18 years, regardless of their income. For families on social assistance (OW) or (ODSP), the Ontario Child Benefit will be exempt as income. This means social assistance payments will not be reduced by the amount of the proposed Ontario Child Benefit.

The Ontario Child Benefit is being phased in over five (5) years and began with the one-time down payment in July 2007 of up to \$250 for each child under age 18. When monthly OCB payments began in July 2008, social assistance benefits and the Ontario Child Care Supplement for Working Families (OCCS) were restructured and no portion of the National Child Benefit Supplement was deducted from social assistance.

This benefit is 100% funded by the Ontario government. These payments are integrated with the Canada Child Tax Benefit (CCTB) and National Child Benefit (NCB) and are not considered income for families on Social Assistance.

With the introduction of monthly Ontario Child Benefit payments, social assistance benefits were restructured. Basic needs for children, as well as the back-to-school and winter clothing allowances were removed from Ontario Works and the Ontario Disability Support Program and consolidated within the Ontario Child Benefit.

The Transition Child Benefit (TCB) is a mandatory benefit (100% provincially funded) provided to assist recipients with dependent children under the age of 18 who are:

- Not receiving the Ontario Child Benefit (OCB) and the National Child Benefit Supplement (NCBS),
- Receiving less than the maximum amounts of the OCB and NCBS,
- Receiving less than the maximum amount of the OCB and \$0 NCBS; or
- Receiving \$0 OCB and less than the maximum amount of the NCBS.

The TCB may be issued to Ontario Works recipients when a recipient or spouse:

- Did not file an income tax return for the previous taxation year,
- Is a newcomer to Canada (i.e., refugee claimant),
- Has recently moved to Ontario,
- Has a newborn child,
- Experienced an income change; or
- Is facing administrative delays for receipt of the OCB and NCBS.

Emergency Management Services

Through a signed agreement with the Red Cross, we will support the Red Cross in the provision of Emergency Social Services. Services include clothing, lodging, food services, registration and inquiry, and personal services. The department of Social Services, through the Red Cross as outlined in the County of Renfrew Emergency Response Plan, will support Emergency Social Services to the lower-tier municipalities, the City of Pembroke and the Laurentian Hills and Deep River Nuclear Response Plan to meet basic needs, reduce the impact to our residents, and recovery from disasters.

We have developed a Business Continuity Pandemic Plan for Ontario Works that will ensure the emergency provision of our core services mitigating the disruption of Ontario Works services provided to our community.

Consolidated Homelessness Prevention Program (CHPP) - Homelessness Initiative

Through the Ministry of Community and Social Services, Consolidated Homelessness Prevention Program (CHPP), the Department of Social Services has developed and implemented two projects to assist low-income families.

1. "Staying Put – Utility Project" supports the prevention of homelessness by assisting with financial support for low-income households at imminent risk of eviction or utility disconnection.

2. "Emergency Transient Assistance Fund" offers transportation vouchers to transient persons who are stranded on the streets long after business hours. In partnership with Police Services, the objectives of this emergency fund are to prevent or reduce the health and safety risks involved when transient persons spend the night on the streets of our communities.

Emergency Energy Fund

Funded by the Ministry of Community & Social Services, annualized through the Consolidated Homelessness Prevention Program, this fund is designed to assist low-income people with energy related emergencies. The government recognizes that even a modest increase in electricity prices can be very difficult for some families. The government is committed to taking a balanced approach to energy pricing and at the same time, the provision of energy assistance on an emergency basis demonstrates the government's commitment to help vulnerable people already at risk of homelessness. In many situations, people in low-income households are renting or living in poorly heated accommodations and are not in a position to switch to more energy efficient options. They may not have access to equalized billing and face seasonal hikes in costs that can place them in danger of disconnection or homelessness.

NOW Program (New Opportunities Waiting)

In 2006, the Ministry of Community & Social Services announced a new mandatory initiative. This Ontario Works Employment Initiative is a collaborative initiative between the Consolidated Municipal Services Managers and the Provincial Ontario Disability Support Program. The aim of New Opportunities Waiting (NOW) is to provide a strategy to improve employment outcomes for Ontario Disability Support Program non-disabled spouses and dependent adults. These improvements are consistent with the government's commitment to help social assistance recipients prepare for, find and keep a job, and remove barriers to employment.

Rent Bank Program

The Rent Bank Program is a Ministry of Municipal Affairs and Housing initiative administered by Ontario Works to promote housing stability by assisting low-income tenants who experience a temporary crisis that forces them into short-term rent arrears.

Enhanced Employment Services for Vulnerable Persons

The 2009 Ontario Budget included a \$700M investment over two years in transitional employment and training assistance, which is supported by enhancements to the Ontario Labour Market Agreement with the federal government.

The Ministry of Community and Social Services has announced a time-limited fund for 2009-10 and 2010-11 to provide services for persons on Social Assistance with no or marginal attachment to the labour market who are also experiencing multiple barriers to employment.

This fund – Enhanced Employment Services for Vulnerable Persons (EES) is 100% provincially funded and is being provided to delivery agents to enhance services for social assistance persons (including Ontario Works and Ontario Disability Support Program) who are vulnerable, specifically persons with disabilities including mental health, substance abuse issues, youth at risk, older workers, aboriginal persons, newcomers to Canada, persons fleeing domestic violence and homeless persons. Enhanced services will be incremental to the range of services provided under Ontario Works Employment Assistance outcome funding to address barriers that vulnerable groups face when attempting to access the labour market.

ONTARIO WORKS SITES AND LOCATIONS

Pembroke

141 Lake Street
Pembroke, ON K8A 5L8
Tel: 613-732-2601
Fax: 613-735-8892

Killaloe

1 John Street, P.O. Box 102
Killaloe, ON K0J 2A0
Tel: 613-757-0770
Fax: 613-757-0769

Deep River

In-Kind Office space

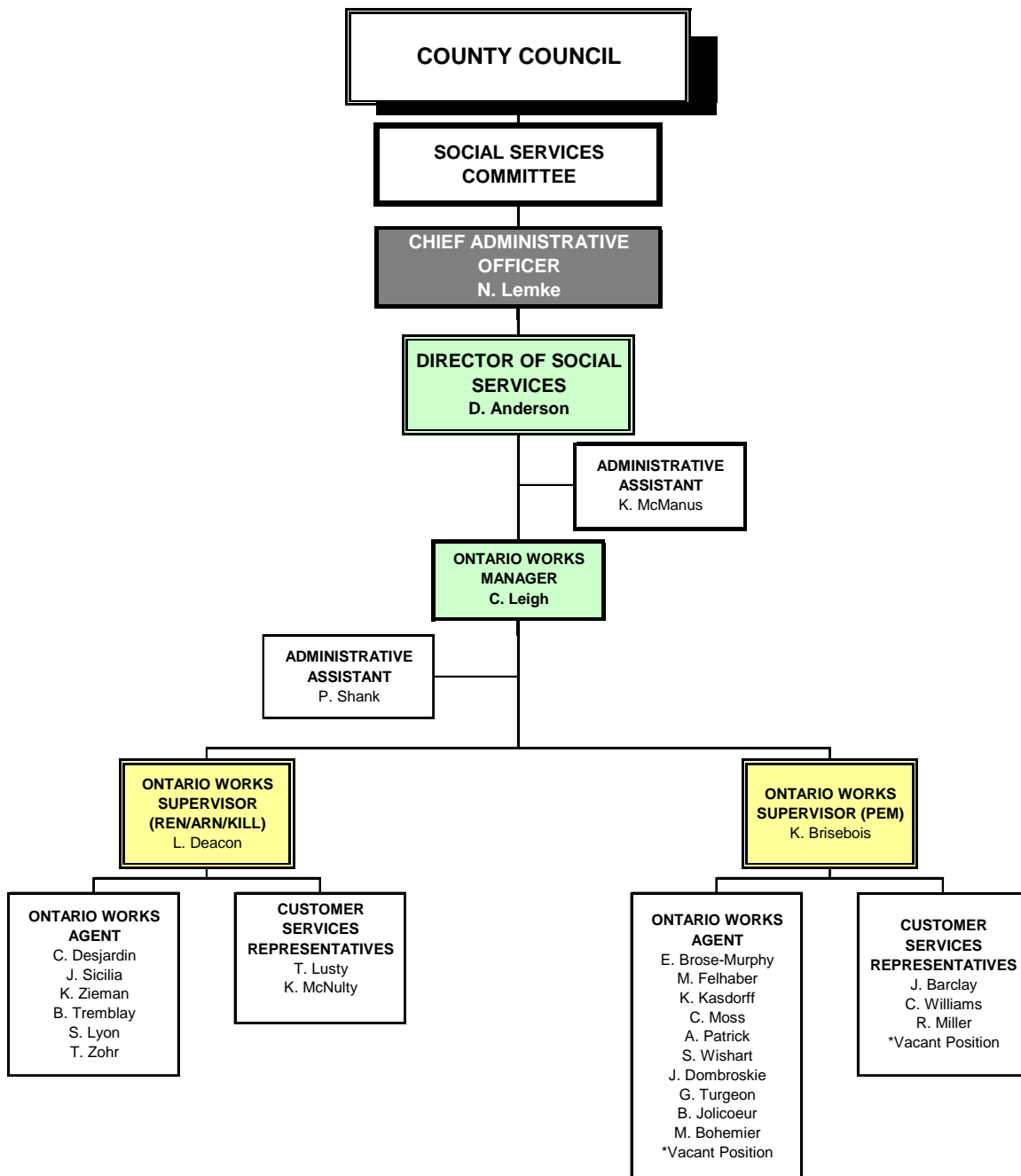
Renfrew

450 O'Brien Road, Suite104
Renfrew, ON K7V 3Z2
Tel: 613-433-9846
Fax: 613-433-9850

Arnprior

100 Madawaska Blvd.
Arnprior, ON K7S 1S7
Tel: 613-623-5426
Fax: 613-623-5427

ORGANIZATIONAL CHART



*Contract Positions

2009 ACHIEVEMENTS

- We continued to take pride in service delivery excellence by staying on the pulse of Ministry changes and ensuring that our practices are in line with the most current direction of the Ontario Works Act, Regulations, and Directives.
- Funds through the Homelessness Initiative have been managed effectively, promoting the establishment and continuity of affordable and safe housing and ensuring maximum outreach to County of Renfrew families and individuals.
- Recognizing the necessity of Emergency Planning, we have developed an Emergency Social Services Manual and Pandemic Business Continuity Plan and have participated in the Seaway Emergency Social Services Network.
- Commenced the implementation of recommendations from the Social Services Delivery Review to ensure that our history of Service Delivery excellence has a strong foundation to move forward into the future.
- In an effort to promote social inclusion and reduce Ontario Works stigma, we implemented a marketing strategy focused on public education by participating in public information forums including Showcase 2009 and the County Career Development Job Fair.
- Successful Compliance Review and Form 5 Financial Review with the Ministry of Community and Social Services.
- The LEAP program has shared in the pride of its students during 2009. Staff attended local high school ceremonies and witnessed the graduation of 13 LEAP participants.
- Two Community Partnership Forums were hosted by our department during 2009 to assist staff in keeping abreast of resources and to promote community partnership through networking and mutual information sharing.
- Staff has successfully taken advantage of the short-term strategies to relieve workload pressures introduced by the Ministry during June 2009 and have realigned time management and staff resources to meet the needs of an increasing clientele in economically challenging times.
- Successful promotion of Direct Bank Deposits for clients.
- Staff recognized for 10 years of Service with the County of Renfrew.
- The Overpayment Recovery Unit successfully completed a comprehensive review of files dated 1997 to 2007 and these files have been catalogued and archived.
- Ontario Works staff participated in the County of Renfrew Succession Planning Initiative and attended interviews with management to discuss the pursuit of career goals and development.
- Members of the Health & Safety Committee received Basic Certification through the Occupational Health & Safety Act and Workplace Safety.
- Staff attended Supportive Approaches Through Innovative Learning (SAIL) training for management and staff which is a professional, collaborative process between CMSM's and the Ministry, for achieving improved employment outcomes for Ontario Works participants.
- Radio advertisements promoting Ontario Works and its employment components.

2010 ISSUES, OPPORTUNITIES, CHALLENGES

- Meeting targets and benchmarks of the new Outcome Employment Measures are anticipated to be a challenge due to the uncertainty of Renfrew County's labour market and expansive rural geography. The dynamics of this challenge are compounded due to the Ministry's target and benchmark schedule. Planning local business strategies can be problematic, as the Ministry does not announce targets and benchmarks until later in the budget year.
- Execute strategies to support Ontario Works participants in achieving sustainable employment.
- Implement the remaining recommendations of the 2009 Social Service Delivery Review.
- To take the learning opportunities of the SAIL training and apply effective strategies in enhancing the services and coaching we provide to Ontario Works participants.
- Meeting the increased Emergency Assistance applications.
- Development of placements and/or projects for our "Harder-to-Employ" participants.
- Staff training as it relates to the Ministry simplifying the rules and regulations around Ontario Works.
- Work with the increased cohort of "Harder to Employ" participants due to training/education requirements of the changing labour market; also due to hidden mental health issues, substance abuse issues and Employment Insurance ineligibility.
- Enhance our Employment Placement Program in order to remain a competitive player with employers and businesses as it relates to the local labour market and to reduce Ontario Works stigma.
- To promote staff relationships and teamwork to increase morale and the development of a Team Charter.
- Continue to work with the Province of Ontario, Social Assistance and Municipal Operations (SAMO) and Regional office to address issues around the integrity, accountability and validity of our software - Service Delivery Model Technology (SDMT).
- To liaise with Red Cross to monitor the effectiveness in providing Emergency Social Services.
- Limited transportation options for participants.
- Availability of physicians to assist participants in moving forward or with Ontario Disability Support Program applications.
- Develop and implement strategies for the roll-out of the Enhanced Employment Services for Vulnerable Persons.
- Ensure that during this economic downturn, we have the Pressure Fiscal Fund to assist with unforeseen budgetary pressures.

CASELOAD STATISTICS

	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Caseload Monthly Average	968	861	890	999	1,096	1,093	1,091	1,074	1,146	1,418
Average Monthly Number of People Served	2,111	1,910	1,969	2,301	2,334	2,335	2,337	2,312	2,590	3,430

2010 OPERATING BUDGET

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	2,128,778	2,039,509	89,269
Materials and Supplies	866,173	886,902	(20,729)
Purchased Service	474,135	398,434	75,701
Transfers To Others	40,976,732	37,942,179	3,034,553
Surplus Adj	111,000	0	111,000
Gross Expenditures	44,556,818	41,267,024	3,289,794
Recoveries - Fees & Charges	(400,000)	0	(400,000)
Recoveries - Provincial	(38,215,625)	(32,595,657)	(5,619,968)
Recoveries - City of Pembroke	(1,797,302)	(2,709,124)	911,822
Revenues	(40,412,927)	(35,304,781)	(5,108,146)
Net Expenditures	4,143,891	5,962,243	(1,818,352)
Budget Hours	52,780	50,960	1,820

Child Care

BACKGROUND

Child Care Services is responsible for financial management and delivery of licensed child care services (fee subsidy, wage subsidy, wage improvement and special needs resourcing) as mandated by the Ministry of Children and Youth Services.

As a result of the Ministry of Children and Youth Services Best Start Program, licensed child care options for families in Renfrew County has rapidly expanded to over 1,200 licensed child care spaces since 2001. This expansion now allows increased child care options for families such as licensed family home, nursery school and day care in variety of geographic locations throughout the County of Renfrew.

Children in receipt of fee subsidy has also grown from 200 in 2006 to over 500 in 2008. A Centralized Wait list for Fee Subsidy, now managed by the County of Renfrew Child Care Services Division, has been a key factor in this growth. As a result it has become easier to manage fee subsidy placements due to the immediate availability of applicants once a licensed space is available.

On January 1, 2008, the County of Renfrew Child Care Services became responsible for the direct service of Special Needs Child Care Resourcing. This program has been the financial responsibility of the County of Renfrew Child Care Services division since 1996 with service delivery of this program occurring through a contracted agency until December 31, 2007.

In 2008, caseloads were projected to rise from 70 to between 88 and 100. This projection remains accurate with an average caseload of 90 clients occurring monthly.

GOALS AND OBJECTIVES

- Continued utilization of Ontario Child Care Management System (OCCMS) software
 - Upgrading of system
 - Training as required
 - Population of Special Needs Child Care Resourcing statistics as available
- Continued establishment of Special Needs Child Care Resource Service
 - Policies and procedures
 - Staff training
 - Child care operator training
 - Advocacy Committee
 - Continued service delivery review and quality assurance
- Policies and Procedures updating as necessary
- Review licensed child care staff training options and opportunities
- Continued development of Best Start Network

- Continue to monitor fee subsidy and special needs resourcing budget as it relates to usage of funds and service capacity of child care providers
- Monitor provincial developments on the new proposed provincial full day kindergarten initiative and respond as required

PROGRAM RESOURCES

Child Care Services maintains 2 offices throughout the County with the main office in Pembroke and a satellite office in Renfrew.

Pembroke

545 Pembroke Street West
 Pembroke, ON K8A 5P2
 Tel: (613) 732-4100
 Toll Free: 1-866-561-7679
 Fax: (613) 732-4437

Renfrew

450 O'Brien Road
 Renfrew, ON K7V 3Z2
 Tel: (613) 433-9846
 Fax: (613) 433-9850

Fee Subsidy and Special Needs Resourcing Caseload Statistics

MONTH	2005		2006		2007		2008		2009		Special Needs Children
	Families	Children	Families	Children	Families	Children	Families	Children	Families	Children	
January	161	213	162	205	267	348	351	490	372	519	90
February	162	216	164	208	270	355	352	492	374	530	91
March	163	215	184	228	281	376	352	496	377	536	99
April	162	214	189	231	285	380	355	507	379	542	99
May	160	211	191	242	298	396	358	506	376	539	92
June	152	202	213	275	302	406	360	518	369	532	88
July	154	206	210	270	286	410	338	493	325	492	89
August	162	211	226	287	281	404	337	491	315	476	85
September	165	219	249	312	310	433	357	491	317	457	82
October	158	203	269	348	323	450	362	497	315	463	83
November	161	205	274	358	334	467	375	519	330	482	86
December	159	202	277	357	336	462	374	518	330	483	84

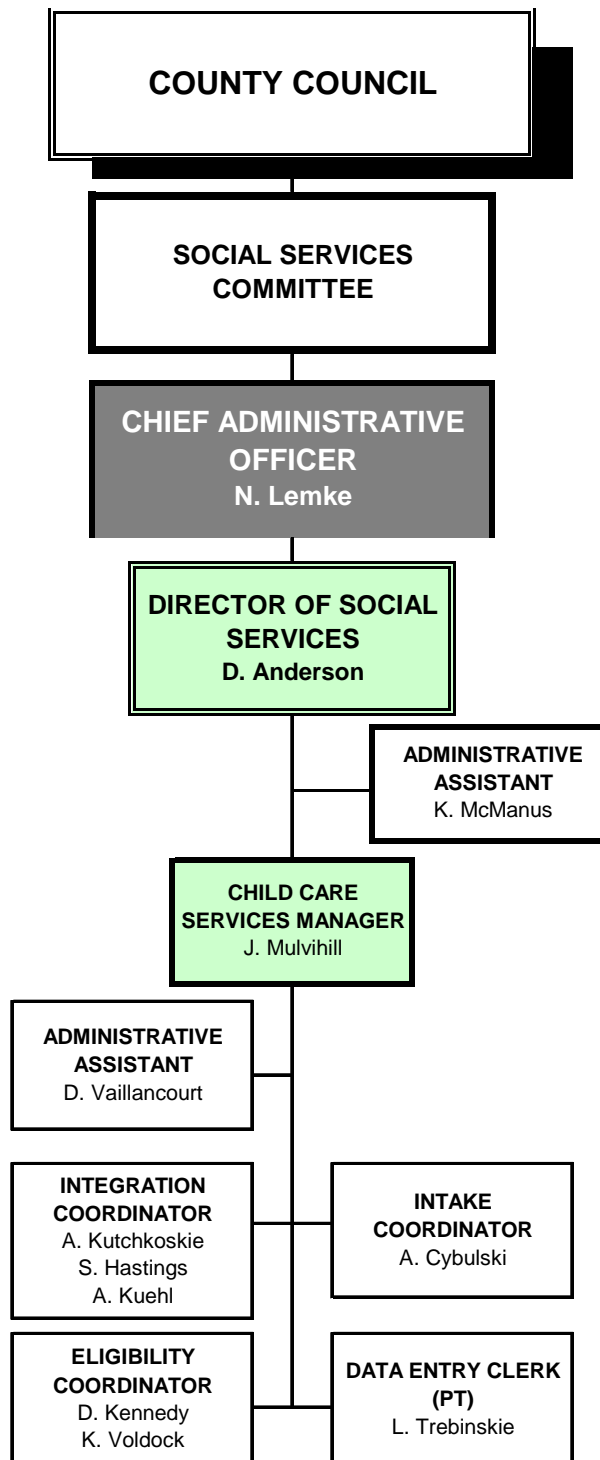
The staffing compliment consists of Manager of Child Care Services (1 FTE), Intake Coordinator (1 FTE), Eligibility Coordinator (2 FTE), Integration Coordinator (3 FTE), Administrative Assistant (1 FTE) and Data Entry Clerk (1 part time).

Renfrew County Child Care Services provides financial management of and direct service with, the Ministry of Children and Youth Services Child Care (Municipal/Provincial) funds. Renfrew County Child Care Services financially manages wage subsidy and wage improvement funds dedicated to improving the salaries of early childhood educators in non-profit licensed child care agencies in the County of Renfrew.

Service Delivery includes:

1. **Fee Subsidy** – Payment to a licensed child care centre for child care for a family who's Income Test indicates eligibility of full or partial payment of licensed child care costs.
2. **Special Needs Child Care Resourcing / Integration Services** – Provides supports and programs that allow children with a diagnosed disability equal access to a licensed child care agency.

ORGANIZATIONAL CHART



2009 ACHIEVEMENTS

- Continued implementation of new Special Needs Child Care Resourcing Services
 - Policies and procedures
 - Staffing and training
 - Review of service delivery and implementation of special projects as identified by the community
 - Establish Advocacy Committee
- Continued upgrades of the Ontario Child Care Management System (OCCMS) software with County of Renfrew licensed child care agencies
 - All licensed child care providers in service contracts began to report monthly attendance statistics in January 2007 in the OCCMS web based attendance program
 - All OCCMS child care data was updated and input into the OCCMS program
 - All Child Care Services forms and letters as they relate to fee subsidy were reviewed, revised and updated and made available on the OCCMS and County of Renfrew website
- Increased opportunities for professional development for licensed child care providers and Renfrew County Integration Services in the County of Renfrew
 - Partnership with the Phoenix Centre for Children and Families in providing child care operators training regarding critical incidents in the military
 - Behavioural Management Training Modules (2) were offered with Dr. Sherman, C. Psych. as facilitator
 - Partnered with the Ontario Association for Families of Children with Communication Disorders (OAFCCD) to offer a one day workshop on “Transition to School for Children with Special Needs”, in which twenty-three professionals participated
 - Two licensed nursery schools became High Scope certified
 - Pandemic planning with licensed child care providers in conjunction with the Renfrew County and District Health Unit. Preparation of delivery of service/funding to child care providers in the event of service delivery disruption due to influenza.
 - One half day workshop hosted by the County of Renfrew Human Resources Department on promoting the importance of teamwork, which was followed by a half day workshop introducing the Accreditation Program
- Continued development of local Best Start Network
 - Four Best Start Network geographical hubs established in 2007 continue to meet regularly. A hub is a group of local agencies that serve children 0 – 6 years of age and their families, that meet on a regular basis to share information on programs, advancements and training opportunities. More importantly, this group identifies gaps and overlaps in service, strategize and implement solutions.
 - Two additional geographical hubs were established in 2008

- A Key Partner Committee and Special Needs Planning group that was established in 2007, continued to meet regularly
- Five Best Start Network meetings were scheduled in 2009
- The Best Start pamphlet, created in 2008 and revised in 2009, was distributed to 1,800 Junior and Senior Kindergarten children through all schools in Renfrew County
- 1,800 surveys were distributed amongst all school boards in Renfrew County (junior kindergarten and senior kindergarten classrooms) inquiring about parental knowledge of services for children ages 0-6. The survey's were returned in October and tabulated and the information was disseminated to local identified hub groups for their planning.
- Video created as a resource tools for licensed child care providers on how to talk to parents about developmental concerns.
- Child Care Services reviewed and revised policies and procedures where deemed necessary
 - Child Care policies and procedures manual was reviewed by Child Care Services and all policies were reviewed or updated as necessary
 - Ongoing review and standardization of Child Care Services forms and letters
- The number of children in receipt of fee subsidy for licensed child care remains above 475 since 2008
 - Child care pamphlet was rewritten as programs evolved
- Other achievements in 2009
 - Attendance on various committees:
 - i. Algonquin College Advisory Committee
 - ii. Eastern Ontario Accreditation Advisory Committee
 - iii. Child Care Directors meeting
 - iv. Provincial Special Needs Resource Network
 - v. Ontario Municipal Social Services Association (OMSSA) networking meeting
 - vi. Geneva Centre Provincial Autism Initiative (1 of 3 municipal representatives in Ontario chosen)
 - vii. Renfrew County Best Start Network Chair 2006-present
 - Management of new budget initiatives including increased funds for fee subsidy, wage improvement and Francophone services

2010 ISSUES, OPPORTUNITIES, CHALLENGES

- Monitor provincial developments and directives regarding the Full Day Learning Report (June 15, 2009, Dr. Charles Pascal)
- Monitor licensed day care expansions and establish protocol and guidelines to ensure a standard quality of care beyond the *Day Nurseries Act* requirements
- Continued implementation of Accreditation Program
- Encourage day care operators to remain viable through the implementation of a good business model
- Securing a long-term financial commitment for the provincially funded Best Start Program
- Encouraging families / caregivers to initiate fee subsidy process
- Rural community education on licensed child care and access to centres – Calabogie, Eganville, Killaloe, and Barry's Bay area
- Changes in child care due to licensed child care expansion and increased staff training
- Implementation of Integration Services model
- Support growth of licensed family child care in remote geographic areas of Renfrew County
- Managing the impact of day care closures and openings in various geographical locations

2010 OPERATING BUDGET

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	531,337	518,349	12,988
Materials and Supplies	792,458	955,288	(162,830)
Purchased Service	70,093	101,038	(30,945)
Transfers To Others	4,882,517	4,585,389	297,128
Depreciation	17,331	17,331	0
Surplus Adj	(517,331)	(17,331)	(500,000)
Gross Expenditures	5,776,405	6,160,064	(383,659)
Recoveries - Fees & Charges	(119,108)	(117,441)	(1,667)
Recoveries - Provincial	(5,084,458)	(5,489,352)	404,894
Recoveries - City of Pembroke	(65,882)	(63,814)	(2,068)
Revenues	(5,269,448)	(5,670,607)	401,159
Net Expenditures	506,957	489,457	17,500
Budget Hours	15,470	15,470	0

PERFORMANCE TARGETS

Capacity of Licensed Care

Community	Population 2006			Licensed Spaces in 2009					Capacity to Serve
	0-4 Years	5-9 Years	10-12 Years	Infant	Toddler	Preschool JK/SK	School Age	Private Home Child Care	%
Arnprior McNab/Braeside	675	790	488	14	45	126	60	0	13
North Algona Wilberforce Bonnechere Valley	285	345	200	0	15	32	30	0	10
Killaloe/Hagarty/Richards Madawaska Valley Brudenell/Lyndoch/Raglan South Algonquin	440	505	279	0	0	44	15	0	5
Laurentian Hills Deep River Head/Clara/Maria	355	350	238	0	5	58	15	0	9
City of Pembroke Laurentian Valley Whitewater Region	1400	1575	1010	6	75	224	110	125	14
Petawawa	1135	1065	553	10	15	69	0	200	11
Renfrew Horton Admaston/ Bromley Greater Madawaska	730	835	466	6	15	94	15	5	7

Social Housing

BACKGROUND

Housing is a basic human need and is fundamental to personal well being, housing that is safe, healthy and affordable is crucial to maintaining healthy and sustainable communities.

