COUNTY COUNCIL
BUDGET WORKSHOP INFORMATION SESSION

9:00 A.M., WEDNESDAY, FEBRUARY 22, 2023
and
9:00 A.M. THURSDAY, FEBRUARY 23, 2023

AGENDA

1. Call to Order.
2. Land Acknowledgement.
3. Moment of Silent Reflection.
4. National Anthem.
5. Roll Call.
6. Disclosure of Pecuniary Interest and General Nature Thereof.
7. Chair of Finance and Administration Committee – Opening Remarks on 2023 Budget.
8. Strategic Plan Overview – CAO Craig Kelley.
9. Corporate Services Department - Overview of 2023 County of Renfrew Budget.
10. Closed Meeting – pursuant to Section 239 of the Municipal for the purpose of personal matters about an identifiable individual, including municipal or local board employees;
11. By-laws:
    (a) By-law 19-23– A By-Law to Adopt the Estimates for the Sums Required During the Year 2023 for General, Capital and all Purposes of the County of Renfrew.
12. New Business.
13. Confirmatory By-law 20-23 - A By-law to Confirm the Proceedings of the Council of the County of Renfrew at the Meeting held on February 22 and 23, 2023.
14. Adjournment.

NOTE: (a) Any submissions received by the public, either orally or in writing may become part of the public record/package.

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2023 Budget & Long Term Financial Plan

Budget Workshop
February 22 and 23, 2023

Budget Workshop
• 2023 Budget Guidelines
• 2023 County Levy
• 2023 County Tax Rate
• Service Delivery Improvement Plan (SDIP) Payback
• COVID-19 Impact on 2023 Budget
• Asset Management Plan & OREG 588/17
• 2023 Operating Budget
• 2023 Capital Budget
• 2023 Reserves
• 2023 Staffing Changes
• 10 Year Capital Plan
• Long Term Financial Plan
• Adopt Budget By-law

2023 Budget Guidelines

2023 Budget Guidelines

2023 Budget Guidelines – September 2022
RESOLUTION NO. FA-CC-22-09-83
Moved by Chair
Seconded by Committee
THAT County Council approve the 2023 Budget Guidelines as follows:
• annual levy increase of **2.5%;**
AND THAT County Council also confirm the remaining elements of the Long-Term Financial Plan as follows:
• restriction in the use of that levy increase to only 2.5% per year for operating expenses;
• utilization of the annual current value assessment (CVA) weighted growth into capital reserves **(estimated at 1.48%);**
• new debt for projects in excess of $3 million;
• annual Provincial funding of at least $500 thousand;
• annual Federal Gas Tax funding of at least $2.6 million; and
• minimum Capital Reserve balance of $2 million.

2023 Budget Guidelines

RESOLUTION NO. FA-CC-22-09-84
Moved by Chair
Seconded by Committee
THAT County Council approve that the Cost of Living Allowance (COLA) increase for non-union staff under Employment By-law #1 be set at **2.0%** for 2023.

RESOLUTION NO. FA-CC-22-09-85
Moved by Chair
Seconded by Committee
THAT County Council approve the **2023 Budget Schedule**.

2023 County of Renfrew Levy

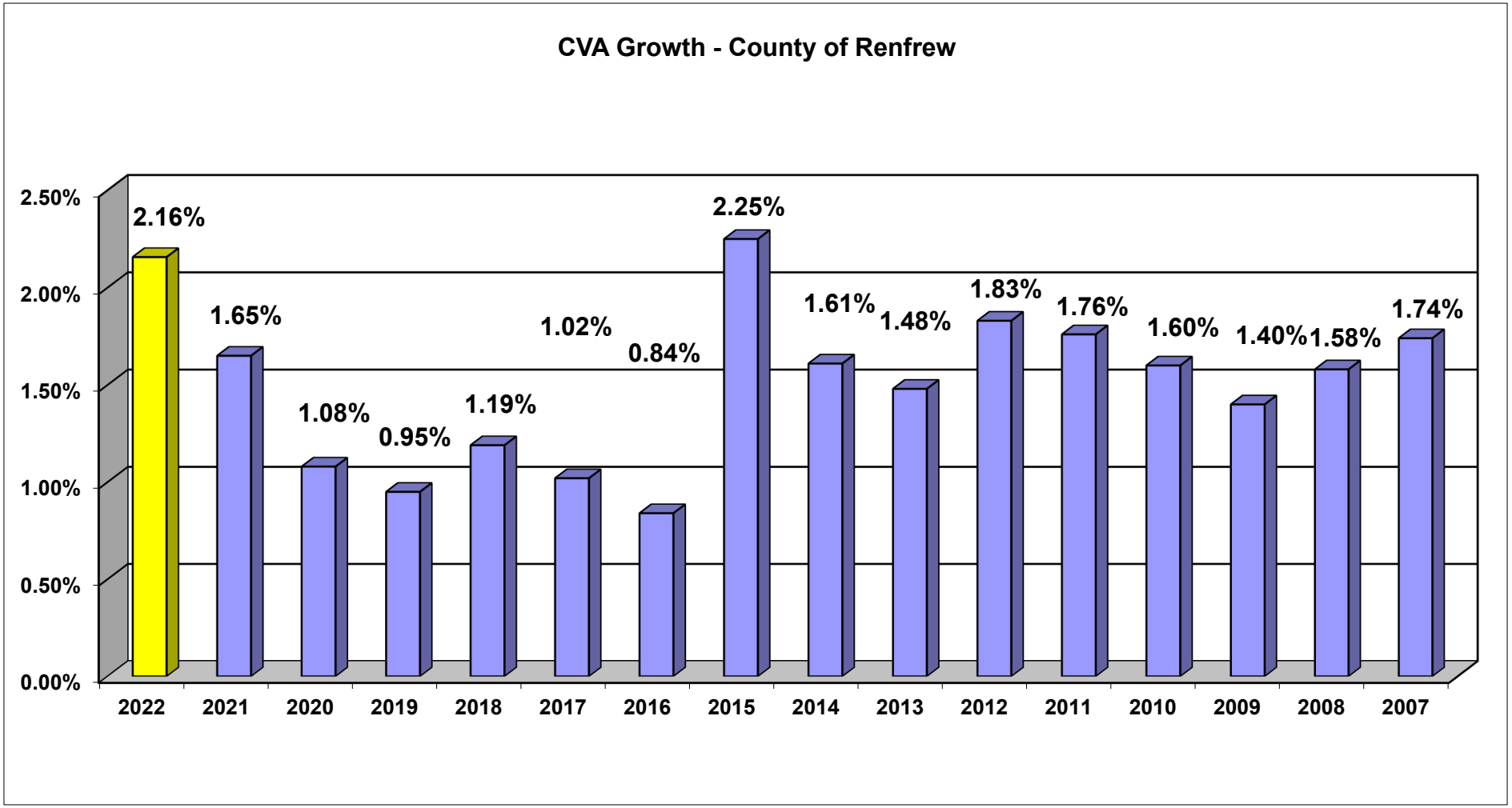
COLA Target + WTD CVA Growth

Assessment Growth -2022

- ***Growth represents assessment increase or decrease regardless of whether market based reassessment occurs***
- **All municipalities will see an revenue impact because of growth each year**
- ***Increases come from new construction, additions, improvements and change in use***
- ***Decreases come from demolitions, change in use, tax write-offs, etc***

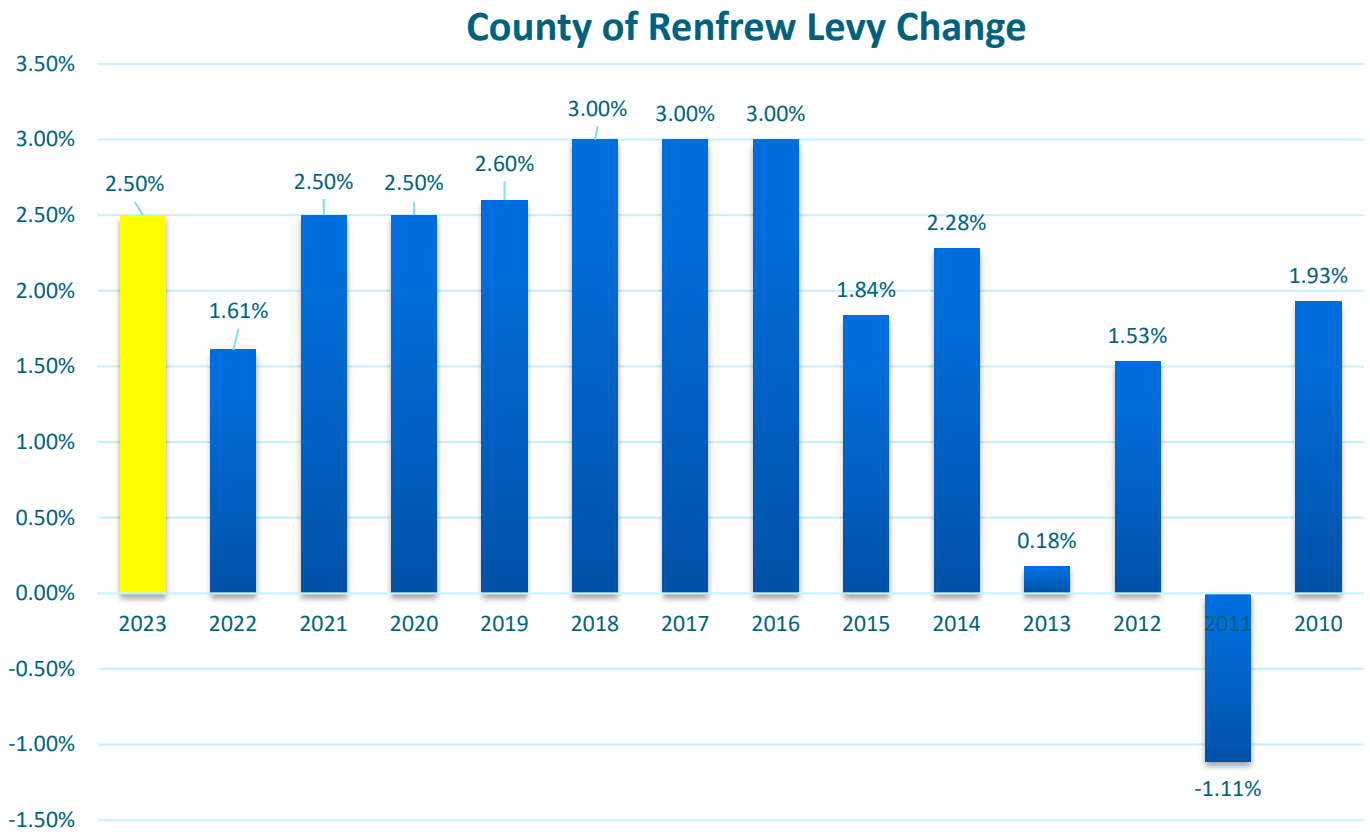
2023 County of Renfrew Levy

WTD CVA Growth



2023 County of Renfrew Levy

COLA Target



2023 County of Renfrew Levy
Target

2023 Levy Target %	2022 Growth %	Total Levy Change
2.50%	2.16%	4.66%

2023 County of Renfrew Levy Target

2022 Levy	2023 Levy Target	Difference	%
$50,540,380	$52,893,896	$2,353,516	4.66%

2023 Tax Rate Assuming Status Quo Tax Policy From 2022

Except ……. Council approved a recommendation by the Tax Policy Working Group that we reduce our Industrial Tax Ratio down to the Provincial Threshold over 2 years …… then we can apportion the full budgetary tax increase to this class rather than the current 50% Levy restriction.

Broad Ind Ratio - from OPTA Jan 10/22		**3.19541**
Target Broad Ind		**2.63**
Difference		**-0.56541**
Move 50% in 2022		**2.912705**
All the way in 2023		**2.63**

2023 Residential Tax Rate Assuming Levy Target of 2.5%

Year	Rate per $100,000	Median Property Value	County Taxes per Median Property
2023	391.50	203,000	794.75
2022	381.62	203,000	774.69
$ Change - Annual	9.88		20.06
% Change			2.6%

Rates are higher than 2.5% (4.66%-2.16% cva) due to Industrial Ratio decrease
*Final Tax Rates Are Not Set Until Tax Policy is Adopted in April 2023

2.5% is the Target – But our Status Quo Service Level Budget for 2023 is 10.7%

To reach our target of a 2.5% increase over 2022, we need to reduce the levy by **$3,062,296**

Staff will review service level reductions that are required by each department to reach the 2.5% goal set by Council

2023 Draft Budget Pressures for Ontario Counties

Email survey dated Feb 13, 2023 – Net of Growth

Municipality	Draft Levy %
County of Dufferin	4.61%
Huron County	10.3%
Frontenac County	7.62%
Perth County	8.69%
Oxford County	6.2%
County of Essex	6.12%
Grey County (used some one time reserves)	1.48%
Lanark County (3.65% growth applied to overall levy)	2.15%
Bruce County	10.57%
Lennox & Addington	5.2%
Northumberland	6.0%
Average	6.27%

Service Delivery Improvement Project

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Service Delivery Improv[illegible]roject

May 10, 2021

SDIP – Financials

County Administration Building Retrofit - Financing Plan	
Original Project Cost – 2020 Budget	**$3,725,000**
Council Chambers Addition	**$300,000**
Other Change Orders + HST	**$405,582**
Subtotal	**$4,430,582**
Paramedic Addition – VG Architects ***	**$465,931**
Revised Project Cost	**$4,896,513**

*** Not part of original project plan – change order estimate per VG Architects April 15, 2020

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SDIP – Financials- May 2021

County Administration Building Retrofit - Financing Plan	
Revised Project Cost	**$4,896,513**
MMAH Modernization Grant	**($725,000)**
2020 OW Budget	**($300,000)**
2020 Child Care Budget	**($174,323)**
2020 OW Surplus	**($100,000)**
2020 Prov for Unallocated Funds Budget	**($300,000)**
2020 Child Care Surplus	**($50,000)**
2021 OW Budget	**($150,000)**
Principal To Be Financed	**$3,097,190**

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SDIP – Financials May 2021

County Administration Building Retrofit - Financing Plan		
Department	2021 Lease Revenue	2022 Lease Revenue
RCHC	28,000	56,000
OW	72,500	145,000
Child Care	35,000	70,000
Paramedic	55,000	110,000
POA	102,000	102,000
Sub-total	292,500	483,000
Former RCDHU Revenue	(318,740)	(318,740)
Additional Revenue - CAB	**(26,240)**	**164,260**

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SDIP – Financials May 2021

County Administration Building Retrofit - Financing Plan		
Department	**2021 Efficiency**	**2022 Efficiency**
D&P Admin Assistant (0.5 FTE)	43,605	43,605
PW Admin Assistant (0.5 FTE)	43,605	43,605
PW Sec II (0.5 FTE)	34,761	34,761
RCHC Admin Asst (1.0 FTE)	73,418	73,418
RCHC Site Supervisor (1.0 FTE)	0	106,824
Total Staff Savings (3.5 FTE)	**195,389**	**302,213**
Additional Lease Revenue	**(26,240)**	**164,260**
Annual Savings	**169,149**	**466,473**

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SDIP – Financials May 2021

County Administration Building Retrofit - Financing Plan		
		Balance
Principal - Revised		3,097,190
Annual Savings - 2021	(169,149)	2,928,041
Annual Savings - 2022	(466,473)	2,461,568
Annual Savings - 2023	(466,473)	1,995,095
Annual Savings - 2024	(466,473)	1,528,622
Annual Savings - 2025	(466,473)	1,062,149
Annual Savings - 2026	(466,473)	595,676
Annual Savings - 2027	(466,473)	129,203
Annual Savings - 2028	(129,203)	0

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COVID-19 Impact on 2023 Budget

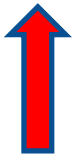
Staff have not included any COVID-19 expense in the 2023 Budget that would impact the municipal levy !!

COVID-19 Impact on 2020 Actual

To December 31, 2020

COVID19 Financial Summary to December 31, 2020

Department	Additional Payroll	Pandemic Payroll	Expenses	IPAC Capital	Total	IPAC Revenues	Provincial Revenues	Other Revenue	Federal Safe Start Revenues	Net Expense/(Surplus)	Notes
Admin			19,514		**19,514**				(19,514)	**0**	
BM	685,557	723,599	227,924	95,720	**1,732,800**	(95,720)	(1,637,080)			**0**	$4/hr pandemic pay plus $3/hr PSW
Child Care			553,243		**553,243**		(552,663)		(580)	**0**	SSRF funding
Ec Dev			21,304		**21,304**				(21,304)	**0**	
Enterprise RC			252,398		**252,398**			(50,000)	(202,398)	**0**	used Safe Start + $50k Pembroke - BusDevFund
Forestry			21		**21**				(21)	**0**	
HR	12,715		3,905		**16,620**				(16,620)	**0**	
Housing			1,131,264		**1,131,264**		(1,131,264)			**0**	SSRF funding
IT			4,370		**4,370**				(4,370)	**0**	
ML	284,106	666,158	227,774	92,164	**1,270,202**	(92,164)	(1,178,038)			**0**	$4/hr pandemic pay plus $3/hr PSW
OW			38,785		**38,785**				(38,785)	**0**	
Planning			10,528		**10,528**				(10,528)	**0**	
POA			3,308		**3,308**			459,151	(462,459)	**0**	used Safe Start to meet budget target (revenue loss)
Property			57,930		**57,930**				(57,930)	**0**	
Paramedic	1,993,290	412,367	933,774		**3,339,431**		(3,339,431)			**0**	$4/hr pandemic pay
Public Works			72,014		**72,014**				(72,014)	**0**	
RCHC	9,504		476,190		**485,694**		(621,069)			**(135,375)**	SSRF funding & keeping SSRF Admin $135,375
Totals	**2,985,172**	**1,802,124**	**4,034,246**	**187,884**	**9,009,426**	**(187,884)**	**(8,459,545)**	**409,151**	**(906,523)**	**(135,375)**	

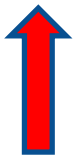


COVID-19 Impact on 2021 Actual

To December 31, 2021

COVID19 Financial Summary January 1 to December 31, 2021

Department	Additional Payroll Costs	Additional Expenses	Total	Provincial Revenues	Other Revenue	Federal Safe Start Revenues	Net Expense/ (Surplus)	Notes
Admin		$29,373.87	**$29,373.87**			-$(29,373.87)	**$0.00**	
BM	$1,041,731.96	$326,017.57	**$1,367,749.53**	-$(1,367,749.53)			**$0.00**	
Child Care		$695,808.77	**$695,808.77**	-$(793,703.77)			**-$(97,895.00)**	Will result in $97,895.00 of admin revenue allocated to Child Care
HR	$66,817.16	$15,298.87	**$82,116.03**			-$(82,116.03)	**$0.00**	
Housing		$1,280,899.89	**$1,280,899.89**	-$(1,222,636.07)		-$(58,263.82)	**-$(0.00)**	
ML	$862,534.09	$350,206.29	**$1,212,740.38**	-$(1,212,740.38)			**$0.00**	
OW		$2,000.73	**$2,000.73**			-$(2,000.73)	**$0.00**	
Planning		$203.52	**$203.52**			-$(203.52)	**$0.00**	
POA		$226,746.10	**$226,746.10**			-$(226,746.10)	**$0.00**	COVID expenses are lost revenue due to COVID
Property		$95,290.38	**$95,290.38**			-$(95,290.38)	**$0.00**	
Paramedic - 911	$196,154.69	$432,864.47	**$629,019.16**	-$(629,019.16)			**$0.00**	
Paramedic - VTAC Swabbing Clinics	$1,381,868.21	$77,822.73	**$1,459,690.94**	-$(268,790.94)	-$(1,190,900.00)		**$0.00**	Funding via a MOU with the Arnprior Hospital, shortfall made up with EMS COVID funding
Paramedic-Vaccination	$564,831.28	$16,681.34	**$581,512.62**	-$(581,512.62)			**$0.00**	
Paramedic - VTAC Call Centre	$236,848.00	$16,157.30	**$253,005.30**		-$(253,005.30)		**$0.00**	Funded via MOU with Arnprior Hospital to cover direct costs
Public Works	$15,997.21	$62,374.60	**$78,371.81**			-$(78,371.81)	**$0.00**	
RCHC		$1,326,508.59	**$1,326,508.59**	-$(1,376,750.24)		-$(68,215.30)	**-$(118,456.95)**	SSRF funding will result in $118,456.95 of admin revenue being allocated to RCHC
Totals	**$4,366,782.60**	**$4,954,255.02**	$9,321,037.62	**-$(7,452,902.71)**	**-$(1,443,905.30)**	**-$(640,581.56)**	**-$(216,351.95)**	

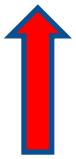


COVID-19 Impact on 2022 Actual

To June 30, 2022

COVID19 Financial Summary January 1 to June 30, 2022

Department	Additional Payroll Costs	Additional Expenses	Total	Provincial Revenues	Other Revenue	Federal Safe Start Revenues	Net Expense/ (Surplus)	Notes
Admin	$472.55	$18,834.50	**$19,307.05**			-$(19,307.05)	**$0.00**	
BM	$264,896.00	$383,375.00	**$648,271.00**	-$(648,271.00)			**$0.00**	
Child Care	$1,811.39		**$1,811.39**			-$(1,811.39)	**$0.00**	
HR	$40,325.13	$15,003.76	**$55,328.89**			-$(55,328.89)	**$0.00**	
Housing		$219,323.30	**$219,323.30**	-$(219,323.30)			**$0.00**	
IT	$2,317.24		**$2,317.24**			-$(2,317.24)	**$0.00**	
ML	$261,250.00	$677,670.00	**$938,920.00**	-$(938,920.00)			**$0.00**	
OW	$4,297.22		**$4,297.22**			-$(4,297.22)	**$0.00**	
POA		$59,823.59	**$59,823.59**			-$(59,823.59)	**$0.00**	COVID expenses are lost revenue due to COVID
Paramedic - 911	$263,237.82	$194,607.36	**$457,845.18**	-$(90,571.05)		-$(367,274.13)	**$0.00**	
Paramedic - LTC Program	$52,541.57		**$52,541.57**	-$(20,834.61)		-$(31,706.96)	**$0.00**	
Paramedic - VTAC Swabbing Clinics	$571,502.25	$150,167.00	**$721,669.25**		-$(684,447.10)		**$37,222.15**	Funded via MOU with Arnprior Hospital to cover direct costs, Outage is timing difference
Paramedic- Vaccination	$228,021.65	$874.60	**$228,896.25**	-$(187,561.34)		-$(41,334.91)	**$0.00**	
Paramedic - VTAC Call Centre	$334,576.00	$27,986.00	**$362,562.00**		-$(362,562.00)		**$0.00**	
Public Works	$16,344.04	$2,884.69	**$19,228.73**			-$(19,228.73)	**$0.00**	
RCHC		$423,657.46	**$423,657.46**	-$(517,764.63)		-$(955.03)	**-$(95,062.20)**	Admin fees on SSRF 2,4, & 5 provide $95,000 in revenue to RCHC
Totals	**$2,041,592.86**	**$2,174,207.26**	**$4,215,800.12**	**-$(2,623,245.93)**	**-$(1,047,009.10)**	**-$(603,385.14)**	**-$(57,840.05)**	



Asset Management Plan – O.Reg. 588/17 Impact on the 2023 Budget

Infrastructure for Jobs and Prosperity Act, 2015

Infrastructure for Jobs and Prosperity Act, 2015

S.O. 2015, CHAPTER 15

Consolidation Period: From December 8, 2016 to the e-Laws currency date.

Last amendment: 2016, c. 37, Sched. 17, s. 25.

Legislative History: [+]

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https://www.ontario.ca/laws/statute/15i15

Ontario Regulation 588/17

ONTARIO REGULATION 588/17

made under the

INFRASTRUCTURE FOR JOBS AND PROSPERITY ACT, 2015

Made: December 13, 2017
Filed: December 27, 2017
Published on e-Laws: December 27, 2017
Printed in The Ontario Gazette: January 13, 2018

ASSET MANAGEMENT PLANNING FOR MUNICIPAL INFRASTRUCTURE

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https://www.ontario.ca/laws/regulation/r17588

Asset Management Regulation Requirements

Strategic Asset Management Policy (By July 1, 2019)
Requires municipalities to outline commitments to best practices and continuous improvement.
Asset Management Plan: Phase 2 (By July 1, 2022)
For core assets (water, wastewater and stormwater assets, roads, bridges and culverts): • Inventory of assets • Current levels of service measured by standard metrics • Costs to maintain levels of service
Asset Management Plan: Phase 3 (By July 1, 2024)
Builds on the Phase 2 plan to include all municipal assets, including current levels of service and costs.
Asset Management Plan: Phase 4 (By July 1, 2025)
Builds on Phase 3 where plans shift to: • Proposed levels of service • Lifecycle management and financial strategy for all assets

Deadline #1 – Strategic Asset Management Policy

By July 1, 2019

CORPORATE POLICIES AND PROCEDURES			
SECTION: General Administration			**POLICY GA-11**
POLICY: Strategic Asset Management			
DATE: May 2019	**REV. DATE:**	**COVERAGE:** All Departments	**PAGE #:** 1 of 6

Deadline #2 – Enhanced AMP Covering Core Assets

By July 1, ~~2021~~ 2022

Asset management plans, current levels of service

(1) Every municipality shall prepare an asset management plan in respect of its **core municipal infrastructure assets by July 1, 2022, and in respect of all of its other municipal infrastructure assets by July 1, 2024.**

(2) A municipality's asset management plan must include the following:

1. For each asset category, **the current levels of service being provided**, determined in accordance with the following qualitative descriptions and technical metrics and based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan:

   i. With **respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3** of Table 1, 2, 3, 4 or 5, as the case may be.

   ii. With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.

Deadline #2 – Enhanced AMP Covering Core Assets

By July 1, 2022

TABLE 4
ROADS

Column 1 Service attribute	Column 2 Community levels of service (qualitative descriptions)	Column 3 Technical levels of service (technical metrics)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity.	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality.
Quality	Description or images that illustrate the different levels of road class pavement condition.	1. For paved roads in the municipality, the average pavement condition index value. 2. For unpaved roads in the municipality, the average surface condition (e.g. excellent, good, fair or poor).

TABLE 5
BRIDGES AND CULVERTS

Column 1 Service attribute	Column 2 Community levels of service (qualitative descriptions)	Column 3 Technical levels of service (technical metrics)
Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	Percentage of bridges in the municipality with loading or dimensional restrictions.
Quality	1. Description or images of the condition of bridges and how this would affect use of the bridges. 2. Description or images of the condition of culverts and how this would affect use of the culverts.	1. For bridges in the municipality, the average bridge condition index value. 2. For structural culverts in the municipality, the average bridge condition index value.

