

WELCOME TO THE 2006 COUNTY OF RENFREW BUDGET WORKSHOP

April 19, 2006

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Documents

- **Business Plan 2006**
- **Powerpoint Slide Handouts**

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Direction to CAO/Dept Heads In Feb 2006 To Reduce Levy By \$1 Million

● Original Levy	\$31,015,093
● Levy Reductions	<u>(\$1,253,894)</u>
● 2006 County Levy	\$29,761,199

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Levy Reductions

● Public Works	\$53,900
● Social Housing	\$285,119
● Paramedic Service	\$562,545
● Capping Costs	<u>\$275,000</u>
	\$1,176,564
Other Depts (<\$50,000)	<u>\$77,330</u>
	\$1,253,894

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2006 County of Renfrew Budget

2006 Levy	2005 Levy	Difference	%
\$29,761,199	\$27,910,178	\$1,851,021	6.632

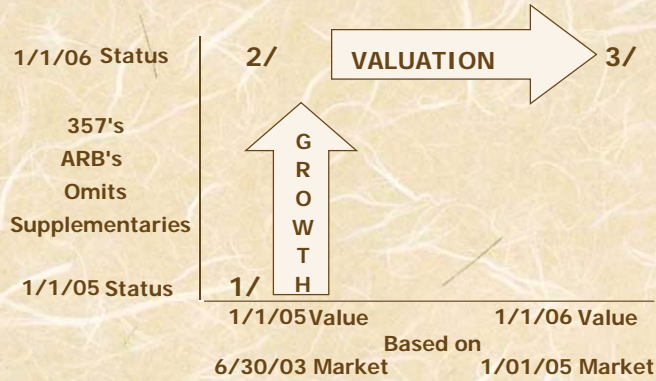
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2006 Budget Impact on Tax Rate After Assessment Growth

2006 Rate	2005 Rate	Difference	%
0.00441248	0.00480146	(0.00038898)	(8.101)

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Assessment Changes - 2006



- 1/ Returned 2005 Assessment Roll
- 2/ Revised 2005 Assessment – physical characteristics & change in use
- 3/ Returned 2006 Assessment Roll

The Impact of Growth – 2006

✦ Overall – CVA Change	1.45%
✦ Residential	2.21%
✦ Farm	-4.43%
✦ Managed Forest	-0.39%
✦ Multi-Residential	1.93%
✦ Commercial	5.29%
✦ Industrial	-13.19%
✦ Large Industrial	-8.97%
✦ Pipeline	0.01%

Reassessment Impact - 2006

**Overall Valuation increases of
15.32%**

- Residential 17.33%
- Farm 12.33%
- Multi-Residential 31.01%
- All Commercial 10.79%
- Industrial 0.70%
- Large Industrial -4.86%
- Pipeline 0.10%

Weighted CVA

2006 Wt CVA	2005 Wt CVA	Difference	%
6,751,497,066	5,821,695,411	929,801,655	15.97

Class	CVA	CVA Weighted by 2006 Tax		
		2006 Tax Ratios	2006 Tax Ratios	% share
Residential	4,693,347,588	1.000000	4,693,347,588	69.52%
Res FAD I	845,700	0.350000	295,995	0.00%
Multi-residential	70,213,580	1.943600	136,467,114	2.02%
Com. Occupied	325,608,482	1.814700	590,881,712	8.75%
Com. Exc. Land	6,218,502	1.270290	7,899,301	0.12%
Com. Vac. Land	7,281,850	1.270290	9,250,061	0.14%
Com. FAD I	8,600	0.350000	3,010	0.00%
Ind. Occupied	37,870,326	3.035976	114,973,406	1.70%
Ind. Exc. Land	1,503,777	1.973384	2,967,530	0.04%
Ind. Vac. Land	810,900	1.973384	1,600,217	0.02%
Large Ind. Occ.	32,186,998	3.787594	121,911,284	1.81%
Large Ind. Exc.	591,072	2.461936	1,455,182	0.02%
Pipelines	249,450,000	1.332800	332,466,960	4.92%
Farm	232,571,260	0.250000	58,142,815	0.86%
Managed Forests	11,846,255	0.250000	2,961,564	0.04%
Total Taxable	5,670,354,890		6,074,623,739	89.97%
Residential	123,973,691	1.000000	123,973,691	1.84%
Multi-residential	33,422,740	1.943600	64,960,437	0.96%
Com. Occupied	253,468,799	1.814700	459,969,830	6.81%
Com. Exc. Land	14,845	1.270290	18,857	0.00%
Com. Vac. Land	397,599	1.270290	505,066	0.01%
Ind. Vac. Land	12,200	1.973384	24,075	0.00%
Large Ind. Occ.	7,239,786	3.787594	27,421,371	0.41%
Total PIL	418,529,660		676,873,328	10.03%
Grand Total	6,088,884,550		6,751,497,066	100.00%

Using OPTA calculated rates on March 23, 2006 4:39PM.

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

2006	2005	2006 % Change	2006 \$ Change
\$441.25	\$480.15	(8.1%)	(\$38.90)

Residential – Rate Impact per \$115,970 CVA – County Only

2006	2005	2006 % Change	2006 \$ Change
\$511.72	\$480.15	6.6%	\$31.57

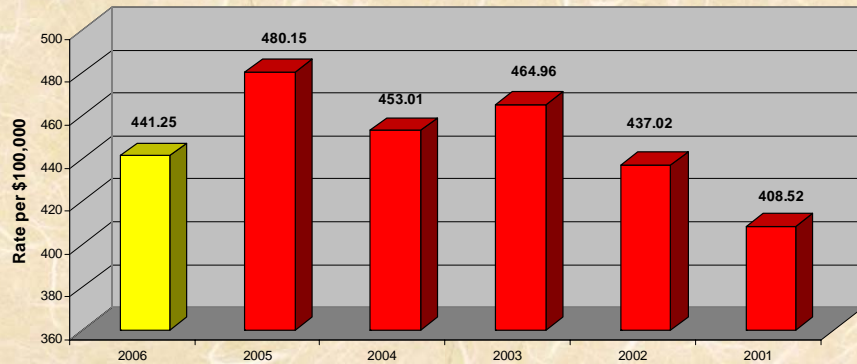
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Residential Tax Rates per \$100,000 CVA – County & Education

	2006	2005	Difference \$	Difference %
County	\$441.25	\$480.15	(\$38.90)	(8.1%)
Education	\$264.00	\$296.00	(\$32.00)	(10.8%)
Total	\$705.25	\$776.15	(\$70.90)	(9.1%)