Established on January 1, 2001 the Renfrew County Housing Corporation (RCHC) is a not for profit Ontario Business Corporation that manages rent-geared-to-income housing in the County of Renfrew for low to moderate-income households. The Corporation also manages, among other programs, the Rent Supplement Program previously managed by the Local Housing Authorities. The owner of the Corporation is the County of Renfrew.

The RCHC portfolio is divided into 35 projects consisting of:

- 594 units located in 18 apartment buildings
- 57 single family units
- 152 family duplex units
- 175 family row housing units

Our tenants are 16 years of age and older representing families, singles, seniors and people with special needs.

Non-profit providers continue to own and manage their housing units, however, they are accountable to the County of Renfrew, as the Consolidated Municipal Service Manager (CMSM), and must use the Social Housing Registry to fill their rent-geared-to-income vacancies in accordance with their targeted mandate.

The Social Housing Registry was established by the County of Renfrew and is administered by the RCHC by way of a service agreement. The goal of the Registry is to provide under legislation, equitable and accessible services to all applicants seeking rent-geared-to-income accommodations in the County of Renfrew. The Social Housing Registry also maintains the rent-geared-to-income waiting list for the Non-Profit Housing Providers in the County of Renfrew.

With the announcement that; “Ontario is back in the affordable housing business” in 2005, the County of Renfrew in partnership with RCHC agreed to participate in three new housing initiatives under the Canada-Ontario Affordable Housing Program (AHP): Affordable Rental & Supportive Housing (ARSH), Housing Allowance Program and the Affordable Home Ownership Program.

Funded through the AHP – Strong Start Program, the Eganville and Area Long Term Care Corporation developed and operate a 24 unit senior’s apartment building with facilities for dining, activities and services that enhance the lives of the residents. The partnership between the County of Renfrew and the Eganville and Area Long Term Care Corporation is bound by a 20 year operating agreement.

The Housing Allowance Program is a supplement of \$130.00 per month paid to the landlord on behalf of a household in need of rental assistance. It is meant to help bridge the difference between the affordable rent and the actual market rent charged by the landlord. The program has a maximum five-year life span, which will end on or before March 31, 2013.

The AHP Homeownership Program provided 22 homebuyers with an interest-free down payment assistance loan of up to ten percent of the home purchase price for a total of \$176,113 between our September 4, 2008 kick off and our deadline of March 31, 2009. Obligations under this program extend out twenty years. In addition, the County was required to set-up a revolving fund to service other down payment assistance loans in the future.

In September 2009 the County of Renfrew and the Ministry of Municipal Affairs and Housing signed an Administration Agreement for the New Canada-Ontario Affordable Housing Program 2009 Extension. Similar to the previous AHP program, the Extension also has three components: New Rental Housing Component, Homeownership – New Builds, and the Social Housing Renovation and Retrofit Program (SHRRP).

In November 2009, the Ministry of Municipal Affairs and Housing announced that funding in the amount of \$1,440,000 for 12 units for low-income Seniors for the Eganville and Area Long Term Care Corporation project in Eganville has been conditionally approved under the New Rental Housing component of the AHP Extension (2009).

Eligibility for the newly announced Homeownership component states that the purchase price of the home must not exceed the average resale price for the County of Renfrew (\$185,015) and that an eligible home must be new construction only and cannot have been previously occupied.

Under the SHRRP Program Guidelines, RCHC submitted a Take-Up Plan in September 2009 on behalf of the Services Manager, which included the project plans for all providers for the next two years. In mid November 2009 the Province announced the increase to our year 1 national allocation of \$360,180, with year 2 being reduced by the same amount. Year 1 funding must be committed prior to March 31, 2010, and year 2 funding must be committed prior to March 31, 2011. Funding under this program is on a strict “use it or lose it” basis.

Acknowledged throughout the County of Renfrew Needs and Demand Analysis was the requirement to provide a continuum of care and supportive housing for seniors and persons with disabilities, along with the need to respond to the changing demand. The Champlain Local Health Integration Network (CLHIN) Aging at Home Program, Phase II and III helps seniors to access support services to stay in their home and communities. The CHLIN, the Renfrew County Housing Corporation and the Barry’s Bay and Area Senior Citizens Home Support Services have partnered to provide support services for seniors at 75 Stafford Street in Barry’s Bay. Providing options to Seniors to allow them to stay at home is a far more cost effective method than having them in hospitals or long-term care facilities when it is not necessary. To that end, a request has been made to the CLHIN for further funding to support new initiatives.

Safe, affordable housing is also a known determinant of health – which is to say that the investment in social housing can lead to healthier outcomes for individuals, communities and health care expenditures.

GOALS AND OBJECTIVES

GOAL #1

Invite staff participation in bringing forward new ways of doing business and suggesting new innovations.

Objectives:

- Joint Labour Management Committee will meet to review agenda items
- All relevant staff will attend the Annual Health & Safety Meeting
- All relevant staff will attend the Renfrew County Housing Corporation information sessions held at least once annually
- Encourage feedback from staff on a continuous basis by promoting an open operating environment between staff and supervisors
- Consult with staff before implementing new or major policy changes

GOAL #2

To provide opportunities for staff development.

Objectives:

- Staff members will take advantage of Information Technology Department and Ontario Non-Profit Housing Association (ONPHA) courses suitable to their educational development
- Management Staff will attend Ontario Non-Profit Housing Association (ONPHA), Ontario Municipal Social Services Association (OMSSA) and Institute of Housing Managers (IHM) conferences, as appropriate
- Staff will attend Ontario Municipal Management Institute (OMMI) courses related to their job position and growth
- The Social Housing Registry will present an overview of their responsibilities to the Providers as well as the Non-Profit Provider's responsibilities to the Registry at a Provider's meeting

GOAL #3

Maintain effective communication with all stakeholders.

Objectives:

- Promote and share the results of the Needs & Demand Study (2007)
- Continue to show how the Building Condition Assessment (2008) is enhancing all capital works program
- Publish three Housing Newsletters annually to our Family and Adult tenants
- Ensure staff and Non-Profit Administrators are informed on all relevant Directives and Social Housing Notifications
- Post relevant information on our website
- Keep Board of Directors and Renfrew County Council current on the business of Social Housing

GOAL #4

Provide top quality customer service.

Objectives:

- Client calls will be returned normally within 24 hours
- Respond promptly to customer needs by actively seeking knowledge of the client by asking questions to understand the client's requirements
- Refer clients to agencies, social services and other programs helpful in protecting their tenancy and providing stability so they can enhance their quality of life
- Integration – RCHC will become knowledgeable on the services provided by the Ontario Works and Child Care Department within the County of Renfrew by sharing program information

GOAL #5

Ensure the long-range viability of the Renfrew County Housing Corporation social housing stock.

Objectives:

- Adopt suggestions resulting from the Building Condition Assessment
- Consideration will be given to the collection of data as a result of the Needs and Demand Study
- 15% of regular unit inspections will be completed (in addition: move-out/annual unit inspections/project inspections)
- Annual fire and life safety system testing
- Consult regularly with its main shareholder, the County of Renfrew

GOAL #6

Ensure all legislation relevant to Social Housing is met.

Objectives:

- Review SHnotifications and implement changes as required
- Periodically meet with Non-Profit Providers to ensure regulatory changes have been implemented
- Ensure that all policies and procedures required under the SHRA, 2000 are regularly reviewed and as necessary updated

PROGRAM RESOURCES

The Renfrew County Housing Corporation operates with a total of 29 employees. Staff members carry out the administration and the maintenance duties required to maintain a total of 921 public housing units and 57 non-profit units. The County of Renfrew provides a number of corporate services including administrative, financial, human resources, and information technology to the Renfrew County Housing Corporation on an annual fee basis.

Office Locations

100 Madawaska Blvd.
Arnprior, ON K7S 1S7
Tel: (613) 623-7951
Fax: (613) 623-8403

Renfrew County Place
450 O'Brien Road
Suite # 105
Tel: (613) 432-3679
Fax: (613) 432-8402

169 Lake Street
Pembroke, ON K8A 5L8
Tel: (613) 735-0782
Fax: (613) 735-0308

HOUSING PROVIDER'S STATISTICS

Type	Housing Provider	# Units	# Projects
Social Housing	Renfrew County Housing Corporation	921	33
Pre 1986 Municipal Non-Profit	Killaloe & District Housing Inc.	28	1
Pre 1986 Municipal Non-Profit	Petawawa Housing Corporation	21	1
Post 1986 Municipal Non-Profit	Ottawaska Housing Projects (Owned & Operated by RCHC)	57	2
Private Non-Profit	Kinsmen Court Home for Men & Women (Pembroke) Inc.	25	1
Private Non-Profit	St. Joseph Non-Profit Housing Corporation	140	4
Private Non-Profit	G. T. Seniors Apartments (Arnprior) Inc.	24	1
Private Non-Profit	Opeongo Non-Profit Community Residential Development Inc.	42	1
Affordable Housing Program	Eganville & Area Long-Term Care Corp.	24	1
Affordable Housing Rental Allowance Program	Renfrew County Housing Corporation	30	
Affordable Housing Home Ownership Program	Renfrew County Housing Corporation	28	
Rent Supplement	Renfrew County Housing Corporation	73	

Renfrew County Housing Corporation 978 Units

Non-Profit Housing Providers 280 Units

Rent Supplement Units 73 Units

Affordable Housing Program:

1. Eganville & Area Long-Term Care Corporation 24 Units

2. Affordable Housing Home Ownership Program 22 Units

3. Affordable Housing Rental Allowance Program 30 Units

Total 1,407 Units

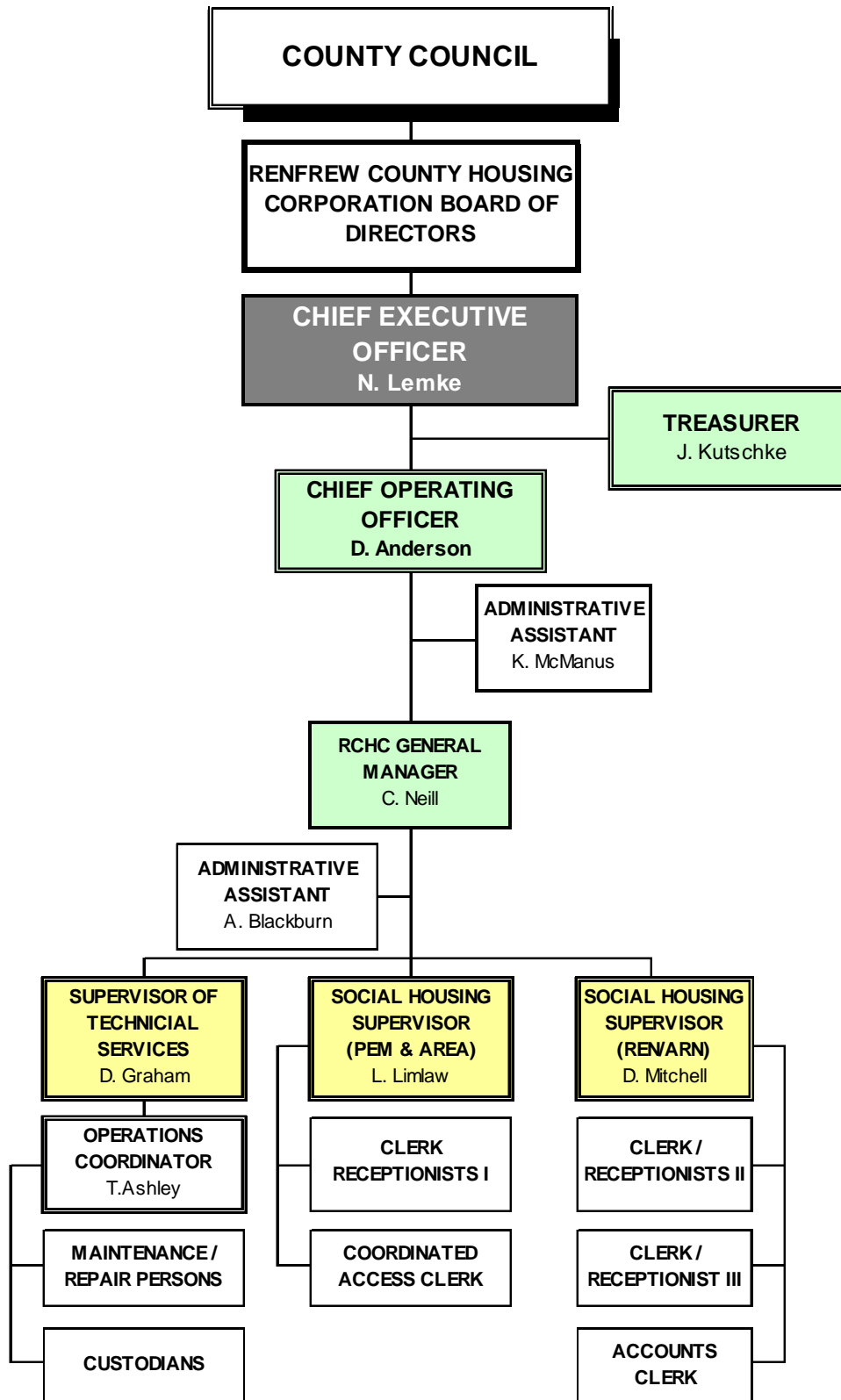
RENFREW COUNTY HOUSING CORPORATION PORTFOLIO

Location	Unit Type		Bedroom Size
	Family	Adult	
Arnprior (260)	125	135	1,2,3,4 & 5
Barry's Bay	0	35	1 bedroom
Beachburg	0	12	1 bedroom
Cobden	0	20	1 bedroom
Deep River	0	24	1 bedroom
Eganville	0	26	1 bedroom
Palmer Rapids	0	21	1 bedroom
Pembroke (351)	173	178	1,2,3,4 & 5
Renfrew (229)	86	143	1,2,3,4 & 5
Totals	384	594	

Note:

- Family units are a combination of single detached, duplexes and row houses
- Adult units are normally 1 bedroom apartment units
- Excludes Rent Supplement Portfolio

ORGANIZATIONAL CHART



2009 ACHIEVEMENTS

- Managed shifting staff compliment in order to maintain operational requirements
- Ensured that client services to our internal and external clients are met with all Corporate and Departmental competencies in mind
- Focused on results to achieve our Corporate goals (2009 Business Plan)
- We had a successful summer with eight students hired and look forward to next year's program
- Presented completed Building Condition Assessment to Board of Directors and County Council
- Effectiveness in tendering our business is essential. Since we are able to start the tender process earlier, we better the chance of receiving the best rate and ensuring the availability of local contractors
- Energy conservation (Green Initiatives) measures are ongoing by upgrading standards in numerous family and adult units
- The Affordable Housing Information Management System (AIMS) was released by the Ministry as a database/application that supports the Canada-Ontario Affordable Housing Program, which will be used by all parties involved
- Re-organized the Former Tenant Arrears Collection Process with the hope of obtaining more arrears revenue
- Have realized revenue from our participation in the Province Wide Arrears Database
- Developed an 8-year Capital Plan with assistance from information gathered through the 2007 Building Condition Assessment
- Staff participation on County of Renfrew Green Operations Committee, Renfrew's Social Safety Net and Renfrew County Committee for Abused Women (RCCAW)
- Provided tenant education sessions with fire officials
- Develop recommendations for consideration of the funding provided to the County of Renfrew under Delivering Opportunities for Ontario Renters (DOOR) in the amount of \$1.45 million
- All staff participated in the Customer Service Training for Ontarians with Disabilities
- One-Time Capital Repair Funding Allocation for RCHC and Ottawaska Projects totaling \$459,973 was issued by the Ministry in 2009 for various capital projects and through RCHC \$131,690 was rolled out to our six Non-Profit Housing Providers
- Hired an Operations Coordinator
- Developed a new tenancy agreement for use by all County of Renfrew Providers – the agreement incorporates all legislative changes since 2001
- Implemented the use of debit machines at all three sites to reduce cash on hand

- Documented the gap between current capital spending and what the Paradigm BCA recommends
- Upgrade the outdated electronic pre-authorized payment system to remove our risk of processing failure to the supported YARDI version
- Corporate leases for the three RCHC offices have been negotiated and signed with respective Landlords
- Successfully brought RCHC and Providers together to develop Social Housing Renovation and Retrofit Program (SHRRP) Take-Up Plan that will provide the County of Renfrew with an additional \$1,373,964 in capital funds for 2009-10 (year 1) and \$1,692,543 in 2010-11 (year 2)
- Maintained a full complement of Rent Supplement subsidies under the Affordable Housing Program in a very limited private sector market
- Between our September 4, 2008 kick off to our March 31, 2009 deadline, RCHC successfully met our target by providing 22 homebuyers with an interest free down payment funded through the AHP Homeownership Program
- Making a difference, by partnering with the Champlain Local Health Integration Network and the Barry's Bay & Area Senior Citizens Home Support Services to provide support services in our Barry's Bay Complex
- Invested \$288,294 in building enhancements to support the changing needs of our tenants. Some of the enhancements included: expanded parking lot, lift elevator installed, office space, storage room, corridor handrails, new public area flooring and accessible front entrance doors
- Effectively managed a 2009 capital expenditure budget in excess of \$1,581,632 totalling over 60 jobs (Regular Capital \$623,000 – DOOR \$292,260 – OTC \$267,103 – Ottawaska Regular Capital \$35,869 – SHRRP \$363,399)

2010 ISSUES, OPPORTUNITIES, CHALLENGES

The broad directions to be undertaken during the course of the coming year can be categorized into a theme called, "Continue to build a strong foundation for the future".

- Manage the day-to-day operations of the Corporation along with the various components of the Affordable Housing Programs within our budgetary limits and with no additions to our staff compliment.
- The geographic spread of our portfolio across 35 projects in 8 municipalities in the County of Renfrew covering 7,645 square kilometers creates unique challenges including: maintaining a cohesive workforce, supervising across multiple sites, ensuring efficient distribution of materials and supplies, communications as well as operational staffing issues during vacations, illnesses, etc.
- Due to the loss of technical infrastructure once provided by the Ministry of Municipal Affairs and Housing, Renfrew County Housing Corporation is now

required to research and develop our own technical specifications and purchase outside architectural and engineering services.

- Continue to enhance our internal and external communications while networking in the larger housing sector.
- Implement recommendations made within the County of Renfrew Needs and Demand Analysis as indicated in the study and as directed by the Social Services Committee.
- Implement energy management conservation measures which will provide us with opportunities such as; reduced operating costs, enhanced social responsibilities for example reducing greenhouse gas emissions that can contribute to climate change, and provide facility upgrades that will increase equipment life and building value.
- Take a proactive and open approach to managing the various envelopes of 100% Provincial or Federal/Provincial funding in order to maximize our opportunities to effectively utilize the funding.
- With the use of the Building Condition Assessment, maintain an action plan to sustain the long-term viability of the Renfrew County Housing Corporation portfolio.
- Managing applicant expectations with approximately 28% less move-outs in 2009 and an already lengthy waiting list for Rent-Geared-to-Income (RGI) housing.
- With the influence of the economic down turn, our RGI waiting list has grown by over 80 applicants in the last year.
- In order to prevent possible 2009 budget overruns, we set aside 2009 capital funds in this one instance. This will subsequently be brought forward in 2010, and will assist in maintaining the social housing assets while improving our communities and living conditions of our tenants.
- Managing the effective negotiations of our CUPE 4425 – Collective Agreement which terminates December 31st, 2009 while furthering the goals of our team and our organization.

2010 OPERATING BUDGET

Social Housing

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	0	0	0
Materials and Supplies	5,500	6,000	(500)
Purchased Service	1,796,245	1,804,069	(7,824)
Financial Expense	5,600	5,600	0
Transfers To Others	4,335,351	3,569,091	766,260
Surplus Adj	(381,148)	0	(381,148)
Gross Expenditures	5,761,548	5,384,760	376,788
Recoveries - Fees & Charges	(193,819)	(193,819)	0
Recoveries - Federal	(1,241,814)	(1,241,814)	0
Recoveries - City of Pembroke	(495,539)	(455,492)	(40,047)
Revenues	(1,931,172)	(1,891,125)	(40,047)
Net Expenditures	3,830,376	3,493,635	336,741
Budget Hours	0	0	0

Renfrew County Housing Corporation

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	1,720,488	1,625,330	95,158
Materials and Supplies	6,106,431	4,549,184	1,557,247
Purchased Service	38,735	24,055	14,680
Financial Expense	1,959,310	2,079,776	(120,466)
Transfers To Others	582,474	0	582,474
Depreciation	672,237	670,538	1,699
Surplus Adj	933,583	(105,184)	1,038,767
Gross Expenditures	12,013,258	8,843,699	3,169,559
Recoveries - Fees & Charges	(3,649,063)	(3,773,410)	124,347
Recoveries - Provincial	(4,008,844)	(1,441,198)	(2,567,646)
Recoveries - Investment Interest	(20,000)	(60,000)	40,000
Revenues	(7,677,907)	(5,274,608)	(2,403,299)
Net Expenditures	4,335,351	3,569,091	766,260
Budget Hours	59,020	58,990	30

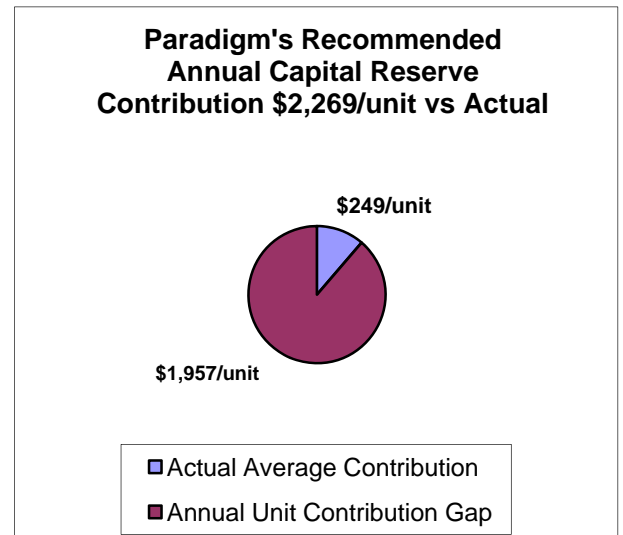
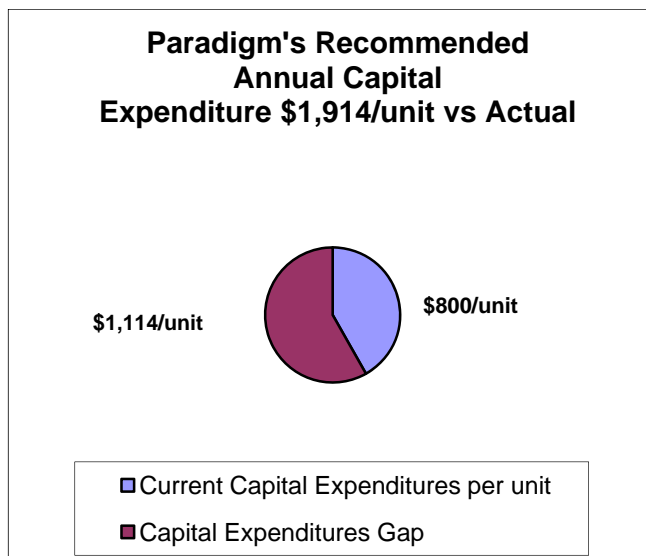
Building Condition Assessment and Replacement Reserve Fund Study

In February 2008, the Renfrew County Housing Corporation Board of Directors passed a resolution recommending that the Building Condition Assessment and Capital Reserve Fund Study completed by the County of Renfrew (2007) be adopted as a tool for the ongoing planning and budgeting of social housing units.

This snap shot in time of the condition of the buildings and its various elements, along with the estimated cost to repair or replace, was completed on all public and non-profit housing portfolios within the County of Renfrew.

The Paradigm Engineering Group Inc. reported that the facility conditions of the Renfrew County Housing Corporation portfolio are ***better than average for buildings of similar age and size***. Also noted by the Paradigm Engineering Group Inc. study was that they found no properties that were deemed in need of possible temporary decommissioning for major retrofit or considered for disposal/replacement in the near future. On the financial side of things, the study consistently demonstrated that the current level of annual reserve funding is not adequate to meet or sustain the capital needs as purposed by Paradigm Engineering Group Inc.

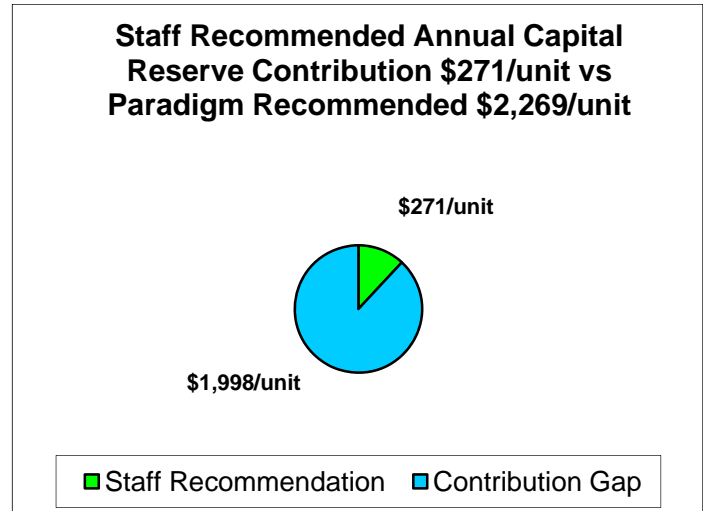
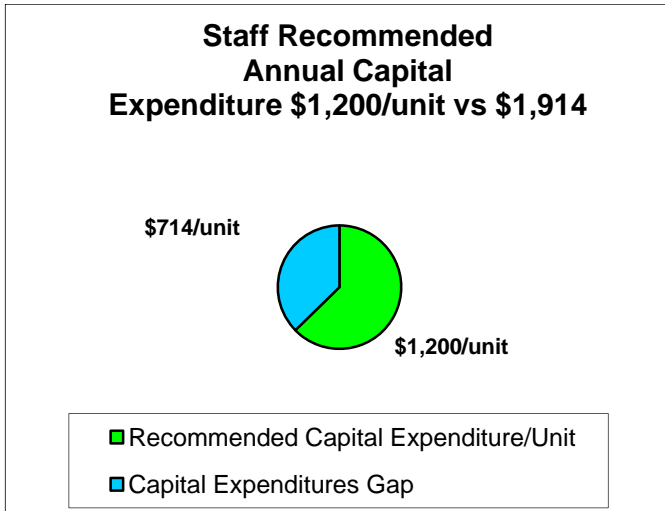
Recommendations are subject to both Board and County Council approval.