Deadline #2 – Enhanced AMP Covering Core Assets

By July 1, 2022

4. For each asset category, **the lifecycle activities that would need to be undertaken to maintain the current levels of service as described in paragraph 1 for each of the 10 years** following the year for which the current levels of service under paragraph 1 are determined and the costs of providing those activities based on an assessment of the following:

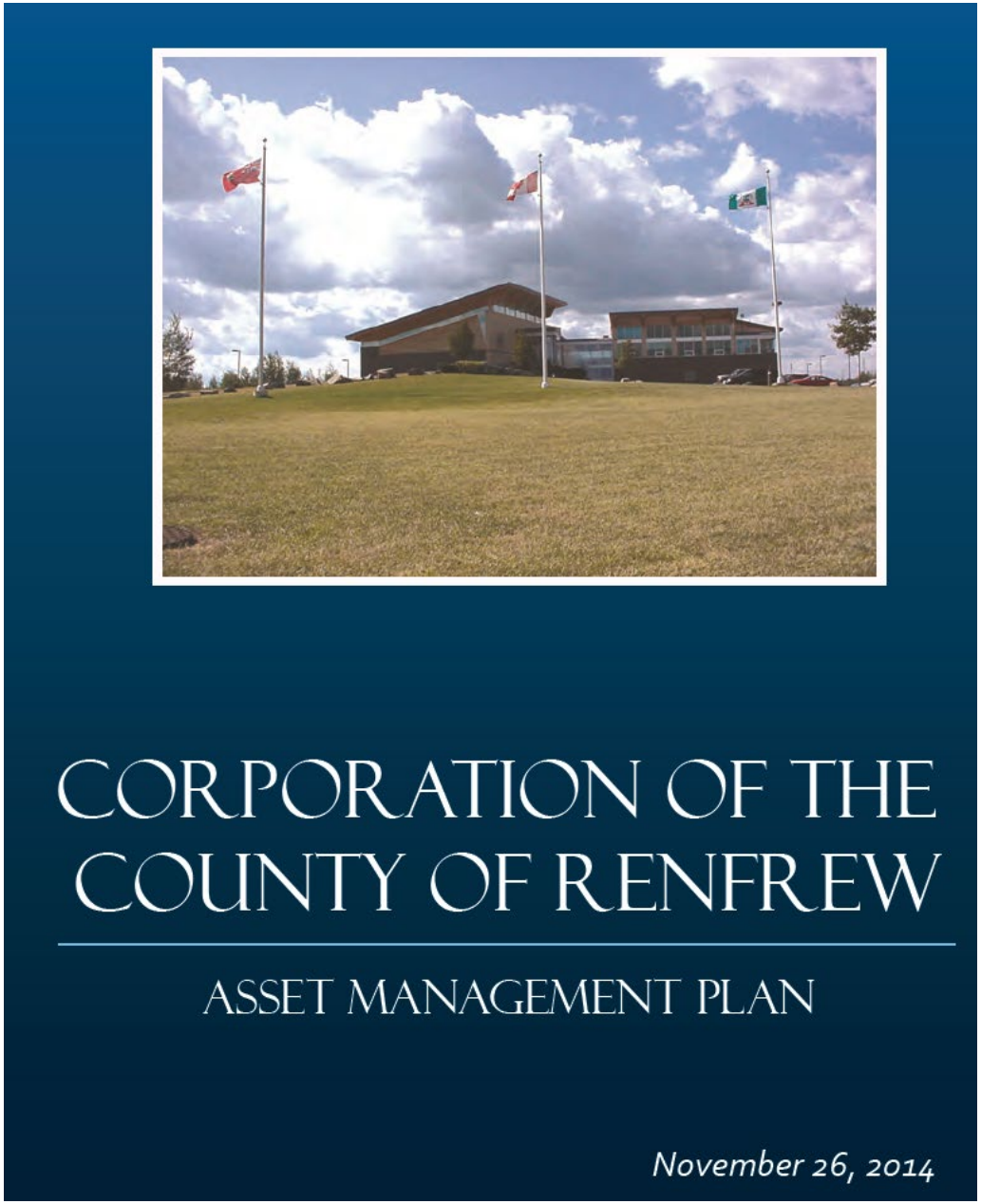
i. The full lifecycle of the assets.

ii. The options for which lifecycle activities could potentially be undertaken to maintain the current levels of service.

iii. The risks associated with the options referred to in subparagraph ii.

iv. The lifecycle activities referred to in subparagraph ii that can be undertaken for the lowest cost to maintain the current levels of service.

Our Plan was created in 2014, before OREG 588/17. Our original plan was focused on condition ratings because the qualitative descriptions and technical metrics for core assets were not determined until 2017.



Asset	Target PCI or BCI	Actual PCI or BCI in 2022	10 Year Capital Plan	Estimated PCI or BCI in 2032
Roads	70	67.6	$251,175,047	71.4
Bridge	68	70.3	$51,335,000	69.3
Culvert	68	68.1	$42,829,000	70.0
Total			$345,339,047	

These service levels were approved by Council Resolution after the adoption of our Asset Management Plan

1,626 lane km of roads
81 bridge structures
151 major culverts (> 3 m)

*10 year capital plan based on 2022 values and does not include inflation

Our 10 Year Capital Plans were developed to ensure we meet these service levels during the 10 year planning horizon.

2023 Budget

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
PUBLIC WORKS	363,387	9,721,655	(179,000)	9,900,655	9,129,022	771,633	8.5%	6.5%	8,419,448	15,617,614	14,360,558
Operations Committee	363,387	9,721,655	(179,000)	9,900,655	9,129,022	771,633	8.5%	6.5%	8,419,448	15,617,614	14,360,558
PROPERTY - Pembroke	0	88,576	0	88,576	107,733	(19,157)	-17.8%	-17.8%	228,220	297,636	208,120
PROPERTY - Renfrew County Place	0	(222,808)	(63,300)	(159,508)	(228,416)	68,908	-30.2%	-2.5%	(234,273)	(234,273)	(271,350)
PROPERTY - Base Stations (4)	0	(0)	0	(0)	0	(0)			0	0	0
PROPERTY - Arnprior Office	0	0	0	0	0	0			0	0	0
PROPERTY - Renfrew OPP	0	(0)	0	(0)	0	(0)			0	0	0
FORESTRY	44,880	31,897	(6,600)	38,497	31,132	7,365	23.7%	2.5%	28,130	27,444	80,589
TRAILS	0	321,635	0	321,635	314,210	7,425	2.4%	2.4%	290,656	280,704	279,085
GEOGRAPHIC INFORMATION SYSTEMS	(44,415)	254,295	(78,000)	332,295	248,544	83,751	33.7%	2.3%	245,641	235,332	235,877
ECONOMIC DEVELOPMENT	0	455,029	(23,250)	478,279	440,167	38,112	8.7%	3.4%	629,218	398,228	411,898
ENTERPRISE CENTRE	0	28,055	(20,268)	48,323	28,055	20,268	72.2%	0.0%	28,056	28,055	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	0	290,275	0	290,275	283,195	7,080	2.5%	2.5%	276,288	269,549	262,975
PLANNING DEPARTMENT	0	761,946	(111,580)	873,526	735,746	137,780	18.7%	3.6%	502,047	654,935	665,497
Development & Property Committee	465	2,008,899	(302,998)	2,311,897	1,960,366	351,531	17.9%	2.5%	1,993,983	1,957,610	1,900,746
BONNECHERE MANOR	0	1,512,178	(162,311)	1,674,489	1,475,296	199,193	13.5%	2.5%	1,490,227	1,453,880	1,418,419
MIRAMICHI LODGE	0	1,265,827	(64,467)	1,330,294	1,234,953	95,341	7.7%	2.5%	1,247,451	1,217,026	1,153,502
OTHER LONG TERM CARE	0	94,950	0	94,950	94,443	507	0.5%	0.5%	39,258	98,052	97,783
OTTAWA VALLEY HEALTH TEAM	0	0	0	0	0	0			0	0	0
HEALTH UNIT	0	1,767,955	(750,555)	2,518,510	1,733,289	785,221	45.3%	2.0%	1,733,289	1,598,003	1,452,730
PARAMEDIC SERVICE	562,402	8,883,667	(1,175,163)	10,058,830	8,663,139	1,395,691	16.1%	2.5%	11,052,589	7,998,059	8,038,322
Paramedic - Other	0	0	0	0	0	0			126,021	0	0
EMERGENCY MANAGEMENT	0	179,532	0	179,532	175,153	4,379	2.5%	2.5%	89,269	93,997	99,869
Health Committee	562,402	13,704,109	(2,152,497)	15,856,606	13,376,273	2,480,333	18.5%	2.5%	15,778,104	12,459,017	12,260,625
ONTARIO WORKS	0	1,347,203	(60,979)	1,408,182	1,338,041	70,141	5.2%	0.7%	1,004,047	1,041,306	1,034,715
CHILD CARE	0	448,793	0	448,793	526,437	(77,644)	-14.7%	-14.7%	513,596	461,869	468,131
COMMUNITY HOUSING	0	5,126,977	(145,588)	5,272,565	5,035,116	237,449	4.7%	1.8%	4,944,870	4,801,896	5,007,655
Community Services Committee	0	6,922,973	(206,567)	7,129,540	6,899,594	229,946	3.3%	0.3%	6,462,513	6,305,071	6,510,501
MEMBERS OF COUNCIL	12,000	543,329	(64,500)	607,829	529,954	77,875	14.7%	2.5%	429,232	417,279	499,919
GENERAL - ADMINISTRATION	150,000	933,509	(56,266)	989,775	943,406	46,369	4.9%	-1.0%	923,421	756,963	745,237
INFORMATION TECHNOLOGY	130,800	486,587	(40,000)	526,587	474,759	51,828	10.9%	2.5%	407,027	400,443	391,499
HUMAN RESOURCES DEPARTMENT	0	259,687	(30,000)	289,687	254,064	35,623	14.0%	2.2%	91,808	569,859	196,074
PUBLICITY/PUBLIC RELATIONS SERVICE	0	15,000	0	15,000	15,000	0	0.0%	0.0%	9,525	5,148	14,518
AGRICULTURE & REFORESTATION	0	20,000	0	20,000	20,000	0	0.0%	0.0%	14,854	14,165	14,580
PROVINCIAL OFFENCES ADMINISTRATION	5,200	(493,550)	(30,468)	(463,081)	(497,332)	34,251	-6.9%	-0.8%	(546,849)	(560,264)	(540,040)
MPAC	0	1,540,414	0	1,540,414	1,541,700	(1,286)	-0.1%	-0.1%	1,546,566	1,555,448	1,549,942
FINANCIAL EXPENSE	0	21,540,054	0	21,540,054	20,087,400	1,452,654	7.2%	7.2%	18,261,200	13,081,700	10,291,749
Finance & Administration Committee	298,000	24,845,031	(221,234)	25,066,265	23,368,951	1,697,314	7.3%	6.3%	21,136,784	16,240,741	13,163,478
Total Net Expenses	1,224,253	57,202,666	(3,062,296)	60,264,962	54,734,206	5,530,756	10.1%	4.5%	53,790,832	52,580,053	48,195,908
COUNTY LEVY (2.5% target + 2.16% CVA=4.66%)	1,224,253	52,893,896	(3,062,296)	55,956,192	50,540,380	5,415,812	10.7%	4.7%	48,945,594	47,253,904	45,655,946
OTHER REVENUE	0	4,308,770	0	4,308,770	4,193,826	114,944	2.7%	2.7%	4,354,617	7,416,807	5,655,411
Total Revenues	1,224,253	57,202,666	(3,062,296)	60,264,962	54,734,206	5,530,756	10.1%	4.5%	53,300,211	54,670,711	51,311,357
Municipal Surplus/ (Deficit)	(0)	(0)	0	(0)	0	(0)			(490,621)	2,090,658	3,115,449

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
PROPERTY - Pembroke	0	88,576	0	88,576	107,733	(19,157)	-17.8%	-17.8%	228,220	297,636	208,120
PROPERTY - Renfrew County Place	0	(222,808)	(63,300)	(159,508)	(228,416)	68,908	-30.2%	-2.5%	(234,273)	(234,273)	(271,350)
PROPERTY - Base Stations (4)	0	(0)	0	(0)	0	(0)			0	0	0
PROPERTY - Arnprior Office	0	0	0	0	0	0			0	0	0
PROPERTY - Renfrew OPP	0	(0)	0	(0)	0	(0)			0	0	0
FORESTRY	44,880	31,897	(6,600)	38,497	31,132	7,365	23.7%	2.5%	28,130	27,444	80,589
TRAILS	0	321,635	0	321,635	314,210	7,425	2.4%	2.4%	290,656	280,704	279,085
GEOGRAPHIC INFORMATION SYSTEMS	(44,415)	254,295	(78,000)	332,295	248,544	83,751	33.7%	2.3%	245,641	235,332	235,877
ECONOMIC DEVELOPMENT	0	455,029	(23,250)	478,279	440,167	38,112	8.7%	3.4%	629,218	398,228	411,898
ENTERPRISE CENTRE	0	28,055	(20,268)	48,323	28,055	20,268	72.2%	0.0%	28,056	28,055	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	0	290,275	0	290,275	283,195	7,080	2.5%	2.5%	276,288	269,549	262,975
PLANNING DEPARTMENT	0	761,946	(111,580)	873,526	735,746	137,780	18.7%	3.6%	502,047	654,935	665,497
Development & Property Committee	465	2,008,899	(302,998)	2,311,897	1,960,366	351,531	17.9%	2.5%	1,993,983	1,957,610	1,900,746

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
PROPERTY - Pembroke	0	88,576	0	88,576	107,733	(19,157)	-17.8%	-17.8%	228,220	297,636	208,120
Advertising		1,000		1,000	1,000	0	0.0%	0.0%	0	0	447
Capital - under threshold		0				0			0	29,177	5,658
COVID		0							1,745	14,032	
Computer Supplies		5,000		5,000	15,000	(10,000)	-66.7%	-66.7%	0		0
Depreciation		408,000		408,000	227,000	181,000	79.7%	79.7%	216,909	227,580	236,630
Elevator Maintenance		7,949		7,949	7,755	194	2.5%	2.5%	6,948	6,219	6,185
Employee Benefits		50,787		50,787	45,025	5,762	12.8%	12.8%	70,386	59,917	57,893
Garbage Disposal		6,355		6,355	6,200	155	2.5%	2.5%	7,047	6,188	5,443
Grounds keeping		5,765		5,765	5,765	0	0.0%	0.0%	3,280	3,291	3,143
Insurance		44,182		44,182	37,812	6,370	16.8%	16.8%	35,813	32,594	31,344
Janitorial Contract		89,100		89,100	110,000	(20,900)	-19.0%	-19.0%	100,642	103,185	103,820
Legal		2,000		2,000	2,000	0	0.0%	0.0%	0	1,877	3,283
Lights, Heat & Power		126,075		126,075	123,000	3,075	2.5%	2.5%	96,463	94,577	116,947
Mechanical		22,000		22,000	19,890	2,110	10.6%	10.6%	10,812	19,222	8,335
Memberships/Subscriptions		1,500		1,500	2,500	(1,000)	-40.0%	-40.0%	850	850	816
Miscellaneous Bldg.		2,800		2,800	22,800	(20,000)	-87.7%	-87.7%	6,149	5,469	8,522
Office Supplies		12,860		12,860	12,546	314	2.5%	2.5%	13,823	16,266	13,208
Professional Development		5,000		5,000	5,000	0	0.0%	0.0%	0	100	1,090
Recoveries - Internal Charges		(16,300)		(16,300)	(16,300)	0	0.0%	0.0%	(481,673)	(951,836)	(28,305)
Revenues - Provincial		(59,000)		(59,000)	(59,000)	0	0.0%	0.0%	(42,474)	(14,032)	
Recoveries - Other		(12,340)		(12,340)	(11,752)	(588)	5.0%	5.0%	(64,979)	(71,752)	(60,513)
Recruitment		750		750	750	0	0.0%	0.0%	2,615	577	1,843
Repairs & Maintenance		45,000		45,000	59,384	(14,384)	-24.2%	-24.2%	24,375	43,438	26,815
Revenue - Lease		(497,490)		(497,490)	(483,000)	(14,490)	3.0%	3.0%	0	(252,147)	(339,176)
Salaries		169,011		169,011	146,438	22,573	15.4%	15.4%	233,196	214,363	229,598
Security & Monitoring		6,273		6,273	6,120	153	2.5%	2.5%	2,448	3,714	3,219
Special Projects		40,000		40,000	125,000	(85,000)	-68.0%	-68.0%	3,388		0
Surplus Adjustment - Capital		312,000		312,000	344,000	(32,000)	-9.3%	-9.3%	2,409,031	2,521,020	180,251
Surplus Adjustment - Depreciation		(408,000)		(408,000)	(227,000)	(181,000)	79.7%	79.7%	(216,909)	(227,580)	(236,630)
Surplus Adjustment - Trf To Reserves		0				0			150,000	924,323	
Surplus Adjustment - Trf From Reserves		(293,000)		(293,000)	(430,000)	137,000	-31.9%	-31.9%	(2,368,302)	(2,521,020)	(180,251)
Telephone		3,000		3,000	1,500	1,500	100.0%	100.0%	2,887	3,188	2,823
Travel		4,800		4,800	4,800	0	0.0%	0.0%	1,044	1,639	4,169
Vehicle Expenses		3,500		3,500	3,500	0	0.0%	0.0%	2,706	3,197	1,513

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
PROPERTY - Renfrew County Place	0	(222,808)	(63,300)	(159,508)	(228,416)	68,908	-30.2%	-2.5%	(234,273)	(234,273)	(271,350)
Capital - Under Threshold		0		0	0	0				635	4,987
COVID		0		0	0	0			52,546	42,684	
Depreciation		210,000		210,000	195,000	15,000	7.7%	7.7%	195,476	181,113	167,067
Elevator Maintenance		7,122		7,122	6,948	174	2.5%	2.5%	4,887	6,663	4,826
Garbage Removal		4,001		4,001	3,903	98	2.5%	2.5%	5,648	2,366	3,668
Grounds keeping / Snow Removal		32,000		32,000	26,000	6,000	23.1%	23.1%	18,400	18,352	17,653
Insurance		19,495		19,495	16,260	3,235	19.9%	19.9%	15,941	15,423	15,118
Janitorial Contract		66,300		66,300	95,217	(28,917)	-30.4%	-30.4%	82,641	81,850	79,218
Lease Revenue- Outside		(336,954)	(63,300)	(273,654)	(351,850)	78,196	-22.2%	-4.2%	(345,685)	(336,386)	(296,269)
Legal		4,000		4,000	4,000	0	0.0%	0.0%	0		0
Lights, Heat & Power		97,375		97,375	95,000	2,375	2.5%	2.5%	89,930	84,365	82,029
Mechanical		17,478		17,478	16,646	832	5.0%	5.0%	24,132	13,292	19,495
Miscellaneous Bldg.		2,000		2,000	2,000	0	0.0%	0.0%	1,269	18,295	3,827
Municipal Taxes		17,800		17,800	16,500	1,300	7.9%	7.9%	17,066	16,672	16,333
Office Supplies / Admin Costs		3,137		3,137	3,060	76	2.5%	2.5%	3,277	6,463	9,078
Revenue Lease - Internal		(339,790)		(339,790)	(330,000)	(9,790)	3.0%	3.0%	(330,274)	(333,047)	(604,249)
Recoveries - OPP		0		0	(22,740)	22,740	-100.0%	-100.0%	0		
Recoverable - Provincial One time		0		0					(52,546)	(42,684)	
Recoverable - Outside		(17,800)		(17,800)	(16,500)	(1,300)	7.9%	7.9%	(17,383)	(33,489)	(20,416)
Repairs & Maintenance		40,356		40,356	39,372	984	2.5%	2.5%	37,652	15,874	17,478
Salaries / Benefits		88,027		88,027	95,344	(7,317)	-7.7%	-7.7%	25,111	74,244	71,636
Security & Monitoring		6,029		6,029	5,882	147	2.5%	2.5%	4,059	6,462	4,238
Surplus Adjustment - Capital		1,049,200		1,049,200	491,875	557,325	113.3%	113.3%	0	80,705	515,684
Surplus Adjustment - Depreciation		(210,000)		(210,000)	(195,000)	(15,000)	7.7%	7.7%	(195,476)	(181,113)	(167,067)
Surplus Adjustment - Trf From Reserves		(1,049,200)		(1,049,200)	(491,875)	(557,325)	113.3%	113.3%	0	(80,705)	(515,684)
Surplus Adjustment - Trf To Reserves		63,570		63,570	63,570	0	0.0%	0.0%	129,056	107,693	300,000
Vehicle Expenses		3,046		3,046	2,972	74	2.5%	2.5%	0		0
PROPERTY - Base Stations (4)	0	(0)	0	(0)	0	(0)			0	0	0
Depreciation		62,400		62,400	61,750	650	1.1%	1.1%	61,725	61,895	61,725
Capital - Under Threshold		0		0	0	0			0	19,843	0
Grounds keeping/Snow Removal		46,979		46,979	44,904	2,075	4.6%	4.6%	34,042	31,455	32,974
Internal Charges		2,904		2,904	0	2,904			2,904	2,904	2,904
Janitorial Contract		33,173		33,173	31,593	1,580	5.0%	5.0%	20,174	10,393	20,879
Lights, Heat & Power		37,208		37,208	36,300	908	2.5%	2.5%	26,551	24,611	25,752
Mechanical		5,000		5,000	10,727	(5,727)	-53.4%	-53.4%	1,819	3,794	3,725
Miscellaneous Bldg.		3,000		3,000	2,000	1,000	50.0%	50.0%	5,364	5,153	4,532
Revenue - Internal Lease		(339,394)		(339,394)	(338,587)	(807)	0.2%	0.2%	(328,727)	(323,558)	(318,540)
Recoveries - Outside		0		0	0	0			(362)	(92)	(258)
Repairs & Maintenance		45,051		45,051	43,952	1,099	2.5%	2.5%	30,374	35,689	21,690
Security & Monitoring		4,346		4,346	4,240	106	2.5%	2.5%	0	0	0
Surplus Adjustment - Depreciation		(62,400)		(62,400)	(61,750)	(650)	1.1%	1.1%	(61,725)	(61,895)	(61,725)
Surplus Adjustment- Capital		47,600		47,600	35,095	12,505	35.6%	35.6%	0		-
Surplus Adjustment - Trf From Reserves		(47,600)		(47,600)	(35,095)	(12,505)	35.6%	35.6%	0		-
Surplus Adjustment - Trf To Reserves		161,734		161,734	164,871	(3,137)	-1.9%	-1.9%	207,861	189,808	206,342

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
PROPERTY - Arnprior Office	0	0	0	0	0	0			0	0	0
Capital Under Threshold		0		0	0	0			0	9,290	0
Depreciation		38,400		38,400	38,500	(100)	-0.3%	-0.3%	38,446	38,551	37,946
COVID		0		0	0				0	1,215	
Grounds keeping / Snow Removal		4,124		4,124	4,023	101	2.5%	2.5%	5,195	3,474	3,473
Insurance		3,330		3,330	2,754	576	20.9%	20.9%	2,709	2,633	2,609
Janitorial Contract		30,000		30,000	27,000	3,000	11.1%	11.1%	29,741	29,909	29,417
Lights, Heat & Power		13,580		13,580	13,249	331	2.5%	2.5%	7,748	9,794	8,858
Mechanical		2,050		2,050	2,000	50	2.5%	2.5%	440	2,087	1,143
Miscellaneous Bldg.		500		500	500	0	0.0%	0.0%	170	170	609
Revenue - Internal Lease		(139,819)		(139,819)	(143,321)	3,502	-2.4%	-2.4%	(133,904)	(134,169)	(129,437)
Recoveries - Provincial One Time		0		0	0	0			0	(1,215)	
Recoveries - Outside		0		0	0	0			(20)	(22)	(67)
Repairs & Maintenance		1,323		1,323	5,500	(4,177)	-75.9%	-75.9%	1,852	1,707	1,224
Security & Monitoring		1,538		1,538	1,500	37	2.5%	2.5%	637	777	3,528
Surplus Adjustment- Capital		0			0	0			0		15,213
Surplus Adjustment- Depreciation		(38,400)		(38,400)	(38,500)	100	-0.3%	-0.3%	(38,446)	(38,551)	(37,946)
Surplus Adjustment - Trf From Building Reserve		0			0	0			0		(15,000)
Surplus Adjustment - Trf To Building Reserve		83,375		83,375	86,795	(3,420)	-3.9%	-3.9%	85,432	74,350	78,430
PROPERTY - Renfrew OPP	0	(0)	0	(0)	0	(0)			0	0	0
Garbage Removal		2,153		2,153	2,100	53	2.5%	2.5%	2,977	1,221	1,983
Grounds keeping / Snow Removal		36,000		36,000	33,520	2,480	7.4%	7.4%	17,750	20,489	20,210
Capital Under Threshold		0		0	0	0			0		1,883
Depreciation		116,400		116,400	115,500	900	0.8%	0.8%	115,758	116,075	115,758
Expenses Recovered From Others		0		0	0	0			560	2,961	
Heat, Light & Power		0		0	0	0			0		0
Insurance		15,043		15,043	12,480	2,563	20.5%	20.5%	12,235	11,890	11,783
Internal Chg. - County		16,300		16,300	11,752	4,548	38.7%	38.7%	20,406	18,054	18,776
LTD Interest Expense		95,571		95,571	103,647	(8,076)	-7.8%	-7.8%	109,471	117,901	126,083
Mechanical		0		0	0	0			4,427	7,607	550
Municipal Taxes		46,000		46,000	45,000	1,000	2.2%	2.2%	44,088	43,070	42,194
Office Expense		3,000		3,000	0	3,000			3,156	3,634	2,650
Recovery - Capital Lease		(465,134)		(465,134)	(461,158)	(3,976)	0.9%	0.9%	(462,814)	(461,158)	(461,158)
Recovery - Operating Lease		(172,986)		(172,986)	(169,203)	(3,783)	2.2%	2.2%	(159,828)	(140,262)	(155,270)
Repairs & Maintenance		32,298		32,298	31,510	788	2.5%	2.5%	12,818	19,644	25,779
Salary & Benefits		28,849		28,849	22,740	6,109	26.9%	26.9%	51,093	27,484	25,844
Security/Monitoring		0		0	0	0			7,303	3,366	3,618
Surplus Adjustment- Capital		41,000		41,000	10,000	31,000	310.0%	310.0%	0		0
Surplus Adjustment- Depreciation		(116,400)		(116,400)	(115,500)	(900)	0.8%	0.8%	(115,758)	(116,075)	(115,758)
Surplus Adjustment- Proceeds From Debt		0			0	0			0		0
Surplus Adjustment - LTD Principal Pmts		300,281		300,281	291,443	8,838	3.0%	3.0%	282,865	274,539	266,458
Surplus Adjustment - Trf From Reserves		(41,000)		(41,000)	(10,000)	(31,000)	310.0%	310.0%	0		0
Surplus Adjustment - Trf To Reserves		62,625		62,625	76,169	(13,544)	-17.8%	-17.8%	53,493	49,560	68,617

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
FORESTRY	44,880	31,897	(6,600)	38,497	31,132	7,365	23.7%	2.5%	28,130	27,444	80,589
Advertising		600		600	300	300	100.0%	100.0%	540	654	1,033
Conventions		1,800		1,800	1,800	0	0.0%	0.0%	195	110	605
COVID		0		0					0	21	
Depreciation		16,800		16,800	23,000	(6,200)	-27.0%	-27.0%	19,836	23,013	19,830
Legal		2,500		2,500	900	1,600	177.8%	177.8%	0	2,245	45
Memberships/Subscriptions		9,123		9,123	8,900	223	2.5%	2.5%	8,177	8,129	8,132
Miscellaneous		1,500		1,500	1,000	500	50.0%	50.0%	2,113	1,849	1,116
Office Supplies		3,000	(1,900)	4,900	4,900	0	0.0%	-38.8%	2,242	1,491	4,158
Professional Development	1,000	1,500		1,500	1,500	0	0.0%	0.0%	0	0	0
Recoveries - Other		(5,200)	(4,700)	(500)	(1,000)	500	-50.0%	420.0%	0	0	(521)
Recoveries - Provincial One Time		0		0					0	(21)	
Recoveries - Timber Sales		(180,000)		(180,000)	(180,000)	0	0.0%	0.0%	(224,896)	(203,740)	(97,085)
Salary Allocation	(47,880)	(52,197)		(52,197)	(50,134)	(2,063)	4.1%	4.1%	211,909	(48,000)	(47,000)
Salary/Benefit	95,760	229,271		229,271	217,566	11,705	5.4%	5.4%	(49,192)	207,061	198,034
Small Tools / Supplies		1,000		1,000	1,000	0	0.0%	0.0%	87	183	168
Special Project- Signs		2,500		2,500	2,500	0	0.0%	0.0%	0	340	45
Special Project - Well Remediation		3,600		3,600	3,600	0	0.0%	0.0%	0	3,180	4,803
Surplus Adjustment - Capital		0		0	0	0			0		36,093
Surplus Adjustment - Depreciation		(16,800)		(16,800)	(23,000)	6,200	-27.0%	-27.0%	(19,836)	(23,013)	(19,830)
Surplus Adjustment - Trf From Reserves		(24,100)		(24,100)	(8,100)	(16,000)	197.5%	197.5%	0	(6,299)	(42,721)
Surplus Adjustment - Trf To Reserves		0			0	0			53,286	45,053	0
Travel		5,000		5,000	5,000	0	0.0%	0.0%	3,553	4,424	5,487
Tree Marking	(4,000)	6,000		6,000	11,900	(5,900)	-49.6%	-49.6%	1,461	2,779	1,173
Tree Planting		18,000		18,000	2,000	16,000	800.0%	800.0%	9,769	0	651
Vehicle Expenses		8,000		8,000	7,500	500	6.7%	6.7%	8,886	7,985	6,373