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County Tax Rates

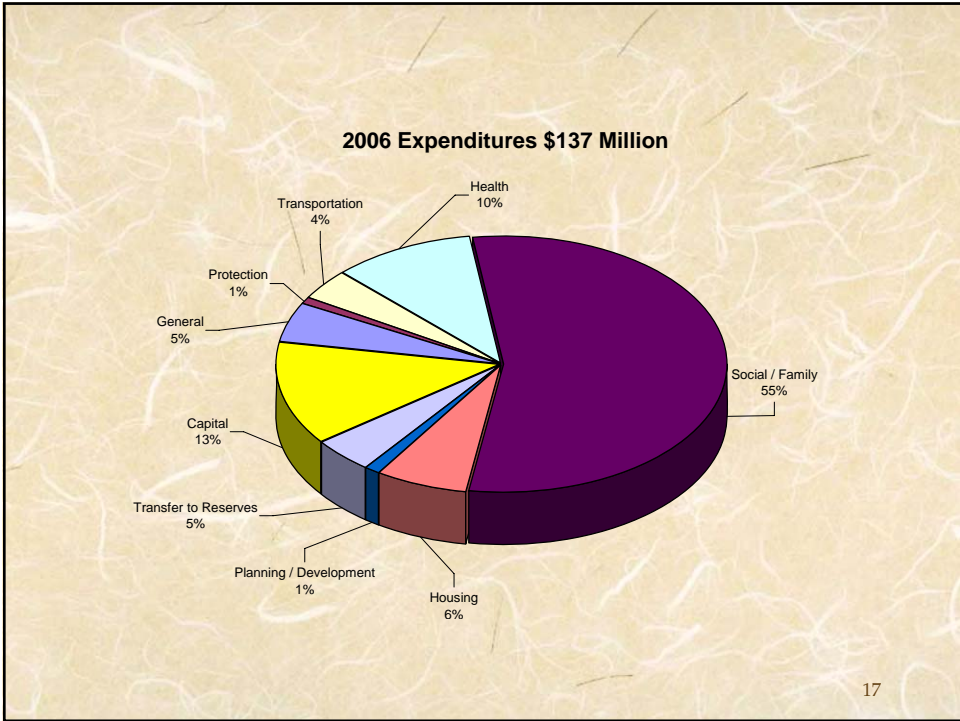


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Tax Rate Trend

- Since 2001, the County Tax Rate has only increased by 8% or 1.60% per year

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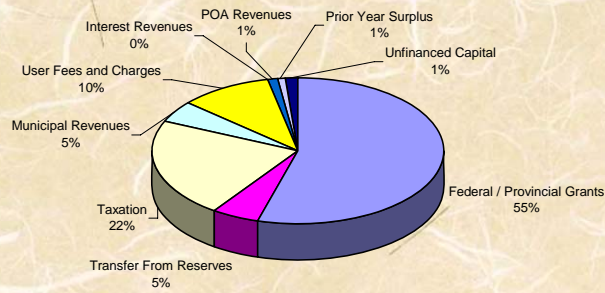


2006 County of Renfrew Budget

2006 Total Expenses	2005 Total Expenses	Difference	%
\$136,956,757	\$124,860,325	\$12,096,432	9.7%

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2006 Revenues \$137 Million



Budget Overview

- By Committee
- Departmental Objectives
- Departmental Budget

Committee Order

- Elected Officials
- Health
- Social Services
- Operations
- Development & Property
- Special Projects
- Finance & Administration

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Elected Officials

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Elected Officials - Objectives

- # Provide policy leadership and support to each department in their effort to achieve their goals and objectives
- # Liaise extensively with Senior Levels of Government
- # Continue to actively participate as a member of the Eastern Ontario Wardens Caucus
- # Approve policy development and policy change
- # Approve the annual budget of the Corporation
- # Keep the taxpayer informed of County activities and service delivery

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Members of Council (Details on Pg. 159)

	2005 Budget		\$287,233
Add:	Council Fees	\$ 3,460	
	Finance Committee	\$ 1,345	
	Operations Committee	\$ 1,763	
	Health Committee	\$ 1,190	
	Special Projects	\$ 902	
	Social Services	<u>\$ 1,311</u>	<u>\$ 9,971</u>
			\$297,204
	Other Committees/Convention Increases		<u>\$ 1,226</u>
			<u>\$298,430</u>
	Increase of 3.9%		

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Health Committee

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Health Committee (Net County \$'s)

Operating	2006	2005
• Bonnechere Manor	935,363	1,068,980
• Miramichi Lodge	784,009	903,674
• Valley Manor	21,369	22,748
• North Renfrew LTC	98,714	105,085
• Renfrew County & District H/U	1,678,392	1,678,392
• Paramedic Service	3,638,752	3,903,138
• Emergency Management	<u>139,500</u>	<u>126,500</u>
	\$7,296,099	\$7,808,517
Decrease		(\$512,418)

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Bonnechere Manor - Objectives (Details on Pg. 176)

- ✦ Ministry driven updates to the Long Term Care Standards; to maintain current high quality of care
- ✦ Competitive environment - must keep our Home a number one choice
- ✦ Implementation of the MDS RAI 2.0 documentation tool, and the links to funding and classification; including the resulting impact on CMI
- ✦ Further development of electronic nursing care plans
- ✦ Development of a five-year plan to reduce Municipal contribution without negative impacts to resident care

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Bonnechere Manor - Hrs

	2006	2005	Difference
Client Prog	14,062	13,888	174
Dietary	33,318	33,318	0
Nursing	169,231	167,126	2,105
Hskpg	23,448	23,482	(34)
Laundry/Maint.	20,582	20,631	(49)
Admin	11,960	11,960	0
Total	272,601	270,405	2,196

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BM - Expenses

	2006	2005	Difference \$	Difference%
Client Prog	443,980	428,454	15,526	3.6
Dietary	1,291,036	1,254,745	36,291	2.9
Nursing	5,304,515	5,278,085	26,430	0.5
Hskpg	626,877	613,915	12,962	2.1
Laundry	331,268	329,480	1,788	0.5
Maint	951,238	881,058	70,180	8.0
Admin	911,501	808,541	102,960	12.7
Capital/ Non-Sub	263,500	213,100	50,400	23.6
Total Exp	\$10,123,915	\$9,807,378	\$316,537	3.2

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**Where does the money
come from to pay for these
services?**

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BM Revenue

	2006	2005	Difference \$	Difference %
MOH	5,792,906	5,459,118	333,788	6.1
Residents	2,676,870	2,656,000	20,870	0.8
Trf from Reserves	315,478	255,350	60,128	23.5
Sub-total	8,785,254	8,370,468	414,786	5.0
Municipal Contribution	1,338,661	1,436,910	(98,249)	(6.8%)
Total	10,123,915	\$9,807,378	316,537	3.2

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Ontario Case Mix Index

Each fall, the Ministry of Health recruits registered nurses from the long-term care system to be classifiers for the annual resident classification exercise. Classifiers collect information from the resident records and document the care requirements on an established Ministry form (one form completed for each resident). This data is then used to determine the care category of each resident based on the classification system's criteria.

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Ontario Case Mix Index

The classification system has seven resident care categories ranging from “A” (lightest care) to “G” (heaviest care). Typically, a facility will have a mix of residents in the seven care categories. The actual number of residents in each care category will vary from facility to facility.

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Ontario Case Mix Index

The data collected by the Ministry of Health on the care needs of residents is summed up to determine a Case Mix Measure for each facility. The Case Mix Measure is a measure of the actual care requirements of all of the residents in a facility, and is reflected as a numerical value in order to compare one facility to another.

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Ontario Case Mix Index

All of the Case Mix Measure values are grouped to come up with a provincial average. The provincial average Case Mix Measure is then used to calculate the Case Mix Index for each long-term care facility through an established formula. The Case Mix Index is also reflected as a numerical value and represents the aggregate nursing and personal care needs of the residents in each facility in relation to the provincial average. The Case Mix Index value is used in the Province's funding formula to determine the annual funding entitlement which the facility will receive for nursing and personal care services. An average facility will have a CMI = 100.