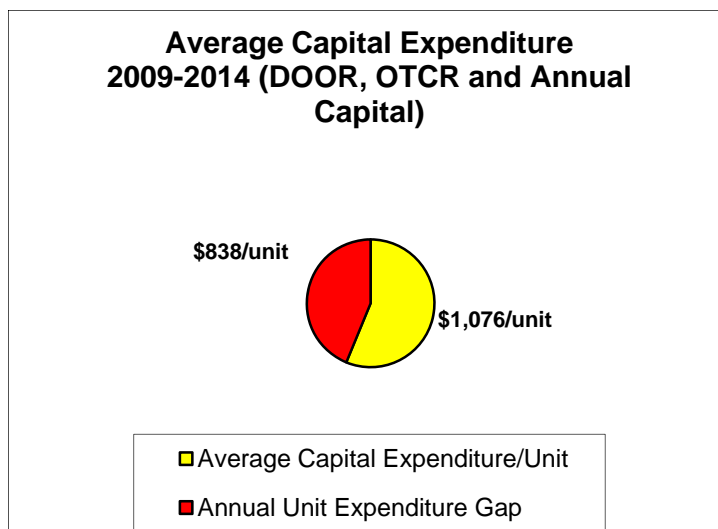
The annual average capital reserve contribution over the past eight years has been \$249/unit.

The Board of Directors of the RCHC and County Council have taken a pro-active approach to the future capital repairs by requesting annually, that budget funds be set-aside in a capital reserve account.

RCHC staff have taken a realistic approach to the capital expenditures, as well as the capital reserve contribution in recommending to the Board of Directors that they consider increasing the annual expenditure from \$800 per unit to \$1,200 per unit with a minimum annual allotment of \$250,000 (\$271/unit) to the Capital Reserve.



Over the next six years (2009 – 2014) the RCHC will spend an additional \$1,527,805 over and above the regular annual capital of \$736,800 thanks to additional streams of funding being flowed to RCHC from the County of Renfrew originating from the Ministry of Municipal Affairs and Housing: Delivering Opportunities for Ontario Renters (DOOR) \$1,094,640 and One-Time Social Housing Capital Repair Fund (OTCR) \$433,165.



2011 CAPITAL EXPENDITURES BUDGET

The 2011 Capital Budget will be developed over 2010 by pulling together information from known concerns, project inspections, projected life spans by using the previously mentioned Needs and Demand Study, and the Building Condition Assessment. For budget consistency it is important to maintain similar dollar expenditures from one year to the next. To assist in meeting capital needs, it is recommended that a reserve account continue to be annually credited and established for future capital improvements to housing stock, and that we continue to take advantage of any new provincial and federal funding as made available from time to time.

PERFORMANCE TARGETS

Application Activity from the Social Housing Registry

<u>RCHC</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Family	223	252	205	196	213	269
Adults	337	320	456	408	441	471
TOTALS	560	572	661	604	654	740

The above chart shows an increase of approximately 24% in current applications over the last 6 years for rent-geared-to-income housing.

Move-Outs

	<u>Renfrew</u>	<u>Arnprior</u> (includes Ottawaska)	<u>Pembroke &</u> <u>Area</u>	<u>TOTAL</u>
Total Move-Outs				
2004	45	54	108	207
2005	41	47	85	173
2006	45	49	89	183
2007	46	29	96	171
2008	32	39	100	171
2009	37	32	65	134

The above chart indicates an approximate 22% decrease in the number of move-outs over the last 6 years.

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.

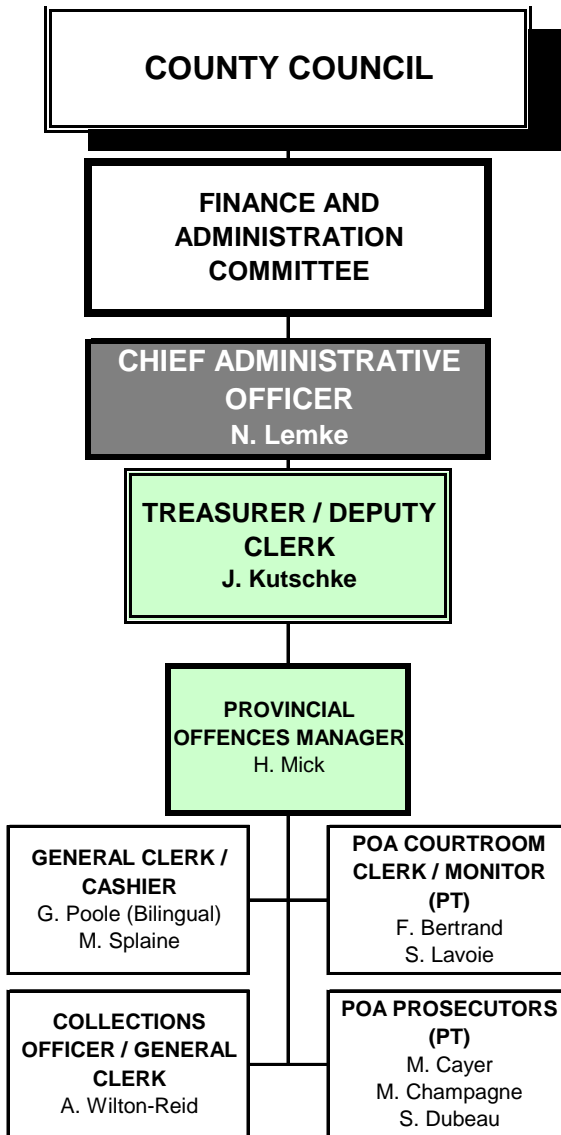
GOALS AND OBJECTIVES

- 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



2009 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 & Safety requirements and additional efforts to sanitize and clean work and public areas are taking place – H1N1 avoidance.

Cross training of all staff continued during 2009. 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.

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 through succession planning.

Staff and the manager participated in discussions regarding succession planning and the new PMP format requiring the identification of personal goals and objectives. 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 succession planning process and the 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 1998 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. (1,006 cases to end of August 2009). Following the experience gained from 2008, revised the write off criteria in March 2009 (approved by the Treasurer).

With the adoption of the Courts Administration Management System (CAMS) collection software in August 2007 came a better notification and tracking system of unpaid fines. Since the installation of CAMS, first and final notices have been sent to each defendant with outstanding fines owing to the POA Court. Where a defendant fails to respond to the final notice other collection remedies have been undertaken, such as the assignment of the case to a collection agency; the preparation and filing of a Certificate of Default with the Superior or Small Claims Courts; and/or personal contact with the defendants, (when they can be located), in an effort to develop a payment plan that they can manage.

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

Staff training was undertaken and continues on the RICO Report Manager software that was successfully installed and implemented late 2008. This software eliminates the need for the printing of daily financial reports as these reports are diverted to an electronic file, with conversion to Word for the purposes of having both a pristine (audit copy) of the report and a working report containing action taken and audit notes. The Information Technology Division of the County of Renfrew worked closely with the POA Court in the implementation of this program, assisting with the development of macros to enhance the generation and electronic storage of those reports.

The introduction and implementation of the RICO Report Manager has reduced the number of reports that are printed and has allowed for the electronic storage of reports for the purposes of audits conducted by both the external auditors and the Ministry of the Attorney General. Financial savings resulted in the adoption of this software – reduction in the purchase of photocopy paper and in the longer term, reduced on site and archival record storage.

Conducted an 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.

The Ministry of the Attorney General conducted their first audit of the Provincial Offences office since transfer in 2000 and indicated during the audit exit meeting that they were satisfied with the performance of this court office. The formal written report has not yet been received.

A new payment option for payments on fines was instituted. For those persons making regular payments on fines in default (in accordance with a payment agreement), they are now able to provide written authorization to the Collections Officer to apply automatic credit card payments to their fine(s).

In January 2007 a digital system of court recording/reporting was introduced at the base court location at 141 Lake Street in Pembroke. In the fall of 2009, hardware and required software were purchased to provide the satellite court sittings with digital recording. This new system replaces the tape deck recorder that is becoming obsolete and very costly to repair. In addition to staff efficiencies such as immediate access to the record, this new method will also improve the level of service to the public and the elimination of the need to physically destroy the records after the retention period. Other savings generated by using this method of recording include the elimination of purchasing 90 minute tapes and labels, the elimination of tape and handwritten record storage (7 years using local and archival storage), the allowance for the production of the record for the review of the Justice of the Peace in an electronic format rather than a typed transcript and saving the regulated fee paid to the Court Reporter for transcript preparation.

Managed the transition of the appeal process between the Ontario Court of Justice and the Provincial Offences Court. POA staff met with the manager and staff from the Ontario Court of Justice to discuss processes and to determine what is required in both court offices in order to make the appeal process work for the public, the prosecution, defence and the administration. Staff from both court locations continue to work collaboratively on appeals through discussions and information sharing.

2010 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 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 initiatives 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 learn to fully utilize both the collections and administrative subsystems of the new Web Based Courts Administration Management System (CAMS) that will replace the existing server driven CAMS software which is to be introduced late 2009, early 2010.
- Host a training session on the Courts Administration Management System (CAMS) for courts for the East, Central East and others using the system, to ensure maximum use of the CAMS system. To work with the trainer (software developer) in the identification of enhancements that will improve the functionality of the system.
- 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.
- Ensure that all administrative staff are familiar with the remote court digital recording (Liberty) system and are able to manage the download/upload, storage and retention of information related to the court recordings.

- 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 employed 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.

2010 OPERATING BUDGET

	<u>2010</u>	<u>2009</u>	<u>Variance</u>
Salaries and Benefits	310,060	300,843	9,217
Materials and Supplies	245,422	240,968	4,454
Purchased Service	71,730	67,960	3,770
Transfers To Others- Pembroke	116,248	120,872	(4,624)
Depreciation	28,202	27,785	417
Surplus Adj	(14,689)	(20,285)	5,596
Gross Expenditures	756,973	738,143	18,830
Recoveries - Fees & Charges	(1,483,650)	(1,475,000)	(8,650)
Recoveries - Provincial	0	(7,500)	7,500
Revenues	(1,483,650)	(1,482,500)	(1,150)
Net Expenditures	(726,677)	(744,357)	17,680
Budget Hours	8,874	8,736	138

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>2009</u>	<u>2008</u>	<u>2007</u>
Work Processes	1. Data Entry	• # of charges input	13,779	12,083	13,472
		• % Error Rate	1%	1%	1%
		• Time from receipt of charge / report to Input (ICON & CAMS)	3.0 days	2.5 days	2.5 days
		• Time from receipt of docket to input	1 day	1 day	1 day
		• Time from receipt of judicial decision to input	1 day	1 day	1 day
	2. Court Scheduling	• Time from receipt of request for trial to scheduling	2.5 days	2.5 days	2.5 days
		• % of times that Request for Special Trial was dealt with the same day as received	100%	100%	100%
	3. Fine Enforcement	• # of Notices sent – mail	2,660	5,464	4,339
		• % of # of notices sent in mail where \$ were received ***	54.16%	33%	67%
		• #of Payment Agreements Negotiated	148	161	187
	4. Payment Management	• # of payments processed	12,782	11,190	14,039
		• % of mail-in payments or payfines processed same day as received (unless authorized to hold a postdated cheque)	100%	100%	100%
	5. Financial Reporting	• % of days that report = cash	99.6%	100%	100%
		• # of days from monthly ICON report to submission to Finance	1.5 days	1.5 days	1.5 days
		• # of days from Quarterly MAG report to Finance	1.5 days	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	See Note #1
		• Response of Senior Justice surveyed that rate our service	See Note #1	See Note #1	See Note #1
	2. High Quality Service	• # written complaints received	0	0	1
	3. Economical Service	• Salary/Benefits (Admin) / # of charges = Cost per charge **	\$18.55	\$21.76 Estim.	\$16.60
	4. Accessible Services	• % comparison of payfines to total fines	22%	23%	22%
		• % comparison of fines paid at other courts to total fines	7%	10.23%	9%
		• % comparison of fines paid for other courts to total fines	9%	7.06%	5%
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	N/A
		▪ # of issues raised by external auditors related to Provincial Offences	None See Note #3	No Audit Yet	No Audit Yet

Notes

1. Regional Senior Justice of the Peace – November 16 2009 – “From my point of view, I have never heard any negative comments, in fact quite to the contrary. It has been mentioned to me that it is a pleasure dealing with the County of Renfrew Provincial Offences Court manager and/or the staff. We do not have any complaints as we are very satisfied with the relationship between your office and this office.”
2. Ministry of the Attorney General auditors conducted an audit of the financial records and administrative processes/practices in May 2009. Written report not yet received from the Ministry.
3. External Audit of financial records for 2009 reporting year – Completed with no findings/ recommendations

** 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.

Detailed Budget Documents

**COUNTY OF RENFREW
2010 BUDGET
GENERAL REVENUE FUND**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
<u>MEMBERS OF COUNCIL</u>	<u>306,345</u>	<u>295,136</u>	<u>11,209</u>	<u>3.8%</u>	<u>224,879</u>	<u>81,466</u>	<u>36.2%</u>
Accessibility Advisory Committee	990	990	0	0.0%	206	784	381.5%
Ad Hoc Committee Exp - Non Elected	2,500	2,500	0	0.0%	0	2,500	
AECL Environmental Stewardship	1,094	1,094	0	0.0%	790	304	38.5%
Agricultural Leadership Committee	1,206	1,206	0	0.0%	264	942	356.8%
Council - Fees & Mileage	55,884	55,884	0	0.0%	56,005	(121)	-0.2%
Council Conventions	32,000	0	32,000		0	32,000	
Councillor Benefits - EHC/Dental	35,500	31,000	4,500	14.5%	35,582	(82)	-0.2%
Councillor Group Insurance	8,000	8,000	0	0.0%	7,181	819	11.4%
Councillor Liability Insurance	6,209	5,200	1,009	19.4%	5,950	259	4.4%
County / City Liason Committee	2,555	2,555	0	0.0%	0	2,555	
CPP,UIC,Employer Health Tax	3,000	4,000	(1,000)	-25.0%	2,788	212	7.6%
Depreciation	6,722	6,722	0	0.0%	6,722	0	0.0%
Development & Property Comm - Fees & Mileage	18,262	18,262	0	0.0%	14,271	3,991	28.0%
Development & Property Committee - Conventions	0	9,000	(9,000)	-100.0%	1,491	(1,491)	-100.0%
EOWC Meetings	0	0	0		1,200	(1,200)	-100.0%
Finance & Administration Comm. - Conventions	0	7,000	(7,000)	-100.0%	0	0	
Finance & Administration Comm. - Fees & Mileage	20,582	20,582	0	0.0%	19,001	1,581	8.3%
Health Comm. - Fees & Mileage	15,381	15,381	0	0.0%	11,701	3,680	31.5%
Health Committee - Conventions	0	6,000	(6,000)	-100.0%	0	0	
Land Division Comm. - Fees & Mileage	3,071	3,071	0	0.0%	1,762	1,309	74.3%
LHIN Advisory Committee	4,850	2,350	2,500	106.4%	5,533	(683)	-12.3%
MNR Fish Strategy	1,073	1,073	0	0.0%	0	1,073	
MNR Regional Advisory Committee	906	906	0	0.0%	907	(1)	-0.2%
Municipal Advisory Comm - Fees & Mileage	3,211	711	2,500	351.6%	1,678	1,533	91.4%
Operations Committee - Conventions	0	7,800	(7,800)	-100.0%	0	0	
Operations Committee - Fees & Mileage	18,635	18,635	0	0.0%	12,972	5,663	43.7%
OVTA Board - Fees and Mileage	2,250	2,250	0	0.0%	1,030	1,220	118.4%
Railway Comm. - Fees & Mileage	578	578	0	0.0%	0	578	
Recoveries - County	(30,000)	(35,000)	5,000	-14.3%	(30,000)	0	0.0%
Recoveries - Outside	0	0	0		(54)	54	-100.0%
Social Services & RCHC Board - Conventions	0	8,000	(8,000)	-100.0%	0	0	
Social Services & RCHC Board - Fees & Mileage	20,108	20,108	0	0.0%	17,238	2,870	16.6%
Surplus Adjustment - Depreciation	(6,722)	(6,722)	0	0.0%	(6,722)	0	0.0%
Warden's Salary & Expenses	70,000	70,000	0	0.0%	55,000	15,000	27.3%
Warden's Banquet Expense	6,000	6,000	0	0.0%	0	6,000	
Wood Processing Committee	2,500	0	2,500		2,383	117	4.9%
<u>GENERAL - ADMINISTRATION</u>	<u>932,469</u>	<u>707,353</u>	<u>225,116</u>	<u>31.8%</u>	<u>700,310</u>	<u>232,159</u>	<u>33.2%</u>
Salaries	986,722	858,841	127,881	14.9%	860,000	126,722	14.7%
Employee Benefits	217,147	185,982	31,165	16.8%	184,000	33,147	18.0%
Capital - Under Threshold	0	0	0		0	0	
Computer Maintenance	25,000	24,500	500	2.0%	26,080	(1,080)	-4.1%
Conferences & Conventions	4,350	4,350	0	0.0%	2,000	2,350	117.5%
Depreciation	24,000	23,407	593	2.5%	24,000	0	0.0%
General Legal & Audit	25,000	21,600	3,400	15.7%	22,200	2,800	12.6%
Membership Fees	23,000	22,500	500	2.2%	22,000	1,000	4.5%
Office Expense	30,500	39,000	(8,500)	-21.8%	37,500	(7,000)	-18.7%
Professional Development	5,550	5,850	(300)	-5.1%	3,600	1,950	54.2%
Recovery - Other Departments	(503,550)	(497,970)	(5,580)	1.1%	(497,970)	(5,580)	1.1%
Recovery - Outside	0	0	0		(2,000)	2,000	-100.0%
Recruitment	75,000	0	75,000		0	75,000	
Special Projects - EOWC	12,750	12,500	250	2.0%	13,000	(250)	-1.9%
Surplus Adjustment - Capital	4,500	5,000	(500)	-10.0%	3,500	1,000	28.6%
Surplus Adjustment - Depreciation	(24,000)	(23,407)	(593)	2.5%	(24,000)	0	0.0%
Telephone	6,500	5,200	1,300	25.0%	6,400	100	1.6%
Travel	20,000	20,000	0	0.0%	20,000	0	0.0%

**COUNTY OF RENFREW
2010 BUDGET
GENERAL REVENUE FUND**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
<u>PROPERTY - Pembroke</u>	<u>322,944</u>	<u>322,263</u>	<u>681</u>	<u>0.2%</u>	<u>316,076</u>	<u>6,868</u>	<u>2.2%</u>
Salaries	121,547	122,218	(671)	-0.5%	123,000	(1,453)	-1.2%
Employee Benefits	28,091	27,296	795	2.9%	27,000	1,091	4.0%
Advertising	0	0	0		300	(300)	-100.0%
Capital - under threshold	0	0	0		0	0	
Depreciation	191,947	191,947	0	0.0%	191,947	0	0.0%
Elevator Maintenance	5,100	5,100	0	0.0%	5,100	0	0.0%
Garbage Disposal	3,000	3,000	0	0.0%	3,000	0	0.0%
Groundskeeping	5,000	5,000	0	0.0%	5,500	(500)	-9.1%
Insurance	28,580	33,503	(4,923)	-14.7%	32,000	(3,420)	-10.7%
Janitorial Contract	93,940	93,940	0	0.0%	93,940	0	0.0%
Legal	500	500	0	0.0%	0	500	
Lights,Heat & Power	125,000	129,920	(4,920)	-3.8%	125,000	0	0.0%
Mechanical	16,500	16,500	0	0.0%	15,000	1,500	10.0%
Memberships/Subscriptions	2,100	2,100	0	0.0%	1,700	400	23.5%
Miscellaneous	2,500	2,500	0	0.0%	2,500	0	0.0%
Office Supplies	6,400	6,400	0	0.0%	5,500	900	16.4%
Professional Development	500	500	0	0.0%	0	500	
Recoveries - County	(5,000)	(5,000)	0	0.0%	(5,000)	0	0.0%
Recoveries - Other	(42,000)	(7,500)	(34,500)	460.0%	(2,000)	(40,000)	2000.0%
Recruitment		0	0			0	
Repairs & Maintenance	32,650	40,750	(8,100)	-19.9%	40,000	(7,350)	-18.4%
Revenue - Health Unit Lease	(268,664)	(268,664)	0	0.0%	(268,664)	0	0.0%
Security & Monitoring	4,000	4,000	0	0.0%	5,000	(1,000)	-20.0%
Special Projects	0	24,000	(24,000)	-100.0%	20,000	(20,000)	-100.0%
Surplus Adjustment - Reserve	(70,000)	75,000	(145,000)	-193.3%	75,000	(145,000)	-193.3%
Surplus Adjustment - Capital	220,500	0	220,500		0	220,500	
Surplus Adjustment - Depreciation	(191,947)	(191,947)	0	0.0%	(191,947)	0	0.0%
Telephone	3,200	1,700	1,500	88.2%	3,200	0	0.0%
Travel	4,500	4,500	0	0.0%	4,000	500	12.5%
Vehicle Expenses	5,000	5,000	0	0.0%	5,000	0	0.0%
<u>PROPERTY - Renfrew County Place</u>	<u>(166,482)</u>	<u>(156,607)</u>	<u>(9,875)</u>	<u>6.3%</u>	<u>(174,660)</u>	<u>8,178</u>	<u>-4.7%</u>
Salaries / Benefits	50,052	47,714	2,338	4.9%	47,714	2,338	4.9%
Capital - Under Threshold		0	0			0	
Depreciation	173,253	173,253	0	0.0%	173,253	0	0.0%
Elevator Maintenance	5,000	5,000	0	0.0%	5,000	0	0.0%
Garbage Removal	3,000	3,000	0	0.0%	3,000	0	0.0%
Groundskeeping	2,500	2,500	0	0.0%	4,000	(1,500)	-37.5%
Insurance	8,700	5,963	2,737	45.9%	5,300	3,400	64.2%
Janitorial Contract	100,000	125,000	(25,000)	-20.0%	100,000	0	0.0%
Lease Revenue- Outside	(269,507)	(240,157)	(29,350)	12.2%	(240,157)	(29,350)	12.2%
Lights,Heat & Power	75,000	66,000	9,000	13.6%	75,000	0	0.0%
Mechanical	15,000	15,000	0	0.0%	15,000	0	0.0%
Miscellaneous	2,000	2,000	0	0.0%	3,000	(1,000)	-33.3%
Office Supplies / Admin Costs	7,100	4,990	2,110	42.3%	7,100	0	0.0%
Recoverable - County	(441,857)	(435,197)	(6,660)	1.5%	(435,197)	(6,660)	1.5%
Repairs & Maintenance	20,000	20,000	0	0.0%	15,000	5,000	33.3%
Security & Monitoring	3,000	3,000	0	0.0%	3,000	0	0.0%
Surplus Adjustment - Building reserve	213,580	213,580	0	0.0%	213,580	0	0.0%
Surplus Adjustment - Capital	39,950	0	39,950		0	39,950	
Surplus Adjustment - Depreciation	(173,253)	(173,253)	0	0.0%	(173,253)	0	0.0%
Special Projects	0	5,000	(5,000)	-100.0%	4,000	(4,000)	-100.0%

**COUNTY OF RENFREW
2010 BUDGET
GENERAL REVENUE FUND**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
<u>PROPERTY - Arnprior Base</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Depreciation	12,528	12,528	0	0.0%	12,528	0	0.0%
Groundskeeping	1,000	2,500	(1,500)	-60.0%	0	1,000	
Janitorial Contract	4,000	4,000	0	0.0%	4,000	0	0.0%
Lights,Heat & Power	12,000	13,200	(1,200)	-9.1%	12,000	0	0.0%
Mechanical	1,000	1,500	(500)	-33.3%	0	1,000	
Miscellaneous	1,500	1,000	500	50.0%	2,300	(800)	-34.8%
Recoverable - County	(238,653)	(237,786)	(867)	0.4%	(237,786)	(867)	0.4%
Repairs & Maintenance	7,000	6,850	150	2.2%	7,000	0	0.0%
Special Projects	0	0	0		0	0	
Surplus Adjustment - Building reserve	206,203	208,736	(2,533)	-1.2%	212,486	(6,283)	-3.0%
Surplus Adjustment- Capital	5,950	0	5,950		0	5,950	
Surplus Adjustment - Depreciation	(12,528)	(12,528)	0	0.0%	(12,528)	0	0.0%
<u>PROPERTY - Barry's Bay Base</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	
Depreciation	12,528	0	12,528		0	12,528	
Groundskeeping	3,000	0	3,000		0	3,000	
Janitorial Contract	4,000	0	4,000		0	4,000	
Lights,Heat & Power	13,500	0	13,500		0	13,500	
Mechanical	1,000	0	1,000		0	1,000	
Miscellaneous	2,300	0	2,300		0	2,300	
Recoverable - County	(81,860)	0	(81,860)		0	(81,860)	
Repairs & Maintenance	7,000	0	7,000		0	7,000	
Special Projects	0	0	0		0	0	
Surplus Adjustment - Building reserve	51,060	0	51,060		0	51,060	
Surplus Adjustment- Capital	0	0	0		0	0	
Surplus Adjustment - Depreciation	(12,528)	0	(12,528)		0	(12,528)	
<u>PROPERTY - Petawawa Base</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	
Depreciation	12,528	0	12,528		0	12,528	
Groundskeeping	1,000	0	1,000		0	1,000	
Janitorial Contract	4,000	0	4,000		0	4,000	
Lights,Heat & Power	13,500	0	13,500		0	13,500	
Mechanical	1,000	0	1,000		0	1,000	
Miscellaneous	2,300	0	2,300		0	2,300	
Recoverable - County	(79,860)	0	(79,860)		0	(79,860)	
Repairs & Maintenance	7,000	0	7,000		0	7,000	
Special Projects	0	0	0		0	0	
Surplus Adjustment - Building reserve	51,060	0	51,060		0	51,060	
Surplus Adjustment- Capital	0	0	0		0	0	
Surplus Adjustment - Depreciation	(12,528)	0	(12,528)		0	(12,528)	
<u>INFORMATION TECHNOLOGY</u>	<u>400,323</u>	<u>392,594</u>	<u>7,729</u>	<u>2.0%</u>	<u>354,698</u>	<u>45,625</u>	<u>12.9%</u>
Salaries	361,408	357,117	4,291	1.2%	357,117	4,291	1.2%
Benefits	86,765	76,257	10,508	13.8%	76,257	10,508	13.8%
Annual Software Maintenance Fees	53,100	52,000	1,100	2.1%	50,000	3,100	6.2%
Communication Fees	51,000	50,000	1,000	2.0%	55,000	(4,000)	-7.3%
Computer Technology Supplies	6,500	31,000	(24,500)	-79.0%	10,000	(3,500)	-35.0%
Conventions	500	1,300	(800)	-61.5%		500	
Corporate Software	8,000	18,000	(10,000)	-55.6%	10,000	(2,000)	-20.0%
Depreciation	27,000	26,378	622	2.4%	26,378	622	2.4%
Office Expense	5,600	6,500	(900)	-13.8%	5,000	600	12.0%
Professional Development	8,500	8,500	0	0.0%	5,000	3,500	70.0%
Purchased Services	6,000	6,000	0	0.0%	2,000	4,000	200.0%
Recoveries - County	(235,150)	(226,580)	(8,570)	3.8%	(226,580)	(8,570)	3.8%
Recoveries - Outside	(4,000)	(4,000)	0	0.0%	(3,000)	(1,000)	33.3%
Recruitment	0	0	0		0	0	
Surplus Adjustment - IT Reserve	10,000	0	10,000		0	10,000	
Surplus Adjustment - Capital	26,500	0	26,500		904	25,596	2831.4%
Surplus Adjustment - Depreciation	(27,000)	(26,378)	(622)	2.4%	(26,378)	(622)	2.4%
Telephone Costs	5,600	3,500	2,100	60.0%	5,000	600	12.0%
Travel	10,000	13,000	(3,000)	-23.1%	8,000	2,000	25.0%