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
TRAILS	0	321,635	0	321,635	314,210	7,425	2.4%	2.4%	290,656	280,704	279,085
Bad Debt Expense		0		0					969		
Salary/Benefit	(18,383)	18,383		18,383	16,998	1,385	8.1%	8.1%	17,199	10,479	16,654
Salary Allocation	47,880	52,197		52,197	50,134	2,063	4.1%	4.1%	49,192	48,000	47,000
Office Expenses		500		500	500	0	0.0%	0.0%	36		390
Recoveries - Other		(2,000)		(2,000)	0	(2,000)			0	(5,980)	0
Recoveries - Donations		0		0	0	0			(40,000)		0
Recoveries - Donations In Kind		(3,500,000)		(3,500,000)	(3,500,000)	0	0.0%	0.0%	0	(611,101)	0
Recruitment		0		0	0	0			0		0
Surplus Adjustment - Capital		3,534,000		3,534,000	3,534,000	0	0.0%	0.0%	14,233	659,617	14,759
Surplus Adjustment - Trf From Reserves		(34,000)		(34,000)	(34,000)	0	0.0%	0.0%	(738,958)	(48,516)	(14,759)
Surplus Adjustment - Trf To Reserves		0		0	0	0			40,000		
Surplus Adjustment - Trf From Reserves		(2,191,538)		(2,191,538)	(2,436,456)	244,918	-10.1%	-10.1%	0		
K&P Rail Line Development		22,000		22,000	28,878	(6,878)	-23.8%	-23.8%	27,002	27,534	21,807
K&P Rail Line Revenue		0		0	(6,500)	6,500	-100.0%	-100.0%	(11,366)		0
CN Rail Line Development		0		0	0	0			0		1,182
Algonquin Trail Development	(29,497)	4,177,792		4,177,792	2,946,355	1,231,437	41.8%	41.8%	1,387,357	239,000	294,298
Algonquin Trail Federal Recoveries		(1,470,000)		(1,470,000)		(1,470,000)			(405,000)		0
Algonquin Trail Prov Recoveries		(255,699)		(255,699)	(255,699)	0	0.0%	0.0%	(9,632)		(63,316)
Algonquin Trail Municipal Recoveries		0		0		0			0		0
Algonquin Trail Other Recoveries		(30,000)		(30,000)	(30,000)	0	0.0%	0.0%	(40,376)	(38,329)	(38,930)
GEOGRAPHIC INFORMATION SYSTEMS	(44,415)	254,295	(78,000)	332,295	248,544	83,751	33.7%	2.3%	245,641	235,332	235,877
Salaries	(39,396)	193,167		193,167	178,969	14,198	7.9%	7.9%	175,775	172,640	170,443
Benefits	(8,019)	53,128		53,128	46,575	6,553	14.1%	14.1%	46,398	42,888	40,443
Computer Supplies	5,000	16,000	(3,000)	19,000	32,000	(13,000)	-40.6%	-50.0%	24,652	17,815	19,662
Conventions		500		500	500	0	0.0%	0.0%	131	142	127
Depreciation		6,000		6,000					4,280		
Office Supplies		2,000		2,000	1,000	1,000	100.0%	100.0%	1,597	734	2,417
Professional Development		500		500	500	0	0.0%	0.0%	743	200	1,036
Special Project - Flood Study		150,000		150,000		150,000			0		0
Travel		500		500	500	0	0.0%	0.0%	20	293	769
Weed Inspection	(2,000)	2,000		2,000	2,000	0	0.0%	0.0%	1,099	1,226	2,798
Surplus Adjustment - Capital		0				0			28,420		0
Surplus Adjustment - Trf From Reserves		0				0			(28,420)		0
Surplus Adjustment - Depreciation		(6,000)		(6,000)		(6,000)			(4,280)		
Recoveries - Internal		(15,000)	(15,000)	0							
Recoveries - Municipal		(72,000)	(60,000)	(12,000)	(12,000)	0	0.0%	500.0%	(3,520)		0
Recoveries - Federal/provincial		(75,000)		(75,000)		(75,000)			0		0
Recoveries - Other		(1,500)		(1,500)	(1,500)	0	0.0%	0.0%	(1,254)	(606)	(1,818)

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
ECONOMIC DEVELOPMENT	0	455,029	(23,250)	478,279	440,167	38,112	8.7%	3.4%	629,218	398,228	411,898
Benefits		78,303		78,303	69,195	9,108	13.2%	13.2%	67,347	61,535	59,189
Computer Expense		4,000		4,000	3,000	1,000	33.3%	33.3%	2,242	8,039	239
Conventions		4,000		4,000	1,500	2,500	166.7%	166.7%	524	73	1,410
COVID		0		0					0	21,304	
Expenses Recoverable from Others		0		0						3,396	
Hospitality		0	(1,500)	1,500	1,000	500	50.0%	-100.0%	1,649	420	1,480
Marketing Program		65,500	(4,500)	70,000	70,000	0	0.0%	-6.4%	62,087	96,668	85,610
Memberships/Subscriptions		5,000		5,000	3,500	1,500	42.9%	42.9%	4,867	4,761	4,697
Office Expense		6,000		6,000	3,000	3,000	100.0%	100.0%	4,245	4,252	6,899
Professional Development/Staff Training		750		750	750	0	0.0%	0.0%	130	850	526
Recoveries - Federal		0		0	0	0			(12,150)	(49,923)	(17,408)
Recoveries-Other		(26,000)		(26,000)	(5,000)	(21,000)	420.0%	420.0%	(517)	(5,798)	(8,283)
Recoveries-Provincial		(76,219)	10,250	(86,469)	(25,000)	(61,469)	245.9%	204.9%	(7,700)	(21,304)	1,123
Recoveries-Provincial - Winter Games		(1,000,000)		(1,000,000)	(1,300,000)	300,000	-23.1%	-23.1%	(85,116)		
Recruitment		0		0	0	0			0		0
Salaries		248,965		248,965	258,752	(9,787)	-3.8%	-3.8%	254,432	251,146	245,212
Special Projects - RED		117,260		117,260	0	117,260			22,552		
Special Projects - RED		0	(20,500)	20,500	25,000	(4,500)	-18.0%	-100.0%	6,137		
Special Projects-Winter Games		1,000,000		1,000,000	1,300,000	(300,000)	-23.1%	-23.1%	85,116		
Special Projects		0	(5,000)	5,000	5,000	0	0.0%	-100.0%	22,470		448
Special Projects - Agriculture		22,470		22,470	22,470	0	0.0%	0.0%	0	22,470	22,470
Surplus Adjustment - Trf To Reserves		0							200,000		
Surplus Adjustment - Transfer From Reserves		0			0	0			0		
Travel		5,000	(2,000)	7,000	7,000	0	0.0%	-28.6%	903	339	8,286
ENTERPRISE CENTRE	0	28,055	(20,268)	48,323	28,055	20,268	72.2%	0.0%	28,056	28,055	28,055
Benefits		47,669		47,669	36,233	11,436	31.6%	31.6%	34,420	33,145	29,198
Marketing		6,000		6,000	5,000	1,000	20.0%	20.0%	2,633	3,110	446
COVID		0		0					0	252,398	
Office Expenses		2,869		2,869	2,971	(102)	-3.4%	-3.4%	1,914	12,879	2,555
Professional Development		700		700	700	0	0.0%	0.0%	0	326	0
County Charges - IT		6,393		6,393	6,201	192	3.1%	3.1%	6,262	6,143	6,022
Recoveries - Federal		0		0		0			0	(250)	0
Recoveries - Municipalities		(6,000)		(6,000)	(6,000)	0	0.0%	0.0%	(6,000)	(56,000)	(6,000)
Recoveries - Other		(10,000)		(10,000)	(5,000)	(5,000)	100.0%	100.0%	0	0	(1,831)
Recoveries - Provincial - Starter Company		(72,000)		(72,000)	(60,000)	(12,000)	20.0%	20.0%	(93,104)	(96,982)	(37,289)
Recoveries - Provincial - Summer Company		(13,200)		(13,200)	(24,000)	10,800	-45.0%	-45.0%	(12,887)	(18,525)	(25,192)
Recoveries - Provincial One Time		0		0	0	0			(32,000)	(202,398)	
Recoveries - Provincial		(171,165)	(20,268)	(150,897)	(166,075)	15,178	-9.1%	3.1%	(156,419)	(165,477)	(134,948)
Salaries		138,359		138,359	141,851	(3,492)	-2.5%	-2.5%	139,760	138,139	123,051
Special Projects - Starter Company		72,000		72,000	60,000	12,000	20.0%	20.0%	95,456	96,982	37,289
Special Projects		10,000		10,000	5,000	5,000	100.0%	100.0%	32,637	2,748	500
Special Projects - Summer Company		13,200		13,200	24,000	(10,800)	-45.0%	-45.0%	12,887	18,525	25,192
Telephone/Internet Access		2,230		2,230	3,500	(1,270)	-36.3%	-36.3%	2,191	2,789	3,315
Travel		1,000		1,000	3,674	(2,674)	-72.8%	-72.8%	306	503	5,747

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
OTTAWA VALLEY TOURIST ASSOCIATION	0	290,275	0	290,275	283,195	7,080	2.5%	2.5%	276,288	269,549	262,975
Salaries		181,904		181,904	175,166	6,738	3.8%	3.8%	133,430	129,795	132,391
Benefits		62,516		62,516	54,995	7,521	13.7%	13.7%	41,359	34,262	36,930
Transfer To / (From) OVTA		45,855		45,855	53,034	(7,179)	-13.5%	-13.5%	101,499	105,492	93,654
PLANNING DEPARTMENT	0	761,946	(111,580)	873,526	735,746	137,780	18.7%	3.6%	502,047	654,935	665,497
Computer Supplies / Maintenance		12,000		12,000	12,000	0	0.0%	0.0%	10,932	23,260	8,155
Conventions		5,000		5,000	3,000	2,000	66.7%	66.7%	3,042	2,973	4,085
County Official Plan		8,000		8,000	0	8,000			4,691	0	0
COVID		0		0	0	0			204	10,528	
Employee Benefits	2,000	221,283	(24,471)	245,754	194,026	51,728	26.7%	14.0%	176,154	166,555	164,672
Legal Fees		1,000		1,000	1,000	0	0.0%	0.0%	409	2,568	0
Memberships		5,700		5,700	4,700	1,000	21.3%	21.3%	2,155	2,871	2,816
Office Expense		16,913		16,913	16,500	413	2.5%	2.5%	17,286	17,929	18,615
Professional Development		6,000		6,000	3,000	3,000	100.0%	100.0%	2,761	1,844	4,174
Recruitment		2,040		2,040	2,000	40	2.0%	2.0%	6,924	0	0
Revenue - Municipal Projects		(40,000)		(40,000)	(40,000)	0	0.0%	0.0%	(5,800)	0	0
Revenue - Other		(12,000)	(10,000)	(2,000)	(2,000)	0	0.0%	500.0%	(225)	(200)	(2,953)
Revenue - Service Charges		(35,000)		(35,000)	(35,000)	0	0.0%	0.0%	(57,875)	(42,235)	(39,905)
Revenue - Severance Applications	(9,000)	(165,000)		(165,000)	(137,500)	(27,500)	20.0%	20.0%	(222,300)	(118,250)	(121,500)
Revenues - Subdivision Applications		(50,000)		(50,000)	(25,000)	(25,000)	100.0%	100.0%	(61,900)	(36,950)	(38,000)
Recoveries - Provincial one time		0		0	0	0			(204)	(10,528)	
Salaries	7,000	766,011	(77,109)	843,120	719,020	124,100	17.3%	6.5%	624,824	632,002	649,887
Special Projects		0			0	0			20,250	76	515
Surplus Adjustment - Trf From Reserves		0			0	0			(20,250)		0
Travel		20,000		20,000	20,000	0	0.0%	0.0%	969	2,492	14,936

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
PUBLIC WORKS	**363,387**	**9,721,655**	**(179,000)**	**9,900,655**	**9,129,022**	**771,633**	**8.5%**	**6.5%**	**8,419,448**	**15,617,614**	**14,360,558**
Operations Committee	**363,387**	**9,721,655**	**(179,000)**	**9,900,655**	**9,129,022**	**771,633**	**8.5%**	**6.5%**	**8,419,448**	**15,617,614**	**14,360,558**

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
PUBLIC WORKS	363,387	9,721,655	(179,000)	9,900,655	9,129,022	771,633	8.5%	6.5%	8,419,448	15,617,614	14,360,558
Administration	175,857	1,142,571	(64,000)	1,206,571	1,124,616	81,955	7.3%	1.6%	1,036,719	1,067,418	1,019,123
Infrastructure Management		695,266		695,266	546,055	149,211	27.3%	27.3%	605,555	526,884	401,582
Depreciation		9,800,000		9,800,000	9,700,000	100,000	1.0%	1.0%	9,688,279	9,507,822	9,277,309
Equipment		1,487,328	(10,000)	1,497,328	1,266,900	230,428	18.2%	17.4%	1,255,976	1,150,841	1,262,845
Housing		162,000	(75,000)	237,000	186,550	50,450	27.0%	-13.2%	138,840	144,230	143,448
Maintenance		6,512,490	(30,000)	6,542,490	6,079,901	462,589	7.6%	7.1%	5,472,444	5,324,663	5,699,487
Donations In Kind		0		0	0	0			(364,900)		0
Recoveries - Federal		0		0	0	0					0
Recoveries - Other		(75,000)		(75,000)	(75,000)	0	0.0%	0.0%	(148,363)	(90,864)	(101,249)
Recoveries - Provincial		(2,815,973)		(2,815,973)	(2,739,384)	(76,589)	2.8%	2.8%	(1,357,505)	(1,357,505)	(1,317,960)
Surplus Adjustment - Trf To Reserves		0		0	0	0				250,000	0
Surplus Adjustment - Capital	187,530	33,984,064		33,984,064	26,492,939	7,491,125	28.3%	28.3%	14,279,920	21,332,595	12,260,528
Surplus Adjustment - Temp Loan		(4,490,190)		(4,490,190)	0	(4,490,190)			(23,882)	(2,121,974)	(2,409,146)
Surplus Adjustment - Depreciation		(9,800,000)		(9,800,000)	(9,700,000)	(100,000)	1.0%	1.0%	(9,688,279)	(9,507,822)	(9,277,309)
Surplus Adjustment - Trf From Reserves		(26,880,901)		(26,880,901)	(23,753,555)	(3,127,346)	13.2%	13.2%	(12,475,356)	(10,608,674)	(2,598,100)

COUNTY OF RENFREW
2023 Budget
Public Works

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Variance %	Variance 2.5%	2021 Actual	2020 Actual	2019 Actual
INFRASTRUCTURE MANAGEMENT	**0**	**695,266**	**0**	**695,266**	**546,055**	**149,211**	**27.3%**	**27.3%**	**605,555**	**526,884**	**401,581**
Salaries		296,246		296,246	291,947	4,299	1.5%	1.5%	322,496	233,079	258,772
Benefits		82,020		82,020	74,653	7,367	9.9%	9.9%	80,005	53,159	62,685
COVID		0		0					2,946	63,548	
Capital Projects - Under Threshold		0		0	0	0			72,062	53,221	16,065
Legal - Right of Way		0		0		0				0	0
Misc		6,000		6,000	6,000	0	0.0%	0.0%	4,755	3,121	3,934
Recoveries		0		0		0			(11,973)	(1,829)	0
Infrastructure Management		283,000		283,000	142,400	140,600	98.7%	98.7%	110,103	114,199	45,924
Supplies		28,000		28,000	31,055	(3,055)	-9.8%	-9.8%	25,161	8,386	14,201
ADMINISTRATION	**175,857**	**1,142,571**	**(64,000)**	**1,206,571**	**1,124,616**	**81,955**	**7.3%**	**1.6%**	**1,094,996**	**1,067,420**	**1,019,123**
Salaries	115,110	531,479		531,479	494,074	37,405	7.6%	7.6%	477,499	533,255	441,851
Benefits	34,747	147,772		147,772	130,816	16,956	13.0%	13.0%	133,281	146,897	128,888
Advertising		10,000	(12,000)	22,000	22,000	0	0.0%	-54.5%	19,468	35,355	14,274
Answering Service		4,600		4,600	4,600	0	0.0%	0.0%	5,645	4,318	4,963
Cell Telephone/Pager		13,200		13,200	13,200	0	0.0%	0.0%	11,079	11,607	13,260
Communications (Radio System)		37,000	(35,000)	72,000	71,750	250	0.3%	-48.4%	68,339	88,161	63,378
Computer Supplies	20,000	60,000		60,000	58,200	1,800	3.1%	3.1%	68,550	73,684	53,200
Conferences & Conventions		7,500		7,500	7,200	300	4.2%	4.2%	304	2,939	8,849
Courier		770		770	770	0	0.0%	0.0%	576	1,159	455
COVID		0		0						3,232	
Health & Safety (Protection)	3,000	42,000		42,000	42,000	0	0.0%	0.0%	37,988	38,062	35,292
Insurance		159,500		159,500	141,156	18,344	13.0%	13.0%	128,324	105,420	102,876
Insurance Claims		35,000		35,000	35,000	0	0.0%	0.0%	63,924	19,302	46,598
Internet		5,100		5,100	5,100	0	0.0%	0.0%	2,941	3,046	6,605
Legal Fees		20,500		20,500	20,500	0	0.0%	0.0%	23,574	13,790	3,942
Membership Fees	1,000	9,000		9,000	9,000	0	0.0%	0.0%	7,501	8,012	6,648
Office Equipment Replacement		4,000	(7,000)	11,000	4,100	6,900	168.3%	-2.4%	193	1,667	3,495
Office Supplies/Publications/Awards		10,000		10,000	10,000	0	0.0%	0.0%	10,028	7,302	12,954
Photocopier Supplies/Maint		4,200		4,200	4,200	0	0.0%	0.0%	3,069	1,256	2,521
Postage		450		450	450	0	0.0%	0.0%	321	383	303
Recoveries		0				0				(490)	(60)
Recoveries - County		0				0					0
Recoveries - Provincial - one time		0							(20,094)	(72,013)	
Recruitment		0	(10,000)	10,000	10,000	0	0.0%		20,275	16,489	26,763
Surplus Adjustment - Capital Equipment		0		0	0	0					0
Surplus Adjustment - From Reserves		0		0	0	0					
Staff Training	2,000	20,000		20,000	20,000	0	0.0%	0.0%	17,736	9,855	21,216
Telephone		11,200		11,200	11,200	0	0.0%	0.0%	8,462	9,287	8,686
Travel		9,300		9,300	9,300	0	0.0%	0.0%	6,013	5,445	12,166

COUNTY OF RENFREW
2023 Budget
Public Works

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Variance %	Variance 2.5%	2021 Actual	2020 Actual	2019 Actual
MAINTENANCE	**0**	**6,512,490**	**(30,000)**	**6,542,490**	**6,079,901**	**462,589**	**7.6%**	**7.1%**	**5,472,444**	**5,324,662**	**5,699,486**
Salaries		2,288,842		2,288,842	1,961,627	327,215	16.7%	16.7%	1,896,580	1,849,803	1,862,591
Benefits		660,648		660,648	525,001	135,647	25.8%	25.8%	524,404	469,933	466,392
Bridges and Culverts		40,000		40,000	40,000	0	0.0%	0.0%	36,675	31,999	71,450
Roadside Maintenance		150,000	(30,000)	180,000	180,000	0	0.0%	-16.7%	133,259	110,233	89,326
Hard Top Maintenance		385,000		385,000	360,000	25,000	6.9%	6.9%	382,158	224,214	267,836
Winter Control		2,290,000		2,290,000	2,315,273	(25,273)	-1.1%	-1.1%	1,887,767	2,183,574	2,501,106
Safety Devices		798,000		798,000	798,000	0	0.0%	0.0%	726,695	519,718	524,840
Misc		0		0		0			96		0
Surplus Adjustment - Trf To Reserves		0		0		0					0
Recoveries		(100,000)		(100,000)	(100,000)	0	0.0%	0.0%	(115,190)	(64,812)	(84,055)
EQUIPMENT	**0**	**1,487,328**	**(10,000)**	**1,497,328**	**1,266,900**	**230,428**	**18.2%**	**17.4%**	**1,255,976**	**1,279,754**	**1,980,497**
Salaries		235,137		235,137	215,202	19,935	9.3%	9.3%	216,864	212,490	214,004
Benefits		78,300		78,300	67,244	11,056	16.4%	16.4%	66,484	60,505	57,366
Salary Allocations		(103,112)		(103,112)	(92,876)	(10,236)	11.0%	11.0%	(90,232)	(87,329)	(86,452)
COVID		0		0					58,278		
Small Equipment, Misc		55,600	(10,000)	65,600	65,600	0	0.0%	-15.2%	83,338	40,081	54,541
Vehicle Operating Costs - Fuel		635,000		635,000	435,000	200,000	46.0%	46.0%	478,382	368,174	435,520
Vehicle Operating Costs-Insurance		51,403		51,403	46,730	4,673	10.0%	10.0%	46,730	41,586	38,812
Vehicle Operating Costs-Repairs		500,000		500,000	500,000	0	0.0%	0.0%	433,568	485,964	517,322
Vehicle Operating Costs-Licence		65,000		65,000	60,000	5,000	8.3%	8.3%	55,277	60,293	58,956
Vehicle Operating Revenue		(15,000)		(15,000)	(20,000)	5,000	-25.0%	-25.0%	(14,000)	(17,600)	(12,845)
Recoveries - Provincial - one time		0							(58,278)		
Surplus Adjustment - Capital Equipment		2,753,073		2,753,073	1,895,000	858,073	45.3%	45.3%	383,761	1,018,613	717,652
Surplus Adjustment - Trf To Reserves		0				0					0
Surplus Adjustment - Trf From Reserves		(2,753,073)		(2,753,073)	(1,895,000)	(858,073)	45.3%	45.3%	(383,761)	(889,700)	0
Recoveries		(15,000)		(15,000)	(10,000)	(5,000)	50.0%	50.0%	(20,435)	(13,323)	(14,379)
HOUSING	**0**	**162,000**	**(75,000)**	**237,000**	**186,550**	**50,450**	**27.0%**	**-13.2%**	**138,840**	**243,447**	**400,869**
Operating Expenses		162,000	(75,000)	237,000	162,000	75,000	46.3%	0.0%	137,859	121,009	134,260
COVID		0		0					1,150	5,233	
Surplus Adjustment - Capital		317,000		317,000	317,000	0	0.0%	0.0%	250,138	284,740	257,421
Surplus Adjustment - Trf From Reserves		(317,000)		(317,000)	(317,000)	0	0.0%	0.0%	(250,138)	(185,525)	0
Major Repairs - Under Threshold		0		0	24,550	(24,550)	-100.0%			18,184	9,671
Recoveries		0		0		0			(169)	(194)	(483)

COUNTY OF RENFREW
2023 Budget
Public Works

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Variance %	Variance 2.5%	2021 Actual	2020 Actual	2019 Actual
OTHER	**187,530**	**30,913,991**	**0**	**30,913,991**	**24,280,939**	**6,633,052**	**27.3%**	**27.3%**	**13,587,743**	**20,279,243**	**11,285,456**
Depreciation		9,800,000		9,800,000	9,700,000	100,000	1.0%	1.0%	9,688,279	9,507,822	9,277,309
Surplus Adjustment - Depreciation		(9,800,000)		(9,800,000)	(9,700,000)	(100,000)	1.0%	1.0%	(9,688,279)	(9,507,822)	(9,277,309)
Surplus Adjustment - Capital Construction	187,530	30,913,991		30,913,991	24,280,939	6,633,052	27.3%	27.3%	13,587,743	20,029,243	11,285,456
Surplus Adjustment - TRF to Reserves		0		0		0				250,000	0
CONSTRUCTION - LABOUR CLEARING AC	**(0)**	**0**	**0**	**0**	**0**	**0**			**0**	**0**	**0**
Salaries	141,266	448,253		448,253	378,429	69,824	18.5%	18.5%	480,976	441,292	419,446
Benefits	46,264	116,938		116,938	71,844	45,094	62.8%	62.8%	67,917	79,635	76,283
Charge to Capital Construction above	(187,530)	(565,190)		(565,190)	(450,273)	(114,917)	25.5%	25.5%	(548,893)	(520,927)	(495,729)
TOTAL EXPENDITURES	**363,387**	**40,913,646**	**(179,000)**	**41,092,646**	**33,484,961**	**7,607,685**	**22.7%**	**22.7%**	**22,155,554**	**28,721,410**	**20,787,012**
ROADS REVENUES											
Municipal Contribution - Operating	363,387	9,721,655	(179,000)	9,900,655	9,129,022	771,633	8.5%	6.5%	8,419,448	8,442,167	8,416,088
Municipal Contribution - Capital		0			0	0				7,175,450	5,944,470
Provincial Grants & Subsidies		2,815,973		2,815,973	2,739,384	76,589	2.8%	2.8%	1,357,505	1,357,505	1,317,960
Surplus Adjustment - TRF from Reserves		20,896,167		20,896,167	16,063,139	4,833,028	30.1%	30.1%	9,048,240	3,473,628	471,848
Surplus Adjustment - TRF from Gas Tax Reserves		2,914,661		2,914,661	5,478,416	(2,563,755)	-46.8%	-46.8%	2,793,217	6,059,822	2,126,252
Surplus Adjustment - Temp Loan		4,490,190		4,490,190		4,490,190			23,882	2,121,974	2,409,146
Federal Grants & Subsidies		0		0	0	0					0
Donations in Kind		0		0	0	0			364,900		0
Misc		75,000		75,000	75,000	0	0.0%	0.0%	148,362	90,864	101,248
TOTAL REVENUES	**363,387**	**40,913,646**	**(179,000)**	**41,092,646**	**33,484,961**	**7,607,685**	**22.7%**	**22.7%**	**22,155,554**	**28,721,410**	**20,787,012**
Municipal Surplus / (Deficit)	**0**	**0**	**0**	**0**	**0**	**0**	**0.0%**	**0.0%**	**0**	**(0)**	**0**

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
BONNECHERE MANOR	0	1,512,178	(162,311)	1,674,489	1,475,296	199,193	13.5%	2.5%	1,490,227	1,453,880	1,418,419
MIRAMICHI LODGE	0	1,265,827	(64,467)	1,330,294	1,234,953	95,341	7.7%	2.5%	1,247,451	1,217,026	1,153,502
OTHER LONG TERM CARE	0	94,950	0	94,950	94,443	507	0.5%	0.5%	39,258	98,052	97,783
OTTAWA VALLEY HEALTH TEAM	0	0	0	0	0	0			0	0	0
HEALTH UNIT	0	1,767,955	(750,555)	2,518,510	1,733,289	785,221	45.3%	2.0%	1,733,289	1,598,003	1,452,730
PARAMEDIC SERVICE	562,402	8,883,667	(1,175,163)	10,058,830	8,663,139	1,395,691	16.1%	2.5%	11,052,589	7,998,059	8,038,322
Paramedic - Other	0	0	0	0	0	0			126,021	0	0
EMERGENCY MANAGEMENT	0	179,532	0	179,532	175,153	4,379	2.5%	2.5%	89,269	93,997	99,869
Health Committee	562,402	13,704,109	(2,152,497)	15,856,606	13,376,273	2,480,333	18.5%	2.5%	15,778,104	12,459,017	12,260,625