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Bonnechere Manor

CMI 85.54 (Jan – Mar)

CMI 90.53 (Apr – Dec)

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Prov Long Term Care Funding - 2006 (Apr - Mar)

	CMI 100	BM CMI 90.53	Difference x 65,700 days
Client Prog	6.73	6.73	
Nursing	69.54	62.95	(432,963)
Raw Food	5.34	5.34	
Accom	44.42	44.42	
Total	126.03	119.44	

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Prov Long Term Care Funding

	2006 Budget per diem	2005 Budget per diem	Difference
Client Prog	6.60	6.51	0.09
Nursing	63.27	57.54	5.73
Raw Food	5.34	5.24	0.10
Accom	44.42	43.76	0.66
Total	119.63	113.05	6.58

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BM Funding Shortfall

Funding Envelope	Expenses	Revenue	Shortfall
Nursing & Personal Care	\$5,304,516	\$4,273,726	\$1,030,790
Client Programs & Support	443,980	443,980	0
Raw Food	350,838	350,838	0
Other Accommodation	3,761,082	2,994,421	<u>766,661</u>
			1,797,451
Add: Committee Expenses			
- City of Pembroke			<u>3,000</u>
Less:			1,800,451
Prov Subsidy - Pay Equity			(22,860)
- Accreditation			(21,681)
Structural Compliance			(197,100)
Preferred Accommodation			(159,870)
Estate Recoveries (Mun) + MDS			(5,300)
Contribution from WSIB Reserve			<u>(54,978)</u>
Municipal Contribution (Pg. 179)			<u>\$1,338,661</u>

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BM Shortfall = Municipal \$

	2006	2005	Difference \$	Difference %
Pembroke 29.97%	403,298	\$367,930	35,368	9.6
County 70.03%	935,363	\$1,068,980	(133,617)	(12.5)
Total	\$1,338,661	\$1,436,910	(98,249)	(6.8)

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BM Municipal Reduction Target - 1%

	2006	%	2005	%
Municipal Revenues	1,338,661	13.22	1,436,910	14.65
All Other Revenue	8,785,255	86.78	8,370,468	85.35
Total	10,123,916	100	9,807,378	100

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Miramichi Lodge - Objectives (Details on Pg. 183)

- ✦ Compliance with revised MoHLTC Regulations /Standards
- ✦ Continue with regular and effective stakeholders consultation with respect to ongoing long term care services
- ✦ Continue to participate in the planning for the new provincial health structure; Local Health Integrated Network
- ✦ Completion of the Accreditation Process with survey date scheduled for January 2007
- ✦ Generation of revenue i.e. Preferred Accommodation

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Miramichi Lodge - Hrs

	2006	2005	Difference
Client Prog	14,132	14,882	(750)
Dietary	34,905	34,905	0
Nursing	172,232	173,142	(910)
Hskpg	21,224	21,224	0
Laundry	6,865	6,450	415
Maint	8,060	8,580	(520)
Admin	10,010	10,192	(182)
Total	267,428	269,375	(1,947)

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ML - Expenses

	2006	2005	Difference \$	Difference %
Client Prog	411,120	404,945	6,175	1.5
Dietary	1,253,502	1,235,090	18,412	1.5
Nursing	5,218,959	5,139,180	79,779	1.6
Hskpg	592,322	580,598	11,724	2.0
Laundry	210,040	200,846	9,194	4.6
Maint	813,645	716,514	97,131	13.6
Admin	849,804	738,604	111,200	15.1
Capital	41,700	60,900	(19,200)	(31.5)
Non-Sub	660,324	660,324	0	0
Total Exp	10,051,416	9,737,001	314,415	3.2

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**Where does the money
come from to pay for these
services?**

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ML - Revenue

	2006	2005	Difference \$	Difference %
MOH	6,251,267	6,110,624	140,643	2.3
Residents	2,547,933	2,268,743	279,190	12.3
Trf from Reserves	99,168	111,948	(12,780)	(11.4)
Sub-total	8,898,368	8,491,315	407,053	4.8
Municipal Contribution	1,153,048	1,245,686	92,638	(7.4)
Total	10,051,416	9,737,001	314,415	3.2

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Miramichi Lodge

CMI 100.84 (Jan – Mar)

CMI 100.94 (Apr – Dec)

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Prov Long Term Care Funding - 2006 (Apr – Mar)

	CMI 100	ML CMI 100.94	Difference x 60,590 days
Client Prog	6.73	6.73	
Nursing	69.54	70.19	\$39,384
Raw Food	5.34	5.34	
Accom	44.42	44.42	
Total	126.03	126.68	

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Prov Long Term Care Funding - ML

	2006 Budget per diem	2005 Budget per diem	Difference
Client Prog	6.60	6.51	0.09
Nursing	70.55	67.84	2.71
Raw Food	5.34	5.24	0.10
Accom	44.42	43.76	0.66
Total	126.91	123.35	3.56

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ML- Funding Shortfall

Funding Envelope	Expenses	Revenue	Shortfall
Nursing & Personal Care	\$5,218,959	\$4,423,979	\$794,980
Client Programs & Support	411,120	411,120	0
Raw Food	323,551	323,551	0
Other Accommodation	3,395,762	2,754,363	<u>641,399</u>
			1,436,379
Add: Committee Expenses (Pembroke)		3,000	
Valley Manor Capital		30,514	
Debenture Payment		<u>660,324</u>	<u>660,324</u>
			2,096,703
Less: Prov. Subsidy – Pay Equity		22,560	
Prov Capital Subsidy		627,107	
Preferred Accommodation		236,520	
Estate Recoveries (Mun.)		0	
Contribution from WSIB Reserve		<u>57,468</u>	<u>943,655</u>
Municipal Contribution			<u>\$1,153,048</u>

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ML Shortfall = Municipal \$

	2006	2005	Difference \$	Difference %
Pembroke 29.97%	347,670	\$311,498	36,172	11.6
County 70.03%	805,378	\$903,674	(98,296)	(10.9)
Total	\$1,153,048	\$1,215,172	(62,124)	(5.1)

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ML Municipal Reduction Target of 1%

	2006	%	2005	%
Municipal Revenues	1,153,049	11.5	1,245,686	12.8
All Other Revenue	8,898,367	88.5	8,491,315	87.2
Total	10,051,416	100	9,737,001	100

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Valley Manor

- Former Satellite Beds (20) of Miramichi Lodge
- CMHC Mortgage (Matures 2028)
- County/City Contribution Toward Mortgage
 - \$4.18/Resident Day
 - 2006 Contribution - \$30,514
 - County Share - \$21,369
 - City Share - \$ 9,145

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North Renfrew Long - Term Care Inc. (Pg. 164)

- Transfer of 21 beds from Bonnechere Manor
- Municipal Contribution (Letter of Understanding)
 - Lesser of:
 - (i) \$18.39 per resident day
 - (ii) *Municipal per diem for B/M adjusted for Capital related expenses*
 - (iii) *net per diem funding shortfall for NRLTC*
 - 2006 Budget based on \$18.39/resident day
 - Total County/City contribution: \$140,959
 - County Share \$ 98,714
 - City Share \$ 42,245

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Renfrew County & District Health Unit (Pg. 164)

	2006	2005	Difference \$	Difference %
Contribution	\$1,678,392	\$1,678,392	\$0	0%

*2004 Municipal Rebate	\$115,447		
*2005 Municipal Rebate	\$1,758,944		
*2006 Municipal Rebate	\$919,790		
*Obligated Municipalities			
▪ County of Renfrew (84.67%)		\$1,678,392	
▪ City of Pembroke (14.06%)		\$ 278,708	
▪ Twp. Of South Algonquin (1.27%)		<u>\$ 25,175</u>	
		<u>\$1,982,275</u>	

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Paramedic Service – Objectives (Details on Pg. 169)

- * Provide service in accordance with legislation (Ambulance Act) and Regs.
- * Provide service that meets or exceeds the 90th percentile response guidelines.
- * Establish a new Arnprior Base station.
- * Institute an Infectious Diseases program.
- * Continue to develop community and industry partnerships to develop programs such as Community Cardio Pulmonary Resuscitation and Anaphylaxis Training to Schools throughout Renfrew County.