**COUNTY OF RENFREW
2010 BUDGET
GENERAL REVENUE FUND**

	<u>2010 Budget vs 2009 Budget</u>				<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
<u>HUMAN RESOURCES DEPARTMENT</u>	<u>190,956</u>	<u>209,896</u>	<u>(18,940)</u>	<u>-9.0%</u>	<u>191,097</u>	<u>(141)</u>	<u>-0.1%</u>
Salaries	439,849	500,668	(60,819)	-12.1%	467,861	(28,012)	-6.0%
Benefits	101,876	106,422	(4,546)	-4.3%	99,791	2,085	2.1%
Capital Equip- Under Threshold	0	0	0		0	0	
Conference & Convention	1,000	1,000	0	0.0%	0	1,000	
Depreciation	15,039	15,039	0	0.0%	15,036	3	0.0%
Expenses Recoverable From Others		0	0		0	0	
Legal Fees	10,000	10,000	0	0.0%	11,000	(1,000)	-9.1%
Membership Fees	1,500	1,500	0	0.0%	1,200	300	25.0%
Office Expense	31,500	28,500	3,000	10.5%	25,000	6,500	26.0%
Professional Development	7,500	7,500	0	0.0%	7,500	0	0.0%
Purchased Services	55,000	55,000	0	0.0%	45,000	10,000	22.2%
Recovery - County Departments	(462,269)	(510,694)	48,425	-9.5%	(471,255)	8,986	-1.9%
Recovery - Outside Agencies	(10,000)	(10,000)	0	0.0%	(10,000)	0	0.0%
Recruitment	0	0	0		0	0	
Surplus Adjustment - Depreciation	(15,039)	(15,039)	0	0.0%	(15,036)	(3)	0.0%
Travel	15,000	20,000	(5,000)	-25.0%	15,000	0	0.0%
<u>FORESTRY DEPT.</u>	<u>(65,142)</u>	<u>(57,958)</u>	<u>(7,184)</u>	<u>12.4%</u>	<u>(54,231)</u>	<u>(10,911)</u>	<u>20.1%</u>
Salaries / Benefits	84,333	81,492	2,841	3.5%	81,492	2,841	3.5%
Advertising	1,500	2,000	(500)	-25.0%	1,800	(300)	-16.7%
Capital - Under Threshold	0	0	0		0	0	
Conventions	1,000	1,000	0	0.0%	0	1,000	
Depreciation	15,487	15,487	0	0.0%	15,487	0	0.0%
Legal	2,000	2,500	(500)	-20.0%	1,500	500	33.3%
Maintenance Operations	1,000	2,000	(1,000)	-50.0%	500	500	100.0%
Memberships/Subscriptions	5,400	400	5,000	1250.0%	5,170	230	4.4%
Miscellaneous	3,000	3,000	0	0.0%	1,500	1,500	100.0%
Office Supplies	3,475	5,350	(1,875)	-35.0%	3,625	(150)	-4.1%
Professional Development	3,000	3,000	0	0.0%	1,500	1,500	100.0%
Property Survey Costs	2,500	2,500	0	0.0%	0	2,500	
Recoveries - Other	0	(1,000)	1,000	-100.0%	(1,000)	1,000	-100.0%
Recoveries - Timber Sales	(180,000)	(180,000)	0	0.0%	(240,000)	60,000	-25.0%
Recruitment	0	1,000	(1,000)	-100.0%	0	0	
Small Tools / Supplies	1,000	1,000	0	0.0%	800	200	25.0%
Special Project	0	0	0		380	(380)	-100.0%
Surplus Adjustment	0	(40,000)	40,000	-100.0%	75,000	(75,000)	-100.0%
Surplus Adjustment - Capital	0	8,000	(8,000)	-100.0%	7,852	(7,852)	-100.0%
Surplus Adjustment - Depreciation	(15,487)	(15,487)	0	0.0%	(15,487)	0	0.0%
Travel	3,500	7,500	(4,000)	-53.3%	3,000	500	16.7%
Tree Marking	250	500	(250)	-50.0%	0	250	
Tree Planting	0	40,000	(40,000)	-100.0%	0	0	
Vehicle Expenses	2,900	1,800	1,100	61.1%	2,650	250	9.4%
<u>PUBLIC WORKS</u>	<u>12,636,710</u>	<u>12,800,000</u>	<u>(163,290)</u>	<u>-1.3%</u>	<u>11,832,945</u>	<u>803,765</u>	<u>6.8%</u>
Administration	1,021,135	988,800	32,335	3.3%	925,445	95,690	10.3%
Capital Works - Management	480,800	570,000	(89,200)	-15.6%	300,000	180,800	60.3%
Clearing	0	0	0		0	0	
Depreciation	7,745,378	7,745,378	0	0.0%	7,745,378	0	0.0%
Equipment	(547,615)	(609,000)	61,385	-10.1%	(569,000)	21,385	-3.8%
Housing	223,390	211,900	11,490	5.4%	286,000	(62,610)	-21.9%
Maintenance	5,561,000	5,421,200	139,800	2.6%	5,599,500	(38,500)	-0.7%
Recoveries - Federal	(950,000)	(335,000)	(615,000)	183.6%	(442,000)	(508,000)	114.9%
Recoveries - Other	(60,000)	(35,000)	(25,000)	71.4%	(35,000)	(25,000)	71.4%
Recoveries - Provincial	(950,000)	(335,000)	(615,000)	183.6%	(442,000)	(508,000)	114.9%
Surplus Adjustment - Reserves	(4,900,000)	(4,891,900)	(8,100)	0.2%	(4,070,000)	(830,000)	20.4%
Surplus Adjustment - Capital	12,758,000	11,814,000	944,000	8.0%	10,280,000	2,478,000	24.1%
Surplus Adjustment - Depreciation	(7,745,378)	(7,745,378)	0	0.0%	(7,745,378)	0	0.0%
<u>SPECIAL PROJECTS</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.0%</u>	<u>20,000</u>	<u>0</u>	<u>0.0%</u>
Abandoned Rail Line Development	20,000	20,000	0	0.0%	20,000	0	0.0%

**COUNTY OF RENFREW
2010 BUDGET
GENERAL REVENUE FUND**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
EXPO 150	0	0	0		0	0	
Hospitality	0	0	0		0	0	
Marketing/Promotion	0	0	0		0	0	
Office Expense	0	0	0		0	0	
Salaries/Benefits		0	0			0	
Special Projects	50,000	0	50,000		10,000	40,000	400.0%
Surplus Adjustment - 150th Reserve	(50,000)	0	(50,000)		(10,000)	(40,000)	400.0%
TRAVEL	0	0	0		0	0	
BONNECHERE MANOR	1,095,062	1,117,287	(22,225)	-2.0%	936,073	158,989	17.0%
Total Municipal Cost	2,042,305	1,588,929	453,376	28.5%	1,331,706	710,599	53.4%
Recoveries - City of Pembroke	(658,229)	(471,642)	(186,587)	39.6%	(395,633)	(262,596)	66.4%
Surplus Adjustment - IOA Reserve	(289,014)		(289,014)			(289,014)	
MIRAMICHI LODGE	931,194	818,792	112,402	13.7%	1,012,670	(81,476)	-8.0%
Total Municipal Cost	1,375,026	1,165,232	209,794	18.0%	1,440,431	(65,405)	-4.5%
Recoveries - City of Pembroke	(443,832)	(346,440)	(97,392)	28.1%	(427,761)	(16,071)	3.8%
OTHER LONG TERM CARE	95,669	99,306	(3,637)	-3.7%	99,306	(3,637)	-3.7%
North Renfrew Long Term Care	140,959	140,959	0	0.0%	140,959	0	0.0%
Recoveries - City of Pembroke	(45,290)	(41,653)	(3,637)	8.7%	(41,653)	(3,637)	8.7%
HEALTH SERVICES	1,211,036	1,211,036	0	0.0%	1,021,036	190,000	18.6%
Renfrew County & District Health Unit	1,211,036	1,211,036	0	0.0%	1,211,036	0	0.0%
Renfrew County & District Health Unit - Rebate	0	0	0		(190,000)	190,000	-100.0%
RECREATION & CULTURAL SERVICES	15,000	10,000	5,000	50.0%	15,000	0	0.0%
Publicity/Public Relations Service	15,000	10,000	5,000	50.0%	15,000	0	0.0%
Recoveries	0	0	0		0	0	
ECONOMIC DEVELOPMENT	345,593	345,799	(206)	-0.1%	331,852	13,741	4.1%
Salaries	199,107	197,388	1,719	0.9%	225,116	(26,009)	-11.6%
Benefits	46,071	44,196	1,875	4.2%	49,906	(3,835)	-7.7%
Business Directory	3,000	3,000	0	0.0%	3,049	(49)	-1.6%
Community Futures Projects		0	0			0	
Computer Maintenance	1,500	5,000	(3,500)	-70.0%	2,307	(807)	-35.0%
Conventions	3,000	3,000	0	0.0%	1,118	1,882	168.3%
Depreciation	2,546	2,546	0	0.0%	2,546	0	0.0%
Forest 2020		0	0			0	
Hospitality	1,000	1,000	0	0.0%	1,000	0	0.0%
Legal	1,000	1,000	0	0.0%	0	1,000	
Marketing Program	16,000	21,000	(5,000)	-23.8%	7,211	8,789	121.9%
Memberships/Subscriptions	1,600	2,800	(1,200)	-42.9%	1,488	112	7.5%
Miscellaneous	1,000	1,000	0	0.0%	840	160	19.0%
Office Expense	10,000	12,500	(2,500)	-20.0%	6,195	3,805	61.4%
Ottawa River Waterway Project		0	0			0	
Professional Development/Staff Training	700	3,200	(2,500)	-78.1%	430	270	62.8%
Recoveries - Federal - CFDC	0	0	0		(15,277)	15,277	-100.0%
Recoveries-Other	(1,500)	(1,500)	0	0.0%	(7,742)	6,242	-80.6%
Recoveries-Provincial	0	0	0		(1,800)	1,800	-100.0%
Recruitment	1,000	1,000	0	0.0%	0	1,000	
Special Projects	24,700	15,300	9,400	61.4%	28,612	(3,912)	-13.7%
Special Projects - Agriculture	22,470	22,470	0	0.0%	22,470	0	0.0%
Surplus Adjustment - Capital	1,500	0	1,500		0	1,500	
Surplus Adjustment - Depreciation	(2,546)	(2,546)	0	0.0%	(2,546)	0	0.0%
Travel	13,445	13,445	0	0.0%	6,929	6,516	94.0%

**COUNTY OF RENFREW
2010 BUDGET
GENERAL REVENUE FUND**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
<u>ENTERPRISE CENTRE</u>	<u>28,055</u>	<u>25,250</u>	<u>2,805</u>	<u>11.1%</u>	<u>45,556</u>	<u>(17,501)</u>	<u>-38.4%</u>
Salaries	104,827	131,653	(26,826)	-20.4%	116,779	(11,952)	-10.2%
Benefits	23,239	24,815	(1,576)	-6.4%	21,607	1,632	7.6%
Depreciation	3,846	3,084	762	24.7%	3,084	762	24.7%
Marketing	0	2,675	(2,675)	-100.0%	1,225	(1,225)	-100.0%
Miscellaneous	0	286	(286)	-100.0%	290	(290)	-100.0%
Office Expenses	3,920	8,205	(4,285)	-52.2%	6,639	(2,719)	-41.0%
Professional Development	0	1,500	(1,500)	-100.0%	704	(704)	-100.0%
Purchased Service	4,542	7,000	(2,458)	-35.1%	3,969	573	14.4%
Recoveries - Federal	(9,750)	(500)	(9,250)	1850.0%	(10,250)	500	-4.9%
Recoveries - Municipalities	(10,000)	(2,000)	(8,000)	400.0%	(2,000)	(8,000)	400.0%
Recoveries - Other	(5,475)	(8,000)	2,525	-31.6%	(7,385)	1,910	-25.9%
Recoveries - Provincial	(117,550)	(170,000)	52,450	-30.9%	(131,584)	14,034	-10.7%
Special Projects	23,250	12,200	11,050	90.6%	30,870	(7,620)	-24.7%
Surplus Adjustment - Depreciation	(3,846)	(3,084)	(762)	24.7%	(3,084)	(762)	24.7%
Telephone/Internet Access	6,252	7,916	(1,664)	-21.0%	6,441	(189)	-2.9%
Travel	4,800	9,500	(4,700)	-49.5%	8,251	(3,451)	-41.8%
<u>OTTAWA VALLEY TOURIST ASSOCIATION</u>	<u>170,541</u>	<u>170,541</u>	<u>0</u>	<u>0.0%</u>	<u>170,541</u>	<u>0</u>	<u>0.0%</u>
Salaries	135,650	134,681	969	0.7%	134,681	969	0.7%
Benefits	39,011	37,730	1,281	3.4%	37,730	1,281	3.4%
Recoveries	(4,120)	(1,870)	(2,250)	120.3%	(1,870)	(2,250)	120.3%
<u>PLANNING DEPARTMENT</u>	<u>674,165</u>	<u>650,457</u>	<u>23,708</u>	<u>3.6%</u>	<u>648,022</u>	<u>26,143</u>	<u>4.0%</u>
Salaries	636,966	634,536	2,430	0.4%	620,186	16,780	2.7%
Employee Benefits	146,199	138,587	7,612	5.5%	138,587	7,612	5.5%
Computer Supplies / Maintenance	12,000	15,000	(3,000)	-20.0%	15,000	(3,000)	-20.0%
Conventions	3,000	3,000	0	0.0%	0	3,000	
County Official Plan	2,500	1,000	1,500	150.0%	0	2,500	
Depreciation	11,906	11,906	0	0.0%	11,906	0	0.0%
Fees - Municipal Projects	0	(6,516)	6,516	-100.0%	(2,000)	2,000	-100.0%
Fees - Service Charges	(25,000)	(25,000)	0	0.0%	(25,000)	0	0.0%
Fees - Severance Applications	(125,000)	(130,650)	5,650	-4.3%	(115,825)	(9,175)	7.9%
Fees - Subdivision Applications	(22,000)	(22,000)	0	0.0%	(20,000)	(2,000)	10.0%
Land Division Advertisement Costs		500	(500)	-100.0%		0	
Legal Fees	2,000	2,000	0	0.0%	0	2,000	
Memberships	3,000	3,000	0	0.0%	3,000	0	0.0%
Miscellaneous		0	0			0	
Office Expense	23,000	22,500	500	2.2%	24,500	(1,500)	-6.1%
Professional Development	2,500	2,500	0	0.0%	3,042	(542)	-17.8%
Recoveries - Other	(5,000)	(5,000)	0	0.0%	(4,500)	(500)	11.1%
Recoveries - Special Projects		0	0			0	
Recruitment	2,000	2,000	0	0.0%	2,370	(370)	-15.6%
Special Projects - DRAPE	16,000	27,000	(11,000)	-40.7%	10,560	5,440	51.5%
Surplus Adjustment - DRAPE Reserve	(16,000)	(27,000)	11,000	-40.7%	(10,560)	(5,440)	51.5%
Surplus Adjustment - Capital	3,000	0	3,000		(1,338)	4,338	-324.2%
Surplus Adjustment - Depreciation	(11,906)	(11,906)	0	0.0%	(11,906)	0	0.0%
Travel	15,000	15,000	0	0.0%	10,000	5,000	50.0%
<u>AGRICULTURE & REFORESTATION</u>	<u>22,000</u>	<u>22,000</u>	<u>0</u>	<u>0.0%</u>	<u>22,000</u>	<u>0</u>	<u>0.0%</u>
Reforestation - Grants in Lieu	15,000	15,000	0	0.0%	15,000	0	0.0%
Forest Fire Protection	7,000	7,000	0	0.0%	7,000	0	0.0%

**COUNTY OF RENFREW
2010 BUDGET
GENERAL REVENUE FUND**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
ONTARIO WORKS	4,143,891	5,962,243	(1,818,352)	-30.5%	6,061,827	(1,917,936)	-31.6%
Social Assistance - Cost of Admin	1,876,495	1,769,165	107,330	6.1%	1,769,165	107,330	6.1%
Social Assistance - Benefits	7,677,528	6,286,593	1,390,935	22.1%	6,859,283	818,245	11.9%
Ontario Disability Support Program	32,882,884	31,639,266	1,243,618	3.9%	31,751,290	1,131,594	3.6%
Ontario Works	1,319,681	1,319,681	0	0.0%	1,291,004	28,677	2.2%
Homelessness	104,610	101,113	3,497	3.5%	103,741	869	0.8%
Emergency Energy Fund	16,320	16,320	0	0.0%	16,320	0	0.0%
Eligibility Review Officer	61,525	61,525	0	0.0%	61,525	0	0.0%
Other	100,000	66,484	33,516	50.4%	0	100,000	
Depreciation	63,223	63,223	0	0.0%	63,223	0	0.0%
Provincial Subsidy - Social Assistance - COA	(1,066,108)	(931,383)	(134,725)	14.5%	(931,783)	(134,325)	14.4%
Provincial Subsidy - Social Assistance - Benefits	(6,198,844)	(5,026,674)	(1,172,170)	23.3%	(5,505,791)	(693,053)	12.6%
Provincial Subsidy - Ontario Disability Support Program	(29,594,596)	(25,311,413)	(4,283,183)	16.9%	(25,401,032)	(4,193,564)	16.5%
Provincial Subsidy - Ontario Works	(1,063,663)	(1,055,745)	(7,918)	0.7%	(1,032,803)	(30,860)	3.0%
Provincial Subsidy - Homelessness	(104,610)	(101,113)	(3,497)	3.5%	(103,741)	(869)	0.8%
Provincial Subsidy - Emergency Energy Fund	(16,320)	(16,320)	0	0.0%	(16,320)	0	0.0%
Provincial Subsidy - Eligibility Review Officer	(61,525)	(61,525)	0	0.0%	(61,525)	0	0.0%
Provincial Subsidy - Water Filter Fund	0	0	0		0	0	
Provincial Subsidy - Other	(125,000)	(91,484)	(33,516)	36.6%	(25,000)	(100,000)	400.0%
Surplus Adjustment - Capital	111,000	0	111,000		20,943	90,057	430.0%
Surplus Adjustment - Depreciation	(63,223)	(63,223)	0	0.0%	(63,223)	0	0.0%
Municipal Contribution - City of Pembroke	(1,775,486)	(2,702,247)	926,761	-34.3%	(2,733,449)	957,963	-35.0%
			0			0	
CHILD CARE	506,957	489,457	17,500	3.6%	476,341	30,616	6.4%
Administration	118,655	122,234	(3,579)	-2.9%	111,724	6,931	6.2%
Direct Costs	2,313,549	2,313,549	0	0.0%	2,276,166	37,383	1.6%
Best Start - Administration	236,350	275,425	(39,075)	-14.2%	234,087	2,263	1.0%
Best Start - Direct Costs	1,973,642	2,181,514	(207,872)	-9.5%	2,138,076	(164,434)	-7.7%
Best Start - Special Needs	480,008	614,808	(134,800)	-21.9%	548,504	(68,496)	-12.5%
Child Care- Special Needs	410,767	410,767	0	0.0%	370,550	40,217	10.9%
Pay Equity	124,326	124,326	0	0.0%	124,326	0	0.0%
Depreciation	17,331	17,331	0	0.0%	17,331	0	0.0%
Provincial Subsidy - Child Care	(2,394,458)	(2,417,605)	23,147	-1.0%	(2,346,955)	(47,503)	2.0%
Provincial Subsidy - Best Start	(2,690,000)	(3,071,747)	381,747	-12.4%	(2,920,667)	230,667	-7.9%
Recoveries - Other		0	0		0	0	
Special Project	500,000	1,000,000	(500,000)	-50.0%	0	500,000	
Surplus Adjustment - Best Start Reserve	(500,000)	(1,000,000)	500,000	-50.0%	0	(500,000)	
Surplus Adjustment - Capital	0	0	0		2,154	(2,154)	-100.0%
Surplus Adjustment - Depreciation	(17,331)	(17,331)	0	0.0%	(17,331)	0	0.0%
Municipal Contribution - City of Pembroke	(65,882)	(63,814)	(2,068)	3.2%	(61,624)	(4,258)	6.9%
SOCIAL HOUSING	3,830,376	3,493,635	336,741	9.6%	3,685,775	144,601	3.9%
Admin Charges	102,900	102,500	400	0.4%	102,500	400	0.4%
Fairfields - Tax Rebate	5,600	5,600	0	0.0%	5,600	0	0.0%
HR Charges	70,636	68,097	2,539	3.7%	68,097	2,539	3.7%
IT Charges	22,709	33,472	(10,763)	-32.2%	33,472	(10,763)	-32.2%
Legal	500	500	0	0.0%	500	0	0.0%
Memberships/Subscriptions	500	500	0	0.0%	500	0	0.0%
Miscellaneous		500	(500)	-100.0%	500	(500)	-100.0%
Non Profit Housing	1,600,000	1,600,000	0	0.0%	1,600,000	0	0.0%
Office Supplies	1,500	1,500	0	0.0%	1,500	0	0.0%
Postage/Courier	500	500	0	0.0%	500	0	0.0%
RCHC - Contribution	4,335,351	3,569,091	766,260	21.5%	3,761,231	574,120	15.3%
Recoveries - Outside	(193,819)	(193,819)	0	0.0%	(193,819)	0	0.0%
Recruitment	0	0	0		0	0	
Rev - Federal - Public Housing & Rent Supplement	(1,241,814)	(1,241,814)	0	0.0%	(1,241,814)	0	0.0%
Special Project	0	0	0		0	0	
Staff Training	500	500	0	0.0%	500	0	0.0%
Surplus Adjustment - DOOR Reserve	(248,400)	0	(248,400)		0	(248,400)	
Surplus Adjustment - IOA Reserve	(132,748)	0	(132,748)		0	(132,748)	
Travel	2,000	2,000	0	0.0%	2,000	0	0.0%
Municipal Contribution - City of Pembroke	(495,539)	(455,492)	(40,047)	8.8%	(455,492)	(40,047)	8.8%

**COUNTY OF RENFREW
2010 BUDGET
GENERAL REVENUE FUND**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
<u>PARAMEDIC SERVICE</u>	<u>5,296,807</u>	<u>5,296,807</u>	<u>(0)</u>	<u>0.0%</u>	<u>5,296,807</u>	<u>(0)</u>	<u>0.0%</u>
Admin - Salaries	542,670	541,783	887	0.2%	541,783	887	0.2%
Admin - Employee Benefits	122,533	118,257	4,276	3.6%	118,257	4,276	3.6%
Admin - Admin Charge	90,350	89,100	1,250	1.4%	89,100	1,250	1.4%
Admin - Base Hospital Charges	29,767	29,767	0	0.0%	29,767	0	0.0%
Admin - Communication Fees	64,230	64,230	0	0.0%	64,230	0	0.0%
Admin - Computer Supply & Maintenance	67,333	67,333	0	0.0%	67,333	0	0.0%
Admin - Conferences & Conventions	4,996	4,996	0	0.0%	4,996	0	0.0%
Admin - HR Charge	137,924	134,759	3,165	2.3%	134,759	3,165	2.3%
Admin - IT Charge	54,501	38,251	16,250	42.5%	38,251	16,250	42.5%
Admin - Legal	38,220	31,158	7,062	22.7%	31,158	7,062	22.7%
Admin - Membership Fees	1,693	1,639	54	3.3%	1,639	54	3.3%
Admin - Office Expenses	34,979	34,979	0	0.0%	34,979	0	0.0%
Admin - Professional Development	37,974	37,974	0	0.0%	37,974	0	0.0%
Admin - Recruitment	6,365	6,365	0	0.0%	6,365	0	0.0%
Admin - Special Projects	30,000	4,005	25,995	649.1%	4,005	25,995	649.1%
Admin - Travel	29,705	29,705	0	0.0%	29,705	0	0.0%
Admin - Uniform Allowances	700	0	700		0	700	
Capital - Under Threshold	0	0	0		0	0	
Depreciation	467,102	467,102	0	0.0%	467,102	0	0.0%
Paramedic - Salaries	7,142,591	6,976,627	165,964	2.4%	6,976,627	165,964	2.4%
Paramedic - Benefits	1,544,983	1,508,971	36,012	2.4%	1,508,971	36,012	2.4%
Paramedic - Base Station Costs	821,840	698,797	123,043	17.6%	698,797	123,043	17.6%
Paramedic - Insurance	241,120	167,341	73,779	44.1%	167,341	73,779	44.1%
Paramedic - Insurance Claims Costs	22,660	20,600	2,060	10.0%	20,600	2,060	10.0%
Paramedic - Operational Costs	106,954	106,954	0	0.0%	106,954	0	0.0%
Paramedic - Small Equipment & Supplies	188,000	136,910	51,090	37.3%	136,910	51,090	37.3%
Paramedic - Vehicle Operation & Maintenance	586,199	558,285	27,914	5.0%	558,285	27,914	5.0%
Provincial Revenue - Community in Action	0	0	0		0	0	
Provincial Subsidy - Operating	(6,156,930)	(6,156,930)	0	0.0%	(6,156,930)	0	0.0%
Provision for Bad Debt Expense		0	0		0	0	
Recovery - County	(49,500)	(49,500)	0	0.0%	(49,500)	0	0.0%
Recovery - Cross Border - Other Municipalities	(139,538)	(136,802)	(2,736)	2.0%	(136,802)	(2,736)	2.0%
Recovery - Other Agency (Heart & Stroke)	(20,000)	0	(20,000)		0	(20,000)	
Revenue - Other	(130,000)	(75,600)	(54,400)	72.0%	(75,600)	(54,400)	72.0%
Revenue - Prov Mobile Computing		0	0		0	0	
Surplus Adjustment - Reserves	(242,789)	182,976	(425,765)	-232.7%	499,947	(742,736)	-148.6%
Surplus Adjustment - Capital	947,400	984,000	(36,600)	-3.7%	667,029	280,371	42.0%
Surplus Adjustment - Depreciation	(467,102)	(467,102)	0	0.0%	(467,102)	0	0.0%
Municipal Contribution - City of Pembroke	(860,123)	(860,123)	0	0.0%	(860,123)	0	0.0%
						(860,123)	
<u>EMERGENCY MANAGEMENT</u>	<u>184,650</u>	<u>140,846</u>	<u>43,804</u>	<u>31.1%</u>	<u>140,846</u>	<u>43,804</u>	<u>31.1%</u>
Emergency Management	28,176	28,176	0	0.0%	28,176	0	0.0%
911	54,590	54,590	0	0.0%	54,590	0	0.0%
Purchased Service - Consultant	15,000	15,000	0	0.0%	15,000	0	0.0%
Staff Training		0	0		0	0	
Admin Charge (Paramedic Service)	49,500	49,500	0	0.0%	49,500	0	0.0%
Fire Services Charges	88,580	88,580	0	0.0%	88,580	0	0.0%
Surplus Adjustment - Capital	79,644	0	79,644		0	79,644	
Recoveries - Provincial JEPP	(35,840)	0	(35,840)		0	(35,840)	
Recoveries - Other	(95,000)	(95,000)	0	0.0%	(95,000)	0	0.0%