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
BONNECHERE MANOR	0	1,512,178	(162,311)	1,674,489	1,475,296	199,193	13.5%	2.5%	1,490,227	1,453,880	1,418,419
Total Municipal Cost		2,256,983	(242,255)	2,499,238	2,201,935	297,303	13.5%	2.5%	2,148,229	2,095,833	2,044,715
Recoveries - City of Pembroke		(744,805)	79,944	(824,749)	(726,639)	(98,110)	13.5%	2.5%	(658,002)	(641,953)	(626,296)
MIRAMICHI LODGE	0	1,265,827	(64,467)	1,330,294	1,234,953	95,341	7.7%	2.5%	1,247,451	1,217,026	1,153,502
Total Municipal Cost		1,889,293	(96,220)	1,985,513	1,843,213	142,300	7.7%	2.5%	1,798,257	1,754,398	1,662,826
Recoveries - City of Pembroke		(623,467)	31,753	(655,219)	(608,260)	(46,959)	7.7%	2.5%	(550,806)	(537,372)	(509,324)
OTHER LONG TERM CARE	0	94,950	0	94,950	94,443	507	0.5%	0.5%	39,258	98,052	97,783
North Renfrew Long Term Care		140,959		140,959	140,959	0	0.0%	0.0%	56,593	141,346	140,959
Recoveries - City of Pembroke		(46,009)		(46,009)	(46,516)	507	-1.1%	-1.1%	(17,335)	(43,294)	(43,176)
HEALTH SERVICES	0	1,767,955	(750,555)	2,518,510	1,733,289	785,221	45.3%	2.0%	1,733,289	1,598,003	1,452,730
Renfrew County & District Health Unit		1,767,955	(750,555)	2,518,510	1,733,289	785,221	45.3%	2.0%	1,733,289	1,598,003	1,452,730
OTTAWA VALLEY HEALTH TEAM	0	0	0	0	0	0			0	0	0
Salaries and Benefits		357,172		357,172	0	357,172			0		
Purchases		617,828		617,828	0	617,828			2,518		
Recoveries - Provincial		(975,000)		(975,000)	0	(975,000)			(2,518)		

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
PARAMEDIC SERVICE	562,402	8,883,667	(1,175,163)	10,058,830	8,663,139	1,395,691	16.1%	2.5%	11,052,589	7,998,059	8,038,322
Admin - Admin Charge		192,891		192,891	196,650	(3,759)	-1.9%	-1.9%	198,403	117,260	105,720
Admin - Medications		125,000		125,000	67,958	57,042	83.9%	83.9%	129,266	147,723	76,533
Admin - Communication & Computing		275,000		275,000	250,606	24,394	9.7%	9.7%	276,040	252,629	199,492
Admin - Conferences & Conventions		5,500		5,500	4,500	1,000	22.2%	22.2%	153	227	1,472
Admin - Employee Benefits		569,529		569,529	514,523	55,006	10.7%	10.7%	423,490	312,658	218,427
Admin - HR Charge		258,308		258,308	243,664	14,644	6.0%	6.0%	207,283	157,501	153,785
Admin - IT Charge		50,459		50,459	48,686	1,773	3.6%	3.6%	49,299	48,360	47,435
Admin - Internal Lease		113,300		113,300	110,000	3,300	3.0%	3.0%	65,223	21,000	0
Admin - Legal		20,000		20,000	40,000	(20,000)	-50.0%	-50.0%	101,480	13,227	26,032
Admin - Office Expenses		50,000		50,000	40,775	9,225	22.6%	22.6%	83,195	62,335	44,316
Admin - Professional Development		36,000	(9,000)	45,000	45,000	0	0.0%	-20.0%	40,414	31,553	41,862
Admin - Purchased Service		140,000		140,000	137,190	2,810	2.0%	2.0%	147,548	110,004	34,094
Admin - Salaries		2,069,671		2,069,671	1,844,746	224,925	12.2%	12.2%	1,712,275	1,435,611	940,999
Admin - Special Projects		0		0	0	0			13,295	31,093	30,200
Admin - Travel		50,000		50,000	40,000	10,000	25.0%	25.0%	11,771	26,982	44,535
Admin - Spec Proj - PTSD Prevention & Fatigue Risk		50,000		50,000	0	50,000			541,341	463,580	870
Capital - Under Threshold		0			0	0			0	0	0
Depreciation		1,200,000		1,200,000	1,121,000	79,000	7.0%	7.0%	1,106,381	1,142,669	972,482
Paramedic - Base Station Costs-Internal		431,045		431,045	416,450	14,595	3.5%	3.5%	405,063	397,671	390,494
Paramedic - Base Station Costs-External		78,000		78,000	78,471	(471)	-0.6%	-0.6%	77,686	50,421	41,907
Paramedic - Base Station Costs - Expenses		64,000		64,000	74,000	(10,000)	-13.5%	-13.5%	59,913	51,229	65,114
Paramedic - Benefits	186,179	3,952,045	(164,036)	4,116,081	2,941,792	1,174,289	39.9%	34.3%	5,253,307	3,672,452	3,258,808
Paramedic - Insurance		194,213		194,213	170,529	23,684	13.9%	13.9%	159,099	135,360	121,985
Paramedic - Insurance Claims Costs		10,000		10,000	10,000	0	0.0%	0.0%	10,052	4,514	24,217
Paramedic - Leased Equipment		12,000		12,000	11,869	131	1.1%	1.1%	11,869	11,869	126,858
Paramedic - Uniform/Laundry		150,000		150,000	145,000	5,000	3.4%	3.4%	176,948	163,999	136,540
Paramedic - Salaries	422,727	9,624,744	(370,285)	9,995,029	9,858,725	136,304	1.4%	-2.4%	10,148,115	12,078,878	10,285,073
Paramedic - LHIN		0			0	0			0	0	0
Paramedic - COVID		0			0	0			432,864	911,050	
Paramedic - Small Equipment & Supplies		390,000		390,000	386,540	3,460	0.9%	0.9%	510,580	347,339	327,635
Paramedic - Vehicle Operation & Maintenance	38,500	700,000		700,000	504,186	195,814	38.8%	38.8%	608,882	557,129	493,238
Paramedic - PW Salary Allocations		103,112		103,112	92,876	10,236	11.0%	11.0%	91,098	88,689	86,985
Federal Revenue - DND / Indigenous		0		0	0	0			(40,831)	(203,905)	(247,997)
Federal Revenue - PTSI Prevention & Fatigue		(50,000)		(50,000)	0	(50,000)			(541,341)	(474,080)	(1,570)
Provincial Revenue - LHIN		0		0	0	0			0	0	0
Provincial Subsidy - Operating		(9,647,743)		(9,647,743)	(9,312,565)	(335,178)	3.6%	3.6%	(9,050,983)	(8,636,818)	(8,531,221)
Provincial Subsidy - One Time		0		0	0	0			(610,775)	(3,340,347)	0
Recovery - County		(29,219)		(29,219)	(28,646)	(573)	2.0%	2.0%	(28,153)	(27,738)	(27,193)
Recovery - Cross Border		20,000		20,000	20,000	0	0.0%	0.0%	18,742	0	0
Recovery - Donations		(3,000)		(3,000)	(2,000)	(1,000)	50.0%	50.0%	(16,034)	(18,700)	(7,453)
Recovery - Interest		(40,000)		(40,000)	(40,000)	0	0.0%	0.0%	(32,816)	(39,317)	(73,480)
Recovery - Other Agency		0		0	0	0			0	(1,564,922)	(45,619)
Recovery - Insurance Proceeds		0		0	0	0			0	(7,750)	0
Revenue - Other		(125,000)		(125,000)	(125,000)	0	0.0%	0.0%	(109,944)	(123,408)	(217,773)
Surplus Adjustment - Trf To Reserves		1,200,000		1,200,000	1,121,000	79,000	7.0%	7.0%	1,106,381	1,881,553	972,482
Surplus Adjustment - Capital	300,000	2,445,000		2,445,000	1,915,000	530,000	27.7%	27.7%	1,044,691	570,383	1,013,155
Surplus Adjustment - Depreciation		(1,200,000)		(1,200,000)	(1,121,000)	(79,000)	7.0%	7.0%	(1,106,381)	(1,142,669)	(972,482)
Surplus Adjustment - Trf From Reserves-wsib		(621,547)	(621,547)	0	0	0					
Surplus Adjustment - Trf From Reserves	(300,000)	(2,445,000)		(2,445,000)	(1,915,000)	(530,000)	27.7%	27.7%	(1,044,691)	(570,383)	(965,000)
Municipal Contribution - City of Pembroke-wsib		(81,796)	(81,796)	0	0	0					
Municipal Contribution - City of Pembroke	(85,004)	(1,452,845)	71,501	(1,524,346)	(1,244,386)	(279,960)	22.5%	16.8%	(1,587,609)	(1,148,852)	(1,154,635)

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
Paramedic - Other	0	0	0	0	0	0			126,021	0	0
Paramedic - Comm Paramedic LTC - Sal/Ben		1,515,276		1,515,276	1,600,000	(84,724)	-5.3%	-5.3%	2,232,170		
Paramedic - Comm Paramedic LTC - monitoring		120,000		120,000		120,000					
Paramedic - Comm Paramedic LTC - vehicle costs		400,000		400,000	400,000	0	0.0%	0.0%			
Paramedic - Comm Paramedic LTC - Expenses		329,724		329,724		329,724			462,230		
Surplus Adjustment - Capital		0				0			(25,919)		
Surplus Adjustment - Depreciation		0				0			308,668		
Provincial Revenue - Comm Paramedic - LTC		(2,000,000)		(2,000,000)	(2,000,000)	0	0.0%	0.0%	(2,851,127)		
Paramedic - Vaccine Sal/Ben		370,000		370,000	370,000	0	0.0%	0.0%	564,831		
Paramedic - Vaccine Expenses		20,000		20,000	20,000	0	0.0%	0.0%	16,681		
Paramedic - Vaccine Prov Revenue		(390,000)		(390,000)	(390,000)	0	0.0%	0.0%	(581,513)		
Paramedic - VTAC - Sal/Ben		1,062,082		1,062,082	621,552	440,530	70.9%	70.9%	1,371,692		
Paramedic - VTAC - Expenses		137,918		137,918	578,448	(440,530)	-76.2%	-76.2%	88,173		
Provincial Revenue - VTAC		(1,200,000)		(1,200,000)	(1,200,000)	0	0.0%	0.0%	(268,791)		
Recovery - VTAC Other Agency		0							(1,191,074)		
Paramedic - VTAC Admin - Sal/Ben		745,000		745,000	745,000	0	0.0%	0.0%	236,848		
Paramedic - VTAC Admin - Expenses		20,000		20,000					16,157		
Provincial Revenue - VTAC Admin		(765,000)		(765,000)	(745,000)	(20,000)	2.7%	2.7%	(253,005)		
Paramedic - Community Paramedic-Sal/Ben		0			365,000	(365,000)	-100.0%	-100.0%	381,708	285,178	300,222
Provincial Revenue - Comm Paramedic/HISH		(365,000)		(365,000)	(365,000)	0	0.0%	0.0%	(381,708)	(285,178)	(300,222)
EMERGENCY MANAGEMENT	0	179,532	0	179,532	175,153	4,379	2.5%	2.5%	89,269	93,997	99,869
911		60,000		60,000	60,000	0	0.0%	0.0%	49,654	49,654	51,725
Admin Charge (Paramedic Service)		29,219		29,219	28,646	573	2.0%	2.0%	28,153	27,739	27,193
Internal Charge - GIS Flood Mapping		15,000	15,000	0	0	0		0.0%	0	0	0
Emergency Management		33,000		33,000	33,000	0	0.0%	0.0%	17,917	21,857	73,604
Fire Services Charges		100,000		100,000	100,000	0	0.0%	0.0%	107,438	100,332	107,611
Purchased Service		47,313	(15,000)	62,313	58,507	3,806	6.5%	-19.1%	0	0	0
Recoveries - Other		(105,000)		(105,000)	(105,000)	0	0.0%	0.0%	(113,893)	(105,585)	(160,264)

COUNTY OF RENFREW
2023 Budget
Bonnechere Manor

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
CLIENT PROGRAMS & SERVICES		**1,013,827**	**(19,492)**	**1,033,319**	**1,121,944**	**(88,625)**	**-7.9%**	**-9.6%**	**801,322**	**895,447**	**804,183**
Salaries		800,334		800,334	865,872	(65,538)	-7.6%	-7.6%	585,505	711,227	623,412
Employee Benefits		170,742		170,742	166,638	4,104	2.5%	2.5%	153,184	139,528	121,514
Salary Allocations		34,191		34,191	63,520	(29,329)	-46.2%	-46.2%	25,873	34,447	38,190
Computers - Operation/Maint		7,440		7,440	5,302	2,138	40.3%	40.3%	1,234	883	4,518
Depreciation		2,400		2,400	1,623	777	47.9%	47.9%	1,793	776	774
Equipment - Replacements		0	(4,000)	4,000	4,000	0	0.0%	-100.0%	1,138	703	1,073
Equipment Operation/Maint.		670		670	670	0	0.0%	0.0%	113	390	137
Hobby Crafts		0	(500)	500	500	0	0.0%	-100.0%	26	355	613
New Horizons		0		0		0					0
New Horizons - Federal Subsidy		0		0		0					0
Office Supplies		0		0		0			181	(355)	0
Other - Cable TV		0		0		0					2,358
Purchased Services		5,400		5,400	5,400	0	0.0%	0.0%	23,074	4,685	5,006
Recoveries - Other		(9,950)		(9,950)	(9,950)	0	0.0%	0.0%	(3,738)	(4,790)	(9,187)
Recreation & Entertainment		5,000	(3,912)	8,912	8,912	0	0.0%	-43.9%	6,041	6,841	7,542
Special Events		0	(11,080)	11,080	11,080	0	0.0%	-100.0%	8,487	1,533	9,007
Staff Education		0		0	0	0			204	0	0
Surplus Adjustment - Depreciation		(2,400)		(2,400)	(1,623)	(777)	47.9%	47.9%	(1,793)	(776)	(774)

COUNTY OF RENFREW
2023 Budget
Bonnechere Manor

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
NURSING SERVICES		**11,991,180**	**0**	**11,991,180**	**10,123,703**	**1,867,477**	**18.4%**	**18.4%**	**9,377,160**	**8,992,391**	**8,096,407**
Salaries - Direct Care		9,007,952		9,007,952	7,700,279	1,307,673	17.0%	17.0%	6,438,926	6,781,917	6,154,828
Employee Benefits - Direct Care		1,876,223		1,876,223	1,361,793	514,430	37.8%	37.8%	1,767,094	1,278,880	1,143,895
Salaries - Nursing Administration		520,441		520,441	511,021	9,420	1.8%	1.8%	508,429	468,834	436,292
Employee Benefits - Nursing Administration		137,923		137,923	133,779	4,144	3.1%	3.1%	152,530	117,852	111,162
Salary Allocation		0			0	0				0	0
Computers - Operation/Maint		33,704		33,704	29,295	4,409	15.1%	15.1%	19,907	22,159	26,636
COVID		0		0	0	0			158,278	146,581	
Depreciation		41,400		41,400	39,500	1,900	4.8%	4.8%	40,569	44,763	41,931
Equipment Operation/Maint.		6,388		6,388	4,388	2,000	45.6%	45.6%	2,538	1,091	1,611
Equipment Replacement		7,700		7,700	11,600	(3,900)	-33.6%	-33.6%	1,632	2,220	13,240
Furniture Replacements		0			0	0				0	0
High Intensity Needs - Claims Based		80,000		80,000	40,000	40,000	100.0%	100.0%	54,972	54,327	38,803
High Intensity Needs -Non Claims Based		43,362		43,362	42,822	540	1.3%	1.3%	22,743	39,491	29,650
High Intensity Needs - Prov Subsidy 95%		(76,000)		(76,000)	(38,000)	(38,000)	100.0%	100.0%	(52,224)	(51,611)	(36,863)
Incontinent Products (@$1.20)		112,500		112,500	90,000	22,500	25.0%	25.0%	104,704	100,151	100,569
IPAC Minor Capital		0		0		0			24,667		
IPAC Expenses		0		0		0			115,314		
Clinical Decision Support		0		0		0			4,551		
Fall Prevention		18,000		18,000	18,000	0	0.0%	0.0%	11,923	8,823	10,137
Fall Prevention - Subsidy		(18,000)		(18,000)	(18,000)	0	0.0%	0.0%	(11,923)	(8,823)	(10,137)
Lab Fees		8,000		8,000	8,000	0	0.0%	0.0%	8,120	6,825	7,445
Lab Fees - Prov Subsidy		(8,000)		(8,000)	(8,000)	0	0.0%	0.0%	(8,120)	(6,825)	(7,445)
Medical Director (@$0.30)		19,710		19,710	19,710	0	0.0%	0.0%	19,710	19,764	19,710
Medical Nursing Supplies		92,143		92,143	96,493	(4,350)	-4.5%	-4.5%	66,751	80,909	85,470
Memberships		0		0	0	0			0	0	0
Misc		1,600		1,600	1,600	0	0.0%	0.0%	148	1,339	2,947
Phys On Call - Expenses		19,044		19,044	17,100	1,944	11.4%	11.4%	18,638	18,000	18,000
Phys On Call - Prov Subsidy		(19,044)		(19,044)	(17,100)	(1,944)	11.4%	11.4%	(18,638)	(18,000)	(17,859)
Purchased Services		2,400		2,400	4,000	(1,600)	-40.0%	-40.0%	2,008	0	0
Purchased Services - Nurse Practitioner		0		0	24,494	(24,494)	-100.0%	-100.0%	18,781	0	15,526
RAI / MDS Expenses		95,922		95,922	90,429	5,493	6.1%	6.1%	94,321	95,280	92,549
RAI/MDS - Prov Subsidy		0		0	0	0			(93,948)	(94,205)	(86,864)
Nurse Practitioner (Salary & overhead)		152,056		152,056							
Recovery - PROV - Nurse Practioner		(122,844)		(122,844)	0	(122,844)					
Recoveries		0		0	0	0			(54,672)	(72,588)	(52,895)
Surplus Adjustment - Depreciation		(41,400)		(41,400)	(39,500)	(1,900)	4.8%	4.8%	(40,569)	(44,763)	(41,931)

COUNTY OF RENFREW
2023 Budget
Bonnechere Manor

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
FOOD SERVICES	**0**	**2,368,451**	**(8,900)**	**2,377,351**	**2,141,458**	**235,893**	**11.0%**	**10.6%**	**2,361,596**	**2,186,103**	**1,997,258**
Salaries	(2,000)	1,309,909		1,309,909	1,255,742	54,167	4.3%	4.3%	1,250,231	1,291,225	1,167,289
Employee Benefits	2,000	327,919		327,919	274,862	53,057	19.3%	19.3%	383,879	265,578	238,685
Salary Allocations		(34,191)		(34,191)	(63,520)	29,329	-46.2%	-46.2%	(61,776)	(65,963)	(68,107)
Depreciation		15,360		15,360	14,000	1,360	9.7%	9.7%	15,181	12,889	12,210
COVID		0		0	0	0			75,285	15,546	
Dietary Supplies		74,967		74,967	66,250	8,717	13.2%	13.2%	45,932	59,720	55,725
Equipment - Operation/Maint.		6,880		6,880	6,880	0	0.0%	0.0%	6,841	6,500	4,895
Computers - Operation/Maint		3,000		3,000	2,160	840	38.9%	38.9%	1,968	1,954	1,954
Equipment - Replacements		0	(4,000)	4,000	4,500	(500)	-11.1%	-100.0%	4,357	0	1,463
Other Expenses		1,350	(400)	1,750	1,750	0	0.0%	-22.9%	1,116	2,255	1,188
Professional Development		0		0	0	0				809	0
Purchased Services		600		600	600	0	0.0%	0.0%	520	453	778
Surplus Adjustment - Depreciation		(15,360)		(15,360)	(14,000)	(1,360)	9.7%	9.7%	(15,181)	(12,889)	(12,210)
Raw Food Costs		750,250		750,250	648,703	101,547	15.7%	15.7%	691,602	634,849	641,938
Raw Food Recoveries		(27,550)		(27,550)	(21,925)	(5,625)	25.7%	25.7%	(3,848)	(5,752)	(21,071)
Recoveries - Charge to ML - Supervisor		(19,909)		(19,909)	(20,174)	265	-1.3%	-1.3%	(38,254)	(21,444)	(13,028)
Recoveries		(27,407)		(27,407)	(21,503)	(5,904)	27.5%	27.5%		(10,061)	(18,631)
Replacement - Dishes / Cutlery		5,133	(4,500)	9,633	9,633	0	0.0%	-46.7%	5,711	4,654	4,756
Vending - Net		(2,500)		(2,500)	(2,500)	0	0.0%	0.0%	(1,968)	5,780	(576)
HOUSEKEEPING SERVICES		**977,754**	**(9,000)**	**986,754**	**955,771**	**30,983**	**3.2%**	**2.3%**	**1,039,836**	**1,021,685**	**879,574**
Salaries		745,563		745,563	730,944	14,619	2.0%	2.0%	746,753	798,120	669,120
Employee Benefits		163,260		163,260	147,379	15,881	10.8%	10.8%	223,938	157,039	144,350
Salary Allocations		(9,339)		(9,339)	(9,012)	(327)	3.6%	3.6%		0	0
Depreciation		2,220		2,220	2,223	(3)	-0.1%	-0.1%	2,217	2,223	2,217
COVID		0		0	0	0			1,322	4,216	
Equipment - Operation/Maint.		2,500		2,500	2,500	0	0.0%	0.0%	1,032	4,851	2,056
Equipment - Replacements		2,100		2,100	2,100	0	0.0%	0.0%	2,339	470	2,171
Housekeeping Supplies		73,670	(9,000)	82,670	81,860	810	1.0%	-10.0%	67,551	66,585	72,734
Surplus Adjustment - Depreciation		(2,220)		(2,220)	(2,223)	3	-0.1%	-0.1%	(2,217)	(2,223)	(2,217)
Recoveries		0			0	0			(3,099)	(9,596)	(10,857)

COUNTY OF RENFREW
2023 Budget
Bonnechere Manor

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
LAUNDRY AND LINEN SERVICES		**440,198**	**(8,000)**	**448,198**	**428,314**	**19,884**	**4.6%**	**2.8%**	**435,161**	**435,148**	**447,681**
Salaries		309,300		309,300	303,235	6,065	2.0%	2.0%	290,778	319,557	331,453
Employee Benefits		85,280		85,280	73,712	11,568	15.7%	15.7%	95,844	73,059	76,244
Salary Allocations		(3,623)		(3,623)	(3,486)	(137)	3.9%	3.9%		0	0
Bedding Etc Replacements		12,860	(8,000)	20,860	19,114	1,746	9.1%	-32.7%	15,292	15,257	18,745
Depreciation		7,428		7,428	7,300	128	1.8%	1.8%	7,429	7,450	7,429
COVID		0		0	0	0			0	1,734	
Equipment Operation/Maint.		13,800		13,800	13,800	0	0.0%	0.0%	12,721	5,465	7,893
Equipment Replacements		0		0	0	0			0	65	0
Laundry Supplies		22,581		22,581	21,939	642	2.9%	2.9%	23,940	23,585	23,373
Recoveries		0		0	0	0			(3,414)	(3,574)	(10,027)
Surplus Adjustment - Depreciation		(7,428)		(7,428)	(7,300)	(128)	1.8%	1.8%	(7,429)	(7,450)	(7,429)
BUILDINGS AND PROPERTY MAINTENANCE		**1,152,545**	**(55,400)**	**1,207,945**	**1,179,139**	**28,805**	**2.4%**	**-2.3%**	**1,164,613**	**1,217,526**	**1,069,728**
Salaries		347,206		347,206	338,021	9,185	2.7%	2.7%	322,927	327,820	295,481
Employee Benefits		91,297		91,297	87,892	3,405	3.9%	3.9%	106,050	82,538	73,579
Salary Allocations		(3,808)		(3,808)	(3,745)			1.7%		0	0
Depreciation		576,300		576,300	550,000	26,300	4.8%	4.8%	552,934	512,764	530,384
COVID		0		0	0	0			8,825	46,950	
Equipment - Operation/Maint.		0		0	0	0			0	(500)	600
Computers - Operation/Maint		2,900		2,900	2,900	0	0.0%	0.0%	1,796	0	1,629
Equipment - Replacements		32,600		32,600	37,600	(5,000)	-13.3%	-13.3%	19,764	63,122	32,329
IPAC Minor Capital		0		0		0			17,479		
Furniture - Replacements		20,064	(20,000)	40,064	40,064	0	0.0%	-49.9%	2,936	3,575	53,359
Hydro		189,625		189,625	185,000	4,625	2.5%	2.5%	193,716	209,076	184,355
Natural Gas		107,625		107,625	105,000	2,625	2.5%	2.5%	82,384	93,755	90,132
Insurance		76,625		76,625	62,652	13,972	22.3%	22.3%	61,424	54,774	54,278
Office Expenses		0		0	0	0				0	0
Purchased Services		186,450	(6,600)	193,050	191,933	1,117	0.6%	-2.9%	225,351	215,435	172,241
Special Project - Phone / Cable System		32,000		32,000	32,000	0	0.0%	0.0%	29,286	27,269	31,838
Recoveries - Residents (cable/phone)		(103,800)	(28,800)	(75,000)	(64,710)	(10,290)	15.9%	60.4%	(75,584)	(63,066)	(62,903)
Recoveries		(23,838)		(23,838)	(27,600)	3,762	-13.6%	-13.6%	(24,855)	(27,544)	(42,812)
Repairs & Maint -Bldgs & Grounds		67,760		67,760	65,460	2,300	3.5%	3.5%	58,452	56,367	65,255
Travel		0		0		0			291		
Surplus Adjustment - Depreciation		(576,300)		(576,300)	(550,000)	(26,300)	4.8%	4.8%	(552,934)	(512,764)	(530,384)
Water / Wastewater		129,839		129,839	126,672	3,167	2.5%	2.5%	134,371	127,955	120,367

COUNTY OF RENFREW
2023 Budget
Bonnechere Manor

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
GENERAL AND ADMINISTRATIVE		**1,146,480**	**(70,191)**	**1,216,671**	**1,319,642**	**(102,971)**	**-7.8%**	**-13.1%**	**1,472,508**	**1,118,252**	**1,087,142**
Salaries		468,565	(24,391)	492,956	502,077	(9,121)	-1.8%	-6.7%	736,976	566,548	499,266
Employee Benefits		143,473	(2,300)	145,773	147,625	(1,852)	-1.3%	-2.8%	227,947	152,147	135,533
Salary Allocation		(29,195)		(29,195)	(27,912)	(1,283)	4.6%	4.6%	(27,544)	(26,067)	(25,154)
Accreditation Fees		6,000		6,000	5,971	29	0.5%	0.5%	5,704	5,537	5,804
Admin Charges		123,305		123,305	128,528	(5,223)	-4.1%	-4.1%	123,300	117,969	110,148
Advertising/Awards Dinner		5,000	(25,000)	30,000	30,000	0	0.0%	-83.3%	33,629	18,852	20,512
Audit		10,350		10,350	9,346	1,004	10.7%	10.7%	9,163	9,595	8,637
Computer / Internet		75,504		75,504	68,005	7,499	11.0%	11.0%	59,220	56,275	85,268
Conventions		0	(3,000)	3,000	3,000	0	0.0%	-100.0%	1,450	1,867	2,463
COVID		0		0	0	0			35,578	15,447	
Depreciation		15,600		15,600	14,000	1,600	11.4%	11.4%	13,780	16,353	17,672
Equipment - Operation/Maint.		11,886		11,886	8,549	3,337	39.0%	39.0%	10,073	13,765	10,102
Equipment - Replacements		0	(400)	400	400	0	0.0%	-100.0%	246	0	0
Gain / Loss from Disposal of Assets		0		0	0	0				0	13,360
Health & Safety Program		0	(1,100)	1,100	1,100	0	0.0%	-100.0%	702	717	1,312
HR Charges		107,451		107,451	101,767	5,684	5.6%	5.6%	110,503	109,942	107,349
Insurance		69,190		69,190	62,000	7,190	11.6%	11.6%	56,364	50,461	47,846
IT Charges		70,131		70,131	68,440	1,691	2.5%	2.5%	68,845	67,550	66,257
Legal & Labour Contract Costs		20,000		20,000	46,496	(26,496)	-57.0%	-57.0%	46,376	7,364	17,811
Memberships		17,885		17,885	17,885	0	0.0%	0.0%	14,961	14,256	13,368
Postage / Courier		5,374		5,374	5,374	0	0.0%	0.0%	5,108	4,734	4,574
Office Supplies		18,800		18,800	18,800	0	0.0%	0.0%	16,944	17,930	18,562
Purchased Services		42,716		42,716	40,857	1,859	4.6%	4.6%	566	1,823	1,208
Recoveries - Other		(82,641)		(82,641)	(31,898)	(50,743)	159.1%	159.1%	(112,949)	(137,037)	(115,209)
Staff Training		24,036	(10,000)	34,036	67,931	(33,895)	-49.9%	-64.6%	12,638	3,889	7,750
Surplus Adjustment - Depreciation		(15,600)		(15,600)	(14,000)	(1,600)	11.4%	11.4%	(13,780)	(16,353)	(17,672)
Telephone		16,650		16,650	15,300	1,350	8.8%	8.8%	14,163	14,414	13,990
Travel		2,000	(4,000)	6,000	10,000	(4,000)	-40.0%	-80.0%	7,410	13,766	18,642
Uniform Allowance		20,000		20,000	20,000	0	0.0%	0.0%	15,135	16,508	17,743
BONNECHERE MANOR TOTALS		**19,090,435**	**(170,983)**	**19,261,418**	**17,269,971**	**1,991,447**	**11.5%**	**10.5%**	**16,652,196**	**15,866,552**	**14,381,973**