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Paramedic Service - Hrs

	2006	2005	Difference
Admin Assistant	1820	1820	0
Deputy Chief	5460	5460	0
Secretary II	3640	3640	0
Director	1820	1820	0
District Mgr	7098	5888	1210
Paramedics	166427	158009	8418
Total	186,265	176,637	9,628

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Paramedic Service-Expense

	2006	2005	Difference \$	Difference %
Salary /Benefit	7,031,792	6,784,648	247,144	3.6
Material/Supply	1,255,205	1,093,299	161,906	14.8
Purchased Service	283,136	204,208	78,928	38.7
Trf to Reserves	709,158	646,485	62,673	9.6
Trf to Capital	661,000	405,327	255,673	63.2
Total Expenses	9,940,291	9,133,967	806,324	8.8

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Paramedic Service-Revenue

	2006	2005	Difference \$	Difference %
Federal-Equip	205,000	85,327	119,673	241.1
Provincial	4,226,392	3,433,872	792,520	23.1
Fees/Charges	564,451	619,707	(55,256)	(9.0)
Recovery-County	40,500	38,500	2,000	5.2
Trf from Reserves	661,000	405,327	255,673	63.2
Pembroke Share (14.24%)	604,196	648,096	(43,900)	(6.8)
County Share	3,638,752	3,903,138	(264,386)	(6.8)
Totals	9,940,291	9,133,967	806,324	8.8

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Paramedic Service-Provincial

March 28 2006 Announcement \$727,457

Pre-Announcement

Municipal / Prov \$ Needed	8,459,340	
50%	4,229,670	
Province Share Pre Mar 28	<u>3,488,935</u>	
Shortfall		<u>740,735</u>

Province Still Owing \$13,278

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Emergency Management Objectives (Details on Pg. 170)

- # Corporate review and revision of the County of Renfrew Emergency Plan
- # Interface with municipal Emergency Plans
- # Active promotion and participation in the preparation of the Renfrew District Health Unit Pandemic Plan
- # OPP 911 CERB relocated from Orillia to North Bay
- # 911 Contract with the OPP expires in 2006
- # Promote Emergency Management issues within the community and foster inter-municipal relations and interface with municipal Emergency Plans

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Emergency Management

	2006	2005	Difference	%
Net Expenditures	\$139,500	\$126,500	\$13,000	10.3

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Social Services Committee

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Social Services (Details on Pg. 167)

	2006	2005	Difference \$	Difference %
Social Services	7,361,728	6,919,523	442,205	6.4
Child Care	478,820	565,117	(86,297)	(15.3)
Housing	2,810,331	2,796,018	14,313	0.5
Total	\$10,650,879	\$10,280,658	370,221	3.6

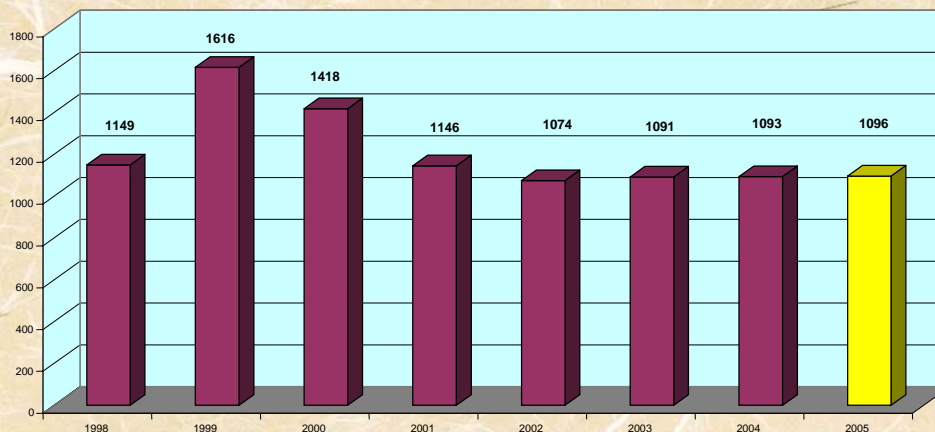
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Social Assistance

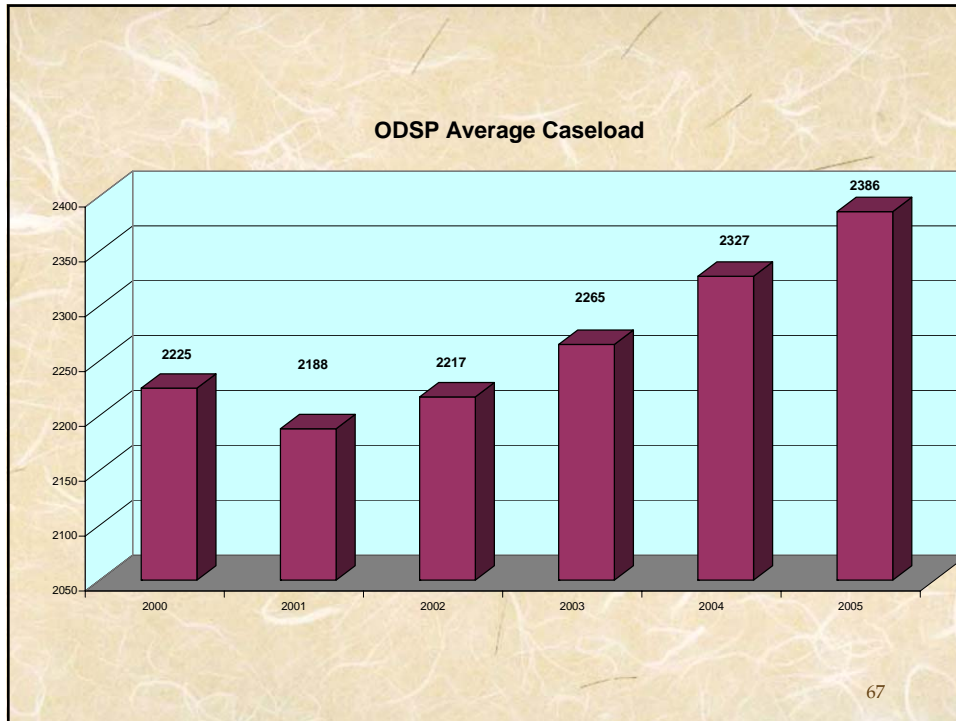
- ✦ Address issues around the integrity, accountability and validity of our software - Service Delivery Model Technology (SDMT).
- ✦ Implementation of the Ontario Works Mandatory Addictions Services Initiative.
- ✦ Development of placements and or projects for our “Harder-to-Employ” participants.
- ✦ Enhance our Employment Placement Program in order to remain a competitive player with employers and businesses.
- ✦ Meeting the new outcome employment measures for targets and benchmarks within a geographically challenged County.

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OW Monthly Average Caseload



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Social Assistance - Hrs

	2006	2005	Difference
Addiction Coord	1820	1820	0
Admin Assistant	1820	1820	0
Agents	25480	23660	1820
Coordinators	1820	2730	(910)
CSR	9100	7280	1820
Director	1820	1820	0
ERO/ ESR	5460	8053	(2593)
FSW	1820	1820	0
Manager	1820	1820	0
Secretary II	1820	1820	0
Supervisor	1820	0	1820
LSS	0	910	(910)
Totals	54,600	53,553	1,047

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Social Assistance-Expense (Details on Pg. 167)

	2006	2005	Difference \$	Difference %
Social Asst	10,078,569	10,069,731	8,838	0.1
ODSP	37,548,837	34,300,158	3,248,679	9.5
OW	997,323	991,832	5,491	0.6
LSS	0	163,938	(163,938)	(100.0)
NCB	386,000	406,000	(20,000)	(4.9)
100% Prog	172,399	146,696	25,703	17.5
Totals	\$49,183,128	\$46,078,355	\$3,104,773	6.7

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Social Assistance-Revenue (Details on Pg. 167)

	2006	2005	Difference \$	Difference %
Provincial	37,962,045	35,493,630	2,468,415	6.9
Pembroke	3,859,355	3,665,202	194,153	5.3
County	7,361,728	6,919,523	442,205	6.4
Total Revenue	49,183,128	46,078,355	3,104,773	6.7

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Child Care

- * Requirement to have the Ontario Child Care Management System software available at the four Ontario Works offices.
- * Examine internal resources for the Child Care Department.
- * Implementation and development of new licensed child care spaces through Best Start.
- * Implementation of recommendations from the Child Care Operational Review.
- * Implement new management structure with Ontario Works.