**COUNTY OF RENFREW
2010 BUDGET
GENERAL REVENUE FUND**

	<u>2010 Budget vs 2009 Budget</u>				<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
<u>PROVINCIAL OFFENCES ADMINISTRATION</u>	<u>(726,677)</u>	<u>(744,357)</u>	<u>17,680</u>	<u>-2.4%</u>	<u>(762,346)</u>	<u>35,669</u>	<u>-4.7%</u>
Salaries	258,753	252,067	6,686	2.7%	243,283	15,470	6.4%
Benefits	51,307	48,776	2,531	5.2%	46,723	4,584	9.8%
Adjudication	42,500	48,200	(5,700)	-11.8%	40,000	2,500	6.3%
Admin Charges	37,700	37,400	300	0.8%	37,400	300	0.8%
Bank Charges (Visa/Mastercard)	23,887	20,100	3,787	18.8%	22,000	1,887	8.6%
Certificates of Offence	8,000	9,000	(1,000)	-11.1%	11,300	(3,300)	-29.2%
City of Pembroke - Share of Net Revenue	116,248	120,872	(4,624)	-3.8%	123,794	(7,546)	-6.1%
Collection Costs	7,500	4,800	2,700	56.3%	7,300	200	2.7%
Computer & Technology	4,465	13,240	(8,775)	-66.3%	13,240	(8,775)	-66.3%
Conventions	925	1,175	(250)	-21.3%	1,175	(250)	-21.3%
Court Transcripts	150	350	(200)	-57.1%	100	50	50.0%
Depreciation	28,202	27,785	417	1.5%	27,785	417	1.5%
ICON Charges	28,275	29,250	(975)	-3.3%	27,500	775	2.8%
Interpreter Fees	1,900	1,900	0	0.0%	1,900	0	0.0%
IT Charges	12,605	15,260	(2,655)	-17.4%	15,260	(2,655)	-17.4%
Lease/Building Costs	93,990	72,790	21,200	29.1%	68,500	25,490	37.2%
Legal Costs		0	0		300	(300)	-100.0%
Miscellaneous	350	350	0	0.0%	350	0	0.0%
Monitoring / Enforcement Fees	4,100	4,100	0	0.0%	4,100	0	0.0%
Office Equipment / Furniture	4,800	4,500	300	6.7%	2,900	1,900	65.5%
Office Supplies	5,950	5,575	375	6.7%	5,000	950	19.0%
Part III Prosecution	10,725	7,500	3,225	43.0%	10,880	(155)	-1.4%
Postage	3,600	4,470	(870)	-19.5%	3,200	400	12.5%
Revenue - Provincial - Accessibility Fund	0	(7,500)	7,500	-100.0%	(7,500)	7,500	-100.0%
Purchase of Service - Notice of Fines	3,200	3,000	200	6.7%	3,300	(100)	-3.0%
Revenues - Fees and Charges	(1,475,000)	(1,475,000)	0	0.0%	(1,475,000)	0	0.0%
Recoveries - Other	(8,650)	0	(8,650)			(8,650)	
Satellite Courtroom Costs	4,100	5,300	(1,200)	-22.6%	5,300	(1,200)	-22.6%
Staff Training/Development	4,300	4,400	(100)	-2.3%	4,400	(100)	-2.3%
Surplus Adjustment - IOA Reserve	(10,797)	0	(10,797)		0	(10,797)	
Surplus Adjustment - Capital	24,310	7,500	16,810	224.1%	5,681	18,629	327.9%
Surplus Adjustment - Depreciation	(28,202)	(27,785)	(417)	1.5%	(27,785)	(417)	1.5%
Telephone	4,230	4,068	162	4.0%	4,068	162	4.0%
Travel	9,100	10,300	(1,200)	-11.7%	10,300	(1,200)	-11.7%
Witness Fees	800	1,900	(1,100)	-57.9%	900	(100)	-11.1%
<u>OTHER LOCAL SERVICES REALIGNMENT</u>	<u>1,386,338</u>	<u>1,347,047</u>	<u>39,291</u>	<u>2.9%</u>	<u>1,347,047</u>	<u>39,291</u>	<u>2.9%</u>
Property Assessment	1,386,338	1,347,047	39,291	2.9%	1,347,047	39,291	2.9%
<u>FINANCIAL EXPENSE</u>	<u>5,303,073</u>	<u>4,908,368</u>	<u>394,705</u>	<u>8.0%</u>	<u>4,808,368</u>	<u>494,705</u>	<u>10.3%</u>
Capping Costs (Forgone Revenue Approach)	100,000	200,000	(100,000)	-50.0%	100,000	0	0.0%
County Share - Taxes Written Off	300,000	300,000	0	0.0%	300,000	0	0.0%
Debenture Interest - Miramichi Lodge (2014)	285,637	334,763	(49,126)	-14.7%	334,763	(49,126)	-14.7%
Provision for Unallocated Funds	583,000	300,000	283,000	94.3%	300,000	283,000	94.3%
EOWC Broadband Contribution	300,000	0	300,000		0	300,000	
Surplus Adjustment - Gas Tax Reserve	2,552,436	2,638,605	(86,169)	-3.3%	2,638,605	(86,169)	-3.3%
Surplus Adjustment - Principal - ML (2014)	1,152,000	1,105,000	47,000	4.3%	1,105,000	47,000	4.3%
Vacant Building Rebates	30,000	30,000	0	0.0%	30,000	0	0.0%
TOTAL EXPENSES	39,091,853	39,897,191	(805,338)	-2.0%	38,767,835	324,018	0.8%

**COUNTY OF RENFREW
2010 BUDGET
GENERAL REVENUE FUND**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
COUNTY LEVY	34,048,322	32,949,736	1,098,586	3.3%	32,949,736	1,098,586	3.3%
PIL ADJUSTMENTS	(275,000)	(275,000)	0	0.0%	(275,000)	0	0.0%
WATERPOWER GENERATING STATION	371,795	366,250	5,545	1.5%	371,795	0	0.0%
RAILWAY/HYDRO RIGHTS-OF-WAY	90,000	90,000	0	0.0%	90,000	0	0.0%
SUPPLEMENTARY REVENUE	425,000	425,000	0	0.0%	425,000	0	0.0%
PROVINCIAL SUBSIDIES	308,300	3,254,600	(2,946,300)	-90.5%	3,254,600	(2,946,300)	-90.5%
Ontario Municipal Partnership Fund	308,300	3,254,600	(2,946,300)	-90.5%	3,254,600	(2,946,300)	-90.5%
Investing In Ontario Act - Revenue	0	0	0		0	0	
Move Ontario - Roads & Bridges	0	0	0		0	0	
OTHER REVENUE	4,123,436	3,086,605	1,036,831	33.6%	2,986,606	1,136,830	38.1%
Interest Revenue	200,000	300,000	(100,000)	-33.3%	200,000	0	0.0%
Other Revenue	0	145,000	(145,000)	-100.0%	145,000	(145,000)	-100.0%
Gas Tax Funding	2,552,436	2,638,605	(86,169)	-3.3%	2,638,605	(86,169)	-3.3%
Surplus Adjustment - Prov Subsidy Reserve	968,000		968,000			968,000	
Surplus Adjustment - Pandemic Reserve	250,000		250,000			250,000	
Surplus Adjustment - Working Capital	150,000	0	150,000		0	150,000	
Proceeds - Sale of Assets		0	0		0	0	
Gain / Loss - Sale of Assets		0	0		0	0	
Licenses	3,000	3,000	0	0.0%	3,001	(1)	0.0%
TOTAL REVENUES	39,091,853	39,897,191	(805,338)	-2.0%	39,802,737	(710,884)	-1.8%
Municipal Surplus / (Deficit)	0	0	0		1,034,902	(1,034,902)	-100.0%
Surplus Adjustment	(4,743,409)	(2,640,003)	(2,103,406)	79.7%	(375,942)	(3,967,467)	1161.7%
Surplus Adjustment - Capital	14,222,254	12,818,500	1,403,754	11.0%	10,986,725	3,235,529	29.4%
Surplus Adjustment - Depreciation	(8,830,566)	(8,803,116)	(27,450)	0.3%	(8,803,706)	(26,860)	0.3%
Surplus Adjustment - Principal	1,152,000	1,105,000	47,000	4.3%	1,105,000	47,000	4.3%
Accounting Surplus / (Deficit)	1,800,279	2,480,381	(680,102)	-27.4%	3,946,979	(2,146,700)	-54.4%

**COUNTY OF RENFREW
2010 Budget
Miramichi Lodge**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
<u>CLIENT PROGRAMS & SERVICES</u>	469,888	463,426	6,462	1.4%	463,393	6,495	1.4%
Salaries	350,774	343,430	7,344	2.1%	343,430	7,344	2.1%
Employee Benefits	75,857	71,826	4,031	5.6%	71,826	4,031	5.6%
Depreciation	5,856	5,856	0	0.0%	5,856	0	0.0%
Equipment - Replacements	500	500	0	0.0%	500	0	0.0%
Equipment Operation/Maint.	3,500	4,000	(500)	-12.5%	4,000	(500)	-12.5%
Hobby Crafts	4,500	2,500	2,000	80.0%	2,500	2,000	80.0%
Purchased Service	19,257	24,170	(4,913)	-20.3%	24,170	(4,913)	-20.3%
Recoveries	0	0	0		(33)	33	-100.0%
Recreation & Entertainment	13,000	15,000	(2,000)	-13.3%	15,000	(2,000)	-13.3%
Surplus Adjustment - Depreciation	(5,856)	(5,856)	0	0.0%	(5,856)	0	0.0%
Special Events	2,500	2,000	500	25.0%	2,000	500	25.0%
<u>NURSING SERVICES</u>	6,052,279	5,808,902	243,377	4.2%	6,011,200	41,079	0.7%
Salaries - Direct Care	4,661,689	4,598,873	62,816	1.4%	4,598,873	62,816	1.4%
Employee Benefits - Direct Care	762,891	720,553	42,338	5.9%	750,500	12,391	1.7%
Salaries - Administration	344,442	346,106	(1,664)	-0.5%	344,442	0	0.0%
Employee Benefits - Administration	86,110	86,526	(416)	-0.5%	86,526	(416)	-0.5%
Depreciation	76,066	76,066	0	0.0%	76,066	0	0.0%
Equipment - Replacements	1,350	0	1,350		0	1,350	
Equipment-Operation/Maint.	15,214	20,614	(5,400)	-26.2%	20,614	(5,400)	-26.2%
Incontinent Products	81,000	72,000	9,000	12.5%	81,000	0	0.0%
Medical Director	34,777	34,777	0	0.0%	34,777	0	0.0%
Medical Nursing Supplies	59,000	53,000	6,000	11.3%	63,000	(4,000)	-6.3%
Nursing Bursary	0	0	0		0	0	
Prov - Health Force Ontario Project	0	217,000	(217,000)	-100.0%	217,000	(217,000)	-100.0%
Prov - High Intensity Needs	40,000	150,000	(110,000)	-73.3%	40,000	0	0.0%
Prov - Lab Fees	12,000	12,000	0	0.0%	12,000	0	0.0%
Prov - Late Career Initiative	0	7,098	(7,098)	-100.0%	5,739	(5,739)	-100.0%
Prov - Nurse Practitioner	142,604	143,308	(704)	-0.5%	143,308	(704)	-0.5%
Prov - RAI-MDS Coordinator	105,484	97,116	8,368	8.6%	97,116	8,368	8.6%
Prov - Ulcer Awareness Program	5,800	5,800	0	0.0%	5,800	0	0.0%
Recoveries	(6,575)	(5,789)	(786)	13.6%	(5,789)	(786)	13.6%
Recovery - County	(19,257)	(24,170)	4,913	-20.3%	0	(19,257)	
Recovery - Diagnostic Med Equipmer	0	0	0		0	0	
Recovery - Health Force Ontario - MC	0	(217,000)	217,000	-100.0%	(217,000)	217,000	-100.0%
Recovery - High Intensity - MOHLTC	(40,000)	(150,000)	110,000	-73.3%	(40,000)	0	0.0%
Recovery - Lab Fees - MOHLTC	(12,000)	(12,000)	0	0.0%	(12,000)	0	0.0%
Recovery - Late Career Initiative - MC	0	(7,098)	7,098	-100.0%	(5,739)	5,739	-100.0%
Recovery - Lift Program - MOHLTC	0	0	0		0	0	
Recovery - Medical Director - MOHLT	(16,600)	(16,600)	0	0.0%	(16,600)	0	0.0%
Recovery - Nurse Practitioner - MOHI	(120,150)	(120,150)	0	0.0%	(120,150)	0	0.0%
Recovery - RAI-MDS Coordinator	(79,700)	(81,800)	2,100	-2.6%	(66,417)	(13,283)	20.0%
Recovery - RPN - MOHLTC	0	(115,462)	115,462	-100.0%	0	0	
Recovery - Ulcer Awareness Prograrr	(5,800)	(5,800)	0	0.0%	(5,800)	0	0.0%
Surplus Adjustment - Depreciation	(76,066)	(76,066)	0	0.0%	(76,066)	0	0.0%

**COUNTY OF RENFREW
2010 Budget
Miramichi Lodge**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
<u>FOOD SERVICES</u>	1,515,387	1,486,221	29,166	2.0%	1,482,621	32,766	2.2%
Salaries	880,694	878,483	2,211	0.3%	878,483	2,211	0.3%
Employee Benefits	176,938	163,369	13,569	8.3%	163,369	13,569	8.3%
Cleaning Supplies	16,995	16,500	495	3.0%	16,500	495	3.0%
Depreciation	13,437	13,437	0	0.0%	13,437	0	0.0%
Equipment - Operation/Maintenance	1,906	1,850	56	3.0%	1,850	56	3.0%
Equipment - Replacements	0	0	0		0	0	
Food Wrap & Disposable Items	7,931	7,700	231	3.0%	7,700	231	3.0%
Meals on Wheels	3,000	3,000	0	0.0%	3,000	0	0.0%
Miscellaneous	515	500	15	3.0%	500	15	3.0%
Raw Food Costs	442,913	433,219	9,694	2.2%	433,219	9,694	2.2%
Recoveries	(17,700)	(20,400)	2,700	-13.2%	(23,000)	5,300	-23.0%
Replacement - Dishes/Cutlery	6,695	6,500	195	3.0%	6,500	195	3.0%
Surplus Adjustment - Depreciation	(13,437)	(13,437)	0	0.0%	(13,437)	0	0.0%
Vending Machine Operation (Net)	(4,500)	(4,500)	0	0.0%	(5,500)	1,000	-18.2%
<u>HOUSEKEEPING SERVICES</u>	707,807	665,836	41,971	6.3%	682,936	24,871	3.6%
Salaries	552,724	513,105	39,619	7.7%	530,205	22,519	4.2%
Employee Benefits	98,583	96,231	2,352	2.4%	96,231	2,352	2.4%
Depreciation	2,158	2,158	0	0.0%	2,158	0	0.0%
Equipment - Operation/Maint.	2,500	2,500	0	0.0%	2,500	0	0.0%
Equipment - Replacements	3,000	3,000	0	0.0%	3,000	0	0.0%
Garbage Bags, Paper and Cleaning S	50,000	50,000	0	0.0%	50,000	0	0.0%
Other	1,000	1,000	0	0.0%	1,000	0	0.0%
Surplus Adjustment - Depreciation	(2,158)	(2,158)	0	0.0%	(2,158)	0	0.0%
Recoveries	0	0	0		0	0	
<u>LAUNDRY AND LINEN SERVICES</u>	214,579	211,991	2,588	1.2%	213,510	1,069	0.5%
Salaries	153,167	151,648	1,519	1.0%	153,167	0	0.0%
Employee Benefits	32,202	31,943	259	0.8%	31,943	259	0.8%
Depreciation	4,562	4,562	0	0.0%	4,562	0	0.0%
Equipment - Operation/Maint.	4,000	4,000	0	0.0%	4,000	0	0.0%
Laundry Supplies	11,330	11,000	330	3.0%	11,000	330	3.0%
Other	650	500	150	30.0%	500	150	30.0%
Purchased Services - Other	500	500	0	0.0%	500	0	0.0%
Surplus Adjustment - Depreciation	(4,562)	(4,562)	0	0.0%	(4,562)	0	0.0%
Recoveries	0	0	0		0	0	
Replacement - Bedding	12,730	12,400	330	2.7%	12,400	330	2.7%
<u>BUILDINGS AND PROPERTY OPERATION & MAINTENANCE</u>	847,601	845,506	2,095	0.2%	821,632	25,969	3.2%
Salaries	200,022	212,374	(12,352)	-5.8%	207,000	(6,978)	-3.4%
Employee Benefits	54,505	57,593	(3,088)	-5.4%	57,593	(3,088)	-5.4%
Depreciation	790,666	790,666	0	0.0%	790,666	0	0.0%
Equipment - Operation/Maint.	0	0	0		0	0	
Equipment - Replacements	42,890	36,800	6,090	16.5%	29,800	13,090	43.9%
Insurance	42,003	42,457	(454)	-1.1%	42,457	(454)	-1.1%
Lights, Heat & Power	321,100	331,000	(9,900)	-3.0%	320,000	1,100	0.3%
Other	4,000	4,000	0	0.0%	4,000	0	0.0%
Other Utilities	15,450	15,000	450	3.0%	14,500	950	6.6%
Purchased Services	140,087	126,012	14,075	11.2%	126,012	14,075	11.2%
Surplus Adjustment - Depreciation	(790,666)	(790,666)	0	0.0%	(790,666)	0	0.0%
Recoveries	(25,000)	(25,000)	0	0.0%	(25,000)	0	0.0%
Repairs/Maint./Bldgs./Grounds	52,544	45,270	7,274	16.1%	45,270	7,274	16.1%

COUNTY OF RENFREW
2010 Budget
Miramichi Lodge

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
GENERAL AND ADMINISTRATIVE	944,985	858,136	86,849	10.1%	871,191	73,794	8.5%
Salaries	358,221	350,580	7,641	2.2%	330,000	28,221	8.6%
Employee Benefits	87,167	85,332	1,835	2.2%	88,332	(1,165)	-1.3%
Admin Charges	77,850	76,500	1,350	1.8%	76,500	1,350	1.8%
Advertising & Awards	20,000	20,000	0	0.0%	20,000	0	0.0%
Audit	6,000	6,000	0	0.0%	5,965	35	0.6%
Conventions	3,000	3,000	0	0.0%	0	3,000	
Depreciation	57,339	57,339	0	0.0%	57,339	0	0.0%
Equipment - Replacements	500	6,500	(6,000)	-92.3%	6,400	(5,900)	-92.2%
Equipment-Operation/Maint.	20,000	18,000	2,000	11.1%	20,000	0	0.0%
HR Charges	96,093	129,973	(33,880)	-26.1%	94,973	1,120	1.2%
Insurance	84,670	67,848	16,822	24.8%	67,848	16,822	24.8%
Insurance Claim Costs	0	0	0		0	0	
IT Charges	36,334	29,503	6,831	23.2%	29,503	6,831	23.2%
Legal & Labour Contract Costs	46,250	20,000	26,250	131.3%	20,000	26,250	131.3%
Occupational Health Program	4,000	4,000	0	0.0%	4,000	0	0.0%
Other (Membership Fees)	16,100	16,100	0	0.0%	16,100	0	0.0%
Postage	5,700	5,700	0	0.0%	5,700	0	0.0%
Printing & Stationery	15,000	12,000	3,000	25.0%	17,700	(2,700)	-15.3%
Professional Development	13,000	13,000	0	0.0%	13,000	0	0.0%
Purchased Services	20,500	19,500	1,000	5.1%	20,570	(70)	-0.3%
Recoveries	(10,000)	(70,000)	60,000	-85.7%	(10,000)	0	0.0%
Surplus Adjustment - Depreciation	(57,339)	(57,339)	0	0.0%	(57,339)	0	0.0%
Telephone	24,600	24,600	0	0.0%	24,600	0	0.0%
Travel	4,000	4,000	0	0.0%	4,000	0	0.0%
Uniform Allowance	16,000	16,000	0	0.0%	16,000	0	0.0%
MIRAMICHI LODGE TOTALS	10,752,526	10,340,018	412,508	4.0%	10,546,483	206,043	2.0%
RESIDENT DAYS	60,590	60,590	0	0.0%	60,590	0	0.0%
NON-SUBSIDIZABLE EXPENSE	660,324	660,324	0	0.0%	660,324	0	0.0%
Homes for Aged Committee	3,000	3,000	0	0.0%	3,000	0	0.0%
Valley Manor Capital	30,514	30,514	0	0.0%	30,514	0	0.0%
Surplus Adjustment - Principal	275,355	260,417	14,938	5.7%	260,417	14,938	5.7%
Debenture Payment (2024)	351,455	366,393	(14,938)	-4.1%	366,393	(14,938)	-4.1%
EQUIPMENT ACQUISITIONS	96,800	180,500	(83,700)	-46.4%	166,798	(69,998)	-42.0%
Equipment - Under Threshold	0	0	0		0	0	
Surplus Adjustment - Capital	96,800	180,500	(83,700)	-46.4%	166,798	(69,998)	-42.0%
GRAND TOTAL EXPENDITURE	11,509,650	11,180,842	328,808	2.9%	11,373,605	136,045	1.2%

**COUNTY OF RENFREW
2010 Budget
Miramichi Lodge**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
MUNICIPAL REVENUE	<u>1,375,026</u>	<u>1,165,232</u>	<u>209,794</u>	<u>18.0%</u>	<u>1,440,431</u>	<u>(65,405)</u>	<u>-4.5%</u>
City of Pembroke -32.13%	443,832	346,440	97,392	28.1%	427,761	16,071	3.8%
County of Renfrew - 67.87%	931,194	818,792	112,402	13.7%	1,012,670	(81,476)	-8.0%
REVENUE - MIRAMICHI LODGE	<u>3,313,302</u>	<u>3,177,936</u>	<u>135,366</u>	<u>4.3%</u>	<u>3,180,690</u>	<u>132,612</u>	<u>4.2%</u>
Basic Accommodation	2,791,624	2,700,790	90,834	3.4%	2,700,790	90,834	3.4%
Respite Care	21,678	17,246	4,432	25.7%	20,000	1,678	8.4%
Bed Retention	0	0	0		0	0	
Preferred Accommodation	500,000	459,900	40,100	8.7%	459,900	40,100	8.7%
Estate Recoveries - Provincial	0	0	0		0	0	
Estate Recoveries - Municipal	0	0	0		0	0	
PROVINCIAL SUBSIDY	<u>6,724,522</u>	<u>6,585,685</u>	<u>138,837</u>	<u>2.1%</u>	<u>6,585,686</u>	<u>138,836</u>	<u>2.1%</u>
Operating Subsidy	6,097,414	5,958,578	138,836	2.3%	5,958,578	138,836	2.3%
Capital Facility Subsidy	627,107	627,107	0	0.0%	627,107	0	0.0%
SURPLUS ADJUSTMENT	<u>96,800</u>	<u>251,989</u>	<u>(155,189)</u>	<u>-61.6%</u>	<u>166,798</u>	<u>(69,998)</u>	<u>-42.0%</u>
Surplus Adjustment - WSIB	0	71,489	(71,489)	-100.0%	0	0	
Surplus Adjustment - EQUIP	96,800	180,500	(83,700)	-46.4%	166,798	(69,998)	-42.0%
GRAND TOTAL REVENUES	11,509,650	11,180,842	328,808	2.9%	11,373,605	136,045	1.2%
Municipal Surplus / (Deficit)	0	0	0		0	0	
Surplus Adjustment - Reserves	(96,800)	(251,989)	155,189	-61.6%	(166,798)	69,998	-42.0%
Surplus Adjustment - Capital	96,800	180,500	(83,700)	-46.4%	166,798	(69,998)	-42.0%
Surplus Adjustment - Depreciation	(950,084)	(950,084)	0	0.0%	(950,084)	0	0.0%
Surplus Adjustment - Principal	275,355	260,417	14,938	5.7%	260,417	14,938	5.7%
Accounting Surplus / (Deficit)	(674,729)	(761,156)	86,427	-11.4%	(689,667)	14,938	-2.2%