COUNTY OF RENFREW
2023 Budget
Bonnechere Manor

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
NON-SUBSIDIZABLE EXPENSE		**49,024**	**0**	**49,024**	**49,024**	**0**	**0.0%**	**0.0%**	**49,024**	**169,062**	**172,791**
Loan Repayment - to General Fund		0							0	0	123,767
Surplus Adjustment - To Reserves		49,024		49,024	49,024	0	0.0%	0.0%	49,024	169,062	49,024
CAPITAL		**626,500**	**0**	**626,500**	**386,800**	**239,700**	**62.0%**	**62.0%**	**670,264**	**454,357**	**446,278**
Surplus Adjustment - Capital		626,500		626,500	386,800	239,700	62.0%	**62.0%**	670,264	454,357	446,278
TOTAL EXPENDITURE		**19,765,959**	**(170,983)**	**19,936,942**	**17,705,795**	**2,231,147**	**12.6%**	**11.6%**	**17,371,484**	**16,489,971**	**15,001,042**

COUNTY OF RENFREW
2023 Budget
Bonnechere Manor

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
MUNICIPAL SUBSIDY		**2,256,983**	**(242,255)**	**2,499,238**	**2,201,935**	**297,303**	**13.5%**	**2.5%**	**2,148,229**	**2,095,833**	**2,044,715**
City of Pembroke - 33%		744,805	(79,944)	824,749	726,639	98,110	13.5%	2.5%	658,002	641,953	626,296
County of Renfrew - 67%		1,512,179	(162,311)	1,674,490	1,475,296	199,194	13.5%	2.5%	1,490,227	1,453,880	1,418,419
RESIDENTS REVENUE		**4,056,813**	**0**	**4,056,813**	**4,036,813**	**20,000**	**0.5%**	**0.5%**	**4,072,713**	**4,058,049**	**4,072,419**
Basic Accommodation		3,570,000		3,570,000	3,550,000	20,000	0.6%	0.6%	3,551,317	3,546,232	3,565,456
Bad Debts Expense		0		0	0	0			(3,232)	1	(5)
Preferred Accommodation		486,813		486,813	486,813	0	0.0%	0.0%	448,364	509,200	494,243
Preferred Accommodation HIN Claims		0		0		0			54,972		
Preferred Accommodation - Prov COVID Reimburse		0		0		0			21,292		
Respite Care		0		0	0	0			0	2,616	12,725
Estate Recoveries - Provincial		0		0		0			0	0	0
Estate Recoveries - Municipal		0		0		0			0	0	0
OTHER REVENUE		**201,000**	**0**	**201,000**	**188,767**	**12,233**	**6.5%**	**6.5%**	**175,353**	**152,246**	**166,838**
Donations		0				0			7,595	0	0
Donations In Kind		0				0			0	0	0
Interest Income		75,000		75,000	45,000	30,000	66.7%	66.7%	49,944	38,544	61,372
Solar Panel FIT Revenue		126,000		126,000	143,767	(17,767)	-12.4%	-12.4%	117,814	113,702	105,466
Transfer from Other Funds		0		0		0				0	0
Other		0		0		0				0	0
PROVINCIAL SUBSIDY		**12,553,391**	**0**	**12,553,391**	**10,891,480**	**1,661,911**	**15.3%**	**15.3%**	**10,731,399**	**10,834,209**	**8,921,638**
Operating Subsidy		9,427,491		9,427,491	9,293,031	134,460	1.4%	1.4%	9,417,447	9,101,409	8,921,638
Prov - One Time		0		0	0	0			1,367,750	1,732,800	
Federal ICIP		0		0		0			13,356		
Recovery - RPN Funding- MOH		0		0	0	0			0	0	0
Recovery - Basic Rev Advance		0		0		0			(67,154)		
Recovery - IPAC personnel		45,724		45,724		45,724					
Allied Health Professional Supplement		284,920		284,920	244,226	40,694	16.7%	16.7%	0	0	
Professional Growth Fund		24,036		24,036	57,931	(33,895)	-58.5%	-58.5%	0	0	
PSW Premium		611,614		611,614	0	611,614					
Nursing Staff Supplement		2,159,606		2,159,606	1,296,292	863,314	66.6%	66.6%	0	0	
SURPLUS ADJUSTMENT		**697,772**	**71,272**	**626,500**	**386,800**	**239,700**	**62.0%**	**80.4%**	**386,607**	**454,357**	**446,278**
Surplus Adjustment - From Reserves		697,772	71,272	626,500	386,800	239,700	62.0%	80.4%	386,607	454,357	446,278
GRAND TOTAL REVENUES		**19,765,959**	**(170,983)**	**19,936,942**	**17,705,795**	**2,231,148**	**12.6%**	**11.6%**	**17,514,301**	**17,594,694**	**15,651,888**
Municipal Surplus / (Deficit)		**(0)**	**(0)**	**0**	**(0)**	**0**	**-100.0%**	**-49.4%**	**142,817**	**1,104,723**	**650,846**

COUNTY OF RENFREW
2023 Budget
Miramichi Lodge

CLIENT PROGRAMS & SERVICES	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
		874,247	(7,749)	881,996	981,208	(99,212)	-10.1%	-10.9%	801,355	831,338	743,846
Salaries		600,083		600,083	688,822	(88,739)	-12.9%	-12.9%	543,767	602,109	482,552
Employee Benefits		140,723		140,723	142,380	(1,657)	-1.2%	-1.2%	120,516	110,253	86,397
Salary Allocations		62,443		62,443	76,145	(13,702)	-18.0%	-18.0%	75,320	70,764	69,892
Computers Operation/Maint.		1,645		1,645	1,645	0	0.0%	0.0%	366	7,212	2,591
COVID		-		0	0	0			4,100	1,271	
Depreciation		3,792		3,792	3,792	0	0.0%	0.0%	3,782	3,792	2,139
Equipment - Replacements		3,075		3,075	3,075	0	0.0%	0.0%	621	1,477	2,297
Equipment Operation/Maint.		2,460		2,460	2,460	0	0.0%	0.0%	1,359	324	3,236
Hobby Crafts		5,125		5,125	5,125	0	0.0%	0.0%	4,335	3,541	3,418
Purchased Service - Physio		53,693		53,693	48,807	4,886	10.0%	10.0%	39,517	32,103	34,275
Purchased Service		-		0	0	0				0	43,936
Recoveries		-		0	0	0				(6,065)	0
Recreation & Entertainment		5,000	(5,507)	10,507	10,507	0	0.0%	-52.4%	9,762	7,875	11,815
Special Events		-	(2,242)	2,242	2,242	0	0.0%	-100.0%	1,692	474	3,437
Surplus Adjustment - Depreciation		(3,792)		(3,792)	(3,792)	0	0.0%	0.0%	(3,782)	(3,792)	(2,139)

COUNTY OF RENFREW
2023 Budget
Miramichi Lodge

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
NURSING SERVICES		**11,299,762**	**0**	**11,299,762**	**9,576,853**	**1,722,909**	**18.0%**	**18.0%**	**9,085,356**	**8,993,597**	**7,897,808**
Salaries - Direct Care		8,627,507		8,627,507	7,373,328	1,254,179	17.0%	17.0%	6,735,781	6,916,904	6,219,929
Employee Benefits - Direct Care		1,491,014		1,491,014	1,210,007	281,007	23.2%	23.2%	1,329,798	1,161,173	1,033,532
Salary Allocations		0		0	(17,765)	17,765	-100.0%	-100.0%	(17,765)	(14,368)	(14,368)
Salaries - Administration		450,186		450,186	446,627	3,559	0.8%	0.8%	410,027	426,180	386,419
Employee Benefits - Administration		134,543		134,543	128,678	5,865	4.6%	4.6%	122,725	114,457	104,029
Computers-Operation/Maint.		22,264		22,264	28,476	(6,212)	-21.8%	-21.8%	25,491	26,593	23,454
COVID		0		0	0	0			125,969	196,268	
Depreciation		41,000		41,000	41,000	0	0.0%	0.0%	40,395	40,804	34,098
Equipment - Replacements		7,000		7,000		7,000				0	0
Equipment-Operation/Maint.		3,940		3,940	3,940	0	0.0%	0.0%	5,562	3,076	5,116
High Intensity Needs Claims Based		30,000		30,000	30,000	0	0.0%	0.0%	27,040	56,235	31,649
High Intensity Needs -Non Claims Based (0.64)		39,383		39,383	39,384	(1)	0.0%	0.0%	29,598	22,030	16,795
High Intensity Needs - Prov Subsidy (95%)		(28,500)		(28,500)	(28,500)	0	0.0%	0.0%	(25,688)	(53,423)	(30,066)
Incontinent Products (@$1.20)		100,985		100,985	100,985	0	0.0%	0.0%	101,695	93,096	93,974
IPAC		0		0		0			92,028		
Misc		1,500		1,500		1,500					
Fall Prevention Equip		16,600		16,600	16,600	0	0.0%	0.0%	20,106	16,517	13,241
Fall Prevention Prov Subsidy		(16,600)		(16,600)	(16,600)	0	0.0%	0.0%	(20,106)	(16,517)	(13,241)
Lab Fees		6,500		6,500	10,000	(3,500)	-35.0%	-35.0%	6,215	5,835	6,675
Lab Fees - Prov Subsidy		(6,500)		(6,500)	(10,000)	3,500	-35.0%	-35.0%	(6,215)	(5,835)	(6,675)
Medical Director (@$0.30)		18,177		18,177	18,177	0	0.0%	0.0%	17,825	17,334	18,177
Medical Nursing Supplies		103,654		103,654	103,654	0	0.0%	0.0%	119,445	99,341	91,860
Medication Safety Technology		0		0		0			14,253		
Nurse Practitioner (Salary & overhead)		184,639		184,639	171,841	12,798	7.4%	7.4%	155,388	72,321	153,896
Nurse Practitioner - Prov Subsidy		(122,844)		(122,844)	(122,853)	9	0.0%	0.0%	(117,827)	(72,321)	(122,844)
Allied Health-IPAC RN		117,657		117,657	0	117,657					
IPAC personnel		0									
Recoveries - BM		0		0	(24,494)	24,494	-100.0%	-100.0%	(18,781)	0	(15,526)
Phys On Call - Expense (@$100 per bed)		16,600		16,600	16,515	85	0.5%	0.5%	17,188	17,689	16,199
Phys On Call - Prov Subsidy		(16,600)		(16,600)	(16,515)	(85)	0.5%	0.5%	(17,188)	(16,199)	(16,199)
RAI-MDS - Expenses		117,657		117,657	114,368	3,289	2.9%	2.9%	87,617	87,616	83,579
RAI-MDS - Prov Subsidy		0		0	0	0			(86,640)	(86,878)	(82,594)
Recovery		0		0	0	0			(27,358)	(73,527)	(99,203)
Subscriptions and Memberships		1,000		1,000	1,000	0	0.0%	0.0%	(20,827)	0	0
Surplus Adjustment - Depreciation		(41,000)		(41,000)	(41,000)	0	0.0%	0.0%	(40,395)	(40,804)	(34,098)

COUNTY OF RENFREW
2023 Budget
Miramichi Lodge

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
FOOD SERVICES		**2,153,684**	**0**	**2,153,684**	**2,048,060**	**105,624**	**5.2%**	**5.2%**	**2,067,046**	**2,071,989**	**1,915,519**
Salaries		1,218,791		1,218,791	1,189,938	28,853	2.4%	2.4%	1,177,353	1,216,601	1,141,923
Employee Benefits		260,000		260,000	272,347	(12,347)	-4.5%	-4.5%	247,106	231,044	223,913
Salary Allocations		(62,443)		(62,443)	(58,379)	(4,064)	7.0%	7.0%	(57,555)	(44,895)	(44,023)
Dietary Supplies		22,545		22,545	19,951	2,594	13.0%	13.0%	20,357	18,101	17,658
Computer - Operation/Maintenance		0		0	500	(500)	-100.0%	-100.0%	634	(145)	1,895
COVID		0		0	0	0			21,729	417	
Depreciation		13,000		13,000	13,000	0	0.0%	0.0%	13,254	12,065	20,250
Equipment - Operation/Replacement		10,960		10,960	10,822	138	1.3%	1.3%	10,182	9,257	6,432
Food Wrap & Disposable Items		11,432		11,432	8,794	2,638	30.0%	30.0%	7,583	7,773	7,459
Meals on Wheels		0		0	0	0			-	2,765	3,081
Memberships & Subscriptions		0		0	0	0			-	0	0
Purchased Service - Supervisor from BM		19,909		19,909	20,174	(265)	-1.3%	-1.3%	27,159	21,445	13,029
Raw Food Costs		667,990		667,990	583,029	84,961	14.6%	14.6%	613,816	622,604	603,772
Raw Food Recoveries		(1,500)		(1,500)	(5,000)	3,500	-70.0%	-70.0%	(2,948)	(6,360)	(22,290)
Replacement - Dishes/Cutlery		10,000		10,000	9,884	116	1.2%	1.2%	9,165	9,713	11,445
Recoveries		0		0		0			(3,578)	(7,434)	(29,471)
Surplus Adjustment - Depreciation		(13,000)		(13,000)	(13,000)	0	0.0%	0.0%	(13,254)	(12,065)	(20,250)
Café M		0		0		0			-	(4,596)	(15,441)
Vending Machine Operation (Net)		(4,000)		(4,000)	(4,000)	0	0.0%	0.0%	(3,957)	(4,301)	(3,863)
HOUSEKEEPING SERVICES		**897,064**	**0**	**897,064**	**901,219**	**(4,155)**	**-0.5%**	**-0.5%**	**949,725**	**988,049**	**866,040**
		0									
Salaries		709,842		709,842	695,924	13,918	2.0%	2.0%	733,391	787,999	674,987
Employee Benefits		124,222		124,222	147,295	(23,073)	-15.7%	-15.7%	157,419	149,936	134,739
Depreciation		3,000		3,000	3,000	0	0.0%	0.0%	3,070	2,489	2,689
COVID		0		0	0	0			7,586	8,179	
Equipment - Operation/Maint.		1,750		1,750	1,750	0	0.0%	0.0%	1,332	1,990	2,122
Equipment - Replacements		5,000		5,000	5,000	0	0.0%	0.0%	4,198	4,792	1,553
Housekeeping Supplies		55,000		55,000	50,000	5,000	10.0%	10.0%	45,985	35,916	53,928
Other		1,250		1,250	1,250	0	0.0%	0.0%	983	0	0
Recoveries		0		0		0			(1,169)	(763)	(1,289)
Surplus Adjustment - Depreciation		(3,000)		(3,000)	(3,000)	0	0.0%	0.0%	(3,070)	(2,489)	(2,689)

COUNTY OF RENFREW
2023 Budget
Miramichi Lodge

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
LAUNDRY AND LINEN SERVICES		**289,102**	**(8,780)**	**297,882**	**299,707**	**(1,825)**	**-0.6%**	**-3.5%**	**297,731**	**318,553**	**274,794**
		0									
Salaries		208,962		208,962	204,866	4,096	2.0%	2.0%	206,063	239,170	203,125
Employee Benefits		36,360		36,360	45,071	(8,711)	-19.3%	-19.3%	48,105	49,004	40,385
Depreciation		1,500		1,500	1,500	0	0.0%	0.0%	1,461	109	4,561
COVID		0		0	0	0			10,427	1,149	
Equipment - Operation/Maint.		2,500		2,500	2,500	0	0.0%	0.0%	1,228	535	1,463
Equipment - Replacements		2,500		2,500	2,500	0	0.0%	0.0%	322		
Laundry Supplies		23,690		23,690	23,000	690	3.0%	3.0%	19,770	16,513	20,144
Recoveries		0		0	0	0			(3,050)	(2,225)	(1,958)
Replacement - Bedding		15,090	(8,780)	23,870	21,770	2,100	9.6%	-30.7%	14,866	14,407	11,635
Surplus Adjustment - Depreciation		(1,500)		(1,500)	(1,500)	0	0.0%	0.0%	(1,461)	(109)	(4,561)
BUILDINGS AND PROPERTY OPERATION & MAINTENANCE		**1,184,736**	**(25,000)**	**1,209,736**	**1,069,330**	**140,406**	**13.1%**	**10.8%**	**1,087,964**	**999,143**	**1,007,941**
		0									
Salaries		266,836		266,836	249,506	17,330	6.9%	6.9%	247,649	258,837	241,335
Employee Benefits		74,032		74,032	72,105	1,927	2.7%	2.7%	71,854	66,185	55,115
Depreciation		795,000		795,000	795,000	0	0.0%	0.0%	742,116	729,724	713,740
COVID		0		0	0	0			63,701	16,517	
Computers - Operation/Maint.		6,562		6,562	900	5,662	629.1%	629.1%	1,235	685	2,219
Equipment - Replacements		60,000		60,000	60,000	0	0.0%	0.0%	49,095	46,766	70,320
Furniture - Replacements		40,380		40,380	40,380	0	0.0%	0.0%	17,878	5,690	27,190
Insurance		83,273		83,273	69,096	14,177	20.5%	20.5%	67,741	65,830	65,233
Hydro		200,000		200,000	185,000	15,000	8.1%	8.1%	204,282	193,842	189,288
Natural Gas		75,000		75,000	70,000	5,000	7.1%	7.1%	61,846	69,984	68,298
Purchased Services		283,000		283,000	215,790	67,210	31.1%	31.1%	233,004	216,160	195,331
Resident - Cable/Phone		23,500		23,500	20,000	3,500	17.5%	17.5%	22,587	22,587	21,208
Resident - Cable/Phone Recoveries		(83,700)	(25,000)	(58,700)	(50,000)	(8,700)	17.4%	67.4%	(67,432)	(59,522)	(56,872)
Recoveries		0		0	(3,900)	3,900	-100.0%	-100.0%	(15,568)	(16,634)	(29,441)
Repairs & Maint-Bldgs & Grounds		98,853		98,853	87,953	10,900	12.4%	12.4%	70,630	59,668	115,351
IPAC Minor Capital		0		0		0			2,538		
Surplus Adjustment - Depreciation		(795,000)		(795,000)	(795,000)	0	0.0%	0.0%	(742,116)	(729,724)	(713,740)
Water / Wastewater		57,000		57,000	52,500	4,500	8.6%	8.6%	56,924	52,548	43,366

COUNTY OF RENFREW
2023 Budget
Miramichi Lodge

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
GENERAL AND ADMINISTRATIVE		**1,170,446**	**(54,691)**	**1,225,137**	**1,153,751**	**71,387**	**6.2%**	**1.4%**	**1,506,583**	**1,110,394**	**1,090,347**
		0									
Salaries		423,732	(24,391)	448,123	396,214	51,909	13.1%	6.9%	646,743	400,461	344,472
Employee Benefits		142,566	(2,300)	144,866	130,943	13,923	10.6%	8.9%	147,984	109,938	99,471
Salary Allocations		0		0	0	0				(11,501)	(11,501)
Accreditation		5,971		5,971	5,971	0	0.0%	0.0%	5,633	5,463	5,443
Admin Charges		123,128		123,128	128,333	(5,205)	-4.1%	-4.1%	123,111	117,791	109,974
Advertising & Awards		5,000	(15,000)	20,000	20,000	0	0.0%	-75.0%	23,239	16,073	15,224
Audit		10,350		10,350	9,346	1,004	10.7%	10.7%	9,163	9,595	8,637
Computer - Internet		70,400		70,400	46,449	23,951	51.6%	51.6%	42,270	38,545	112,977
Conventions		0	(3,000)	3,000	3,000	0	0.0%	-100.0%	1,847	708	3,369
Depreciation		24,000		24,000	24,000	0	0.0%	0.0%	24,443	21,597	23,810
COVID		0		0	0	0			21,597	9,903	
Equipment - Replacements		0		0	0	0				0	0
Equipment-Operation/Maint.		10,392		10,392	10,392	0	0.0%	0.0%	5,742	10,027	6,416
Gain / Loss from Disposal of Asset		0		0	0	0				0	0
Health & Safety Program		1,000		1,000	1,000	0	0.0%	0.0%	1,623	750	798
HR Charges		106,243		106,243	101,623	4,620	4.5%	4.5%	109,260	108,706	106,142
Insurance		71,046		71,046	62,648	8,398	13.4%	13.4%	56,953	46,788	44,359
IT Charges		70,131		70,131	68,440	1,691	2.5%	2.5%	68,845	67,550	66,257
Legal & Labour Contract Costs		50,000		50,000	50,000	0	0.0%	0.0%	136,622	60,048	52,580
Memberships		16,770		16,770	16,770	0	0.0%	0.0%	16,649	16,391	15,132
Postage		6,500		6,500	6,500	0	0.0%	0.0%	6,994	7,861	6,792
Office Supplies		16,908		16,908	16,908	0	0.0%	0.0%	16,093	16,114	17,532
Staff Training		22,164	(10,000)	32,164	63,425	(31,261)	-49.3%	-65.1%	6,987	10,265	31,454
Purchased Services		54,641		54,641	31,898	22,743	71.3%	71.3%	64,585	76,744	74,007
Recovery - BM		(40,996)		(40,996)	(40,857)	(139)	0.3%	0.3%		0	
Recoveries		(35,000)		(35,000)	(5,000)	(30,000)	600.0%	600.0%	(37,545)	(42,550)	(50,893)
Surplus Adjustment - Depreciation		(24,000)		(24,000)	(24,000)	0	0.0%	0.0%	(24,443)	(21,597)	(23,810)
Telephone		15,000		15,000	12,247	2,753	22.5%	22.5%	15,449	14,775	12,790
Travel		8,000		8,000	1,000	7,000	700.0%	700.0%	2,304	4,326	3,505
Uniform Allowance		16,500		16,500	16,500	0	0.0%	0.0%	14,435	15,623	15,410
MIRAMICHI LODGE TOTALS		**17,869,041**	**(96,220)**	**17,965,261**	**16,030,127**	**1,935,134**	**12.1%**	**11.5%**	**15,795,760**	**15,313,063**	**13,796,295**

COUNTY OF RENFREW
2023 Budget
Miramichi Lodge

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
NON-SUBSIDIZABLE EXPENSE		**627,096**	**0**	**627,096**	**727,424**	**(100,328)**	**-13.8%**	**-13.8%**	**622,511**	**772,989**	**620,590**
Seniors Housing Strategy		0				0			2,656	26,173	0
Transfer to BM		0				0					0
Valley Manor Capital		0				0					0
Surplus Adjustment - Trf To Reserves		0			100,614	(100,614)	-100.0%	-100.0%		126,583	0
Surplus Adjustment - Principal		627,096		627,096	552,938	74,158	13.4%	13.4%	508,560	480,972	454,880
Debenture Payment Interest Only (2024)		0			73,872	(73,872)	-100.0%	-100.0%	111,295	139,261	165,710
EQUIPMENT ACQUISITIONS		**703,600**	**0**	**703,600**	**585,760**	**117,840**	**20.1%**	**20.1%**	**298,495**	**390,364**	**477,895**
Surplus Adjustment - Capital		703,600		703,600	585,760	117,840	20.1%	20.1%	298,495	390,364	477,895
GRAND TOTAL EXPENDITURE		**19,199,737**	**(96,220)**	**19,295,957**	**17,343,311**	**1,952,646**	**11.3%**	**10.7%**	**16,716,766**	**16,476,416**	**14,894,780**

COUNTY OF RENFREW
2023 Budget
Miramichi Lodge

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
MUNICIPAL SUBSIDY		**1,889,293**	**(96,220)**	**1,985,513**	**1,843,213**	**142,300**	**7.7%**	**2.5%**	**1,798,257**	**1,754,398**	**1,662,826**
City of Pembroke - 33%		623,467	(31,753)	655,219	608,260	46,959	7.7%	2.5%	550,806	537,372	509,324
County of Renfrew - 67%		1,265,827	(64,467)	1,330,294	1,234,953	95,341	7.7%	2.5%	1,247,451	1,217,026	1,153,502
REVENUE - MIRAMICHI LODGE		**4,064,219**	**0**	**4,064,219**	**4,061,689**	**2,530**	**0.1%**	**0.1%**	**4,153,939**	**4,228,465**	**4,255,857**
Basic Accommodation		3,273,000		3,273,000	3,267,976	5,024	0.2%	0.2%	3,264,831	3,324,344	3,351,361
Bad Debt (Expense) / Recovery		0		0	0	0				825	523
Estate Recoveries - Municipal		0		0	0	0				0	0
Estate Recoveries - Provincial		0		0	0	0				0	0
Preferred Accommodation		791,219		791,219	793,713	(2,494)	-0.3%	-0.3%	789,066	898,226	886,734
Preferred Accommodation HIN Claims		0		0		0			27,040		
Preferred Accommodation - Prov COVID Reimburse		0		0		0			73,002		
Respite Care		0		0	0	0				5,070	17,239
OTHER REVENUE		**49,800**	**0**	**49,800**	**30,000**	**19,800**	**66.0%**	**66.0%**	**30,775**	**24,329**	**97,433**
Donations		0		0		0				0	29,837
Other		0		0		0				0	0
Interest Income		49,800		49,800	30,000	19,800	66.0%	66.0%	30,775	24,329	43,387
Federal - Revenue		0		0		0				0	24,209
PROVINCIAL SUBSIDY		**12,492,825**	**0**	**12,492,825**	**10,822,649**	**1,670,176**	**15.4%**	**15.4%**	**10,565,389**	**10,379,630**	**8,818,943**
Operating Subsidy		9,025,572		9,025,572	8,721,417	304,155	3.5%	3.5%	8,111,667	8,480,614	8,191,847
One Time Funding		0		0		0			1,719,199	1,270,202	0
Allied Health Professional Supplement		262,760		262,760	225,230	37,529	16.7%	16.7%			
Professional Growth Fund		22,164		22,164	53,425	(31,261)	-58.5%	-58.5%	6,987		
Nursing Staff Supplement		1,991,636		1,991,636	1,195,469	796,168	66.6%	66.6%			
PSW Premium		521,429		521,429		521,429					
RPN Subsidy		0		0		0					0
ICIP		0		0		0			10,685		
IPAC personnel		42,168		42,168							
IPAC		0		0		0			89,755		
Capital Facility Subsidy (2024)		627,096		627,096	627,107	(11)	0.0%	0.0%	627,096	628,814	627,096
SURPLUS ADJUSTMENT - From Reserves		**703,600**	**0**	**703,600**	**585,760**	**117,840**	**20.1%**	**20.1%**	**192,714**	**390,364**	**477,895**
Surplus Adjustment - Temp Loan		0				0					
Surplus Adjustment - Trf From Reserves		703,600		703,600	585,760	117,840	20.1%	20.1%	192,714	390,364	477,895
GRAND TOTAL REVENUES		**19,199,737**	**(96,220)**	**19,295,957**	**17,343,311**	**1,952,646**	**11.3%**	**10.7%**	**16,741,074**	**16,777,186**	**15,312,954**
Municipal Surplus / (Deficit)		**(0)**	**(0)**	**0**	**(0)**	**0**	**-100.0%**	**-85.3%**	**24,308**	**300,770**	**418,174**