71

Child Care - Hrs

	2006	2005	Difference
Assessment Officer	1,820	1,820	0
Coordinator	1,820	1,820	0
Total	3,640	3,640	0

72

Child Care-Expense (Details on Pg. 168)

	2006	2005	Difference \$	Difference %
Sal / Ben	134,471	127,971	6,500	4.7
Office Exp	63,019	51,799	11,220	21.1
Purch Serv	2,491,157	2,491,157	0	0
Best Start	3,088,000	100,000	2,988,000	2988.0
Other Program Costs	219,169	379,979	(160,810)	(42.3)
Net Expense	5,995,816	3,150,906	2,844,910	90.2

73

Child Care-Revenues (Details on Pg. 168)

	2006	2005	Difference \$	Difference %
Prov – Child Care	2,194,735	2,423,994	(229,259)	(9.5)
Prov – Best Start	3,254,714	80,000	3,174,714	3968.4
Pembroke Share	67,547	81,795	(14,248)	(17.4)
County	478,820	565,117	(86,297)	(15.3)
Net Revenue	5,995,816	3,150,906	2,844,910	90.2

74

Social Housing

- ✦ Establish processes to continue to meet all legislative requirements for the owned and non-profit housing providers.
- ✦ Improve service to stakeholders
- ✦ Reduce and or minimize costs
- ✦ Review and consider implementation of Best Practices from applicable jurisdictions
- ✦ Amalgamate Ottawaska Non-Profit Housing Corporation with the Renfrew County Housing Corporation
- ✦ Successful completion of the next collective agreement negotiation.

75

Social Housing-Expense (Details on Pg. 168)

	2006	2005	Difference \$	Difference %
Trf to RCHC	2,642,674	2,645,067	(2,393)	(0.1)
Non Profits	1,886,461	1,878,424	8,037	0.4
County Charges	176,379	154,112	22,267	14.4
Net Expense	4,705,514	4,677,603	27,911	0.6

76

Social Housing-Revenue (Details on Pg. 168)

	2006	2005	Difference \$	Difference %
Recovery-RCHC Admin	167,154	145,312	21,842	15.0
Prov Subsidy	1,331,574	1,331,574	0	0
Pembroke	396,455	404,699	(8,244)	(2.0)
County	2,810,331	2,796,018	14,313	0.5
Revenue	4,705,514	4,677,603	27,911	0.6

77

RCHC - Hrs

	2006	2005	Difference
Accounts Clerk	1820	1820	0
Clerk/ Reception	10920	10920	0
Maintenance	28860	28288	572
Manager	1820	1820	0
Maint Clerk	1820	1820	0
Admin Assistant	1820	0	1820
Supervisors	5460	5460	0
Students	2880	2880	0
Totals	55,400	53,008	2,392

78

RCHC - Expenses (Details on Pg. 200)

	2006	2005	Difference \$	Difference %
Sal / Ben	1,383,943	\$1,303,489	80,454	6.2
Trf to Reserves	250,000	\$500,000	(250,000)	(50.0)
Other Expenses	6,184,724	\$5,942,139	242,585	4.1
Total Exp	7,818,667	\$7,745,628	73,039	0.9

79

RCHC – Revenues (Details on Pg. 200)

	2006	2005	Difference \$	Difference %
Rent	3,315,950	3,354,029	(38,079)	(0.1)
Other Rev	41,000	37,046	3,954	10.8
Province	1,358,684	1,318,684	40,000	3.0
Prior Surplus	460,359	390,802	69,557	17.7
Municipal \$	2,642,674	2,645,067	(2,393)	(0.1)
Total Rev	\$7,818,667	\$7,745,628	73,039	0.9

80

OPERATIONS COMMITTEE

81

Public Works – Objectives (Details – Page 163)

- ✦ Reconstruction of 16.2 km of road as outlined in Schedule B of the budget summary.
- ✦ Resurfacing of 25 km of road as outlined in Schedule B of the budget summary.
- ✦ Replacement of 1 bridge and 4 large culverts.
- ✦ Rehabilitation of 4 bridges.
- ✦ Purchase of a new combination unit to replace truck.
- ✦ Purchase of a new tractor-backhoe to replace existing unit.
- ✦ Upgrade 4 sets of traffic signals to LED high energy efficient lamps.
- ✦ Maximize benefits from the COMRIF and gas tax funding programs for the current and future years.

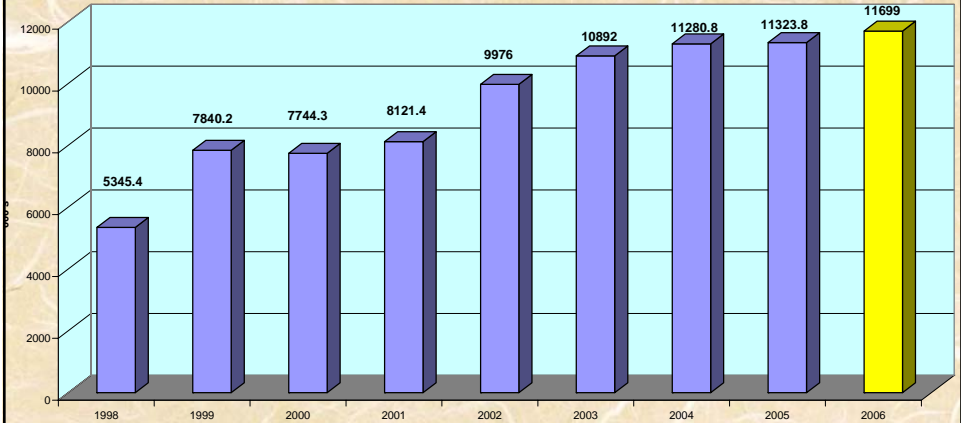
82

Public Works - Hrs

	2006	2005	Difference
Director	1820	1820	0
Managers	3640	3640	0
Admin Support	5460	5460	0
Technicians	9100	9100	0
Supervisors	10,400	10,400	0
Truck Operator	49,920	49,920	0
Student/ Laborer	6,787	5,331	1,456
Sign Operator	2080	2080	0
Mechanics	4160	4160	0
Totals	93,367	91,911	1,456

83

PW - Municipal Contributions



84

Public Works - Expense (Details on Pg. 163)

	2006	2005	Difference \$	Difference%
Admin	616,400	673,100	(56,700)	(8.4)
Maintenance	4,782,100	4,360,100	422,000	9.7
Housing	197,200	192,400	4,800	2.5
Trf to Reserves	100,000	100,000	0	0
Trf to Capital	9,192,000	7,666,200	1,525,800	19.9
Total Exp	\$14,887,700	\$12,991,800	1,895,900	14.5

85

Public Works - Revenue (Details on Pg. 163)

	2006	2005	Difference \$	Difference %
Trf from Reserves	2,064,300	338,000	1,726,300	510.7
Recoveries	37,500	85,000	(47,500)	(55.9)
Prov / Fed	1,086,900	1,245,000	(158,100)	(12.7)
County \$	11,699,000	11,323,800	375,200	3.3
Total Rev	14,887,700	\$12,991,800	1,895,900	14.5

86

Public Works – Gas Tax Revenue Details

Year	Funding
2005	791,723
2006	791,723
2007	1,055,513
2008	1,319,303
2009	2,638,605
Total	6,596,866

87

Public Works – Move Ontario Funding

Year	Funding
2006	3,450,978

These funds are shown as received into the General Fund (p 172) and then placed into a Capital Reserve for PW (p 173)

88

Public Works
(Details on Pg. 190)

89

**Development & Property
Committee**

90

Development & Property (Details on Pg. 160)

	2006	2005	Difference \$	Difference %
Prop – Pemb	497,466	515,379	(17,913)	(3.5)
Prop - Ren	12,000	0	12,000	100.0
Forestry	(10,206)	(6,762)	(3,444)	(50.9)
Ec Dev	382,421	326,756	55,665	17.0
Enterprise Centre	25,250	25,250	0	0
OVTA	170,253	170,253	0	0
Planning	604,020	590,321	13,699	2.3
Geosmart	0	23,074	(23,074)	(100.0)
Total	\$1,681,204	\$1,644,271	36,933	2.2

91

Real Property - Objectives

- ✦ The County of Renfrew holds significant real property assets with issues getting more and more complex.
- ✦ Issues of electrical energy rates, gas rates and building efficiencies will have to be addressed to reduce and maintain current operating costs. Bulk purchasing opportunities will be explored for the benefit of all County of Renfrew properties and Operations.
- ✦ Security and monitoring contracts for all properties will be scrutinized for cost savings, consolidation to reduce costs and improve responsiveness/ accountabilities of contractors.
- ✦ Preventive maintenance standards and procedures will be established to initiate a common maintenance strategy for all County of Renfrew buildings and operations.
- ✦ Manage the construction and relocation of Paramedic Services staff and facilities as detailed in the Capital Plan.