**COUNTY OF RENFREW
2010 Budget
Bonnechere Manor**

	2010	2009	2010 Budget vs 2009 Budget		2009	2010 Budget vs 2009 Forecast	
	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>CLIENT PROGRAMS & SERVICES</u>	507,768	500,761	7,007	1.4%	500,761	7,007	1.4%
Salaries	366,302	364,568	1,734	0.5%	350,000	16,302	4.7%
Employee Benefits	69,472	68,146	1,326	1.9%	63,000	6,472	10.3%
Depreciation	0	0	0		0	0	
Equipment - Replacements	7,000	3,650	3,350	91.8%	1,008	5,992	594.4%
Equipment Operation/Maint.	2,000	2,000	0	0.0%	2,370	(370)	-15.6%
Federal Subsidy - New Horizons	(7,000)	0	(7,000)		0	(7,000)	
Hobby Crafts	2,500	2,500	0	0.0%	3,702	(1,202)	-32.5%
New Horizons	11,000	0	11,000			11,000	
Office Supplies	1,500	1,500	0	0.0%	1,400	100	7.1%
Other - Cable TV	35,876	33,488	2,388	7.1%	27,929	7,947	28.5%
Purchased Services	31,108	40,180	(9,072)	-22.6%	49,399	(18,291)	-37.0%
Recoveries	(33,408)	(36,689)	3,281	-8.9%	(35,735)	2,327	-6.5%
Recreation & Entertainment	5,244	5,244	0	0.0%	13,677	(8,433)	-61.7%
Special Events	15,174	15,174	0	0.0%	23,911	(8,737)	-36.5%
Staff Education	1,000	1,000	0	0.0%	100	900	900.0%
<u>NURSING SERVICES</u>	6,263,079	6,141,773	121,306	2.0%	6,178,089	84,991	1.4%
Salaries - Direct Care	5,009,262	4,930,923	78,339	1.6%	4,930,923	78,339	1.6%
Employee Benefits - Direct Care	839,463	817,910	21,553	2.6%	793,879	45,584	5.7%
Salaries - Nursing Administration	355,148	355,149	(1)	0.0%	351,000	4,148	1.2%
Employee Benefits - Nursing Administration	81,951	81,400	551	0.7%	75,000	6,951	9.3%
Bursary	0	0	0		0	0	
Depreciation	55,688	55,411	277	0.5%	55,411	277	0.5%
Equipment Operation/Maint.	3,500	3,500	0	0.0%	1,500	2,000	133.3%
Equipment Replacement	13,600	13,600	0	0.0%	13,600	0	0.0%
Equipment Replacements	1,800	0	1,800		0	1,800	
High Intensity Needs - 100% MOH	80,000	80,000	0	0.0%	80,000	0	0.0%
Incontinent Products	81,840	78,840	3,000	3.8%	82,000	(160)	-0.2%
Lab Fees - 100% MOH	0	10,000	(10,000)	-100.0%	9,163	(9,163)	-100.0%
Medical Director	37,410	37,410	0	0.0%	37,410	0	0.0%
Medical Nursing Supplies	77,000	74,000	3,000	4.1%	89,000	(12,000)	-13.5%
Memberships	1,000	1,000	0	0.0%	1,000	0	0.0%
Nursing - Early Adopter Program - MOH		0	0		0	0	
Office Supplies	3,500	0	3,500			3,500	
Performance Improvements - MOH	0	0	0		3,933	(3,933)	-100.0%
Purchased Services	9,554	9,554	0	0.0%	9,554	0	0.0%
Surplus Adjustment - Depreciation	(55,688)	(55,411)	(277)	0.5%	(55,411)	(277)	0.5%
Recoveries	(29,973)	(39,538)	9,565	-24.2%	(66,493)	36,520	-54.9%
Recovery - Early Adopter Program -MOH	(81,800)	(81,800)	0	0.0%	(81,800)	0	0.0%
Recovery - High Intensity Needs - MOH	(80,000)	(80,000)	0	0.0%	(80,000)	0	0.0%
Recovery - Lab Fees -MOH	0	(10,000)	10,000	-100.0%	(9,163)	9,163	-100.0%
Recovery - MOH - Medical Director	(17,700)	(17,700)	0	0.0%	(17,700)	0	0.0%
Recovery - Performance Improvement - MOH	0	0	0		(3,933)	3,933	-100.0%
Recovery - RPN Funding- MOH	(122,475)	(122,475)	0	0.0%	(40,784)	(81,691)	200.3%

**COUNTY OF RENFREW
2010 Budget
Bonnechere Manor**

	2010		2010 Budget vs 2009 Budget		2009 2010 Budget vs 2009 Forecast		
	Budget	Budget	Variance \$	Variance %	Forecast	Variance \$	Variance %
<u>DIETARY SERVICES</u>	<u>1,552,590</u>	<u>1,533,155</u>	<u>19,435</u>	<u>1.3%</u>	<u>1,520,935</u>	<u>31,655</u>	<u>2.1%</u>
Salaries	849,968	845,127	4,841	0.6%	845,127	4,841	0.6%
Employee Benefits	156,466	154,980	1,486	1.0%	154,980	1,486	1.0%
Depreciation	13,403	13,404	(2)	0.0%	13,404	(2)	0.0%
Dietary Supplies	51,629	46,579	5,050	10.8%	42,500	9,129	21.5%
Equipment - Operation/Maint.	8,860	8,500	360	4.2%	7,000	1,860	26.6%
Equipment - Replacements	9,350	13,750	(4,400)	-32.0%	12,000	(2,650)	-22.1%
Other Expenses	1,650	1,600	50	3.1%	1,600	50	3.1%
Purchased Services	1,600	1,585	15	0.9%	1,585	15	0.9%
Surplus Adjustment - Depreciation	(13,403)	(13,404)	1	0.0%	(13,404)	1	0.0%
Raw Food Costs	504,770	494,258	10,512	2.1%	494,258	10,512	2.1%
Raw Food Recoveries	(24,503)	(24,503)	0	0.0%	(24,503)	0	0.0%
Recoveries	(16,812)	(17,712)	900	-5.1%	(17,712)	900	-5.1%
Replacement - Dishes/Cutlery	9,612	8,991	621	6.9%	6,000	3,612	60.2%
Vending - Net	0	0	0		(1,900)	1,900	-100.0%
<u>HOUSEKEEPING SERVICES</u>	<u>727,115</u>	<u>719,351</u>	<u>7,764</u>	<u>1.1%</u>	<u>713,693</u>	<u>13,422</u>	<u>1.9%</u>
Salaries	566,105	565,261	844	0.1%	565,261	844	0.1%
Employee Benefits	105,054	104,371	683	0.7%	104,371	683	0.7%
Depreciation	1,859	1,858	1	0.0%	1,858	1	0.0%
Equipment - Operation/Maint.	0	0	0		0	0	
Equipment - Replacements	2,500	2,500	0	0.0%	40	2,460	6150.0%
Housekeeping Supplies	58,179	55,312	2,867	5.2%	54,421	3,758	6.9%
Purchased Services	2,163	2,163	0	0.0%	1,600	563	35.2%
Surplus Adjustment - Depreciation	(1,859)	(1,858)	(1)	0.1%	(1,858)	(1)	0.1%
Recoveries	(6,887)	(10,256)	3,369	-32.9%	(12,000)	5,113	-42.6%
<u>LAUNDRY AND LINEN SERVICES</u>	<u>364,923</u>	<u>360,234</u>	<u>4,689</u>	<u>1.3%</u>	<u>353,215</u>	<u>11,708</u>	<u>3.3%</u>
Salaries	269,585	268,788	797	0.3%	268,788	797	0.3%
Employee Benefits	52,287	51,838	449	0.9%	51,838	449	0.9%
Bedding Etc Replacements	19,930	19,930	0	0.0%	16,500	3,430	20.8%
Depreciation	1,826	1,702	124	7.3%	1,702	124	7.3%
Equipment Operation/Maint.	8,655	8,655	0	0.0%	5,000	3,655	73.1%
Equipment Replacements	1,500	1,500	0	0.0%	1,500	0	0.0%
Miscellaneous Supplies	16,362	16,362	0	0.0%	16,362	0	0.0%
Purchased Services	0	0	0		66	(66)	-100.0%
Surplus Adjustment - Depreciation	(1,826)	(1,702)	(124)	7.3%	(1,702)	(124)	7.3%
Recoveries	(3,395)	(6,839)	3,444	-50.4%	(6,839)	3,444	-50.4%
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>1,024,920</u>	<u>1,002,251</u>	<u>22,669</u>	<u>2.3%</u>	<u>936,208</u>	<u>88,712</u>	<u>9.5%</u>
Salaries	260,611	259,767	844	0.3%	243,000	17,611	7.2%
Employee Benefits	51,510	51,198	312	0.6%	53,460	(1,950)	-3.6%
Depreciation	420,618	420,617	1	0.0%	420,617	1	0.0%
Equipment - Operation/Maint.	74,400	65,800	8,600	13.1%	44,100	30,300	68.7%
Equipment - Replacements		0	0		0	0	
Heating / Hydro	401,031	401,031	0	0.0%	370,000	31,031	8.4%
Insurance	23,181	39,089	(15,908)	-40.7%	27,685	(4,504)	-16.3%
Other	630	630	0	0.0%	833	(203)	-24.4%
Purchased Services	93,910	83,970	9,940	11.8%	80,000	13,910	17.4%
Recoveries	(25,308)	(27,705)	2,397	-8.7%	(27,705)	2,397	-8.7%
Repairs/Maint./Bldgs./Grounds	59,100	45,600	13,500	29.6%	33,600	25,500	75.9%
Replacements/Capital		0	0		16,235	(16,235)	-100.0%
Surplus Adjustment - Depreciation	(420,618)	(420,617)	(1)	0.0%	(420,617)	(1)	0.0%
Water / Wastewater	85,854	82,871	2,983	3.6%	95,000	(9,146)	-9.6%

**COUNTY OF RENFREW
2010 Budget
Bonnechere Manor**

	2010		2010 Budget vs 2009 Budget		2009 2010 Budget vs 2009 Forecast		
	Budget	Budget	Variance \$	Variance %	Forecast	Variance \$	Variance %
GENERAL AND ADMINISTRATIVE	964,291	967,381	(3,090)	-0.3%	885,408	78,883	8.9%
Salaries	399,676	388,105	11,571	3.0%	380,000	19,676	5.2%
Employee Benefits	93,216	89,708	3,508	3.9%	90,364	2,852	3.2%
Advertising/Awards Dinner	31,000	31,000	0	0.0%	23,000	8,000	34.8%
Audit	7,210	7,210	0	0.0%	5,964	1,246	20.9%
Central Admin Charges	80,500	79,050	1,450	1.8%	79,050	1,450	1.8%
Conventions	3,000	3,000	0	0.0%	0	3,000	
Depreciation	33,494	33,494	(1)	0.0%	33,494	(1)	100.0%
Equipment - Operation/Maint.	19,908	19,908	(0)	0.0%	28,220	(8,312)	-29.5%
Equipment - Replacements	4,000	4,000	0	0.0%	4,000	0	0.0%
Expenditure Recoveries	(41,512)	(30,940)	(10,572)	34.2%	(50,000)	8,488	-17.0%
Facility Rental	(2,100)	(2,100)	0	0.0%	(2,100)	0	0.0%
Gain / Loss from the Sale of an Asset		0	0		(12,690)	12,690	-100.0%
Health & Safety Program	10,200	10,200	0	0.0%	3,000	7,200	240.0%
HR Charges	96,893	130,773	(33,880)	-25.9%	113,273	(16,380)	-14.5%
Insurance	88,608	70,277	18,331	26.1%	68,075	20,533	30.2%
IT Charges	34,063	32,721	1,342	4.1%	32,721	1,342	4.1%
Legal & Labour Contract Costs	20,000	20,000	0	0.0%	5,000	15,000	300.0%
Misc		0	0		0	0	
Postage / Courier	6,727	6,727	0	0.0%	6,000	727	12.1%
Printing & Stationery	17,000	17,000	0	0.0%	17,000	0	0.0%
Proceeds from the Sale of an Asset		0	0		0	0	
Purchased Services	19,702	19,702	0	0.0%	21,031	(1,329)	-6.3%
Recovery-Federal-CFDC Training (80%)		0	0		0	0	
Resident Transportation	14,000	12,000	2,000	16.7%	14,000	0	0.0%
Staff Training	15,500	15,500	0	0.0%	15,500	0	0.0%
Surplus Adjustment - Depreciation	(33,494)	(33,494)	0	0.0%	(33,494)	0	0.0%
Telephone	15,200	12,000	3,200	26.7%	13,000	2,200	16.9%
Travel	12,000	13,000	(1,000)	-7.7%	12,000	0	0.0%
Uniform Allowance	19,500	18,540	960	5.2%	19,000	500	2.6%
Per Diem - Other Accommodation							
Per Diem - Other Accommodation at 100% Occur	71	69.75	1	1.1%	67.12	3	5.1%
BONNECHERE MANOR TOTALS	11,404,686	11,224,906	179,780	1.6%	11,088,309	316,377	2.9%
RESIDENT DAYS	65,700	65,700	0	0.0%	65,700	0	0.0%
NON-SUBSIDIZABLE EXPENSE	3,000	3,000	0	0.0%	3,000	0	0.0%
Homes for Aged Committee	3,000	3,000	0	0.0%	3,000	0	0.0%
EQUIPMENT ACQUISITIONS	1,099,600	218,000	881,600	404.4%	154,284	945,316	612.7%
Capital Equipment Purchases - Under threshold	0	0	0		4,284	(4,284)	-100.0%
Surplus Adjustment - Capital	1,099,600	218,000	881,600	404.4%	150,000	949,600	633.1%
TOTAL EXPENDITURE	12,507,286	11,445,906	1,061,380	9.3%	11,245,593	1,261,693	11.2%

**COUNTY OF RENFREW
2010 Budget
Bonnechere Manor**

	2010	2009	2010 Budget vs 2009 Budget		2009	2010 Budget vs 2009 Forecast	
	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Variance \$</u>	<u>Variance %</u>
MUNICIPAL SUBSIDY	<u>2,042,305</u>	<u>1,588,929</u>	<u>453,376</u>	<u>28.5%</u>	<u>1,331,706</u>	<u>710,599</u>	<u>53.4%</u>
City of Pembroke -32.13%	658,229	471,642	186,587	39.6%	395,633	262,596	66.4%
County of Renfrew - 67.87%	1,384,076	1,117,287	266,789	23.9%	936,073	448,003	47.9%
RESIDENTS REVENUE	<u>3,433,364</u>	<u>3,074,432</u>	<u>358,932</u>	<u>11.7%</u>	<u>3,053,012</u>	<u>380,352</u>	<u>12.5%</u>
Basic Accommodation	2,879,951	2,851,284	28,667	1.0%	2,851,284	28,667	1.0%
Donations	324,166	0	324,166		0	324,166	
Preferred Accommodation	203,670	203,670	0	0.0%	174,120	29,550	17.0%
Respite Care	24,577	18,478	6,099	33.0%	27,608	(3,031)	-11.0%
Estate Recoveries - Provincial	700	700	0	0.0%	0	700	
Estate Recoveries - Municipal	300	300	0	0.0%	0	300	
Bed retention		0	0		0	0	
PROVINCIAL SUBSIDY	<u>6,660,765</u>	<u>6,508,574</u>	<u>152,191</u>	<u>2.3%</u>	<u>6,655,875</u>	<u>4,890</u>	<u>0.1%</u>
Operating Subsidy	6,660,765	6,508,574	152,191	2.3%	6,655,875	4,890	0.1%
Capital Grant Subsidy		0	0		0	0	
SURPLUS ADJUSTMENT	<u>370,852</u>	<u>273,971</u>	<u>96,881</u>	<u>35.4%</u>	<u>205,000</u>	<u>165,852</u>	<u>80.9%</u>
Surplus Adjustment - WSIB Reserve	55,000	55,971	(971)	-1.7%	55,000	0	0.0%
Surplus Adjustment - EQUIP Reserve	315,852	218,000	97,852	44.9%	150,000	165,852	110.6%
GRAND TOTAL REVENUES	12,507,286	11,445,906	1,061,380	9.3%	11,245,593	1,261,693	11.2%
Municipal Surplus / (Deficit)	0	0	0		0	0	
Surplus Adjustment	(370,852)	(273,971)	(96,881)	35.4%	(205,000)	(165,852)	80.9%
Surplus Adjustment - Capital	1,099,600	218,000	881,600	404.4%	150,000	949,600	633.1%
Surplus Adjustment - Depreciation	(526,888)	(526,486)	(402)	0.1%	(526,486)	(402)	0.1%
Accounting Surplus / (Deficit)	201,860	(582,457)	784,317	-134.7%	(581,486)	783,346	-134.7%

**COUNTY OF RENFREW
2010 Budget
Public Works**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
<u>CAPITAL WORKS</u>	<u>480,800</u>	<u>570,000</u>	(89,200)	-15.6%	<u>300,000</u>	180,800	60.3%
Infrastructure Mgt & Misc	480,800	570,000	(89,200)	-15.6%	300,000	180,800	60.3%
Recoveries	0	0	0		0	0	
<u>ADMINISTRATION</u>	<u>1,021,135</u>	<u>988,800</u>	32,335	3.3%	<u>925,445</u>	95,690	10.3%
Salaries & Benefits	560,500	555,500	5,000	0.9%	537,255	23,245	4.3%
Office Expenses	141,700	171,800	(30,100)	-17.5%	117,580	24,120	20.5%
Professional Services	250,535	174,000	76,535	44.0%	200,420	50,115	25.0%
Staff Training	36,700	59,500	(22,800)	-38.3%	37,000	(300)	-0.8%
Misc	31,700	28,000	3,700	13.2%	33,190	(1,490)	-4.5%
Recoveries	0	0	0		0	0	
<u>MAINTENANCE</u>	<u>5,561,000</u>	<u>5,421,200</u>	139,800	2.6%	<u>5,599,500</u>	(38,500)	-0.7%
Bridges and Culverts	203,000	213,000	(10,000)	-4.7%	190,000	13,000	6.8%
Roadside Maintenance	435,500	444,100	(8,600)	-1.9%	475,000	(39,500)	-8.3%
Hard Top Maintenance	1,166,000	947,600	218,400	23.0%	930,000	236,000	25.4%
Loose Top Maintenance	34,000	43,000	(9,000)	-20.9%	34,000	0	0.0%
Winter Control	3,097,000	3,095,600	1,400	0.0%	3,180,000	(83,000)	-2.6%
Safety Devices	597,000	598,400	(1,400)	-0.2%	606,000	(9,000)	-1.5%
Misc	144,000	160,000	(16,000)	-10.0%	265,000	(121,000)	-45.7%
Recoveries	(115,500)	(80,500)	(35,000)	43.5%	(80,500)	(35,000)	43.5%
<u>EQUIPMENT</u>	<u>(547,615)</u>	<u>(609,000)</u>	61,385	-10.1%	<u>(569,000)</u>	21,385	-3.8%
Small Equipment, Misc	20,500	31,000	(10,500)	-33.9%	31,000	(10,500)	-33.9%
Vehicle Operating Costs	1,331,885	1,160,000	171,885	14.8%	1,300,000	31,885	2.5%
Vehicle Operating Revenue	(1,900,000)	(1,800,000)	(100,000)	5.6%	(1,900,000)	0	0.0%
Recoveries	0	0	0		0	0	
<u>HOUSING</u>	<u>223,390</u>	<u>211,900</u>	11,490	5.4%	<u>286,000</u>	(62,610)	-21.9%
Operating Expenses	223,390	218,900	4,490	2.1%	215,700	7,690	3.6%
Major Repairs - - under threshold	0	0	0		70,300	(70,300)	-100.0%
Recoveries	0	(7,000)	7,000	-100.0%	0	0	
<u>OTHER</u>	<u>12,758,000</u>	<u>11,814,000</u>	944,000	8.0%	<u>10,280,000</u>	2,478,000	24.1%
Depreciation	7,745,378	7,745,378	0	0.0%	7,745,378	0	0.0%
Surplus Adjustment - Depreciation	(7,745,378)	(7,745,378)	0	0.0%	(7,745,378)	0	0.0%
Surplus Adjustment - Capital	12,758,000	11,814,000	944,000	8.0%	10,280,000	2,478,000	24.1%
TOTAL EXPENDITURES	19,496,710	18,396,900	1,099,810	6.0%	16,821,945	2,674,765	15.9%

**COUNTY OF RENFREW
2010 Budget
Public Works**

	<u>2010 Budget</u>	<u>2009 Budget</u>	<u>2010 Budget vs 2009 Budget</u>		<u>2009 Forecast</u>	<u>2010 Budget vs 2009 Forecast</u>	
			<u>Variance \$</u>	<u>Variance %</u>		<u>Variance \$</u>	<u>Variance %</u>
<u>ROADS REVENUES</u>							
Municipal Contribution	12,636,710	12,800,000	(163,290)	-1.3%	11,832,945	803,765	6.8%
Surplus Adjustment - reserves	4,900,000	4,891,900	8,100	0.2%	4,070,000	830,000	20.4%
Provincial Grants & Subsidies	950,000	335,000	615,000	183.6%	442,000	508,000	114.9%
Federal Grants & Subsidies	950,000	335,000	615,000	183.6%	442,000	508,000	114.9%
Misc	60,000	35,000	25,000	71.4%	35,000	25,000	71.4%
TOTAL REVENUES	19,496,710	18,396,900	1,099,810	6.0%	16,821,945	2,674,765	15.9%
Municipal Surplus / (Deficit)	0	0	0		0	0	
Surplus Adjustment	(4,900,000)	(4,891,900)	(8,100)	0.2%	(4,070,000)	(830,000)	20.4%
Surplus Adjustment - Capital	12,758,000	11,814,000	944,000	8.0%	10,280,000	2,478,000	24.1%
Surplus Adjustment - Depreciation	(7,745,378)	(7,745,378)	0	0.0%	(7,745,378)	0	0.0%
Accounting Surplus / (Deficit)	112,622	(823,278)	935,900	-113.7%	(1,535,378)	1,648,000	-107.3%

**Renfrew County Housing Corporation
2010 Budget**

	2010	2009	2010 Budget vs 2009 Budget		2009	2010 Budget vs 2009 Forecast	
	BUDGET	BUDGET	Variance \$	Variance %	FORECAST	Variance \$	Variance %
Interest on Investments	20,000	60,000	(40,000)	-66.7%	30,000	(10,000)	-33.3%
Miscellaneous Revenue	35,729	26,500	9,229	34.8%	56,500	(20,771)	-36.8%
Prov Subsidy-Strong Communities	140,086	140,086	0	0.0%	140,086	0	0.0%
Rent Supp-Prov Subsidy-Affordable Housing	46,800	46,800	0	0.0%	46,800	0	0.0%
Provincial Subsidy - Homelessness 10% Admin	0	10,111	(10,111)	-100.0%	10,001	(10,001)	-100.0%
Prov Subsidy-Home Ownership	0	0	0		89,160	(89,160)	-100.0%
Prov Subsidy-Home O/ship Admin-Revenue	0	0	0		13,040	(13,040)	-100.0%
Provincial Subsidy - Debentures	1,153,199	1,153,199	0	0.0%	1,153,199	0	0.0%
Provincial Subsidy - HIF	0	91,002	(91,002)	-100.0%	91,306	(91,306)	-100.0%
Provincial Subsidy - Rent Bank-100% Revenue	0	0	0		35,697	(35,697)	-100.0%
Provincial Subsidy - SHRRP Revenue	2,668,759	0	2,668,759		397,748	2,271,011	571.0%
Provincial Subsidy - AHP Admin Revenue	0	0	0		100,000	(100,000)	-100.0%
Surplus Adjustment	250,000	613,805	(363,805)	-59.3%	579,087	(329,087)	-56.8%
Tenant Revenue	3,613,334	3,746,910	(133,576)	-3.6%	3,694,310	(80,976)	-2.2%
County of Renfrew Contribution	4,335,351	3,569,091	766,260	21.5%	3,761,231	574,120	15.3%
Total Revenues	12,263,258	9,457,504	2,805,754	29.7%	10,198,165	2,065,093	20.2%
Salaries	1,378,964	1,316,548	62,416	4.7%	1,301,656	77,308	5.9%
Benefits	341,524	308,782	32,742	10.6%	305,275	36,249	11.9%
Administration	879,026	697,835	181,191	26.0%	727,835	151,191	20.8%
Building - Heat, Light & Power	880,810	795,718	85,092	10.7%	855,153	25,657	3.0%
Building - Repairs & Maintenance	301,493	330,555	(29,062)	-8.8%	330,555	(29,062)	-8.8%
Building - Natural Gas	183,916	183,916	0	0.0%	183,916	0	0.0%
Building - Heating & Plumbing	77,559	77,559	0	0.0%	77,559	0	0.0%
Building - Taxes	1,204,290	1,302,746	(98,456)	-7.6%	1,169,212	35,078	3.0%
Building - Water	433,658	344,076	89,582	26.0%	408,263	25,395	6.2%
Building - Elevator	38,735	24,055	14,680	61.0%	28,055	10,680	38.1%
Building - Painting	152,523	152,523	0	0.0%	152,523	0	0.0%
Building - Garbage Removal	37,175	26,730	10,445	39.1%	29,738	7,437	25.0%
Building - Grounds Keeping	139,000	137,526	1,474	1.1%	137,526	1,474	1.1%
Building - Repairs - under threshold	1,816,981	500,000	1,316,981	263.4%	862,065	954,916	110.8%
Non Profit - SHRRP	582,474	0	582,474		103,897	478,577	460.6%
Depreciation	672,237	670,538	1,699	0.3%	670,538	1,699	0.3%
Surplus Adjustment	150,000	163,919	(13,919)	-8.5%	456,059	(306,059)	-67.1%
Surplus Adjustment - Capital	1,535,004	850,605	684,399	80.5%	656,235	878,769	133.9%
Surplus Adjustment - Depreciation	(672,237)	(670,538)	(1,699)	0.3%	(670,538)	(1,699)	0.3%
Surplus Adjustment - Principal	170,816	164,635	6,181	3.8%	164,635	6,181	3.8%
Financial Expenses	1,959,310	2,079,776	(120,466)	-5.8%	2,079,899	(120,589)	-5.8%
Total Expenditures	12,263,258	9,457,504	2,805,754	29.7%	10,030,056	2,233,202	22.3%
Municipal Surplus / (Deficit)	0	0	0		168,109	(168,109)	-100.0%
Surplus Adjustment	(100,000)	(449,886)	349,886	-77.8%	(123,028)	23,028	-18.7%
Surplus Adjustment - Capital	1,535,004	850,605	684,399	80.5%	656,235	878,769	133.9%
Surplus Adjustment - Depreciation	(672,237)	(670,538)	(1,699)	0.3%	(670,538)	(1,699)	0.3%
Surplus Adjustment - Principal	170,816	164,635	6,181	3.8%	164,635	6,181	3.8%
Accounting Surplus / (Deficit)	933,583	(105,184)	1,038,767	-987.6%	195,413	738,170	377.7%