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
ONTARIO WORKS	0	1,347,203	(60,979)	1,408,182	1,338,041	70,141	5.2%	0.7%	1,004,047	1,041,306	1,034,715
CHILD CARE	0	448,793	0	448,793	526,437	(77,644)	-14.7%	-14.7%	513,596	461,869	468,131
COMMUNITY HOUSING	0	5,126,977	(145,588)	5,272,565	5,035,116	237,449	4.7%	1.8%	4,944,870	4,801,896	5,007,655
Community Services Committee	0	6,922,973	(206,567)	7,129,540	6,899,594	229,946	3.3%	0.3%	6,462,513	6,305,071	6,510,501

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
ONTARIO WORKS	0	1,347,203	(60,979)	1,408,182	1,338,041	70,141	5.2%	0.7%	1,004,047	1,041,306	1,034,715
Social Assistance - Admin		4,101,566	(76,783)	4,178,349	4,149,611	28,738	0.7%	-1.2%	3,748,666	3,929,601	3,972,272
Social Assistance - Benefits		12,628,330		12,628,330	12,652,000	(23,670)	-0.2%	-0.2%	9,293,504	11,007,906	11,722,980
Low Income Energy Assist		5,000		5,000	5,000	0	0.0%	0.0%	5,043	5,000	5,000
Depreciation		9,500		9,500	12,000	(2,500)	-20.8%	-20.8%	11,531	19,025	22,881
Provincial Subsidy - Social Assistance Admin		(2,275,400)		(2,275,400)	(2,406,500)	131,100	-5.4%	-5.4%	(2,408,501)	(2,537,393)	(2,544,079)
Provincial Subsidy - Social Assistance - Benefits		(12,620,000)		(12,620,000)	(12,620,000)	0	0.0%	0.0%	(9,287,148)	(10,998,290)	(11,719,902)
Revenue - Other		(5,000)		(5,000)	(5,000)	0	0.0%	0.0%	(5,043)	(5,000)	(5,000)
Surplus Adjustment - Capital		0				0			0		9,487
Surplus Adjustment - Trf From Reserves		0				0			0		0
Surplus Adjustment - Depreciation		(9,500)		(9,500)	(12,000)	2,500	-20.8%	-20.8%	(11,531)	(19,025)	(22,881)
Municipal Contribution - City of Pembroke		(487,293)	15,804	(503,097)	(437,070)	(66,027)	15.1%	11.5%	(342,474)	(360,518)	(406,043)
CHILD CARE	0	448,793	0	448,793	526,437	(77,644)	-14.7%	-14.7%	513,596	461,869	468,131
Administration		183,694		183,694	165,552	18,142	11.0%	11.0%	369,516	565,852	517,654
Fee Subsidy		0		0	0	0			2,018,956	1,471,694	3,111,804
General Operating		314,965		314,965	419,963	(104,998)	-25.0%	-25.0%	3,986,144	1,723,968	1,431,395
OW Child Care		0		0	0	0			4,875	23,735	88,308
Family Support		0		0	0	0			0	0	0
Healthy Kids		0		0	0	0			0	0	0
Special Needs Resourcing		0		0	0	0			827,643	616,318	839,572
Depreciation		0		0	0	0			0	0	0
Special Purpose		0		0	0	0			2,797,406	1,831,779	1,708,015
Pay Equity		0		0	0	0			122,957	71,725	122,957
Licenced Family Home Day Care		0		0	0	0			252,776	227,869	352,132
Rev-Licenced Family Home Day Care		0		0	0	0			(252,776)	(227,869)	(352,132)
Early Years Centres		0		0	0	0			1,494,362	1,551,127	1,520,281
Expansion Plan		0		0	0	0			0	559,483	1,586,183
Provincial Subsidy		0		0	0	0			(11,050,625)	(7,901,642)	(10,404,673)
Surplus Adjustment - Depreciation		0		0		0			0	0	0
Surplus Adjustment - Trf To Reserves		0		0		0			0	0	0
Municipal Contribution - City of Pembroke		(49,866)		(49,866)	(59,078)	9,212	-15.6%	-15.6%	(57,638)	(52,170)	(53,365)

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
COMMUNITY HOUSING	0	5,126,977	(145,588)	5,272,565	5,035,116	237,449	4.7%	1.8%	4,944,870	4,801,896	5,007,655
Admin Charges		211,105		211,105	205,847	5,258	2.6%	2.6%	134,920	130,437	124,244
Tax Rebate (Eganville, Arn, Pet)		12,500		12,500	12,000	500	4.2%	4.2%	12,411	11,494	11,086
HR Charges		79,080		79,080	74,895	4,185	5.6%	5.6%	81,325	80,913	79,003
IT Charges		35,622		35,622	33,183	2,439	7.4%	7.4%	34,490	33,812	33,161
Non Profit Housing		1,336,574		1,336,574	1,300,000	36,574	2.8%	2.8%	1,254,097	1,206,536	1,552,831
Office Supplies		1,000		1,000	1,000	0	0.0%	0.0%	2,779	1,160	917
COVID		0			0				2,725,866	1,131,264	
RCHC - Transfer - Base		5,464,565		5,464,565	5,332,258	132,307	2.5%	2.5%	5,474,518	5,373,006	5,261,499
RCHC - Transfer - Capital/Other		0	(161,764)	161,764	0	161,764			0	695,566	1,016,336
RCHC - Transfer - CHPI		0		0	1,447,608	(1,447,608)	-100.0%	-100.0%	1,191,478	1,693,333	921,392
RCHC - Transfer - IAH		68,000		68,000	68,000	0	0.0%	0.0%	0	253,025	803,553
RCHC - Transfer - COCHI		574,180		574,180	577,509	(3,329)	-0.6%	-0.6%	85,336		0
RCHC - Transfer - OPHI		601,100		601,100	615,650	(14,550)	-2.4%	-2.4%	651,399	207,537	26,421
RCHC - Transfer - SDV - PHB		0		0	0	0			0	500	9,352
RCHC - Transfer - SHIP		0		0	0	0			0		0
RCHC - Transfer - Strong Communities		0		0	140,086	(140,086)	-100.0%	-100.0%	140,086	140,086	140,086
RCHC - Transfer - HPP		1,785,700		1,785,700	0	1,785,700					
RCHC - Transfer - SSRF		2,000,000		2,000,000	0	2,000,000			0	621,069	
Special Projects - Petawawa IAH		0		0	0	0			101,247		0
Revenue - Province - Petawawa IAH		0		0	0	0			0		0
Special Projects - SIF		0		0	0	0			0		241,401
Revenue - Province - SIF		0		0	0	0			0		(241,401)
Revenue - Federal (Provincial) - Public Housing		(1,234,012)		(1,234,012)	(1,108,410)	(125,602)	11.3%	11.3%	(1,202,680)	(1,259,793)	(1,234,312)
Revenue - Outside		(235,000)		(235,000)	(235,000)	0	0.0%	0.0%	(240,272)	(234,109)	(228,281)
Revenue - Province - CHPI		0		0	(1,447,608)	1,447,608	-100.0%	-100.0%	(1,191,478)	(1,693,333)	(921,392)
Revenue - Province - IAH		(68,000)		(68,000)	(68,000)	0	0.0%	0.0%	(101,247)	(253,025)	(803,553)
Revenue - Province - COCHI		(574,180)		(574,180)	(577,509)	3,329	-0.6%	-0.6%	(85,336)		0
Revenue - Province - OPHI		(601,100)		(601,100)	(615,650)	14,550	-2.4%	-2.4%	(651,399)	(207,537)	(26,421)
Revenue - Province - SDV - PHB		0		0	0	0			0	(500)	(9,352)
Revenue - Province - SRF		0		0	0	0			(126,479)		
Revenue - Province - HPP		(1,785,700)		(1,785,700)	0						
Revenue - Province - SSRF		(2,000,000)		(2,000,000)	0				(2,599,386)	(1,752,333)	
Revenue - Province - SHIP		0		0	0	0			0		0
Revenue - Province - Strong Communities		0		0	(140,086)	140,086	-100.0%	-100.0%	(140,086)	(140,086)	(140,086)
Surplus Adjustment - Trf From Reserves		0		0	0	0			(52,038)	(624,973)	(937,359)
Travel		2,000		2,000	2,000	0	0.0%	0.0%	249	832	3,380
Municipal Contribution - City of Pembroke Capital		0		0		0			0	(542,392)	(104,002)
Municipal Contribution - City of Pembroke		(546,457)	16,176	(562,633)	(582,657)	20,024	-3.4%	-6.2%	(554,930)	(70,593)	(570,848)

Renfrew County Housing Corporation
2023 Budget

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
Gain / (Loss) on Disposal of Assets		-		0	0	0			(25,556)	7,564	(54,850)
Asset Transfer agreement		-		0	0					790,657	
Interest on Investments		75,000		75,000	38,000	37,000	97.4%	97.4%	47,368	49,790	68,783
Miscellaneous Revenue		65,000		65,000	65,000	0	0.0%	0.0%	63,889	65,038	125,545
Prov/Federal Subsidy	150,000	-		0	0	0					0
Provincial Subsidy - Debentures		474,077		474,077	619,986	(145,909)	-23.5%	-23.5%	681,990	829,150	1,010,047
Surplus Adjustment - New Debt		-		0	0	0				577,013	
Surplus Adjustment - From Reserves		1,204,200		1,204,200	1,482,665	(278,465)	-18.8%	-18.8%	1,250,894		118,368
Tenant Revenue		4,800,000		4,800,000	4,554,019	245,981	5.4%	5.4%	4,530,193	4,714,512	4,519,355
County Transfer - Base		5,464,565		5,464,565	5,332,258	132,307	2.5%	2.5%	5,474,518	5,373,006	5,261,499
County Transfer - Capital/Other		-	(161,764)	161,764		161,764				695,566	1,016,336
County Transfer - COVID		2,000,000		2,000,000		2,000,000			1,444,966		
County Transfer - CHPI		-		0	1,324,561	(1,324,561)	-100.0%	-100.0%	1,160,716	1,585,281	795,751
County Transfer - CHPI Admin		-		0	123,047	(123,047)	-100.0%	-100.0%	30,762	108,053	125,641
County Transfer - COCHI		546,000		546,000	519,758	26,242	5.0%	5.0%	71,137	119,034	0
County Transfer - COCHI Admin		28,709		28,709	57,751	(29,042)	-50.3%	-50.3%	14,198	16,990	0
County Transfer - OPHI		571,045		571,045	554,085	16,960	3.1%	3.1%	624,929	158,637	26,421
County Transfer - OPHI Admin		30,055		30,055	61,565	(31,510)	-51.2%	-51.2%	26,470	48,901	0
County Transfer - COHB		-		0	0	0			2,932	25,158	
County Transfer - COHB admin		3,000		3,000	0	3,000			3,000	10,000	
County Transfer - HPP		1,651,773		1,651,773	0						
County Transfer - HPP admin		133,927		133,927	0						
County Transfer - IAH		-		0	0	0					771,364
County Transfer - IAH ON Renovates		-		0	0				42,497	178,711	
County Transfer - IAH HADD		68,000		68,000	68,000			0.0%	58,750	68,000	
County Transfer - Home Ownership		-		0	0					621,069	
County Transfer - IAH Admin		-		0	0	0				6,314	32,189
County Transfer - SHIP		-		0	0	0					0
County Transfer - SIF		-		0	0	0				500	249,355
County Transfer - SDV - PHB		-		0	0	0					0
County Transfer - Strong Communities		-		0	140,086	(140,086)	-100.0%	-100.0%	140,086	140,086	140,086
Total Revenues	150,000	17,115,351	(161,764)	17,277,115	14,940,781	2,336,334	15.6%	14.6%	15,643,739	16,189,030	14,205,890

Renfrew County Housing Corporation
2023 Budget

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
Salaries		1,886,787	(48,194)	1,934,981	1,849,129	85,852	4.6%	2.0%	1,777,325	1,812,113	1,843,655
Benefits		515,099	(14,114)	529,213	430,576	98,637	22.9%	19.6%	412,889	409,795	393,382
Administration		1,407,926	(114,456)	1,522,382	1,276,843	245,539	19.2%	10.3%	1,134,730	1,123,218	1,128,696
COVID		-		0	0				1,326,509	476,190	
Building - Heat, Light & Power		992,195		992,195	967,995	24,200	2.5%	2.5%	859,230	885,472	906,342
Building - Repairs & Maintenance		485,327		485,327	441,206	44,121	10.0%	10.0%	614,739	419,092	437,475
Building - Natural Gas		206,384		206,384	201,350	5,034	2.5%	2.5%	177,440	167,563	184,840
Building - Heating & Plumbing		142,325		142,325	129,386	12,939	10.0%	10.0%	56,976	126,449	96,195
Building - Taxes		1,787,287		1,787,287	1,743,695	43,592	2.5%	2.5%	1,677,897	1,636,178	1,572,530
Building - Water		791,921		791,921	772,606	19,315	2.5%	2.5%	806,337	790,343	718,505
Building - Elevator		68,163		68,163	66,500	1,663	2.5%	2.5%	52,776	49,321	43,764
Building - Painting		246,913		246,913	240,891	6,022	2.5%	2.5%	130,976	113,885	147,742
Building - Garbage Removal		78,572		78,572	76,656	1,916	2.5%	2.5%	71,855	67,643	60,525
Building - Snow Removal		440,000		440,000	400,000	40,000	10.0%	10.0%	257,331	215,248	232,579
Building - Grounds Keeping		72,509		72,509	69,056	3,453	5.0%	5.0%	62,139	87,887	47,374
Building - Repairs - non TCA	150,000	713,000	15,000	698,000	686,640	11,360	1.7%	3.8%	506,034	530,104	582,017
Financial - Depreciation		1,200,000		1,200,000	1,256,647	(56,647)	-4.5%	-4.5%	1,184,025	1,098,916	1,038,500
Financial - Rent Waiver		150,000		150,000	200,000	(50,000)	-25.0%	-25.0%	145,686	284,493	239,880
Financial - Mortgage Interest		491,429		491,429	646,515	(155,086)	-24.0%	-24.0%	716,736	874,904	1,048,272
Financial - Rent Supplement		290,761		290,761	290,761	0	0.0%	0.0%	264,628	251,125	225,960
Financial - Rent Supplement - Strong Communities		-		0	140,086	(140,086)	-100.0%	-100.0%	130,557	143,978	137,653
Financial - CHPI		-		0	1,324,561	(1,324,561)	-100.0%	-100.0%	1,160,716	1,585,281	795,751
Financial - Can Ont Community Housing Initiative		-		0	519,758	(519,758)	-100.0%	-100.0%	158,532	31,640	0
Financial - Ontario Priorities Housing Initiative		321,045		321,045	554,085	(233,040)	-42.1%	-42.1%	624,929	158,637	26,421
Financial - Asset Management		-		0	0	0					0
Financial - SDV - PHB (90%)		-		0	0	0					0
Financial - SHIP		-		0	0	0					0
Financial - IAH Home Ownership		-		0	0	0					66,550
Financial - IAH/SIF Ontario Renovates		-		0	0	0			42,497	178,711	873,699
Financial - HPP		1,551,773		1,551,773	0	1,551,773					
COHB		-		0	0	0			2,932	25,158	
Financial - IAH HADD		68,000		68,000	68,000	0	0.0%	0.0%	58,750	68,000	66,000
Surplus Adjustment - To Reserves		-		0	0	0					0
Surplus Adjustment - TCA Capital funded by OPHI/CO		-		0		0			(723,838)		
Surplus Adjustment - TCA Capital		4,100,200		4,100,200	1,482,665	2,617,535	176.5%	176.5%	1,974,733	1,211,197	1,134,704
Surplus Adjustment - Depreciation	-	1,200,000		(1,200,000)	(1,256,647)	56,647	-4.5%	-4.5%	(1,184,025)	(1,098,916)	(1,038,500)
Surplus Adjustment - Principal		307,736		307,736	361,821	(54,085)	-14.9%	-14.9%	366,121	396,746	238,572
Total Expenditures	150,000	17,115,351	(161,764)	17,277,115	14,940,781	2,336,334	15.6%	14.6%	14,848,162	14,120,371	13,249,083
Municipal Surplus / (Deficit)	0	(0)	0	(0)	0	(0)			795,577	2,068,659	956,807

COUNTY OF RENFREW
2023 Budget
Ontario Works (COA/OW Consolidated)

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
EQUIPMENT		20,000	(10,000)	30,000	20,000	10,000	50.0%	0.0%	10,559	1,980	28,264
Local Systems Support		**20,000**	**(10,000)**	**30,000**	**20,000**	**10,000**	**50.0%**	**0.0%**	**10,559**	**1,980**	**28,264**
SALARIES		241,241		241,241	214,541	26,700	12.4%	12.4%	208,908	184,934	188,950
BENEFITS		84,159		84,159	75,171	8,988	12.0%	12.0%	70,940	53,575	53,436
ADMIN CHARGE finance		124,758		124,758	129,629	(4,871)	-3.8%	-3.8%	123,490	118,576	107,648
ADMIN CHARGE council/property		81,300		81,300	79,700	1,600	2.0%	2.0%	71,133	83,454	88,767
HUMAN RESOURCES		53,122		53,122	50,312	2,810	5.6%	5.6%	54,630	54,352	53,070
IT CHARGE		70,131		70,131	68,440	1,691	2.5%	2.5%	68,845	67,550	66,257
Computer Supply/Expense		3,500		3,500	3,500	0	0.0%	0.0%	4,301	1,496	
STAFF TRAINING		10,000	(10,000)	20,000	25,000	(5,000)	-20.0%	-60.0%	14,185	23,612	15,889
RECRUITMENT		-	(1,000)	1,000	2,000	(1,000)	-50.0%	-100.0%	1,074	0	0
TRAVEL		5,000		5,000	5,000	0	0.0%	0.0%	1,505	1,137	13,067
OFFICE SUPPLIES		1,000		1,000	1,000	0	0.0%	0.0%	278	1,725	2,010
PHOTOCOPY EXP.		-		0	1,000	(1,000)	-100.0%	-100.0%	813	1,157	988
POSTAGE		-		0	200	(200)	-100.0%	-100.0%	64	95	129
CELL TELEPHONE/PAGER		1,000		1,000	1,200	(200)	-16.7%	-16.7%	1,104	894	629
COVID		-		0	0	0			2,001	38,785	
HEALTH & SAFETY		-		0	0	0				0	0
TELEPHONE		1,500		1,500	2,000	(500)	-25.0%	-25.0%	1,579	1,813	1,855
COMMUNICATION FEES		40,000		40,000	40,000	0	0.0%	0.0%	33,508	36,735	30,577
OFFICE EQUIPMENT/MAINTENANCE		-		0	500	(500)	-100.0%	-100.0%			0
LEGAL COSTS		5,000		5,000	5,000	0	0.0%	0.0%	267	259	252
SPECIAL PROJECTS- TRANSITION		-	(10,000)	10,000		10,000					0
MEMBERSHIP FEES		3,000		3,000	5,000	(2,000)	-40.0%	-40.0%	3,452	7,396	7,034
INSURANCE		11,510		11,510	10,149	1,362	13.4%	13.4%	9,226	7,580	7,220
MANDATORY DENTAL ADMINISTRATION		8,000		8,000	8,000	0	0.0%	0.0%	3,883	4,270	6,372
SPECIAL PROJECTS - SAMS		-		0		0					0
RECOVERABLE OTHER		-		0		0					(4,744)
RECOVERABLE - Prov		-		0		0				(38,785)	
RECOVERABLE - COUNTY - TCA		-		0		0					0
RECOVERABLE - COUNTY		-		0		0					0
DEPRECIATION		9,500		9,500	12,000	(2,500)	-20.8%	-20.8%	11,531	19,025	22,881
SURPLUS ADJ - DEPRECIATION	-	9,500		(9,500)	(12,000)	2,500	-20.8%	-20.8%	(11,531)	(19,025)	(22,881)
SURPLUS ADJ - CAPITAL		-				0					9,487
OW ADMIN		**744,221**	**(21,000)**	**765,221**	**727,342**	**37,880**	**5.2%**	**2.3%**	**675,186**	**650,610**	**648,893**
SALARIES		1,096,773		1,096,773	1,036,670	60,103	5.8%	5.8%	1,084,567	985,810	987,067
BENEFITS		355,236		355,236	320,781	34,455	10.7%	10.7%	278,264	260,182	254,646
TRAVEL		5,000		5,000	5,000	0	0.0%	0.0%	1,833	2,041	15,816
HEALTH & SAFETY		500		500	750	(250)	-33.3%	-33.3%	154	65	620
OFFICE SUPPLIES		20,000		20,000	25,000	(5,000)	-20.0%	-20.0%	22,727	23,215	26,959
PHOTOCOPY EXP		2,000		2,000	2,000	0	0.0%	0.0%	3,322	1,135	1,835
POSTAGE		25,000		25,000	30,000	(5,000)	-16.7%	-16.7%	19,146	26,600	23,753
CELL TELEPHONE/PAGER		7,000		7,000	10,000	(3,000)	-30.0%	-30.0%	8,620	6,460	6,828
TELEPHONE		10,000		10,000	22,000	(12,000)	-54.5%	-54.5%	18,426	29,761	20,247
Computer Supplies/Expense		-		0	0	0				0	2,385
OFFICE EQUIPMENT/MAINTENANCE		-		0	0	0					1,413
LEASE		-		0	0	0			23,098	90,563	145,956
LEASE - Internal		149,350		149,350	145,000	4,350	3.0%	3.0%	234,583	400,000	0
RENOVATIONS		-		0	0	0				40,915	0
OTHER		-		0	96,000	(96,000)	-100.0%	-100.0%			0
O/S RECOVERABLE		-		0	0	0			(2,118)	(2,706)	(5,876)
O.W. PEMBROKE SITE		1,670,859	**0**	**1,670,859**	**1,693,201**	**(22,342)**	**-1.3%**	**-1.3%**	**1,692,622**	**1,864,041**	**1,481,649**

COUNTY OF RENFREW
2023 Budget
Ontario Works (COA/OW Consolidated)

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
SALARIES		530,778		530,778	515,435	15,343	3.0%	3.0%	519,904	504,544	488,658
BENEFITS		168,724		168,724	176,571	(7,847)	-4.4%	-4.4%	136,265	115,267	116,287
TRAVEL		3,000		3,000	3,000	0	0.0%	0.0%	1,258	1,235	7,331
HEALTH & SAFETY		500		500	750	(250)	-33.3%	-33.3%	41	124	499
OFFICE SUPP.		7,000		7,000	7,000	0	0.0%	0.0%	5,181	7,418	8,995
Computer Supplies/Expense		-		0	0	0				0	1,391
PHOTOCOPY EXP		500		500	600	(100)	-16.7%	-16.7%	763	307	756
POSTAGE		5,000		5,000	13,000	(8,000)	-61.5%	-61.5%	12,975	7,715	11,195
CELL TELEPHONE/PAGER		4,000		4,000	4,000	0	0.0%	0.0%	3,577	3,032	3,965
TELEPHONE		7,000		7,000	8,000	(1,000)	-12.5%	-12.5%	6,134	5,286	4,995
RENOVATIONS		-		0		0				1,240	0
OFFICE EQUIP/MAINT		-		0		0					0
Lease - Internal		141,616		141,616	137,930	3,686	2.7%	2.7%	135,255	131,956	128,738
Lease - Internal - Capital Repayment		-		0		0					300,000
LEASE - External		-		0		0					
O/S RECOVERABLE		-		0		0			(27,568)		
O.W. RENFREW		868,118	**0**	**868,118**	**866,286**	**1,832**	**0.2%**	**0.2%**	**793,785**	**778,124**	**1,072,810**
SALARIES		286,228		286,228	270,470	15,758	5.8%	5.8%	153,620	196,182	255,017
BENEFITS		75,540		75,540	84,233	(8,693)	-10.3%	-10.3%	42,324	52,162	60,018
TRAVEL		1,500		1,500	2,000	(500)	-25.0%	-25.0%	427	969	3,615
HEALTH & SAFETY		-		0	250	(250)	-100.0%	-100.0%			0
OFFICE SUPP.		2,000		2,000	3,000	(1,000)	-33.3%	-33.3%	2,597	1,454	1,987
Computer Supplies/Expense		-		0		0					795
PHOTOCOPY EXP		500		500	500	0	0.0%	0.0%	627	122	444
POSTAGE		2,000		2,000	4,000	(2,000)	-50.0%	-50.0%	712	2,076	5,873
CELL TELEPHONE/PAGER		1,500		1,500	2,000	(500)	-25.0%	-25.0%	1,377	1,464	1,680
RENOVATIONS		12,000	12,000	0		0					0
TELEPHONE		10,000		10,000	10,000	0	0.0%	0.0%	8,973	9,343	8,378
EQUIPMENT/FURNITURE		-		0		0					0
Lease - Internal		-	(57,783)	57,783	59,230	(1,447)	-2.4%	-100.0%	55,339	55,449	53,493
LEASE - External		5,100		5,100	5,100	0	0.0%	0.0%	5,100	5,100	5,100
O.W. ARNPRIOR		396,368	**(45,783)**	**442,151**	**440,783**	**1,368**	**0.3%**	**-10.1%**	**271,096**	**324,321**	**396,400**
OW Employment Program Costs		400,000		400,000	400,000	0	0.0%	0.0%	304,916	271,739	352,243
COMMUNITY PARTICIPATION EXP		-				0					
JOB PLACEMENT FEES		-				0					
LEAP SUPPORTS		-				0					
SURPLUS ADJ - TRANSFER TO RESERVE		-				0					
LEAP INCENTIVES		2,000		2,000	2,000	0	0.0%	0.0%	500		1,500
O.W. - PROGRAM COSTS		402,000	**0**	**402,000**	**402,000**	**0**	**0.0%**	**0.0%**	**305,416**	**271,739**	**353,743**
TRANSITION ALLOCATION		-				**0**					
OW Program Administration - Expenses		**4,101,566**	**(76,783)**	**4,178,349**	**4,149,611**	**28,738**	**0.7%**	**-1.2%**	**3,748,664**	**3,890,815**	**3,981,759**
PROV REVENUE 100%		-				0					
PROV - SDIP Renov 50%		0				0					
RECOVERY PEMBROKE		(478,963)	15,804	(494,767)	(428,740)	(66,027)	15.4%	11.7%	(340,857)	(358,045)	(405,175)
SURPLUS ADJ - TRF FROM RESERVE		0				0					
PROV UPLOAD FUNDING		(975,300)		(975,300)	(1,106,400)	131,100	-11.8%	-11.8%	(1,106,400)	(1,106,400)	(1,106,400)
PROV REVENUE 50%		(1,300,100)		(1,300,100)	(1,300,100)	0	0.0%	0.0%	(1,300,100)	(1,242,208)	(1,437,680)
PROV REVENUE 100%		-				0	0.0%		(2,001)	(150,000)	
Recoveries		**(2,754,363)**	15,804	**(2,770,167)**	**(2,835,240)**	**65,073**	**-2.3%**	**-2.9%**	**(2,749,358)**	**(2,856,653)**	**(2,949,255)**
OW Program Administration - Net Expenses		**1,347,202**	**(60,980)**	**1,408,182**	**1,314,371**	**93,811**	**7.1%**	**2.5%**	**999,306**	**1,034,162**	**1,032,504**