92

Property - Hrs

	2006	2005	Difference
Manager	1820	1820	0
Maintenance	2080	2080	0
Total	3900	3900	0

93

Property-Pembroke (Details on Pg. 160)

	2006	2005	Difference \$	Difference %
Salary/Ben	134,716	129,016	5,700	4.4
Spec Project	61,500	33,000	28,500	86.4
Other Costs	356,750	358,863	(2,113)	(0.6)
Revenue	(5,500)	(5,500)	0	0
Trf from Reserves	(50,000)	0	(50,000)	(100.0)
Total	\$497,466	\$515,379	(17,913)	(3.5)

94

Property-Renfrew Place (Details on Pg. 161)

	2006	2005	Difference \$	Difference %
Heat & Light	50,000	0	50,000	100
Repairs	10,000	0	10,000	100
Janitorial Contract	10,000	0	10,000	100
Other	17,000	0	17,000	100
Revenue	(75,000)	0	(75,000)	100
Total	12,000	0	12,000	100

95

Forestry - Objectives

- ✦ Prepare a new Renfrew County Forest Operating Plan in 2006. Analysis of the forest inventory will allow calculation of harvest levels.
- ✦ The past practice of hiring consulting firms to conduct tree marking will be discontinued except as a last resort and will be performed by County Forestry staff.
- ✦ Investigate opportunities to have silvicultural work done by Ontario Ranger and Stewardship Ranger programs for tending and tree planting work.
- ✦ Several County Forest tracts need to have boundary lines established or re-established and the accurate location will be a priority.
- ✦ Forestry staff will continue to watch for misuse of County Forests, unauthorized road improvements and illegal structures.

96

Forestry - Hrs

	2006	2005	Difference
Coordinator	1820	1820	0
Technician	1820	1820	0
Total	3640	3640	0

97

Forestry (Details on Pg. 162)

	2006	2005	Difference \$	Difference %
Salary	112,513	102,923	9,590	9.3
Benefits	25,861	26,115	(254)	(1.0)
Other Cost	40,000	42,100	(2,100)	(4.9)
Revenues	(178,580)	(177,900)	(680)	(0.4)
Trf from Reserve	(10,000)	0	(10,000)	(100.0)
Total	(10,206)	(6,762)	(3,444)	50.9

98

Economic Development Dept - Objectives

- * Build upon the findings of the BR&E program
- * Enhance and promote County of Renfrew Investment & Business Opportunities (CORIBO) database
- * The McKittrick Report ranks Renfrew County number one for tourism investment potential and the associated opportunities need promotion
- * Continue lobbying and promoting businesses cases to wireless service providers for improved cellular infrastructure and coverage
- * Continue making entrepreneur attraction presentations to Ottawa Employment Action Centres
- * Continue building mutually beneficial relationships with industrial regions such as American Border States (Albany Industrial Corridor), the Tennessee Valley Authority and China's Jiangsu Province.
- * Expand and promote four-season physical activities via ValleyExplore.

99

Economic Development - Hrs

	2006	2005	Difference
Ec Dev	7,280	8,190	(910)
Enterprise Cntr	3,640	2,730	910
OVTA	5,460	5,460	0
Total	16,380	16,380	0

100

Economic Development (Details on Pg. 165)

	2006	2005	Difference \$	Difference %
Salary/Ben	302,980	299,164	3,816	1.3
Spec Proj	5,500	10,000	(4,500)	(45.0)
CFDC Proj	0	96,000	(96,000)	(100.0)
All Other Costs	78,345	68,907	9,438	13.7
Trf To Reserve	40,000	42,000	(2,000)	(4.7)
Rev CFDC	0	(96,000)	96000	100.0
Rev-CORPI	0	(91,815)	91815	100.0
Rev –Other	(1,500)	(1,500)	0	0
Trf from Reserve	(42,904)	0	(42,904)	(100.0)
Total	382,421	\$326,756	55,665	17.0

101

Enterprise Centre (Details on Pg. 165)

	2006	2005	Difference \$	Difference %
Salary	87,080	66,199	20,881	31.5
Benefits	16,815	14,423	2,392	16.6
Spec Proj	12,000	3,000	9,000	400.0
Other Costs	16,475	17,628	(1,153)	(6.5)
Rev- Prov	(94,000)	(71,000)	(23,000)	(32.4)
Rev –Other	(13,120)	(5,000)	(8,120)	162.4
Total	\$25,250	\$25,250	0	0

102

OVTA (Details on Pg. 166)

	2006	2005	Difference \$	Difference %
Salary	129,205	119,587	9,618	8.0
Benefits	34,779	33,666	1,113	3.3
\$ Trf to OVTA	6,269	17,000	(10,731)	(63.1)
Total	\$170,253	\$170,253	0	0

103

Planning - Objectives

- ✱ With the approval of the County Official Plan, a number of local Comprehensive Zoning By-laws will need to be completed.
- ✱ The assignment of approval authority for local Official Plans and local Official Plan amendments from the Ministry of Municipal Affairs and Housing to the County of Renfrew will present challenges for staff
- ✱ The implementation of the approved K&P Management Plan will represent a significant challenge in terms of staff resources
- ✱ The enhancement of GIS/mapping capabilities represents an opportunity to improve services to County departments, local municipalities and the general public. An opportunity for revenue generation also exists.

104

Planning - Hrs

	2006	2005	Difference
Director	1820	1820	0
Admin Assist	1820	1820	0
Secretary	1820	1820	0
GIS	3640	3640	0
Manager	1820	1820	0
Senior Planner	1820	1820	0
Plan Tech	3640	3640	0
Sec / Treas	1820	1820	0
Totals	18,200	18,200	0

105

Planning (Details on Pg. 166)

	2006	2005	Difference \$	Difference %
Salary	580,507	557,608	22,899	4.1
Benefits	134,512	136,067	(1,555)	(1.1)
Other Costs	67,000	66,000	1,000	1.5
Revenue	(177,999)	(146,280)	(31,719)	(21.6)
Rev - Geosmart	0	(23,074)	23,074	100.0
Net Expense	\$604,020	\$590,321	13,699	2.3

106

Special Projects Committee

107

Special Projects (Details on Pg. 163)

- Staff resources may be required to assist various local municipalities throughout the County as they pursue options to treat and dispose of septage as envisioned by the Septage Report
- The Ministry of the Environment has provided \$100,000 in funding to evaluate the potential of lime stabilization and geotubes for septage treatment.
- The Committee will be pursuing the development of a Trails Strategy for the County of Renfrew. This will involve the pursuit of funding from various agencies, including the hiring of a consultant via Human Resources and Skills Development Canada
- The feasibility of developing alternative energy suppliers in the County of Renfrew will be investigated.