**County of Renfrew
Schedule of Surplus Adjustments
Budget 2010**

		Balance 31-Dec-09	Transfers From General	Transfers To General	Transfers Between Reserves	Balance 31-Dec-10
Child Care	Best Start	1,010,018		(500,000)		510,018
Ec Dev	Contingency	50,000				50,000
Ec Dev	RED	40,000				40,000
General	150th Anniversary	186,530		(50,000)		136,530
General	Building Reserve Fund	1,575,792	521,903			2,097,695
General	Development Reserve Fund	7,497				7,497
General	Federal Gas Tax Reserve Fund	0	2,552,436	(2,552,436)		0
General	Insurance	150,000				150,000
General	IOA Reserve	1,146,494		(792,559)		353,935
General	Pandemic	250,000		(250,000)		0
General	Reforestation Reserve Fund	394,191				394,191
General	Sick leave	69,458				69,458
General	Subsidy Reduction	968,000		(968,000)		0
General	Working funds	2,830,540		(150,000)		2,680,540
General	WSIB	250,839				250,839
Housing	DOOR	1,154,235		(248,400)		905,835
Housing	Severance	295,422				295,422
Information Technology	MS Server Transition	0	10,000			10,000
Paramedic	Base Stations	2,694,165		(242,789)		2,451,376
Paramedic	Equip	932,603	307,400	(307,400)		932,603
Paramedic	Severance	602,750				602,750
Paramedic	Vehicles	545,602	640,000	(640,000)		545,602
Paramedic	WSIB	776,074				776,074
Planning	DRAPE	16,000		(16,000)		0
Public Works	Equip	1,011,633				1,011,633
Public Works	Inventory	525,123				525,123
Public Works	Capital	2,986,833		(2,148,959)		837,874
Public Works	Winter Control	85,810	100,000			185,810
Public Works	Working funds	65				65
Social Services	Fiscal Pressure	398,302				398,302
County Of Renfrew		20,953,976	4,131,739	(8,866,543)	0	16,219,172
LTC Home	WSIB	0		(55,000)	55,000	0
LTC Home	Unallocated	460,107			(55,000)	405,107
LTC Home	Equip	328,653		(315,852)		12,801
LTC Home	Inventory	161,208				161,208
Bonnechere Manor		949,968	0	(370,852)	0	579,116
LTC Home	Contingency	200,000				200,000
LTC Home	WSIB	0				0
LTC Home	Equip	145,605		(96,800)		48,805
LTC Home	Sick leave	186,402				186,402
LTC Home	Inventory	40,980				40,980
Miramichi Lodge		572,987	0	(96,800)	0	476,187
Ottawaska	Ottawaska - Capital	109,052				109,052
Ottawaska	Ottawaska - Capital Repair	5,827				5,827
RCHC	Capital	2,096,640	150,000			2,246,640
RCHC	Capital Repair	191,602		(150,000)		41,602
RCHC	AHP Admin Reserve	100,000		(100,000)		0
RCHC	Working Capital	50,000				50,000
RCHC	WSIB	112,228				112,228
RCHC		2,665,349	150,000	(250,000)	0	2,565,349
Total Surplus Adjustment		25,142,280	4,281,739	(9,584,195)	0	19,839,824

**County of Renfrew
2010 Capital Budget
Individual Items**

Division	Department	Primary Category	Secondary Category	Abbreviation	Threshold	2010 Budget \$	EUL	Annual Depreciation	
								Expense	Asset Purchase Description
General	EMS	MACHINERY EQUIP	Generator	GENE	\$5,000	26,548	20	1,327	generator (JEPP)
General	EMS	MACHINERY EQUIP	Generator	GENE	\$5,000	26,548	20	1,327	generator (JEPP)
General	EMS	MACHINERY EQUIP	Generator	GENE	\$5,000	26,548	20	1,327	generator (JEPP)
General	IT	MACHINERY EQUIP	Computer Software	SOFT	\$5,000	26,500	5	5,300	BlueCoat/Proxy Appliance
General	OW	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	20,000	5	4,000	new server
General	OW	MACHINERY EQUIP	Office Equipment	OFFE	\$5,000	20,000	5	4,000	multi - user photocopier
General	OW	MACHINERY EQUIP	Office Equipment	OFFE	\$5,000	20,000	5	4,000	multi - user photocopier
General	Paramedic	MACHINERY EQUIP	Medical Equipment	MEDI	\$5,000	106,000	5	21,200	Misc Medical Equipment
General	Paramedic	MACHINERY EQUIP	Medical Equipment	MEDI	\$5,000	36,000	5	7,200	Defibrillator
General	Paramedic	MACHINERY EQUIP	Medical Equipment	MEDI	\$5,000	36,000	5	7,200	Defibrillator
General	Paramedic	MACHINERY EQUIP	Medical Equipment	MEDI	\$5,000	36,000	5	7,200	Defibrillator
General	Paramedic	MACHINERY EQUIP	Computer Software	SOFT	\$5,000	32,900	5	6,580	I Medic HR Program
General	Paramedic	VEHICLE	Ambulance	AMBU	\$5,000	160,000	4	40,000	Dual Strecther Type III
General	Paramedic	VEHICLE	Ambulance	AMBU	\$5,000	160,000	4	40,000	Dual Strecther Type III
General	Paramedic	VEHICLE	Ambulance	AMBU	\$5,000	160,000	4	40,000	Dual Strecther Type III
General	Paramedic	VEHICLE	Ambulance	AMBU	\$5,000	160,000	4	40,000	Dual Strecther Type III
General	POA	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	16,000	5	3,200	new HIS server
General	Property- Arnprior	BUILDING	Brick, Mortar, or Steel Commercial	COMM	\$25,000	5,950	50	119	parking lot sealing
General	Property- Pembroke	BUILDING	Brick, Mortar, or Steel Commercial	COMM	\$25,000	110,500	50	2,210	paving of parking lot
General	Property- Pembroke	BUILDING	Brick, Mortar, or Steel Commercial	COMM	\$25,000	110,000	50	2,200	Energy Retrofit - IOA
General	Property- RCP	BUILDING	Brick, Mortar, or Steel Commercial	COMM	\$25,000	39,950	50	799	parking lot sealing
General	Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	200,000	15	13,333	County Road 22 (Grattan Road)
General	Public Works - CAP	LINEAR ASSET	Road Substructure - Rehab	RSUB	\$25,000	400,000	15	26,667	County Road 22 (Grattan Road)
General	Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	300,000	15	20,000	County Road 28 (Barron Canyon Road)
General	Public Works - CAP	LINEAR ASSET	Road Substructure - Reconstruct	RSUB	\$25,000	1,050,000	45	23,333	County Road 28 (Barron Canyon Road)
General	Public Works - CAP	LINEAR ASSET	Hard Surface - Other	HSUO	\$25,000	175,000	8	21,875	County Road 34 (Whelan Road) - ST - NEW
General	Public Works - CAP	LINEAR ASSET	Road Substructure - Reconstruct	RSUB	\$25,000	325,000	45	7,222	County Road 34 (Whelan Road)
General	Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	1,000,000	15	66,667	County Road 58 (Round Lake Road)
General	Public Works - CAP	LINEAR ASSET	Road Substructure - Rehab	RSUB	\$25,000	500,000	15	33,333	County Road 58 (Round Lake Road)
General	Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	300,000	15	20,000	County Road 63 (Flat Rapids Road)
General	Public Works - CAP	LINEAR ASSET	Road Substructure - Reconstruct	RSUB	\$25,000	550,000	45	12,222	County Road 63 (Flat Rapids Road)
General	Public Works - CAP	LINEAR ASSET	Hard Surface - Other	HSUO	\$25,000	230,000	8	28,750	County Road 64 (Opeongo Road) - ST
General	Public Works - CAP	LINEAR ASSET	Road Substructure - Reconstruct	RSUB	\$25,000	345,000	45	7,667	County Road 64 (Opeongo Road)
General	Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	200,000	15	13,333	County Road 66 (Opeongo Road)
General	Public Works - CAP	LINEAR ASSET	Road Substructure - Rehab	RSUB	\$25,000	600,000	15	40,000	County Road 66 (Opeongo Road)
General	Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	150,000	15	10,000	County Road 68 (Letterkenny Road)
General	Public Works - CAP	LINEAR ASSET	Road Substructure - Reconstruct	RSUB	\$25,000	600,000	45	13,333	County Road 68 (Letterkenny Road)
General	Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	150,000	15	10,000	County Road 71 (Matawatchan Road)
General	Public Works - CAP	LINEAR ASSET	Road Substructure - Reconstruct	RSUB	\$25,000	500,000	45	11,111	County Road 71 (Matawatchan Road)
General	Public Works - CAP	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	325,000	15	21,667	County Road 512 (Brudenell Road)
General	Public Works - CAP	LINEAR ASSET	Road Substructure - Rehab	RSUB	\$25,000	325,000	15	21,667	County Road 512 (Brudenell Road)
General	Public Works - CAP	LINEAR ASSET	Road Substructure - Rehab	RSUB	\$25,000	80,000	15	5,333	County Road 29 (Drive-In Road)

County of Renfrew
2010 Capital Budget
Individual Items

Division	Department	Primary Category	Secondary Category	Abbreviation	Threshold	2010		Annual Depreciation		Asset Purchase Description
						Budget \$	EUL	Expense		
General	Public Works - CAP	LINEAR ASSET	Road Substructure - Rehab	RSUB	\$25,000	70,000	15	4,667		Guide Rails - Various Locations
General	Public Works - CAP	LINEAR ASSET	Bridge - Permanent - Rehab	BRID	\$25,000	900,000	25	36,000		B100 - Sherwood River Bridge
General	Public Works - CAP	LINEAR ASSET	Bridge - Permanent - Rehab	BRID	\$25,000	1,050,000	25	42,000		B153 - Jewellville Bridge
General	Public Works - CAP	LINEAR ASSET	Bridge - Permanent - Rehab	BRID	\$25,000	400,000	25	16,000		B173 - Byers Creek Bridge
General	Public Works - CAP	LINEAR ASSET	Bridge - Permanent - Rehab	BRID	\$25,000	150,000	25	6,000		Bridge Repairs - General
General	Public Works - CAP	LINEAR ASSET	Culvert Other - Wood, CSP, Multi-PI	CULO	\$25,000	150,000	25	6,000		C135 - McGregor Culvert
General	Public Works - CAP	LINEAR ASSET	Culvert Other - Wood, CSP, Multi-PI	CULO	\$25,000	250,000	25	10,000		C175 - Paugh Lake Road Culvert
General	Public Works - CAP	LINEAR ASSET	Culvert Other - Wood, CSP, Multi-PI	CULO	\$25,000	100,000	25	4,000		Unspecified Culvert Replacements
General	Public Works - CAP	LINEAR ASSET	Storm Sewer - Concrete / Plastic	SSCP	\$25,000	150,000	99	1,515		County Road 42 (Forest Lea Road) - NEW
General	Public Works - CAP	LINEAR ASSET	Traffic Control Systems	TCSY	\$25,000	160,000	30	5,333		County Road 42/County Road 51 - NEW
General	Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		50,000				County Road 61 (Haley Road)
General	Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		25,000				B031 - Madawaska River Bridge
General	Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		100,000				B053 - Constant Creek Bridge
General	Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		50,000				B067 - Addington Road Bridge
General	Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		20,000				B055 - Mountain Chute Bridge - DCS
General	Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		7,500				B102 - Brennans Creek Bridge - DCS
General	Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		15,000				C227 - Mink Creek Culvert - SE
General	Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		25,000				C201 - Broomes Creek Culvert - SE
General	Public Works - CAP	CAPITAL WIP	Capital Work in Progress	CWIP		7,500				C037 - Bagot Creek Culvert - SE
General	Public Works - OPS	BUILDING	Brick, Mortar or Steel Commercial	COMM	\$25,000	0	50	0		Storage Shed Addition - Pembroke Patrol
General	Public Works - OPS	ROOFING SYSTEM	Flat Roofing	FLRF	\$5,000	0	25	0		Roof Replacement - Goshen Patrol
General	Public Works - OPS	MACHINERY EQUIP	Attachments (plow/spreader, etc)	ATTA	\$5,000	8,000	10	800		Sweeper - Cobden
General	Public Works - OPS	MACHINERY EQUIP	Generator	GENE	\$5,000	5,000	20	250		Generator - Cobden
General	Public Works - OPS	VEHICLE	Backhoe/Loaders	BACK	\$5,000	150,000	10	15,000		Backhoe/Loader - Goshen
General	Public Works - OPS	VEHICLE	Heavy Duty Trucks	HDTR	\$5,000	250,000	10	25,000		Heavy Duty Truck - Cobden
General	Public Works - OPS	VEHICLE	Light Duty Trucks	LDTR	\$5,000	28,000	5	5,600		Light Duty Trucks - Goshen
General	Public Works - OPS	VEHICLE	Light Duty Trucks	LDTR	\$5,000	28,000	5	5,600		Light Duty Trucks - Southwest
General	Public Works - OPS	VEHICLE	Light Duty Trucks	LDTR	\$5,000	28,000	5	5,600		Light Duty Trucks - Pembroke
General	Public Works - OPS	VEHICLE	Medium Duty Trucks	MDTR	\$5,000	125,000	7	17,857		Medium Duty Trucks - Pembroke
General	Public Works - OPS	VEHICLE	Medium Duty Trucks	MDTR	\$5,000	125,000	7	17,857		Medium Duty Trucks - Goshen
General	Public Works - OPS	VEHICLE	Trailers/Floats	TRAI	\$5,000	8,000	20	400		Trailers/Floats - Construction
General	Public Works - OPS	VEHICLE	Trailers/Floats	TRAI	\$5,000	18,000	20	900		Trailers/Floats - Pembroke
General Total						14,149,444		904,284		

County of Renfrew
2010 Capital Budget
Individual Items

Division	Department	Primary Category	Secondary Category	Abbreviation	Threshold	2010 Budget \$	EUL	Annual Depreciation	
								Expense	Asset Purchase Description
RCHC	RCHC	BUILDING	Elevator	ELEV	\$25,000	150,000	25	6,000	Supportive Lifts - IOA
RCHC	RCHC	BUILDING	Elevator	ELEV	\$25,000	275,000	25	11,000	Lift Elevator P03 SHRRP
RCHC	RCHC	BUILDING	Elevator	ELEV	\$25,000	37,404	25	1,496	SHRRP009 - 75 Stafford
RCHC	RCHC	BUILDING	Roof	FLRF	\$5,000	69,180	25	2,767	SHRRP209 - MacKay/River
RCHC	RCHC	BUILDING	Roof	FLRF	\$5,000	28,000	25	1,120	SHRRP309 - Lea St
RCHC	RCHC	BUILDING	Plumbing	RESI	\$25,000	25,000	60	417	SHRRP2409 - 63 Russell
RCHC	RCHC	LAND IMP	Parking Lot/Sidewalk	PLOT	\$10,000	12,000	25	480	Walkway Replacement R04
RCHC	RCHC	LAND IMP	Parking Lot/Sidewalk	PLOT	\$10,000	70,000	25	2,800	Parking Lot Reconstruction P11 OTC
RCHC	RCHC	LAND IMP	Parking Lot/Sidewalk	PLOT	\$10,000	80,000	25	3,200	Parking Lot Reconstruction P03 OTC
RCHC	RCHC	VEHICLE	Light Duty Trucks	LDTR	\$5,000	38,000	5	7,600	Service Van
RCHC Total						784,584		36,880	
Bonnechere Manor	Bonnechere Manor	MACHINERY EQUIP	Kitchen Equipment	KITC	\$5,000	8,000	15	533	Steam Table 5 Well
Bonnechere Manor	Bonnechere Manor	ROOFING SYSTEM	Shingle Roofing	SHRF	\$5,000	10,000	20	500	Roof Sloping with Shingles
Bonnechere Manor	Bonnechere Manor	MACHINERY EQUIP	Kitchen Equipment	KITC	\$5,000	12,000	15	800	Convection Oven Stacking
Bonnechere Manor	Bonnechere Manor	MACHINERY EQUIP	Office Equipment	OFFE	\$5,000	0	5	0	Photocopier/Scanner
Bonnechere Manor	Bonnechere Manor	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	17,000	5	3,400	Computer Server
Bonnechere Manor	Bonnechere Manor	MACHINERY EQUIP	Furniture - Bathroom	FURB	\$5,000	28,000	10	2,800	Arjo Hydraulic Tubs
Bonnechere Manor	Bonnechere Manor	BUILDING	Auditorium	RESI	\$25,000	750,000	50	15,000	Auditorium (IOA)
Bonnechere Manor	Bonnechere Manor	BUILDING	Fire Protection	RESI	\$25,000	50,000	20	2,500	Fire Protection- Module replacement
Bonnechere Manor	Bonnechere Manor	MACHINERY EQUIP	Medical Lift	LIFT	\$5,000	60,000	10	6,000	Ceiling Lifts
Bonnechere Manor	Bonnechere Manor	LINEAR ASSET	Hard Surface - Asphalt	HSUA	\$25,000	120,000	15	8,000	Asphalt Paving
Bonnechere Manor Total						1,055,000		39,533	
Miramichi Lodge	Miramichi Lodge	MACHINERY EQUIP	Computer Software	SOFT	\$5,000	15,300	5	3,060	MS Office Upgrade
Miramichi Lodge	Miramichi Lodge	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	20,000	5	4,000	HP Server
Miramichi Lodge	Miramichi Lodge	MACHINERY EQUIP	Computer Hardware	COMP	\$5,000	35,000	5	7,000	New Wireless Network - Nursing PC
Miramichi Lodge Total						70,300		14,060	
Grand Total						16,059,328		994,757	

**County of Renfrew
2010 Capital Budget
Pooled Items**

Division	Department	Pool Category	Threshold	2010		Quantity
				Budget \$	Asset Purchase Description	
General	Ec Dev	Computer - Pool	\$1	1,500	Dell Desktop Computers	1
General	Finance	Computer - Pool	\$1	4,500	Dell Desktop Computers	3
General	OW	Computer - Pool	\$1	31,000	Dell Desktop Computers	28
General	Paramedic	Computer - Pool	\$1	4,500	Dell Desktop Computers	3
General	Paramedic	Office Suite - Pool	\$1	-	District Mgr Offices	0
General	Paramedic	Filing Cabinet - Pool	\$1	-	Upright Filing System	0
General	Paramedic	Stretcher - Pool	\$1	20,000	Ferno 35X	4
General	Planning	Computer - Pool	\$1	3,000	Dell Desktop Computers	2
General	POA	Computer - Pool	\$1	1,410	Dell Desktop Computers	1
General	POA	Guest Chair - Pool	\$1	2,000	ergonomic steno chairs	4
General	POA	Printer - Pool	\$1	4,900	laser - network style	1
				72,810		
RCHC		Furnace - Pool	\$1	720,420	Unit Gas Furnaces SHRRP	
RCHC		Stove - Pool	\$1	7,800	Unit Stoves	12
RCHC		Fridge - Pool	\$1	22,200	Unit Fridges	33
				750,420		
Bonnechere Manor		Filing Cabinet - Pool	\$1	1,000	Filing Cabinet	1
Bonnechere Manor		Mattress - Pool	\$1	1,800	Resident mattresses	7
Bonnechere Manor		Office Suite - Pool	\$1	3,600	Office Desk & Chair	1
Bonnechere Manor		Bedroom Wardrobe - Pool	\$1	7,100	Resident Wardrobes	10
Bonnechere Manor		Bedroom Nightstand - Pool	\$1	7,100	Resident Night stands	10
Bonnechere Manor		Computer - Pool	\$1	10,000	Desktop Computers	5
Bonnechere Manor		Bedframe - Pool	\$1	14,000	Resident Bedframes	7
				44,600		
Miramichi Lodge		Printer - Pool	\$1	6,500	Printer Replacement	2
Miramichi Lodge		Computer - Pool	\$1	10,000	Desktop/Laptop Computers	5
Miramichi Lodge		Mattress - Pool	\$1	10,000	Replacements	20
				26,500		
Grand Total				894,330		

Staffing Schedules

County of Renfrew - 2010 Staffing Budget

				2010 Budget	2009 Budget	Variance	<u>Business Case</u> <u>Reference #</u>
<u>Division</u>	<u>Department</u>	<u>Union</u>	<u>Job Title</u>	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>	
Administration	Admin/Finance	N	CAO	3,110	1,820	1,290	ADMIN-1
Administration Total				3,110	1,820	1,290	
BM	Admin	N	Community Relations Coordinator	1,404	1,040	364	BM-1
BM	Dietary	C	Food Services Worker	24,344	24,162	182	BM-2
BM Total				25,748	25,202	546	
Enterprise Center	Enterprise Center	N	Secretary I	-	1,365	(1,365)	ERC-1
Enterprise Center Total				-	1,365	(1,365)	
Human Resources	Human Resources	N	HR Coordinator	1,820	3,640	(1,820)	HR-1
Human Resources Total				1,820	3,640	(1,820)	
ML	Client Program	C	Dietitian	923	664	259	ML-1
ML	Client Program	C	Recreation Programmers	8,996	8,926	70	ML-2
ML	Nurse Direct	C	Overtime	-	-	-	ML-4
ML	Nurse Direct	C	Registered Practical Nurses	40,880	47,864	(6,984)	ML-5
ML	Nurse Direct	C	Health Care Aides	112,420	106,580	5,840	ML-5
ML	Housekeeping	C	Housekeeping Aides	22,672	21,216	1,456	ML-6
ML	Maintenance	C	Maintenance Person	6,240	4,160	2,080	ML-7
ML	Maintenance	C	Tradesman	-	2,080	(2,080)	ML-7
ML Total				192,131	191,490	641	
Paramedic	Paramedics	C	Paramedics - ACP	-	-	-	EMS-1
Paramedic	Paramedics	N	Paramedics - District Manager	10,400	7,480	2,920	EMS-2
Paramedic	Paramedics	C	Paramedics	196,442	195,680	762	EMS-3
Paramedic Total				206,842	203,160	3,682	
POA	POA	N	Prosecutor	866	728	138	POA-1
POA Total				866	728	138	
Property	RCP	N	Maintenance Person	2,080	1,820	260	PROP-1
Property Total				2,080	1,820	260	
Public Works	Public Works	N	Engineering Technician	1,200	-	1,200	PW-1
Property Total				1,200	-	1,200	
RCHC	Maintenance	C	Overtime	240	210	30	RCHC-1
RCHC Total				240	210	30	
Social Services	Enhanced Emp. Svces.	N	Agent	1,820	-	1,820	OW-1
Social Services	Customer Service Rep.	N	Agent	-	-	-	OW-2
Social Service Total				-	-	1,820	
Grand Total				434,037	429,435	6,422	



ADMIN-1

STAFF ADMINISTRATION REPORT

Date: December 31, 2009

Department: Administration/Finance

Report Prepared by: Norm Lemke, CAO

TITLE/REQUEST (give brief description)	Increase 1,290 hours. Operational Hours Increase due to CAO Contract that provides a number of provisions that provide for salary continuance following the retirement of the CAO. These 1,290 hours are related to these provisions.				
POSITIONS AND EMPLOYEES INVOLVED	<table border="0" style="width: 100%;"> <tr> <td style="text-align: center;">EMPLOYEE NAME</td> <td style="text-align: center;">POSITION</td> </tr> <tr> <td></td> <td style="text-align: center;">Chief Administrative Officer</td> </tr> </table>	EMPLOYEE NAME	POSITION		Chief Administrative Officer
EMPLOYEE NAME	POSITION				
	Chief Administrative Officer				
EXECUTIVE SUMMARY					
RECOMMENDATION	This increase in hours for 2010 has already been approved by County Council when they entered into the current agreement with the current Chief Administrative Officer.				
FINANCIAL IMPLICATIONS	Increase in Hours 1,290				



STAFF ADMINISTRATION REPORT

Date: October 19, 2009

Department: Bonnechere Manor

Report Prepared by: Shayne Hoelke, Administrator

<p>TITLE/REQUEST (brief description)</p>	<p>To increase hours by 364 on a one time basis only to assist in raising money for the auditorium.</p>
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<p>EMPLOYEE NAME POSITION Part Time Community Relations Coordinator</p>
<p>EXECUTIVE SUMMARY</p>	<p>The current Community Relations Coordinator filled the position on August 5, 2009. The Foundation and community profile of Bonnechere Manor are in need of having their respective profiles elevated. Also, the need to raise \$350,000 dollar for the Foundation’s commitment to the Capital Campaign for the auditorium project. Therefore, by increasing the new Community Relations Coordinator’s hours by 7 hours per week, we hope to give the current staff member the extra time needed to raise the community profile of Bonnechere Manor, thus gaining the potential to raise the funds committed by the Board for the Auditorium project.</p> <p>Other Accommodation Envelope was increased \$0.85 per diem effective July 1, 2009.</p>
<p>RECOMMENDATION</p>	<p>Increase of one day per week for one year only.</p>
<p>FINANCIAL CONSIDERATIONS</p>	<p>Additional Other Accommodation annual funding received funding received effective July 1, 2009 - \$55,845. Additional Other Accommodation Total Salary and benefits is \$10,777.</p>



STAFF ADMINISTRATION REPORT

Date: October 14, 2009

Department: Bonnechere Manor

Report Prepared by: Marilyn Watson, Food Service Supervisor

<p>TITLE/REQUEST (brief description)</p>	<p>We have experienced an increase in workload due to accommodating resident choice and providing a more positive dining experience for the residents. It is becoming more difficult for the Food Service Workers to complete required cleaning and sanitation in the department. I am requesting an additional 30 minutes/day to add to two of the late part time FSW positions. The MOH have suggested that routine and heavy duty cleaning not be considered in the .42 hours/resident/day minimum for Food Handling Hours. This would result in an increase of 0.09 FTE. Therefore total Food Services FTE's =14.9. Note: Food Services at Bonnechere Manor (180 beds) currently have 14.8 FTE's and Mirimichi Lodge (166 beds) has 15.5 FTE's.</p>														
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<p>EMPLOYEE NAME N/A</p>	<p>POSITION Part Time Food Service Worker / FSW</p>													
<p>EXECUTIVE SUMMARY</p>	<p>This increase in hours will enable the Food Service Workers to properly clean, sweep, scrub and sanitize as required at the end of the shift. Other Accommodation Envelope was increased \$0.85 per diem effective July 1, 2009.</p>														
<p>RECOMMENDATION</p>	<p>The 30 minutes/day x 7 days/week would be divided and an additional 15 minutes would be added to two of the late shifts. The two late shifts would become 4 ¼ hours each day.</p>														
<p>FINANCIAL CONSIDERATIONS</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Position</th> <th style="width: 25%;">Hourly Wage</th> <th style="width: 25%;">Total hours / year</th> <th style="width: 25%;">Annual Cost (including benefits)</th> </tr> </thead> <tbody> <tr> <td>Food Services Worker</td> <td>\$20.46</td> <td>182</td> <td style="text-align: right;">\$4,678</td> </tr> <tr> <td colspan="4">Additional annual funding received effective July 1, 2009 - \$55,845</td> </tr> </tbody> </table>			Position	Hourly Wage	Total hours / year	Annual Cost (including benefits)	Food Services Worker	\$20.46	182	\$4,678	Additional annual funding received effective July 1, 2009 - \$55,845			
Position	Hourly Wage	Total hours / year	Annual Cost (including benefits)												
Food Services Worker	\$20.46	182	\$4,678												
Additional annual funding received effective July 1, 2009 - \$55,845															



STAFF ADMINISTRATION REPORT

Date: December 31, 2009

Department: Development and Property

Report Prepared by: Mitchell Wilkie

<p>TITLE/REQUEST (give brief description)</p>	<p>Enterprise Renfrew County (ERC) Staff Reduction of 1,365 hours for 2010 budget year due to financial limitations.</p>	
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<p>EMPLOYEE NAME</p> <p>_____</p> <p>_____</p>	<p>POSITION</p> <p><u>Secretary I</u></p> <p>_____</p>
<p>EXECUTIVE SUMMARY</p>	<p>The Ministry of Economic Development and Trade (MEDT) gave ERC \$30,000 one-time extra funding over the 2008-2009 provincial fiscal year to hire a secretary that would cover reception at the Renfrew County Place ERC office and assist with other program and project delivery. This enabled the ERC Business Consultant to spend more time visiting small businesses throughout the County without locking up the office to public access during her absence. Better and more reliable service was available to clients. Because MEDT indicated it might not be able to continue additional financial support in 2009, the Secretary I contract was not renewed at the end of June 2009. In August 2009, MEDT confirmed that no additional funding would be available for the balance of 2009. ERC would like to rehire for this position, if supporting funds become available in the future.</p>	
<p>RECOMMENDATION</p>	<p>The Secretary I position will continue to remain vacant until sufficient ERC funding becomes available in the future.</p>	