2023 Budget

Ontario Works - Benefits

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
SOCIAL ASSISTANCE		12,000,000		12,000,000	12,000,000	0	0.0%	0.0%	8,743,967	10,365,495	11,176,853
SOCIAL ASSISTANCE - RECOVERIES		(315,000)		(315,000)	(315,000)	0	0.0%	0.0%	(164,336)	(215,049)	(295,155)
SPECIAL ASSISTANCE - HEALTH		250,000		250,000	250,000	0	0.0%	0.0%	121,439	312,176	182,350
SPECIAL ASSISTANCE - NON HEALTH		10,000		10,000	10,000	0	0.0%	0.0%	545	510	1,316
FUNERALS & BURIALS		175,000		175,000	175,000	0	0.0%	0.0%	164,596	143,571	190,398
FUNERALS 100% MUNIC.		32,000		32,000	32,000	0	0.0%	0.0%	6,357	9,616	3,078
TRANSITION CHILD BENEFIT		100,000		100,000	100,000	0	0.0%	0.0%	132,965	136,026	24,322
Mandatory Special Necessities		376,330		376,330	400,000	(23,670)	-5.9%	-5.9%	287,971	255,561	439,818
SOCIAL ASSISTANCE BENEFITS		**12,628,330**		**12,628,330**	**12,652,000**	**(23,670)**	**-0.2%**	**-0.2%**	**9,293,504**	**11,007,906**	**11,722,980**
CITY OF PEMBROKE REVENUE- SA BENEFITS		(8,330)		(8,330)	(8,330)	0	0.0%	0.0%	(1,617)	(2,473)	(868)
PROVINCIAL CHILD BENEFIT REV		0				0					
PROVINCIAL SA SUBSIDY		(12,620,000)		(12,620,000)	(12,620,000)	0	0.0%	0.0%	(9,287,148)	(10,998,290)	(11,719,902)
Social Assistance - Recoveries		**(12,628,330)**		**(12,628,330)**	**(12,628,330)**	**0**	**0.0%**	**0.0%**	**(9,288,764)**	**(11,000,763)**	**(11,720,770)**
Social Assistance Benefit - Totals		**0**	**0**	**0**	**23,670**	**(23,670)**	**-100.0%**	**-100.0%**	**4,740**	**7,143**	**2,210**

COUNTY OF RENFREW
2023 Budget
OW - Other Programs

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
SPECIAL ASSISTANCE						0					
LEAP - Low Income Energy Assistance		5,000		5,000	5,000	5,000	0.0%	0.0%	5,043	5,000	5,000
RECOVERY CHPP - OTHER		0				0					
LEAP - OEB - SUBSIDY		(5,000)		(5,000)	(5,000)	(5,000)	0.0%	0.0%	(5,043)	(5,000)	(5,000)
MCSS SUBSIDY		0				0					
Total Homelessness Prevention Program	**0**	**0**	**0**	**0**	**0**	**0**			**0**	**0**	**0**
Social Assistance Other - Totals	**0**	**0**	**0**	**0**	**0**	**0**			**0**	**0**	**0**

COUNTY OF RENFREW
2023 Budget
Child Care

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
SALARIES		361,503		361,503	379,415	(17,912)	-4.7%	-4.7%	339,580	292,202	292,753
BENEFITS		108,192		108,192	108,828	(636)	-0.6%	-0.6%	88,674	73,303	67,041
ADMINISTRATION CHARGES		27,904		27,904	0	27,904				0	23,645
HR CHARGES		13,884		13,884	0	13,884				0	13,872
IT CHARGES		17,589		17,589	0	17,589				0	16,513
COVID		-		0	0	0			0	580	0
STAFF DEVELOPMENT		1,000		1,000	1,000	0	0.0%	0.0%	730	4,223	1,897
RECRUITMENT		250		250	250	0	0.0%	0.0%	1,237	0	0
TRAVEL		6,000		6,000	6,000	0	0.0%	0.0%	354	1,418	5,404
OFFICE SUPPLIES		5,000		5,000	5,000	0	0.0%	0.0%	3,195	2,634	10,093
COMPUTERS		5,000		5,000	5,000	0	0.0%	0.0%	17,762	19,651	18,859
PHOTOCOPY EXP.		1,000		1,000	1,000	0	0.0%	0.0%	37	311	1,217
POSTAGE & COURIER		4,000		4,000	4,000	0	0.0%	0.0%	632	1,318	3,843
TELEPHONE		8,000		8,000	4,000	4,000	100.0%	100.0%	6,608	7,227	6,974
CELL TELEPHONE		-		0	0	0				0	0
COMMUNICATION FEES		5,000		5,000	9,000	(4,000)	-44.4%	-44.4%	1,097	2,535	4,024
EQUIP. OPERATION		-		0	0	0			1,038	0	0
LEGAL COSTS		-		0	0	0				4,276	8,113
LEASE-External		-		0	7,414	(7,414)	-100.0%	-100.0%	14,620	32,642	64,954
LEASE - INTERNAL		76,657		76,657	4,557	72,100	1582.2%	1582.2%	23,054	178,696	4,219
AUDIT		3,060		3,060	500	2,560	512.0%	512.0%	2,033		505
JANITORIAL COSTS		-		0	0	0					7,683
RENOVATIONS		-		0	0	0					0
MEMBERSHIP FEES		3,000		3,000	2,500	500	20.0%	20.0%	3,040	2,328	2,327
DEPRECIATION		-		0	0	0					0
SURPLUS ADJ - DEPRECIATION		-		0	0	0					0
RECOVERABLE - COUNTY		-		0	0	0			(134,177)	(57,492)	(36,282)
RECOVERABLE - Prov-One Time		-		0	0	0				(580)	
Internal Transfer - CWELCC	-	45,201		(45,201)	0	(45,201)			0	0	0
Internal Transfer - Special Needs		(46,660)		(46,660)	0	(46,660)			0	0	0
Internal Transfer - Core base admin funding allocati		(165,553)		(165,553)	(165,553)	0	0.0%	0.0%	0	0	0
Internal Transfer - workforce admin funding allocati		(15,779)		(15,779)	(63,114)	47,335	-75.0%	-75.0%	0	0	0
Internal Transfer - wage enhancement admin		(36,283)		(36,283)	(39,210)	2,927	-7.5%	-7.5%	0	0	0
Internal Transfer - Special purpose ELCC admin		(65,035)		(65,035)	(65,035)	0	0.0%	0.0%	0	0	0
Internal Transfer - EarlyON/Indigenous		(88,834)		(88,834)	(40,000)	(48,834)	122.1%	122.1%	0	0	0
ADMINISTRATION EXPENSES		**183,694**		**183,694**	**165,552**	**18,142**	**11.0%**	**11.0%**	**369,516**	**565,272**	**517,654**

COUNTY OF RENFREW
2023 Budget
Child Care

Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
Core Funding	(8,381,226)		(8,381,226)	(8,340,097)	(41,129)	0.5%	0.5%	0	0	0
Core Funding - transition Grant	(448,954)		(448,954)		(448,954)			0	0	0
Internal Transfer - Core Admin	165,553		165,553	165,553	0	0.0%	0.0%	0	0	0
Internal Transfer - Early Learning & Child Care-Adn	65,035		65,035	65,035	0	0.0%	0.0%	0	0	0
Internal Transfer - LHCC costs	263,633		263,633	242,916	20,717	8.5%	8.5%	0	0	0
Internal Transfer - OW Formal & Informal	12,000		12,000	77,000				0	0	0
Internal Transfer - Special needs allocation	1,027,539		1,027,539	1,039,174	(11,635)	-1.1%	-1.1%	0	0	0
Internal Transfer - Wage Enhancement - Admin	36,283		36,283	40,314	(4,031)	-10.0%	-10.0%	0	0	0
Program Costs - CAPACITY BUILDING	48,832		48,832	48,832	0	0.0%	0.0%	0	0	0
Program Costs - Early Learning & Child Care	792,923		792,923	632,377	160,546	25.4%	25.4%	0	0	0
Program Costs - expansion	1,675,341		1,675,341		1,675,341			0	0	0
Program Costs - Fee Subsidy	4,089,818		4,089,818	3,007,084	1,082,734	36.0%	36.0%	0	0	0
Program Costs - Pay Equity	0			122,957	(122,957)	-100.0%	-100.0%	0	0	0
Program Costs - REPAIRS & MAINT	18,109		18,109	18,109	0	0.0%	0.0%	0	0	0
Program Costs - Wage enhancement admin to prov	4,031		4,031		4,031			0	0	0
Program Costs - Wage Subsity				2,354,660				0	0	0
Program Costs -Wage Enhancement	946,049		946,049	946,049	0	0.0%	0.0%	0	0	0
CORE - CHILD CARE	**314,966**		**314,966**	**419,963**	**(104,997)**	**-25.0%**	**-25.0%**	**2,018,956**	**1,471,694**	**3,111,804**
GENERAL OPERATING - WAGE SUBSIDIES (prev A390,A661,A446)			**0**		**0**			**3,986,144**	**1,723,968**	**1,431,395**
CC ONTARIO WORKS FORMAL A400	10,000		10,000	75,000	(65,000)	-86.7%	-86.7%	3,195	23,235	86,158
CC ONTARIO WORKS INFORMAL A401	2,000		2,000	2,000	0	0.0%	0.0%	1,680	500	2,150
Internal Transfer - OW Formal & Informal	(12,000)		(12,000)	(77,000)	65,000	-84.4%	-84.4%			
OW Child Care	**0**	**0**	**0**	**0**	**0**			**3,195**	**23,235**	**86,158**
SALARIES	0		**0**	**0**	**0**			**0**	**0**	**0**
BENEFITS	0		**0**	**0**	**0**			**0**	**0**	**0**
OTHER	0		**0**	**0**	**0**			**0**	**0**	**0**
Total Family Support	**0**	**0**	**0**	**0**	**0**			**0**	**0**	**0**
Purch Serv - Program	0		**0**	**0**	**0**			**0**	**0**	**0**
Administration	0		**0**	**0**	**0**			**0**	**0**	**0**
Total Healthy Kids Community	**0**	**0**	**0**	**0**	**0**			**0**	**0**	**0**
Salary	126,753		126,753	119,335	7,418	6.2%	6.2%	89,052	94,254	113,749
Benefits	42,880		42,880	29,581	13,299	45.0%	45.0%	16,237	17,460	18,924
Program Expenses	2,000		2,000	2,000	0	0.0%	0.0%		0	0
Travel	2,000		2,000	0	2,000					
Admin Costs	0		0	2,000	(2,000)	-100.0%	-100.0%		0	0
Program Costs - Home DayCare Provider	210,000		210,000	210,000	0	0.0%	0.0%	147,487	116,155	219,459
Internal allocation - LHCC costs	(263,633)		(263,633)	(242,916)	(20,717)	8.5%	8.5%	(170,774)	(183,477)	(245,876)
Revenue - Parent	(120,000)		(120,000)	(120,000)	0	0.0%	0.0%	(82,002)	(44,392)	(106,256)
Licenced Family Home	**(0)**	**0**	**(0)**	**0**	**(0)**			**0**	**0**	**0**

COUNTY OF RENFREW
2023 Budget
Child Care

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
SALARIES		351,415		351,415	369,599	(18,184)	-4.9%	-4.9%	227,909	229,645	251,888
BENEFITS		104,714		104,714	120,471	(15,757)	-13.1%	-13.1%	62,274	61,503	59,430
ADMINISTRATION CHARGES		0			27,032	(27,032)	-100.0%	-100.0%	26,000	25,052	
HR CHARGES		0			13,150	(13,150)	-100.0%	-100.0%	14,278	14,209	
IT CHARGES		0			17,216	(17,216)	-100.0%	-100.0%	17,186	16,840	
RECRUITMENT		250		250	250	0	0.0%	0.0%		0	
TRAVEL		10,000		10,000	10,000	0	0.0%	0.0%	3,208	1,760	14,279
OFFICE SUPPLIES		5,500		5,500	5,500	0	0.0%	0.0%	361	701	224
COMPUTERS		5,000		5,000	5,000	0	0.0%	0.0%	0	5,731	
TELEPHONE		4,000		4,000	4,000	0	0.0%	0.0%	2,237	2,198	2,294
COMMUNICATION FEES		0		0		0			1,068	162	
LEASE		0		0	0	0			13,171	33,368	36,785
LEASE - INTERNAL		0			62,586	(62,586)	-100.0%	-100.0%	22,144	0	
LEGAL		0		0	0	0					
PURCHASED SERVICES		0		0		0			26,122	9,073	1,904
RESOURCE PROGRAM FUNDING		500,000		500,000	404,370	95,630	23.6%	23.6%	408,240	207,361	472,617
Internal Transfer - Admin cost		46,660		46,660		46,660					
Internal Transfer - Special needs allocation		(1,027,539)		(1,027,539)	(1,039,174)	11,635		-1.1%			
PROGRAM SUPPLIES		0				0			244	1,031	149
TOTAL SPECIAL NEEDS COSTS		**0**	**0**	**0**	**0**	**0**			**824,442**	**608,634**	**839,570**
CAPACITY BUILDING		0				0	100.0%		72,760	37,367	47,049
CC TRANSITION CAPITAL A713		0		0	0	0					
COVID - Admin Charge		0		0					97,895		
Workforce Funding		142,007		142,007	568,028	(426,021)	-75.0%	-75.0%			
Internal Transfer - workforce admin		15,779		15,779	63,114	(47,335)	-75.0%	-75.0%			
Prov Rev - Workforce		(157,786)		(157,786)	(631,142)	473,356	-75.0%	-75.0%			
Internal CHG-Expansion		0		0	0	0					
Internal CHG-ELCC		0		0	0	0					
Internal CHG-Fee Stabilization		0		0	0	0			36,282	36,282	36,282
Fee Stabilization - new		0		0	0	0				176,202	38,622
Emergency Child Care		0		0	0	0			542,838		
COVID		0		0	0	0			695,809		
Expansion Plan		0		0	0	0				559,483	1,586,183
Early Learning & Child Care		0		0	0	0			465,605	485,898	609,145
Wage Enhancement		0		0	0	0			867,918	426,967	848,451
SPECIAL PROJECT - REPAIRS & MAINT A375		0		0	0	0			18,300	6,000	18,066
LHCC Base Funding		0		0	0	0				110,400	110,400
Special Purpose		**0**	**0**	**0**	**0**	**0**			**2,797,406**	**1,838,599**	**3,294,198**

COUNTY OF RENFREW
2023 Budget
Child Care

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
SALARIES		139,878		139,878	148,876	(8,998)	-6.0%	-6.0%	95,745	131,544	124,635
BENEFITS		45,742		45,742	45,472	270	0.6%	0.6%	20,735	25,523	32,858
Office Expenses		10,000		10,000	5,902			108.4%			
Travel		5,000		5,000							
Cell Phone		5,000		5,000							
internal allocation - Admin Expenses		88,834		88,834	38,896	49,938	128.4%	128.4%	**48,593**	**71,986**	**4,693**
Program Costs - Purchased Service - Journey Toge		190,885		190,885	212,095	(21,210)	-10.0%	-10.0%	212,095	190,885	212,095
Program Costs		1,256,871		1,256,871	1,198,904	57,967	4.8%	4.8%	**1,163,500**	**1,131,189**	**1,146,001**
Prov Rev - EarlyON		(1,530,115)		(1,530,115)	(1,438,050)			6.4%			
Prov Rev - Indigenous led		(212,095)		(212,095)	(212,095)			0.0%			
EarlyON Centres		**0**	**0**	**0**	**0**	**0**			**1,540,669**	**1,551,127**	**1,520,282**
SALARIES		79,469		79,469		79,469					
BENEFITS		24,957		24,957		24,957					
Office/Travel/Other Expenses		15,000		15,000		0					
Internal Transfer - admin		45,201		45,201							
Program Costs - Fee Reduction & Workforce Comp		6,637,008		6,637,008		0					
Prov Rev - CWELCC		(6,801,635)		(6,801,635)							
CWELCC ($10/day childcare)		**0**	**0**	**0**	**0**	**0**			**0**	**0**	**0**
PAY EQUITY MEMORANDUM OF SETTLEMENT		0				**0**			**122,957**	**71,725**	**122,957**
SURPLUS ADJ - TRANSFER TO RESERVE		0	**0**	**0**	**0**	**0**			**0**	**0**	**0**
Total Child Care Costs		**498,661**	**0**	**498,661**	**585,515**	**(86,854)**	**-14.8%**	**-14.8%**	**11,663,284**	**7,854,254**	**10,924,018**
CITY OF PEMBROKE - CHILD CARE		**(49,868)**		**(49,868)**	**(59,078)**	**9,210**	**-15.6%**	**-15.6%**	**(57,638)**	**(52,170)**	**(53,365)**
PROVINCIAL SUBSIDY - Family Support 100%						**0**					
PROVINCIAL SUBSIDY - ADMIN 50%						**0**			(204,915)	(59,851)	(59,851)
PROVINCIAL SUBSIDY - CHILD CARE 80%						**0**			(1,816,752)		(1,846,577)
PROV SUBSIDY - Special Purpose-100%						**0**			(2,844,961)	(2,707,513)	(3,294,198)
PROV SUBSIDY - Healthy Kids 100%						**0**					
PROV SUBS - ONE-TIME						**0**					
PROVINCIAL SUBSIDY - CHILD CARE						**0**			(4,689,635)	(3,029,907)	(3,683,765)
PROV - EarlyON Journey Together						**0**			(212,095)	(212,095)	(212,095)
PROV - EarlyON Data Analysis						**0**					
Prov - EarlyON						**0**			(1,328,574)	(1,339,032)	(1,308,186)
Total Revenue		**(49,868)**	**0**	**(49,868)**	**(59,078)**	**9,210**	**-15.6%**	**-15.6%**	**(11,154,569)**	**(7,400,568)**	**(10,458,037)**
TOTAL		**448,793**	**0**	**448,793**	**526,437**	**(77,644)**	**-14.7%**	**-14.7%**	**508,715**	**453,686**	**465,981**

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
MEMBERS OF COUNCIL	12,000	543,329	(64,500)	607,829	529,954	77,875	14.7%	2.5%	429,232	417,279	499,919
GENERAL - ADMINISTRATION	150,000	933,509	(56,266)	989,775	943,406	46,369	4.9%	-1.0%	923,421	756,963	745,237
INFORMATION TECHNOLOGY	130,800	486,587	(40,000)	526,587	474,759	51,828	10.9%	2.5%	407,027	400,443	391,499
HUMAN RESOURCES DEPARTMENT	0	259,687	(30,000)	289,687	254,064	35,623	14.0%	2.2%	91,808	569,859	196,074
PUBLICITY/PUBLIC RELATIONS SERVICE	0	15,000	0	15,000	15,000	0	0.0%	0.0%	9,525	5,148	14,518
AGRICULTURE & REFORESTATION	0	20,000	0	20,000	20,000	0	0.0%	0.0%	14,854	14,165	14,580
PROVINCIAL OFFENCES ADMINISTRATION	5,200	(493,550)	(30,468)	(463,081)	(497,332)	34,251	-6.9%	-0.8%	(546,849)	(560,264)	(540,040)
MPAC	0	1,540,414	0	1,540,414	1,541,700	(1,286)	-0.1%	-0.1%	1,546,566	1,555,448	1,549,942
FINANCIAL EXPENSE	0	21,540,054	0	21,540,054	20,087,400	1,452,654	7.2%	7.2%	18,261,200	13,081,700	10,291,749
Finance & Administration Committee	298,000	24,845,031	(221,234)	25,066,265	23,368,951	1,697,314	7.3%	6.3%	21,136,784	16,240,741	13,163,478
COUNTY LEVY (2.5% target + 2.16% CVA=4.66%)	1,224,253	52,893,896	(3,062,296)	55,956,192	50,540,380	5,415,812	10.7%	4.7%	48,945,594	47,253,904	45,655,946
OTHER REVENUE	0	4,308,770	0	4,308,770	4,193,826	114,944	2.7%	2.7%	4,354,617	7,416,807	5,655,411
Total Revenues	1,224,253	57,202,666	(3,062,296)	60,264,962	54,734,206	5,530,756	10.1%	4.5%	53,300,211	54,670,711	51,311,357

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
MEMBERS OF COUNCIL	12,000	543,329	(64,500)	607,829	529,954	77,875	14.7%	2.5%	429,232	417,279	499,919
Ad Hoc Per Diem Payments		29,160		29,160	29,340	(180)	-0.6%	-0.6%	32,562	20,655	26,244
AMO Board of Directors		10,000		10,000	10,000	0	0.0%	0.0%	972	6,899	14,402
Computer Expense		5,000		5,000	5,000	0	0.0%	0.0%	2,497	9,399	5,480
Council Benefits - EHC/Dental		78,223		78,223	60,000	18,223	30.4%	30.4%	62,126	53,514	47,594
Council Conventions		16,000	(14,000)	30,000	30,000	0	0.0%	-46.7%	15,421	13,714	36,958
Council CPP, Employer Health Tax		25,872		25,872	20,000	5,872	29.4%	29.4%	19,619	17,779	18,287
Council Group Insurance		7,677		7,677	6,600	1,077	16.3%	16.3%	5,916	5,304	4,896
Council Hospitality		9,500	(10,500)	20,000	20,000	0	0.0%	-52.5%	4,821	6,239	23,411
Council Liability Insurance		10,200		10,200	10,001	199	2.0%	2.0%	9,092	8,338	8,147
Council Mileage		25,000	(10,000)	35,000	12,400	22,600	182.3%	101.6%	4,273	13,560	42,146
FCM Board of Directors		10,000		10,000	10,000	0	0.0%	0.0%	6,461	3,441	13,289
Legal - Integrity Commissioner		2,000		2,000	2,000	0	0.0%	0.0%	346	1,018	8,846
Office Expenses		5,000		5,000	5,000	0	0.0%	0.0%	2,151	6,393	6,010
Public Relations	12,000	0		0	0	0					
Recoveries - County		(65,000)		(65,000)	(63,400)	(1,600)	2.5%	2.5%	(66,789)	(65,961)	(71,327)
Recoveries - Outside		0		0	0	0			(396)	(1,281)	(17,429)
Salary - Council		273,745		273,745	251,771	21,974	8.7%	8.7%	242,505	237,293	236,732
Salary & Ad Hoc - Warden		80,952		80,952	81,242	(290)	-0.4%	-0.4%	85,150	73,980	73,206
Advocacy / Delegations		10,000	(20,000)	30,000	30,000	0	0.0%	-66.7%	486	744	14,576
Warden Banquet		0	(10,000)	10,000	0	10,000			0		0
Warden Expenses		10,000		10,000	10,000	0	0.0%	0.0%	2,019	6,251	8,451
GENERAL - ADMINISTRATION	150,000	933,509	(56,266)	989,775	943,406	46,369	4.9%	-1.0%	923,421	756,963	745,237
Bank Charges - Moneris		2,300		2,300	2,000	300	15.0%	15.0%	2,138	1,551	1,437
Computer Expense		45,000		45,000	45,000	0	0.0%	0.0%	46,696	31,180	35,130
Conferences & Conventions		5,000		5,000	4,000	1,000	25.0%	25.0%	1,883	2,312	2,769
Depreciation		1,600		1,600	1,700	(100)	-5.9%	-5.9%	1,641	1,646	2,308
Employee Benefits		362,189	(8,921)	371,110	357,207	13,903	3.9%	1.4%	333,519	266,334	220,838
General Legal & Audit		25,600		25,600	28,000	(2,400)	-8.6%	-8.6%	23,425	25,738	28,525
Membership Fees		36,000		36,000	31,000	5,000	16.1%	16.1%	35,223	33,176	28,673
COVID		0		0	0				29,374	19,514	
Office Expense		26,000		26,000	26,000	0	0.0%	0.0%	17,640	18,952	24,021
Professional Development - Department Staff		5,000		5,000	5,000	0	0.0%	0.0%	2,401	1,828	8,212
Professional Development - Mgt Team		0		0	0	0			0		19,073
Recovery - Other Departments		(860,349)		(860,349)	(897,849)	37,500	-4.2%	-4.2%	(811,117)	(680,793)	(624,284)
Recovery - Provincial		0		0	0	0			(47,144)	(208,362)	
Recovery - Provincial One time		0		0	0	0			(29,374)	(19,514)	
Recovery - Outside		0		0	0	0			(149)	(7)	(55)
Recruitment		1,000		1,000	0	1,000			0	2,465	1,217
Salaries		1,208,669	(47,345)	1,256,014	1,266,548	(10,534)	-0.8%	-4.6%	1,249,190	1,023,350	942,625
Special Projects - Plans	150,000	30,000		30,000	30,000	0	0.0%	0.0%	14,560	0	15,293
Special Projects - EOWC		20,100		20,100	19,500	600	3.1%	3.1%	17,500	18,603	12,153
Special Projects - Service Delivery Review		0		0	0	0			31,889	210,417	
Surplus Adjustment - Capital		0		0	0	0			0		0
Surplus Adjustment - Trf From Reserves		0		0	0	0			(1,641)		0
Surplus Adjustment - Depreciation		(1,600)		(1,600)	(1,700)	100	-5.9%	-5.9%	0	(1,646)	(2,308)
Telephone		5,000		5,000	5,000	0	0.0%	0.0%	4,382	6,097	4,878
Travel		22,000		22,000	22,000	0	0.0%	0.0%	1,385	4,122	24,732

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
INFORMATION TECHNOLOGY	130,800	486,587	(40,000)	526,587	474,759	51,828	10.9%	2.5%	407,027	400,443	391,499
Annual Software Maintenance Fees	1,500	109,900	(20,000)	129,900	100,150	29,750	29.7%	9.7%	73,995	72,067	69,385
Benefits	28,000	152,039		152,039	128,032	24,007	18.8%	18.8%	125,928	122,960	118,207
Communication Fees		29,000	(15,000)	44,000	50,896	(6,896)	-13.5%	-43.0%	26,435	23,337	20,862
Computer Technology Supplies	3,000	7,000	(5,000)	12,000	4,500	7,500	166.7%	55.6%	3,688	2,234	1,754
Corporate Software		2,000		2,000	2,000	0	0.0%	0.0%	0	4,452	5,466
COVID		0		0					0	4,370	
Depreciation		38,000		38,000	38,000	0	0.0%	0.0%	37,638	36,971	30,976
Office Expense		1,100		1,100	1,100	0	0.0%	0.0%	1,947	1,602	1,356
Professional Development	1,500	5,500		5,500	5,500	0	0.0%	0.0%	4,451	779	453
Purchased Services		10,000		10,000	10,000	0	0.0%	0.0%	9,362	0	0
Recoveries - County		(338,847)		(338,847)	(334,828)	(4,019)	1.2%	1.2%	(337,981)	(325,509)	(319,266)
Recoveries - Outside		0		0	0	0			0	0	(1,050)
Recoveries - Prov-Strategy		0		0	(35,000)	35,000	-100.0%	-100.0%	(25,716)		
Recoveries - Provincial One Time		0		0	0	0			0	(4,370)	
Special Project		0		0	35,000	(35,000)	-100.0%	-100.0%	25,716		
Salaries	96,000	493,595		493,595	492,109	1,486	0.3%	0.3%	489,849	485,575	476,619
Surplus Adjustment - Capital		17,000		17,000	17,000	0	0.0%	0.0%	34,479	60,540	39,018
Surplus Adjustment - Depreciation		(38,000)		(38,000)	(38,000)	0	0.0%	0.0%	(37,638)	(36,971)	(30,976)
Surplus Adjustment - Trf From Reserves		(17,000)		(17,000)	(17,000)	0	0.0%	0.0%	(34,479)	(60,540)	(39,018)
Telephone Costs	800	5,300		5,300	5,300	0	0.0%	0.0%	4,380	4,593	5,552
Travel		10,000		10,000	10,000	0	0.0%	0.0%	4,973	8,353	12,161
HUMAN RESOURCES DEPARTMENT	0	259,687	(30,000)	289,687	254,064	35,623	14.0%	2.2%	91,808	569,859	196,074
Benefits		185,580		185,580	171,925	13,655	7.9%	7.9%	143,643	97,791	115,908
Conference & Convention		4,000		4,000	4,000	0	0.0%	0.0%	0		1,514
COVID		0			0				15,299	3,905	
Depreciation		500		500	500	0	0.0%	0.0%	461	462	461
Expenses Recoverable From Others		10,000		10,000	10,000	0	0.0%	0.0%	2,276	9,183	29,950
Legal Fees		14,500		14,500	14,500	0	0.0%	0.0%	(131,602)	375,452	4,357
Membership Fees		6,000		6,000	6,000	0	0.0%	0.0%	4,146	1,924	3,666
Office Expense		25,000	(5,000)	30,000	30,000	0	0.0%	-16.7%	34,325	33,827	25,118
Professional Development		12,000		12,000	12,000	0	0.0%	0.0%	6,476	1,983	5,531
Purchased Services		75,000	(10,000)	85,000	111,200	(26,200)	-23.6%	-32.6%	111,918	109,958	90,368
Recovery - County Departments		(618,088)		(618,088)	(604,187)	(13,901)	2.3%	2.3%	(597,066)	(525,623)	(513,221)
Recovery - Municipal		(95,000)	(10,000)	(85,000)	(116,000)	31,000	-26.7%	-18.1%	(4,133)	(17,013)	(57,924)
Recovery - Provincial One Time		0		0	0	0			(82,116)	(16,620)	
Recovery - Outside Agencies		0		0	0	0			(32)		
Recruitment		1,000		1,000	1,000	0	0.0%	0.0%	3,710	6,010	535
Salaries		629,695		629,695	598,626	31,069	5.2%	5.2%	583,266	484,972	472,861
Surplus Adjustment - Capital		0				0			0		0
Surplus Adjustment - Depreciation		(500)		(500)	(500)	0	0.0%	0.0%	(461)	(462)	(461)
Travel		10,000	(5,000)	15,000	15,000	0	0.0%	-33.3%	1,698	4,110	17,411