108

Special Projects (Details on Pg. 163)

	2006	2005	Difference \$	Difference %
Septage	50,000	78,000	(28,000)	(35.9)
Energy	14,000	0	14,000	100.0
Trails	26,000	3,000	23,000	766.7
Other Costs	0	40,300	(40,300)	(100.0)
Trf to Reserve	50,000	0	50,000	100.0
Rev - Province	(100,000)	(15,000)	(85,000)	566.7
Other Rev	0	(7,500)	7,500	100.0
Rev - Federal	(20,000)	(70,000)	50,000	71.4
Net Expense	20,000	28,800	(8,800)	(30.6)

109

Finance & Administration Committee

110

Finance & Administration-Expenses Net County \$

	2006	2005	Difference \$	Difference %
Admin	635,042	628,633	6,409	1.0
IT	423,476	453,200	(29,724)	(6.6)
HR	165,621	169,719	(4,098)	(2.4)
Publicity	11,562	15,000	(3,438)	(22.9)
MPAC	1,201,117	1,166,753	34,364	2.9
Financial	8,096,279	6,401,109	1,695,170	26.5
PIL Adjust	150,000	150,000	0	0
Totals	10,683,097	8,984,414	1,698,683	18.9

111

Finance & Administration-Revenue Net County \$

	2006	2005	Difference \$	Difference %
POA	766,841	799,722	(32,881)	(4.1)
Waterpower	344,670	344,670	0	0
Railway/Hydro	85,000	85,000	0	0
Supplementary	200,000	200,000	0	0
Provincial Subsidy	6,555,630	8,821,000	(2,265,370)	(25.6)
Other Revenue	2,913,369	2,169,123	744,246	34.3
Reserves	1,724,000	50,000	1,674,000	3348.0
Totals	12,589,510	12,469,515	119,995	0.9

112

Finance - Objectives

- * Implementation of the Social Housing Benchmarks.
- * Implementation of the Canadian Payment Association (CPA) new specifications for accounts payable cheques to allow Canadian banks to capture cheque images and clear them electronically.
- * Ontario Works - Impact of the change from Levels of Service funding to outcome based funding is unknown.
- * Child Care – Impact of the Services Delivery Review and various new Provincial programs (i.e. Best Start).
- * Additional Internal Control project audits planned for 2006.
- * Further development of electronic standard operating procedures for all key departmental functions.
- * Continued coordination of tax policy decisions and tax impact analysis for Renfrew County municipalities – without external consultants
- * Financial Management of a \$137 million budget

113

Finance & CAO Office – Hrs

	2006	2005	Difference
CAO	1820	1820	0
Exec Assist	1820	1820	0
Receptionist	1820	1820	0
Treasurer	1820	1820	0
Admin Assist	1820	1820	0
FSO	1820	1820	0
Payroll	1820	1820	0
Acct Tech	5460	5460	0
Clerk	1820	1820	0
Totals	20,020	20,020	0

114

Finance & CAO Office (Details on Pg. 160)

	2006	2005	Difference \$	Difference %
Salary	739,732	698,915	40,817	5.8
Benefits	162,510	159,118	3,392	2.1
Other	166,800	185,100	(18,300)	(9.9)
Revenue	(434,000)	(414,500)	(19,500)	(4.7)
Total	\$635,042	\$628,633	6,409	1.0

115

IT - Objectives

- ✦ Network threats such as viruses, spyware, spam, and phishing continue to plague the internet and anyone who accesses it.
- ✦ Bandwidth continues to be a challenge for the County of Renfrew's sites. Increased demand for technology services in all sectors further highlights the need for high speed links from remote sites in County services.
- ✦ Electronic Council process will continue and there will be further training sessions available for the Elected Officials, County and municipal staff with an annual Training calendar provided for planning purposes.
- ✦ The new Child Care system mandated by the Ministry of Community and Social Services is not currently in place at the County and will require staff training and heightened security.
- ✦ The replacement of our backbone server for all County network services, connecting all of our sites to the centralized shared services must be replaced and is a huge undertaking in terms of high end networking requirements.
- ✦ The evaluation of communications requirements and research into new technologies to meet the needs and allow for growth and expansion at Renfrew County Place.

116

IT - Hrs

	2006	2005	Difference
Director	1820	1820	0
Admin Assist	1820	1820	0
Technician	5460	5460	0
Network Analyst	1820	0	1,820
System Analyst	1820	1820	0
Totals	12,740	10,920	1,820

117

IT (Details Pg. 161)

	2006	2005	Difference \$	Difference %
Salary	416,492	336,823	79,669	23.7
Benefits	93,216	82,063	11,153	13.6
Other	229,300	232,300	(3,000)	(1.3)
Rev-County	(303,532)	(182,986)	(120,546)	(65.9)
Rev-Outside	(12,000)	(15,000)	3,000	20.0
Total	\$423,476	\$453,200	(29,724)	(6.6)

118

HR - Objectives

- ✦ Labour relations, specifically five sets of contract negotiations with our unions will be a primary focus in 2006.
- ✦ Promoting effective use of our Performance Management Program, employee evaluations and long-range consideration for key position succession planning.
- ✦ Employee health and wellness will be a key factor; the Employee Assistance Program, careful evaluation of policies, collective agreement language, benefit policies and providing assistance, guidance and advice to both management and staff related to the Return to Work programs and disability management.
- ✦ Our Media Relations / Grants Coordinator will continue to focus on available funding and grants applications across the Corporation and assisting the County of Renfrew municipalities with their applications. The reporting and promotion of our core services through media releases, Cogeco Cable initiatives and information sessions to contribute towards a better understanding for rate payers of the operations of the County of Renfrew.

119

HR - Hrs

	2006	2005	Difference
Director	1820	1820	0
Admin Assist	1820	1820	0
Secretary	1820	1820	0
HR Coordinators	3640	3640	0
Employee Health	1820	1820	0
Media Relations	1820	1820	0
Total	12740	12740	0

120

HR (Details Pg. 162)

	2006	2005	Difference \$	Difference %
Salary	435,953	409,270	26,683	6.5
Benefits	97,628	97,798	(170)	(0.2)
Purchased Service	50,000	10,000	40,000	400.0
Other	78,500	65,500	13,000	18.0
Revenues	(496,460)	(412,849)	(83,611)	(20.2)
Total	\$165,621	\$169,719	(4,098)	(2.4)

121

POA Administration – Objectives (Details on Pg. 170)

- Ensure POA Administration office meets provincial standards within Memorandum of Understanding
- Continued work with defendants setting out and enforcing payment arrangements related to large outstanding fines.
- Participate in Streamlining Initiative with Ministry of the Attorney General
- Increased use of technology to reduce the costs of supplies, storage and hardware

122

POA Administration – Hrs

	2006	2005	Difference
Supervisor	1820	1820	0
Clerk / Cashier	5460	5460	0
Courtroom Clerk	728	728	0
Totals	8,008	8,008	0

123

POA (Details Pg. 170)

	2006	2005	Difference \$	Difference %
Salary / Ben	244,579	235,811	8,768	3.7
Purchased Service	103,422	95,018	8,404	8.4
Other	321,408	329,449	(8,041)	(2.4)
Capital	23,750	0	23,750	100.0
Revenues	(1,460,000)	(1,460,000)	0	0
Net Revenue	(766,841)	(799,722)	32,881	4.1

124

MPAC – (Pg 171)

	2006	2005	Difference \$	Difference %
Contribution	1,201,117	1,166,753	34,364	2.9

County share of MPAC requirement is based on a province-wide formula using # of properties and assessment.