STAFF ADMINISTRATION REPORT

Date: December 31, 2009

Department: Human Resources

Report Prepared by: Bruce Beakley, Director

<p>TITLE/REQUEST (give brief description)</p>	<p>Decrease 1,820 hours. Operational Hours decrease due to Corporate restructuring as specified in the April 24, 2009 report Staff Administration Report prepared by Ms. Shelley Sheedy, Administrator, Miramichi Lodge and presented in Closed Session to the Health Committee and Finance & Administration Committee meeting in April and June, 2009.</p>				
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<table border="1"> <thead> <tr> <th data-bbox="562 612 1325 651">EMPLOYEE NAME</th> <th data-bbox="1325 612 2011 651">POSITION</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 651 1325 721"></td> <td data-bbox="1325 651 2011 721">Human Resources Coordinator</td> </tr> </tbody> </table>	EMPLOYEE NAME	POSITION		Human Resources Coordinator
EMPLOYEE NAME	POSITION				
	Human Resources Coordinator				
<p>EXECUTIVE SUMMARY</p>	<p>The restructuring which was approved by Committee and County Council resulted in the restructuring of one Full Time position (Co-ordinator of Administration) at Miramichi Lodge. The overall impact was a reduction of 1,820 hours charged to both Homes (920 hours each).</p>				
<p>RECOMMENDATION</p>	<p>This decrease in hours for 2010 has already been approved by County Council in 2009.</p>				
<p>FINANCIAL IMPLICATIONS</p>	<p>Decrease in Hours of 1,820 from the Human Resources Annual Staffing Budget.</p>				



STAFF ADMINISTRATION REPORT

Date: August 18, 2009

Department: Miramichi Lodge

Report Prepared by: Shelley Sheedy

TITLE/REQUEST (brief description)	Additional five (5) hours per week of Dietitian hours for a total of 259 hours.	
POSITIONS AND EMPLOYEES INVOLVED	EMPLOYEE NAME	POSITION PT Registered Dietitian/PT Food Service Supervisor
EXECUTIVE SUMMARY	<p>The increase in resident complexity/acuity and age of Residents living at Miramichi Lodge has resulted in an increased need for prompt and comprehensive nutritional assessment and monitoring by a Registered Dietitian. Residents are assessed on an ongoing basis and are placed in a Low, Moderate or High risk level for nutrition. The percentage of residents in a Low Risk level for nutrition is now 0% while the percentage of residents in a High Risk level for nutrition has increased to 45-50% in 2009. The ongoing challenge of increased residents on high/moderate nutritional risk requiring more time spent developing effective nutritional plans of care, teaching to residents/staff/families and follow-up to ensure the plans are implemented and the balancing act to ensure assessments are kept up to date to meet the requirements of the Ministry of Health and Long-Term Care is difficult to maintain with the current budgeted hours for the Dietitian/FSS: approximately 23.7 hours per week.</p> <p>Current Ministry of Health Standards and Criteria: P1.33 Staffing requirements for the registered dietitian shall be: a minimum of 15 minutes per resident per month. Current Dietitian hours: 19.87 minutes/resident/month</p> <p>Draft Ministry of Health Standards and Criteria: Nutrition & Hydration Consultation: P1.33 Registered Dietitian: 30 minutes per resident per month. The LTC Facility Operator shall make every effort to provide a minimum of 30 minutes per resident per month of Registered Dietitian services. Dietitian hours if increased as recommended: 27.71 minutes/resident/month</p> <p>An increase in the Ministry of Health and Long-Term Care per diem to the “Program & Services” envelope (100% funded by Province; any unspent funds must be returned), effective April 1, 2009, will result in an increase of \$13,330.00 annually.</p>	
RECOMMENDATION	THAT Health Committee recommend to County Council that an additional five (5) hours per week of Registered Dietitian/Food Service Supervisor hours is approved, effective January 1, 2010 related to increased resident care needs.	
FINANCIAL CONSIDERATIONS	<p>Increase of five (5) hours per week or approximately 259 hours per year of PT Dietitian hours.</p> <p>Total salary and benefits of \$11,694.</p> <p>Annualized MoHLTC Increase to Program & Support Services Envelope: \$13,330.00</p>	



STAFF ADMINISTRATION REPORT

Date: October 28, 2009

Department: Miramichi Lodge

Report Prepared by: S. Sheedy

<p>TITLE/REQUEST (brief description)</p>	<p>Increase in Recreation Programmer hours of seventy (70) hours per year related to contractual increase in vacation entitlement of full-time staff and therefore, increased part-time replacement costs.</p>				
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<table border="0"> <tr> <td style="text-align: center;">EMPLOYEE NAME</td> <td style="text-align: center;">POSITION</td> </tr> <tr> <td style="text-align: center;">Various</td> <td style="text-align: center;">Part-time Recreation Programmers</td> </tr> </table>	EMPLOYEE NAME	POSITION	Various	Part-time Recreation Programmers
EMPLOYEE NAME	POSITION				
Various	Part-time Recreation Programmers				
<p>EXECUTIVE SUMMARY</p>	<p>Consistent with the Canadian Union of Public Employees Collective Agreement, an increase in Recreation Programmer hours related to contractual increase in vacation entitlement of full-time staff would result in increased part-time replacement costs. The increase is seventy (70) hours per year and is funded 100% by the Ministry of Health and Long-Term Care, under the Programming and Support Services envelope.</p>				
<p>RECOMMENDATION</p>	<p>That Health Committee recommend to County Council the approval of an increase in Recreation Programmer hours of seventy (70) hours per year related to the contractual increase in vacation entitlement of full-time staff and therefore, increased part-time replacement hours at a cost of \$1,750.20, funded 100% by the Ministry of Health and Long-Term Care.</p>				
<p>FINANCIAL CONSIDERATIONS</p>	<p>2009 Vacation Replacement = 3 x (15 days x 8 hrs) = 360 hrs. X \$21.88 = \$7,877</p> <p>2010 Vacation Replacement = 2 x (20 days x 8 hrs) = 320 hrs. X \$21.88 = \$7,001.60 AND 1 x (15 days x 8 hrs) = 120 hrs x \$21.88 = \$2,625.60 TOTAL = \$9,627.20</p> <p>\$9,627.20 (2010) - \$7,877 (2009) = \$1,750.20 increase</p>				



STAFF ADMINISTRATION REPORT

Date: January 15, 2010

Department: Miramichi Lodge

Report Prepared by: Shelley Sheedy

TITLE/REQUEST (brief description)	Overtime Costs	
POSITIONS AND EMPLOYEES INVOLVED	EMPLOYEE NAME Varied	POSITION Varied
EXECUTIVE SUMMARY	The Home is challenged with increased unionized overtime costs- additional hours to meet the minimum staffing complements. This cost, although not new, was not previously budgeted for as we were able to absorb in our budget. However, recent budget reductions as well as increased recruitment challenges, require funds to be approved to ensure adequate staffing hours are maintained.	
RECOMMENDATION	That the Health Committee recommend to County Council that \$40,000.000 be budgeted in additional staff time related to overtime costs.	
FINANCIAL CONSIDERATIONS	\$40,000.00, based on the actual additional and unbudgeted cost in 2009.	



STAFF ADMINISTRATION REPORT

Date: March 3/09

Department: Miramichi Lodge

Report Prepared by: Mike Blackmore

TITLE/REQUEST (brief description)	Replacement of RPN hours with HCA hours as a measure to reduce RPN staffing shortages.	
POSITIONS AND EMPLOYEES INVOLVED	EMPLOYEE NAME	POSITION Registered Practical Nurse Health Care Aides
EXECUTIVE SUMMARY	February 2008 MOHLTC/LHIN funding was received toward for the increase of one new FT RPN position. The funding received did not equal the wage and benefit costs for Miramichi Lodge. As a result the additional 8hrs/day of RPN funding were implemented with an equivalent reduction in HCA hours. The Lodge has recently encountered unprecedented recruitment and retention challenges related to intensified recruitment of RPNs within the hospital sector. As a result it has become increasingly difficult to staff the current RPN schedule resulting in increased overtime expenditures. At present there are 6 vacant rotations despite recent recruitment attempts.	
RECOMMENDATION	Request the replacement 16hr / day RPN with 16hr/day HCA in order to reduce the number of RPN positions required to maintain RPN schedule coverage from 35 RPNs to 30 RPNs.	
FINANCIAL CONSIDERATIONS	<p>A Part time RPN day shift hours are proposed to be replaced by PT HCA hours A Part time RPN night shift hours are proposed to be replaced by PT HCA hours.</p> <p>Removal of 1,144 RPN hours (treatment RPN).</p> <p>The change in hours for RPN was approved by resolution at March 11, 2009 Health Committee meeting Resolution No. H-C-09-03-33 and the March 25, 2009 County Council session Resolution No. H-CC-09-03-33. Total salaries and benefits = (\$32,129)</p>	



STAFF ADMINISTRATION REPORT

Date: June 5, 2009

Department: Miramichi Lodge

Report Prepared by: Kevin Valiquette

TITLE/REQUEST (brief description)	Additional four (4) hours per day of Housekeeping aide hours on Resident Home Area 1A for a total of 1,456 hours.	
POSITIONS AND EMPLOYEES INVOLVED	EMPLOYEE NAME Unknown (CUPE)	POSITION Housekeeping Aide Part Time
EXECUTIVE SUMMARY	<p>The housekeeping workload on the Dementia Care Unit 1A is becoming increasingly difficult to maintain for routine, preventative and remedial housekeeping services related to the increased incontinence cleaning, spills etc. Currently, there are no housekeeping hours after 3:00 p.m. – the addition of this four (4) hour shift would increase the housekeeping service primarily to the heaviest unit, 1A, but also be of assistance to any unit, as required.</p> <p>An increase in the Ministry of Health and Long-Term Care per diem to the ‘Other Accommodation’ envelope, effective July 1, 2009, will result in an unbudgeted annualized increase of \$51,502.00.</p>	
RECOMMENDATION	<p>THAT Health Committee recommend to County Council that an additional four (4) hours per day of Housekeeping Aide Hours is approved, effective July 1, 2009 to assist with housekeeping duties on Resident Home Area 1A or elsewhere in Home, as required.</p>	
FINANCIAL CONSIDERATIONS	<p>P/T Housekeeping Aide approved by resolution at the June 10, 2009 Health Committee Meeting Resolution No. H-C-09-06-70 and June 24, 2009 County Council Session Resolution No.: H-CC-09-06-70.</p> <p>Total salaries and benefits = \$41,971</p>	



STAFF ADMINISTRATION REPORT

Date: March 3, 2009

Department: Miramichi Lodge

Report Prepared by: Kevin Valiquette

TITLE/REQUEST (brief description)	Replacement of Full Time P1 Plumber classification with Maintenance Person classification.																		
POSITIONS AND EMPLOYEES INVOLVED	EMPLOYEE NAME Unknown. External Posting	POSITION Change from F/T P1 Plumber to F/T Maintenance Person.																	
EXECUTIVE SUMMARY	<p>P1 Plumber resigned to accept another position. The present person in this position was employed at Miramichi Lodge from Nov 2007 to March 2009. The position prior to that was filled from February 2006 to October 2007. This position has been advertised five times since 2004. Due to the challenges in recruiting and retaining of this position the need for a P1 Plumber versus a Maintenance Person was reviewed based on the following.</p> <ol style="list-style-type: none"> 1. Past difficulty in filling this position with qualified P1 Plumber as per job description. 2. Difficulty in retaining this position with other local employers offering higher financial compensation. 3. Plumbing work required by a tradesman is a minimal part of the daily work routine requirements. 4. Review of cost implications. 																		
RECOMMENDATION	Replace the current P1 Plumber position with the Maintenance Person classification.																		
FINANCIAL CONSIDERATIONS	<table border="1" data-bbox="569 1133 1738 1323"> <thead> <tr> <th>Position</th> <th>Hourly Wage</th> <th>Total hours / year</th> <th>Annual Cost (plus benefits)</th> </tr> </thead> <tbody> <tr> <td>P1 Plumber</td> <td>\$22.92</td> <td>2080</td> <td>\$47673</td> </tr> <tr> <td>Maintenance Person</td> <td>\$18.52</td> <td>2080</td> <td>\$38521</td> </tr> <tr> <td>Difference</td> <td></td> <td></td> <td>\$9152</td> </tr> </tbody> </table> <p>The difference in savings would be used for contracting of services for licensed plumber and would include annual backflow prevention testing.</p>			Position	Hourly Wage	Total hours / year	Annual Cost (plus benefits)	P1 Plumber	\$22.92	2080	\$47673	Maintenance Person	\$18.52	2080	\$38521	Difference			\$9152
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P1 Plumber	\$22.92	2080	\$47673																
Maintenance Person	\$18.52	2080	\$38521																
Difference			\$9152																



STAFF ADMINISTRATION REPORT

Date: November 3, 2009

Department: Emergency Services

Report Prepared by: Michel Ruest, Deputy Chief

<p>TITLE/REQUEST (brief description)</p>	<p>ACP Wage Differential Hourly Increase for 2010</p>	
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<p>EMPLOYEE NAME Advanced Care Paramedics</p>	<p>POSITION Full Time Advanced Care Paramedics</p>
<p>EXECUTIVE SUMMARY</p>	<p>Currently ES has allotted 16.5 FTE ACP positions. The ACP Wage Differential for the 2010 budget year will be reflective of the wage schedule of the current CUPE 4698 Paramedic Collective Agreement.</p>	
<p>RECOMMENDATION</p>	<p>That the increase of the ACP Wage differential entitlement for 2010 in the amount of \$58,567 be approved.</p>	
<p>FINANCIAL CONSIDERATIONS</p>	<p>Salary and Benefits cost = \$ 58,567</p>	



STAFF ADMINISTRATION REPORT

Date: January 12, 2010

Department: Emergency Services

Report Prepared by: Michael Nolan, Director

<p>TITLE/REQUEST (brief description)</p>	<p>District Manager Administration Hour Increase for 2010 of 2,920 hours.</p>	
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<p>EMPLOYEE NAME</p>	<p>POSITION Full Time District Managers</p>
<p>EXECUTIVE SUMMARY</p>	<p>During the 2009 bargaining with CUPE 4698, an increase in bargaining unit hours of 2,920 was agreed to. This required a transfer of 2,920 hours to the District Manager Group. This transfer was not captured in the 2009 budget due to the timing of the Collective Agreement being ratified post the budget process. The hours and costs were known as per the signing of the Collective Agreement. The change in distribution of hours is reflected in article 3.01(b) of the current CUPE 4698 Paramedic Collective Agreement. The Collective Agreement was approved by Health Committee, Resolution No. H-C-09-01-15 and further by County Council, Resolution No. H-CC-09-01-15.</p>	
<p>RECOMMENDATION</p>	<p>To reflect the increase of 2,920 District Manager Hours as per the County Council, Resolution No. H-CC-09-01-15.</p>	
<p>FINANCIAL CONSIDERATIONS</p>	<p>2,920 hours as previously approved Salary and Benefits cost = \$102,422</p>	



STAFF ADMINISTRATION REPORT

Date: November 3, 2009

Department: Emergency Services

Report Prepared by: Michel Ruest, Deputy Chief

<p>TITLE/REQUEST (brief description)</p>	<p>Overtime Hour Increase for 2010</p>	
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<p>EMPLOYEE NAME Existing Primary Care Paramedics, Advanced Care Paramedics</p>	<p>POSITION Full Time Primary Care Paramedics Full Time Advanced Care Paramedics</p>
<p>EXECUTIVE SUMMARY</p>	<p>Based upon the affect of the H1N1 on our workforce and the increase demand upon our service, it is estimated that 650 additional overtime hours will be required for the upcoming 2010.</p>	
<p>RECOMMENDATION</p>	<p>To have this additional increase of 650 Overtime hours for 2010.</p>	
<p>FINANCIAL CONSIDERATIONS</p>	<p>Additional 650 hours in 2010 Salary and Benefits cost = \$ 36,747.07</p>	



STAFF ADMINISTRATION REPORT

Date: October 23, 2009

Department: Emergency Services

Report Prepared by: Michel Ruest, Deputy Chief

TITLE/REQUEST (brief description)	Vacation Entitlement Hour Increase for 2010	
POSITIONS AND EMPLOYEES INVOLVED	EMPLOYEE NAME Paramedics	POSITION Full Time Primary Care Paramedics Full Time Advanced Care Paramedics
EXECUTIVE SUMMARY	Vacation entitlement for the upcoming year of 2009 will be increased by 112.5 hours, reflective of article 17 of the current CUPE 4698 Paramedic Collective Agreement	
RECOMMENDATION	To have this additional increase of 112.5 Vacation Entitlement hours for 2010.	
FINANCIAL CONSIDERATIONS	Additional 112.5 hours in 2010 Salary and Benefits cost = \$4,240.05	



STAFF ADMINISTRATION REPORT

Date: October 23, 2009

Department: Provincial Offences
Administration

Report Prepared by: James D. Kutschke,
Treasurer/Deputy Clerk

<p>TITLE/REQUEST (give brief description)</p>	<p>Addition in 2010 hours - 138 hours Increase in operational hours due to a proposed change included in the Omnibus Bill, to be brought before the Legislature by the Ministry of the Attorney General – fall 2009 - establishing a new Early Resolution/Trial Model that will increase the number of early resolution court days throughout the 2010 budget year.</p>				
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<table border="1"> <thead> <tr> <th data-bbox="562 618 1323 662">EMPLOYEE NAME</th> <th data-bbox="1329 618 2020 662">POSITION</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 662 1323 735"></td> <td data-bbox="1329 662 2020 735">Prosecutor</td> </tr> </tbody> </table>	EMPLOYEE NAME	POSITION		Prosecutor
EMPLOYEE NAME	POSITION				
	Prosecutor				
<p>EXECUTIVE SUMMARY</p>	<p>The Streamlining Committee established to review the <i>Provincial Offences Act</i> and recommend amendments to streamline the current processes has been completed and the Ministry of the Attorney General, in an effort to move these processes forward, has included these recommendations in an Omnibus Bill that is intended to be put before the Legislature in late 2009. As a result of the Omnibus Bill, our POA office is anticipating an increase in the number of early resolution dates for 2010. The increase in hours is representative of a corresponding increase in the number of early resolution dates from the current 12 – 14 mornings per year (3 hour slot) to 36 mornings per year (3 hour slots). This new Early Resolution/Trial Model is intended to address all charges prosecuted by the Municipal Partner and further reduce the trial time currently used. The adjudication time and related costs have been reduced to reflect the decrease in trial time and this decrease more than offsets the costs of the increased hours required for the increased number of early resolution dates being recommended for Prosecutors.</p>				
<p>RECOMMENDATION</p>	<p>THAT the Finance & Administration Committee recommend to County Council that they approve an additional 138 Prosecution hours at the Provincial Offences Administration office for the 2010 budget year.</p>				
<p>FINANCIAL IMPLICATIONS</p>	<p>Decrease in Judiciary Hours = 34.58 hours or 14% Decrease in Cost Recovery Costs Payable to the Province from Reduced Judiciary Hours = \$6,916.00 Increase in Prosecutor Hours = 138 Increase in Prosecutor Salary and Benefit Costs = \$5,151.40 Net Savings - \$1,764.60</p>				



PROP-1

STAFF ADMINISTRATION REPORT

Date: December 31, 2009

Department: Development & Property

Report Prepared by: Jim Lynch

TITLE/REQUEST (give brief description)	Change in annual hours due to error.
POSITIONS AND EMPLOYEES INVOLVED	EMPLOYEE NAME POSITION RCP Maintenance Person
EXECUTIVE SUMMARY	In 2009 the allocated hours in the Budget documents were incorrectly specified as 1820. The correct number of hours is 2080. This results in NO change to allocated salary dollars or benefits. The employee has and will continue to work 2080 hours annually.
RECOMMENDATION	THAT the Development & Property Committee recommend that the hours for the RCP Maintenance Person be changed to 2080 hours to reflect the actual conditions and hours.
FINANCIAL CONSIDERATIONS	No financial impact.



STAFF ADMINISTRATION REPORT

Date: December 16, 2009

Department: Public Works & Engineering

Report Prepared by: Dave Darch, Director

<p>TITLE/REQUEST (give brief description)</p>	<p>The Department is requesting approval to hire a 6-month term Engineering Technician. This request represents an increase of 1,200 hours. This has been reflected in the 2010 Budget.</p>				
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<table border="1"> <thead> <tr> <th data-bbox="562 505 1333 548">EMPLOYEE NAME</th> <th data-bbox="1333 505 2013 548">POSITION</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 581 1333 625">Vacant</td> <td data-bbox="1333 581 2013 625">Engineering Technician</td> </tr> </tbody> </table>	EMPLOYEE NAME	POSITION	Vacant	Engineering Technician
EMPLOYEE NAME	POSITION				
Vacant	Engineering Technician				
<p>EXECUTIVE SUMMARY</p>	<p>The Department is seeking approval to hire a seasonal contract position for an Engineering Technician for a 6-month term. Similar to 2009, the Department is proposing a significant capital program – estimated at \$12.1 million. In 2010, there are a substantial number of capital projects that will require extensive property acquisitions. As members of Council will recall, the Department has amended it’s service delivery model by requiring the 3 existing Engineering Technicians to function as Project Managers overseeing the activities of external service providers (consultants). This directive limits staff’s ability to engage directly in property acquisitions. It is also important that the property negotiations be carried out in a consistent manner for all projects. It is critical that identified property requirements are acquired prior to tender call. As well, utility agencies will not agree to affect required utility relocation unless land ownership rests with the County. In view of the need to tender capital projects as expeditiously as possible, the Department is seeking approval of this contract position.</p> <p>In 2010, we estimate the need to acquire a minimum of 125 properties in order to advance our 2010 construction program and get a “head start” for 2011 projects.</p>				
<p>RECOMMENDATION</p>	<p>Recommendation:</p> <p>THAT the Operations Committee recommend to County Council that the hiring of one seasonal Engineering Technician (additional 1,200 hours of time) be approved as part of the Public Works & Engineering Department’s 2009 Business Plan.</p>				
<p>FINANCIAL CONSIDERATIONS</p>	<p>Funds have been allocated for this position in the 2010 draft Departmental Budget - capital program on a project-by-project basis. There is no increase in budget requirements since costs will be charged to the capital projects. The total cost of additional hours for Salary and Benefits is \$49,650.</p>				



STAFF ADMINISTRATION REPORT

Date: October 2009

Department: Social Services (RCHC)

Report Prepared by: David Anderson

<p>TITLE/REQUEST (brief description)</p>	<p>Addition of 30 hours of Overtime above 2009</p>	
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<p>EMPLOYEE NAME</p>	<p>POSITION RCHC Unionized Staff</p>
<p>EXECUTIVE SUMMARY</p>	<p>The increase in hours is reflective of the emergency after hours call-outs.</p>	
<p>RECOMMENDATION</p>	<p>THAT this Board of Directors of the Renfrew County Housing Corporation recommends the increased hours to ensure availability of funds to cover the associated overtime cost.</p>	
<p>FINANCIAL CONSIDERATIONS</p>	<p>The financial impact on the 2010 budget is \$1,000</p>	



OW-1

STAFF ADMINISTRATION REPORT

Date: November 12, 2009

Department: Social Services – Ontario Works

Report Prepared by: Chery Leigh

<p>TITLE/REQUEST (brief description)</p>	<p>Ontario Works Agent – contract position – 1820 hours New Initiative – Enhanced Employment Services for Vulnerable Persons – 100% provincially funded</p>	
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<p>EMPLOYEE NAME New position</p>	<p>POSITION Ontario Works Agent</p>
<p>EXECUTIVE SUMMARY</p>	<p>The Ministry has announced that time-limited funding has been allocated for 2009/10 and 2010/11 to provide enhanced employment services for vulnerable persons on social assistance (Ontario Works and Ontario Disability Support Program) with no or marginal attachment to the labour market who are experiencing multiple barriers to employment. This initiative will be used to provide enhanced services for persons who are vulnerable, specifically persons with disabilities including mental health and/or substance abuse issues, at-risk youth, older workers, Aboriginal persons, newcomers to Canada, persons fleeing domestic violence and homeless persons. This position will re-connect, support and prepare vulnerable populations for participating in appropriate education, training services and employment with upfront intensive supports.</p>	
<p>RECOMMENDATION</p>	<p>That the Social Services Committee recommend hiring on contract an Ontario Works Agent, utilizing 100% provincial dollars through the Enhanced Employment Services for Vulnerable Persons Initiative.</p>	
<p>FINANCIAL CONSIDERATIONS</p>	<p>1,820 hours increase Group 6 Salary with no benefits (\$49,980 – 100% provincially funded).</p>	

Disability Management

County of Renfrew - 2010 Disability Management Budget

<u>Division</u>	<u>Department</u>	<u>Job Title</u>	<u>2010 Budget</u> \$	<u>Business Case Reference #</u>
BM	Admin	Disability Management	29,778	BM-3
BM Total			29,778	
ML	Admin	Disability Management	60,000	ML-3
ML Total			60,000	
Grand Total			89,778	



STAFF ADMINISTRATION REPORT

Date: December 31, 2009

Department: Bonnechere Manor

Report Prepared by: Shayne Hoelke

<p>TITLE/REQUEST (brief description)</p>	<p>Disability Management</p>	
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<p>EMPLOYEE NAME Varied</p>	<p>POSITION Varied</p>
<p>EXECUTIVE SUMMARY</p>	<p>The Home is challenged with the requirement to staff additional unbudgeted shifts to meet occupational (WSIB) and non-occupational requirements. This cost, although not new, was not previously budgeted for as we were able to absorb in our budget. However, with recent budget reductions as well as increased disability management challenges, additional funds are required to meet legislative requirements.</p>	
<p>RECOMMENDATION</p>	<p>That the Health Committee recommend to County Council that \$26,132.00 be budgeted in additional staff time to manage disability costs.</p>	
<p>FINANCIAL CONSIDERATIONS</p>	<p>\$29,778, based on the average of the last two year's actual costs.</p>	



STAFF ADMINISTRATION REPORT

Date: October 15, 2009

Department: Miramichi Lodge

Report Prepared by: Shelley Sheedy

<p>TITLE/REQUEST (brief description)</p>	<p>Disability Management</p>	
<p>POSITIONS AND EMPLOYEES INVOLVED</p>	<p>EMPLOYEE NAME Varied</p>	<p>POSITION Varied</p>
<p>EXECUTIVE SUMMARY</p>	<p>The Home is challenged with the requirement to staff additional unbudgeted shifts to meet occupational (WSIB) and non-occupational requirements. This cost, although not new, was not previously budgeted for as we were able to absorb in our budget. However, with recent budget reductions as well as increased disability management challenges, additional funds are required to meet legislative requirements.</p>	
<p>RECOMMENDATION</p>	<p>That the Health Committee recommend to County Council that \$60,000.000 be budgeted in additional staff time to manage disability costs.</p>	
<p>FINANCIAL CONSIDERATIONS</p>	<p>\$60,000.00, based on the average of the last two year's actual costs.</p>	