125

Financial Exp (Details Pg. 171)

	2006	2005	Difference \$	Difference %
Write Off	200,000	200,000	0	0
Capping	325,000	300,000	25,000	8.3
Vacant Rebate	20,000	20,000	0	0
Unallocated	150,000	150,000	0	0
Trf to Reserve/ Capital	5,954,168	4,280,944	1,673,224	39.1
Debenture	1,447,111	1,450,165	(3,054)	(0.2)
Total	8,096,279	6,401,109	1,695,170	26.5

126

Debenture Repayment – M/L

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

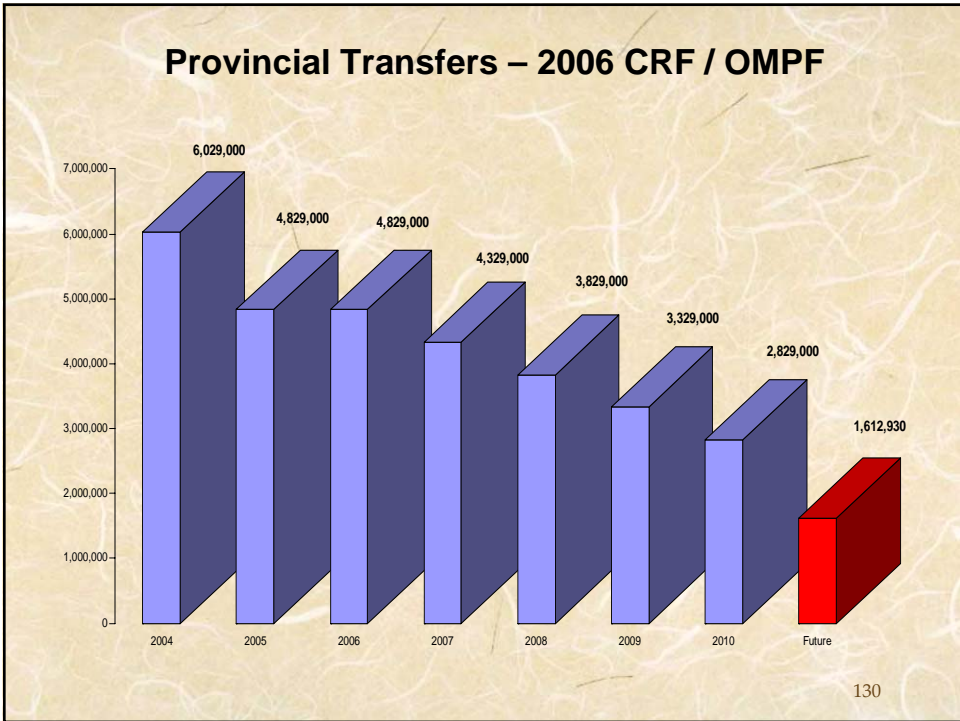
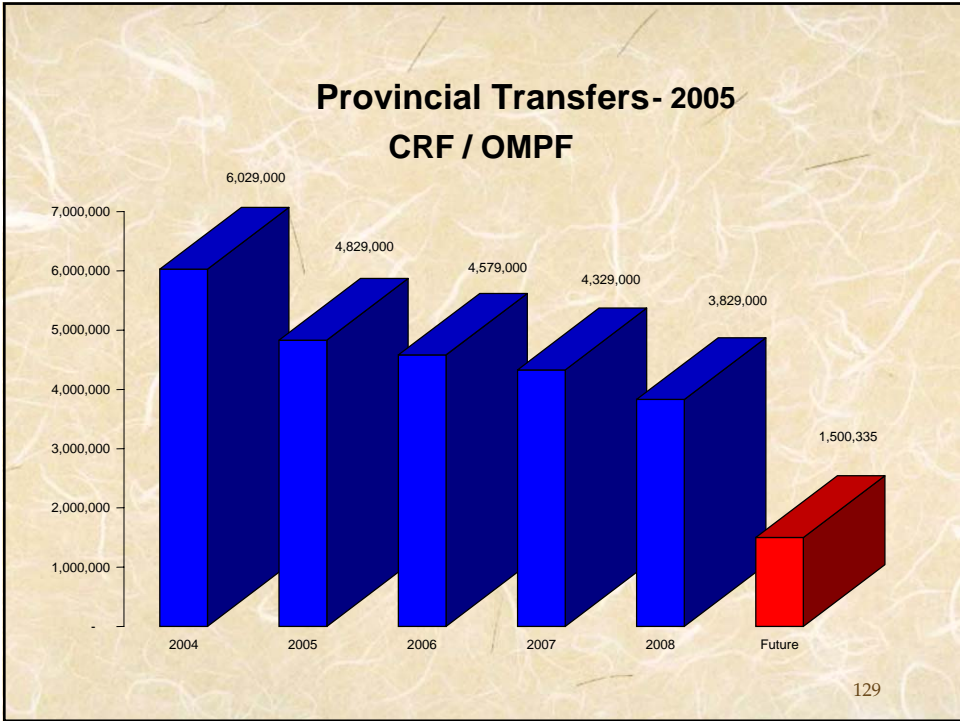
	2006	2005	Difference
Debenture Payment (M/L)	1,447,111	1,450,165	(3,054)

127

TRF To Reserves/Capital

	2006
Federal Gas Tax -Reserve	1,583,400
Move Ontario - Reserve	3,450,978
Health Unit - Capital	919,790
Totals	5,954,168

128



Other Revenue (Details on Pg. 172)

•Gas Tax Funding	\$1,583,400
•RCDHU	\$919,790
•Rent (RCDHU)	\$246,179
•Other	<u>\$164,000</u>
Totals	\$2,913,369

131

Schedule of Reserves & Reserve Fund Balance (Details on Pg. 173)

132

Capital Fund (\$000's) (Details on Pg. 174)

Administration	15
Miramichi Lodge Building Project	213
Arnprior Base Station	550
Public Works	9,192
Bonnechere Manor	261
Miramichi Lodge	42
Finance / POA	38
Emergency Services	15
Renfrew County Place	4,655
Renfrew County Housing Corp.	737
TOTAL	16,381

133

Renfrew County Place

	Total (\$Million)	2006 (\$Million)	2007 (\$Million)
Renfrew County Place			
• Building Construction	2.60	0.78	1.82
• Tenant Fit-Up	1.40	0.84	0.56
• Site Service	0.30	0.15	0.15
• Architect Fee	<u>0.35</u>	<u>0.15</u>	<u>0.21</u>
Total	4.65	1.92	2.74

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Renfrew County Place – Financing (\$)

Project Budget		4,655,000
Less: Transfer From Reserves		
• Working Capital	1,456,875	
• Building	<u>30,000</u>	<u>1,486,875</u>
Sub-total		3,168,125
Cap Funds –Prior Yr		<u>517,061</u>
Sub-total		2,651,064
RCDHU Municipal Rebate		<u>919,790</u>
Unfinanced Capital		1,731,274

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Unfinanced Capital

- Long-term borrowing (Debenture /OSIFA)
- Levy Increase (2007)
- Reserves / Other

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Interest Cost (\$)

• Principal	919,790
• Term	10 Years
• Interest	5%
• Interest Cost over 10 years	\$260,258

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1%

1% of 2005 levy = \$279,102

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2006 Budget Highlights

- Renfrew County Place
 - Consolidation of County Services in Renfrew
- Public Works
 - COMRIF I \$1,680,000
 - Fed Gas Tax \$1,583,446
 - Move Ontario \$3,450,978
- Paramedic Service
 - 24/7 Operation at 7 Base Stations

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2006 Budget Highlights

- Septage Study
 - Lime Stabilization
 - Geo-Tubes
- Increased Provincial Funding
 - Paramedic Services (50:50)
 - Homes For The Aged (Acuity)
- Child Care (Best Start)
 - \$3 million for Capital and Operating Costs
- POA
 - Continued Financial Contribution Through Court Administration Activities

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2006 Budget Highlights

- Homes For The Aged
 - Continued Care For 346 Residents
- Social Services
 - 1,100 OW Clients
 - 2,400 ODSP Clients
- Social Housing
 - 921 Public Units
 - 337 Non Profit Units
 - Capital Improvement Program \$736,800

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

2006	2005	2006 % Change	2006 \$ Change
\$441.25	\$480.15	(8.1%)	(\$38.90)

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THANK YOU!