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
PUBLICITY/PUBLIC RELATIONS SERVICE	0	15,000	0	15,000	15,000	0	0.0%	0.0%	9,525	5,148	14,518
Publicity/Public Relations Service		15,000		15,000	15,000	0	0.0%	0.0%	9,525	5,148	14,518
Recoveries		0		0	0	0					
AGRICULTURE & REFORESTATION	0	20,000	0	20,000	20,000	0	0.0%	0.0%	14,854	14,165	14,580
Reforestation - Grants in Lieu		15,000		15,000	15,000	0	0.0%	0.0%	13,334	12,645	13,060
Forest Fire Protection		5,000		5,000	5,000	0	0.0%	0.0%	1,520	1,520	1,520
PROVINCIAL OFFENCES ADMINISTRATION	5,200	(493,550)	(30,468)	(463,081)	(497,332)	34,251	-6.9%	-0.8%	(546,849)	(560,264)	(540,040)
Adjudication		60,850	(20,000)	80,850	80,850	0	0.0%	-24.7%	66,698	28,200	66,852
Admin Charges		57,258		57,258	54,610	2,648	4.8%	4.8%	52,749	49,492	38,810
Bank Charges (Visa/MasterCard)		31,000		31,000	28,000	3,000	10.7%	10.7%	30,456	22,918	24,596
Benefits	15,000	116,320		116,320	102,468	13,852	13.5%	13.5%	87,642	74,413	65,160
Certificates of Offence		10,000		10,000	10,000	0	0.0%	0.0%	5,714	9,373	4,139
City of Pembroke - Share of Net Revenue		66,633	(3,543)	70,177	71,437	(1,260)	-1.8%	-6.7%	45,980	80,477	77,572
Collection Costs		35,000		35,000	40,000	(5,000)	-12.5%	-12.5%	25,398	28,911	36,544
Computer & Technology		16,500		16,500	16,500	0	0.0%	0.0%	15,665	16,854	17,087
Conventions		2,300		2,300	2,300	0	0.0%	0.0%	0	0	499
COVID		0			0	0			69	3,308	
Court Transcripts		1,000		1,000	3,000	(2,000)	-66.7%	-66.7%	0	281	232
Depreciation		3,600		3,600	6,500	(2,900)	-44.6%	-44.6%	6,000	6,417	6,399
ICON Charges		20,000		20,000	25,350	(5,350)	-21.1%	-21.1%	16,846	15,555	19,502
Interpreter Fees		1,500		1,500	3,000	(1,500)	-50.0%	-50.0%	601	486	2,698
IT Charges		18,140		18,140	18,066	74	0.4%	0.4%	18,047	17,704	17,364
Lease Costs (County)		105,060		105,060	102,000	3,060	3.0%	3.0%	102,000	104,274	102,517
Legal Costs		2,000		2,000	1,000	1,000	100.0%	100.0%	1,018	1,272	21,296
Miscellaneous		1,500		1,500	1,500	0	0.0%	0.0%	0	154	396
Monitoring / Enforcement Fees		7,776		7,776	7,776	0	0.0%	0.0%	7,776	7,776	7,776
Office Equipment / Furniture		2,100		2,100	2,100	0	0.0%	0.0%	1,714	1,800	1,623
Office Supplies		6,500		6,500	6,500	0	0.0%	0.0%	6,531	2,957	6,181
Part III Prosecution		0		0	0	0			13,827	3,690	9,171
Postage		6,800		6,800	6,800	0	0.0%	0.0%	4,191	4,732	5,577
Purchase of Service - Notice of Fines		5,000		5,000	4,000	1,000	25.0%	25.0%	5,696	1,050	3,544
Purchase of Service - Prosecution	(74,800)	74,800		74,800	74,800	0	0.0%	0.0%	33,705	25,434	32,608
Recoveries - Other		0		0	0	0			(1,581)	(390)	(3,033)
Recoveries - Prov - One Time		0		0	0	0			(226,746)	(462,459)	
Revenues - Fees and Charges		(1,510,000)		(1,510,000)	(1,510,000)	0	0.0%	0.0%	(1,190,550)	(889,509)	(1,372,307)
Salaries	65,000	354,913		354,913	330,186	24,727	7.5%	7.5%	316,354	279,161	258,877
Satellite Courtroom Costs		0	(4,925)	4,925	4,925	0	0.0%		0	485	3,469
Staff Training/Development		2,000		2,000	2,000	0	0.0%	0.0%	504	0	190
Surplus Adjustment - Capital		11,000		11,000	0	11,000		#DIV/0!	0	0	0
Surplus Adjustment - From Reserves		(11,000)		(11,000)	0	(11,000)		#DIV/0!	0	0	
Surplus Adjustment - Depreciation		(3,600)		(3,600)	(6,500)	2,900	-44.6%	-44.6%	(6,000)	(6,417)	(6,399)
Telephone		8,000		8,000	8,000	0	0.0%	0.0%	12,449	10,833	6,002
Travel		2,500	(2,000)	4,500	4,500	0	0.0%	-44.4%	398	504	4,836
Witness Fees		1,000		1,000	1,000	0	0.0%	0.0%	0	0	182

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

	Budget Enhancement	2023 Budget - 2.5%	2023 Budget - 2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance $	Unchanged Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
MPAC	0	1,540,414	0	1,540,414	1,541,700	(1,286)	-0.1%	-0.1%	1,546,566	1,555,448	1,549,942
Property Assessment		1,540,414		1,540,414	1,541,700	(1,286)	-0.1%	-0.1%	1,546,566	1,555,448	1,549,942
FINANCIAL EXPENSE	0	21,540,054	0	21,540,054	20,087,400	1,452,654	7.2%	7.2%	18,261,200	13,081,700	10,291,749
Capping Costs (ends 2020)		0			0	0			0	0	0
Assessment Review		0		0	22,000	(22,000)	-100.0%		0	0	
County Share - Taxes Written Off		300,000		300,000	300,000	0	0.0%	0.0%	360,101	222,479	198,042
Provision for Unallocated Funds		300,000		300,000	300,000	0	0.0%	0.0%	0	300,000	850
Insurance Increase - 2021		0			0	0			0	0	
OW Sick Leave Liability		0			0	0			0	0	0
EOWC Cell Project		0			0	0			0	0	905,996
Claybank Debt Interest (2028)		65,008		65,008	76,253	(11,245)	-14.7%	-14.7%	84,870	95,635	105,729
Surplus Adj-Principal-Claybank Bridge (2028)		373,559		373,559	362,314	11,245	3.1%	3.1%	351,407	340,829	330,569
Madawaska Debt Interest (2030)		81,809		81,809	90,811	(9,002)	-9.9%	-9.9%	53,067	0	
Surplus Adj-Principal-Madawaska Bridge (2030)		439,515		439,515	430,513	9,002	2.1%	2.1%	211,939	0	
Surplus Adjustment - Trf to Gas Tax Reserve		2,914,661		2,914,661	2,793,217	121,444	4.3%	4.3%	2,793,217	6,024,817	2,126,252
Surplus Adjustment - Trf to TCA Renewal Reserve		7,360,198	0	7,360,198	6,227,007	1,133,191	18.2%	18.2%	5,262,450	5,722,940	5,226,854
Surplus Adjustment - Trf to PW Capital Reserve		9,238,831	0	9,238,831	8,800,744	438,087	5.0%	5.0%	8,586,092	0	
Surplus Adjustment - SDIP Saving - Trf to TCA Resv		466,473		466,473	466,473	0	0.0%	0.0%	169,149	0	
Cannabis/Modernization Reserve		0			0				13,908	0	881,321
Sched 2 Reserve		0			0	0				0	0
Reserve (BM Solar)		0			0	0				0	123,767
Surplus Adj. Unfinanced Cap (Centennial Lake Bridge 2022)		0		0	218,068	(218,068)	-100.0%		375,000	375,000	375,000
Vacant Building Rebates (ends 2018)					0	0			0	0	17,369
COUNTY LEVY (2.5% target + 2.16% CVA=4.66%)	1,224,253	52,893,896	(3,062,296)	55,956,192	50,540,380	5,415,812	10.7%	4.66%	48,945,594	47,253,904	45,655,946
PIL ADJUSTMENTS	0	(150,000)	0	(150,000)	(150,000)	0	0.0%	0.0%	(109,521)	(74,225)	(132,079)
WATERPOWER GENERATING STATION	0	394,109	0	394,109	394,109	0	0.0%	0.0%	394,109	394,109	394,109
RAILWAY/HYDRO RIGHTS-OF-WAY	0	0	0	0	5,000	(5,000)	-100.0%		0	0	0
SUPPLEMENTARY REVENUE	0	500,000	0	500,000	500,000	0	0.0%	0.0%	569,916	452,233	426,201
OTHER REVENUE	0	3,564,661	0	3,564,661	3,444,717	119,944	3.5%	3.5%	3,500,113	6,644,690	4,967,180
Interest Revenue		650,000		650,000	650,000	0	0.0%	0.0%	654,664	734,673	935,664
Provincial - One Time		0		0	0	0			13,908		881,321
Other Revenue		0		0	0	0			35	50	30
Gain / (Loss) Sale of Assets		0		0	0	0			37,854	(115,430)	(6,865)
BM Repayment of Loan (ends 2019)		0		0	0	0			0		123,767
CCBF (Gas Tax) Funding		2,914,661		2,914,661	2,793,217	121,444	4.3%	4.3%	2,793,217	6,024,817	2,126,252
Surplus Adjustment - From Reserve		0		0	0	0			0		905,996
Licenses		0		0	1,500	(1,500)	-100.0%		435	580	1,015
TOTAL REVENUES	1,224,253	57,202,666	(3,062,296)	60,264,962	54,734,206	5,530,756	10.1%	4.5%	53,300,211	54,670,711	51,311,357

County of Renfrew
Schedule of Reserves
2023 BUDGET

		Audited Balance 31-Dec-21	2022 Budget Reserve Changes	Known Adjustments In 2022	Estimated Balance 31-Dec-22	Prop-Pembroke	Property-RCP	Property - Base	Prop- Arnprior	IT	POA	Trails	PW	xxx	Transfers To	Transfers From	SDIP	Net Change	Estimated Balance 31-Dec-22	c = capital reserve	S=shared prov/city
Child Care	Mitigation	1,534,682			1,534,682													0	1,534,682		s
Ec Dev	RED	35,000			35,000													0	35,000		
Trail	Algonquin Trail	54,125			54,125													0	54,125		
General	Building Reserve	3,528,757	(641,734)	400,000 f	3,287,023	(253,000)	(985,630)	114,134	83,375				(317,000)					(1,358,121)	1,928,902	c	
General	Development Reserve	8,780			8,780													0	8,780	c	
General	Federal Gas Tax Reserve	0	(2,685,199)	2,685,199 a	0								(2,914,661)		2,914,661			0	0		
General	Insurance	150,000			150,000													0	150,000		
General	Reforestation Reserve	235,894	(8,100)		227,794											(24,100)		(24,100)	203,694	c	s
General	OPP Bldg	808,540	66,169		874,709										62,625	(41,000)		21,625	896,334	c	
General	Sick leave	69,458			69,458													0	69,458		
General	TCA Renewal Reserve	17,526,393	(3,217,371)	3,306,073 b	17,615,095					(17,000)	(11,000)		(14,410,409)		7,360,198		466,473	(6,611,738)	11,003,357	c	
General	Working Capital	19,378,284	(2,051,000)		17,327,284	(40,000)						(2,225,538)						(2,265,538)	15,061,746	c	
General	WSIB Sched 2	621,547			621,547													0	621,547		
General	Cannabis Reserve	149,979			149,979													0	149,979		
General	Ontario Winter Games	200,000			200,000													0	200,000		
Housing	Non Profit Capital	116,222			116,222													0	116,222		s
Housing	Severance	146,992			146,992													0	146,992		s
Paramedic	Infrastructure	2,229,761	(794,000)	1,605,000 c	3,040,761										1,200,000	(2,445,000)		(1,245,000)	1,795,761	c	s
Paramedic	Community Paramedic	738,884			738,884													0	738,884		s
Paramedic	Severance	1,378,862			1,378,862													0	1,378,862		s
Paramedic	WSIB Sched 2	0			0													0	0		s
Public Works	Capital	0			0								(9,238,831)		9,238,831			0	0	c	
Public Works	Winter Control	250,000			250,000													0	250,000		
Social Service	Fiscal Pressure	339,942			339,942													0	339,942		s
County Of Renfrew		49,502,102	(9,331,235)	7,996,272	48,167,139	(293,000)	(985,630)	114,134	83,375	(17,000)	(11,000)	(2,225,538)	(26,880,901)	0	20,776,315	(2,510,100)	466,473	(11,482,872)	36,684,267		
BM	WSIB Sched 2	545,768	49,024		594,792										49,024			49,024	643,816		s
BM	Butterfly	149,318	(25,000)		124,318													0	124,318	c	s
BM	Unallocated	3,248,734	(361,800)	65,000 d	2,951,934											(626,500)		(626,500)	2,325,434	c	s
BM	LTC CMI Stabilization	248,242			248,242													0	248,242		s
BM	Equip	100,000			100,000													0	100,000	c	s
Bonnechere Manor		4,292,062	(337,776)	65,000	4,019,286		0	0	0	0	0	0	0	0	49,024	(626,500)	0	(577,476)	3,441,810		
ML	Butterfly	159,419	(159,419)		0													0	0	c	s
ML	WSIB Sched 2	228,442			228,442													0	228,442		s
ML	Unallocated	947,809	(426,341)	227,600 e	749,068											(703,600)		(703,600)	45,468	c	s
ML	LTC CMI Stabilization	0	100,614		100,614													0	100,614		s
ML	Equip	38,782			38,782													0	38,782	c	s
ML	Sick leave	186,402			186,402													0	186,402		s
Miramichi Lodge		1,560,854	(485,146)	227,600	1,303,308		0	0	0	0	0	0	0	0	0	(703,600)	0	(703,600)	599,708		
Opeongo	Capital	0			0													0	0	c	s
RCHC	Capital	3,870,674	(1,482,665)	236,000 g	2,624,009											(1,204,200)		(1,204,200)	1,419,809	c	s
RCHC	AHP Reserve				0													0	0		s
RCHC	AHP Admin Reserve				0													0	0		s
RCHC	Home Ownership				0													0	0		s
RCHC	Working Capital	50,000			50,000													0	50,000	c	s
RCHC	WSIB Sched 2	148,483			148,483													0	148,483		s
Renfrew County Housing Corp		4,069,157	(1,482,665)	236,000	2,822,492		0	0	0	0	0	0	0	0	0	(1,204,200)	0	(1,204,200)	1,618,292		
Total Surplus Adjustment		59,424,175	(11,636,822)	8,524,872	56,312,225	(293,000)	(985,630)	114,134	83,375	(17,000)	(11,000)	(2,225,538)	(26,880,901)	0	20,825,339	(5,044,400)	466,473	(13,968,148)	42,344,077		
Capital Reserves Only		52,281,145	(9,101,261)	5,839,673	49,019,557	(293,000)	(985,630)	114,134	83,375	(17,000)	(11,000)	(2,225,538)	(23,966,240)	0	17,861,654	(5,044,400)	466,473	(14,017,172)	35,002,385		

County of Renfrew
2023 Budget

Department	Primary Category	Detail	Detail	Location/Other	Road 70 Bridge 70 Culvert 70 or Risk	Revised 10 Year Plan	Budget $	Sources of Financing						
								Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	Total
BM	Buildings	D2030 - Sanitary Waste		Municipal sanitary Lift station	Low	10,000	10,000					10,000		10,000
BM	Buildings	E2010 - Fixed Furnishings		kitchen cabinets 2 x servery 2 x cabinets in staff	Low	25,000	25,000					25,000		25,000
BM	Buildings	D4010 - Sprinklers		sprinklers	Low	30,000	30,000					30,000		30,000
BM	Buildings	E1042 - Laundry Room Equipment		3 washers new dryer 2016	Low	30,000	30,000					30,000		30,000
BM	Buildings	D5033 - Telephone Systems		new NEC system, partial cf	Low	180,000	160,000					160,000		160,000
BM	Buildings	Buterfly project		2021 & 2022 carryover			25,000					25,000		25,000
BM	Buildings	d3055-fin tube radiation	heaters in all rooms	2022 carryover			20,000					20,000		20,000
BM	Equipment	portable phones		2022 carryover			20,000					20,000		20,000
BM	Equipment	Wireless access points x 19					16,500					16,500		16,500
BM	Buildings	B30 - Roofing		washed river stone over single EPDM roof memt	Low	290,000	290,000					290,000		290,000
BM Total						565,000	626,500	0	0	0	0	626,500	0	626,500
IT	Equipment	server-virtual replacement		CAB			17,000					17,000		17,000
IT Total						0	17,000	0	0	0	0	17,000	0	17,000
ML	Buildings	C3020 - Floor Finishes		Ceramic flooring (ceramic repair 1st Floor)	Low	10,000	10,000					10,000		10,000
ML	Buildings	D3034 - Study - Air Conditioning Units		Eng. Study / tender		25,000	25,000					25,000		25,000
ML	Buildings	D1011 - Passage Elevators - Hydraulic		68 special purpose lifts from 160 kg - 455 kg ten	Medium	26,000	26,000					26,000		26,000
ML	Buildings	D5092 - Emergency Power & Generation Systems		500 Kw Emergency Generator - New Tranfer Sw	Low	35,000	35,000					35,000		35,000
ML	Buildings	C3020 - Floor Finishes		carpet rolled - Final phase of resident floor repla	Low	40,000	40,000					40,000		40,000
ML	Building	D-Services - Mechanical		carryover 2022 - Make-Up AHU			27,600					27,600		27,600
ML	Buildings	D3045 - Exhaust Ventilation Systems		VAV boxes - 43 VAVs Resident Areas Phase Tw	Medium	90,000	90,000					90,000		90,000
ML	Buildings	D3043 - Hydronic Distribution Systems		Hydronic valve controllers upgrade Phase Four	Low	160,000	160,000					160,000		160,000
ML	Buildings	hotwater boilers		carryover 2022 - $200K, deffered to 2026		0	0					0		0
ML	Buildings	Butterfly Dementia care unit renovations		defered re COVID and contractor issues, partial cf		161,000	60,000					60,000		60,000
ML	Buildings	D5032 - Intercommunications And Paging		Nurse call - Austco sytstem - Phase #1- 2022 & i	Low	200,000	200,000					200,000		200,000
ML	Land Improvement	G2030 - Pedestrian Paving		concrete sidewalk and patio	Low	30,000	30,000					30,000		30,000
ML Total						777,000	703,600	0	0	0	0	703,600	0	703,600
POA	Equipment	AV Equipment for Hybrid Court	Original Equipment was Temp Pandemic		Low		11,000					11,000		11,000
POA Total						0	11,000	0	0	0	0	11,000	0	11,000
Paramedic	Equipment	es_0713-pc.workgroup	tuffbook laptop				6,000					6,000		6,000
Paramedic	Equipment	es_0768-pc.workgroup	tuffbook laptop				6,000					6,000		6,000
Paramedic	Equipment	es_0714-pc.workgroup	tuffbook laptop				6,000					6,000		6,000
Paramedic	Equipment	es_1063-pc.workgroup	tuffbook laptop				6,000					6,000		6,000
Paramedic	Equipment	es_0754-pc.workgroup	tuffbook laptop				6,000					6,000		6,000
Paramedic	Vehicles	ATV-18-8054008	POLARIS 4X4 SIDE BY SIDE			30,000	30,000					30,000		30,000
Paramedic	Vehicles	ERV-18-F286261	TRUCK GMC SIERRA		H	120,000	150,000					150,000		150,000
Paramedic	Vehicles	ERV-18-R375167	TRUCK CHEV TAHOE		H	120,000	120,000					120,000		120,000
Paramedic	Vehicles	ERV-18-R375824	TRUCK CHEV TAHOE		H	120,000	120,000					120,000		120,000
Paramedic	Vehicles	ERV-18-R376195	TRUCK CHEV TAHOE		M	120,000	120,000					120,000		120,000
Paramedic	Vehicles		Ford Expedition	new replacements			120,000					120,000		120,000
Paramedic	Vehicles		FORD F250	new replacements			150,000					150,000		150,000
Paramedic	Vehicles	AMBU-17-9774496	AMBULANCE DEMERS TYPE II	carryover $235,000			235,000					235,000		235,000
Paramedic	Vehicles	AMBU-18-9774473	AMBULANCE DEMERS TYPE III	carryover $235,000			235,000					235,000		235,000
Paramedic	Vehicles	AMBU-18-9774474	AMBULANCE DEMERS TYPE III	carryover $235,000			235,000					235,000		235,000
Paramedic	Vehicles	AMBU-18-9774495	AMBULANCE DEMERS TYPE III (+stretc	carryover $300,000			300,000					300,000		300,000
Paramedic	Vehicles	AMBU-18-9774497	AMBULANCE DEMERS TYPE III (+stretc	carryover $300,000			300,000					300,000		300,000
Paramedic	Vehicles	AMBU-19-N044507	AMBULANCE DEMERS TYPE III (+stretc	carryover $300,000			300,000					300,000		300,000
Paramedic	Vehicles	AMBU-19-N053032	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	H	235,000								0
Paramedic	Vehicles	AMBU-19-N053279	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	M	235,000								0
Paramedic	Vehicles	AMBU-19-N054530	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	L	235,000								0
Paramedic	Vehicles	AMBU-19-N053540	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	L	235,000								0
Paramedic	Vehicles	AMBU-18-9774498	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	L	235,000								0
Paramedic Total						1,685,000	2,445,000	0	0	0	0	2,445,000	0	2,445,000
Prop-ArnBase	Land Improvement	parking lot		Paramedic base Arnprior		10,000	10,000					10,000		10,000
Prop-ArnBase Total						10,000	10,000	0	0	0	0	10,000	0	10,000
Prop-BBBase	Land Improvement	crack sealing	under thresehold	Paramedic base Barry's Bay		5,000	0					0		0
Prop-BBBase Total						5,000	0	0	0	0	0	0	0	0
Prop-CAB	Buildings	door opener	funded CF	CAB			59,000			59,000				59,000
Prop-CAB	Buildings	consulting on new PS base	6% of $3M base	CAB			180,000					180,000		180,000
Prop-CAB	Buildings	generator transfer switch		CAB		33,000	33,000					33,000		33,000
Prop-CAB	Furniture	office conference furniture		CAB		27,500	0							0
Prop-CAB	Vehicles	LDT	LDTR-12-S287312	TRUCK PICKUP DODGE RAM 1500 4X2	Low	40,000	40,000					40,000		40,000
Prop-CAB Total						100,500	312,000	0	0	59,000	0	253,000	0	312,000
Prop-DeepBase	Buildings	lighting	under thresehold	Paramedic base Deep river		5,500	0					0		0
Prop-DeepBase	Land Improvement	crack sealing	under thresehold	Paramedic base Deep river		5,000	0					0		0
Prop-DeepBase Total						10,500	0	0	0	0	0	0	0	0
Prop-OPP	Equipment	HVAC		OPP - Renfrew		11,000	11,000					11,000		11,000

County of Renfrew
2023 Budget

Department	Primary Category	Detail	Detail	Location/Other	Road 70 Bridge 70 Culvert 70 or Risk	Revised 10 Year Plan	Budget $	Sources of Financing: Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	Total
Prop-OPP	**Land Improvement**	parking lot remediation		OPP - Renfrew		16,500	30,000					30,000		**30,000**
Prop-OPP Total						27,500	41,000	0	0	0	0	41,000	0	**41,000**
Prop-PetBase	**Buildings**	floor sealing		Paramedic base Petawawa		17,600	17,600					17,600		**17,600**
Prop-PetBase	**Land Improvement**	crack sealing		Paramedic base Petawawa		20,000	20,000					20,000		**20,000**
Prop-PetBase Total						37,600	37,600	0	0	0	0	37,600	0	**37,600**
Prop-RCP	**Buildings**	roofing		RCP		341,000	341,000					341,000		**341,000**
Prop-RCP	**Buildings**	PS storage building	carry over of $200K	RCP		200,000	425,000					425,000		**425,000**
Prop-RCP	**Equipment**	rooftop HVAC units x 2	carry over of $150K	RCP		220,000	220,000					220,000		**220,000**
Prop-RCP	**Land Improvement**	parking lot	carry over of $50k	RCP		50,000	50,000					50,000		**50,000**
Prop-RCP	**Land Improvement**	crack sealing		RCP		13,200	13,200					13,200		**13,200**
Prop-RCP Total						824,200	1,049,200	0	0	0	0	1,049,200	0	**1,049,200**
PW	**Bridge**	B007	Butler Bridge	Butler Road	72	1,700,000	20,000					20,000		**20,000**
PW	**Bridge**	B044	Douglas Bridge	5	66	1,800,000	1,800,000					1,800,000		**1,800,000**
PW	**Bridge**	B064	Pilgrim Road Bridge	2022 budget carry over $139K	64	380,000	380,000					380,000		**380,000**
PW	**Bridge**	B102	Brennans Creek Bridge	512	62	825,000	10,000					10,000		**10,000**
PW	**Bridge**	B108	Tramore Bridge	Tramore Road	72	400,000	20,000					20,000		**20,000**
PW	**Bridge**	B156	Burnt Bridge	Burnt Bridge Road	62	530,000	53,000					53,000		**53,000**
PW	**Bridge**	B232	Cochrane Creek Bridge	Cement Bridge Road	38	500,000	50,000					50,000		**50,000**
PW	**Bridge**	B257	Harrington Creek Bridge	2022 budget carry over $800K	24	800,000	800,000					800,000		**800,000**
PW	**Bridge**	B310	Ski Hill Bridge	58	67	1,200,000	1,200,000					1,200,000		**1,200,000**
PW	**Bridge**	B103	O'Grady Bridge	O'Grady Settlement Road	52	26,500	26,500					26,500		**26,500**
PW	**Bridge**	B145	Combermere Bridge	62	64	280,000	280,000					280,000		**280,000**
PW	**Bridge**	B181	Peter Black Bridge	24	61	180,000	180,000					180,000		**180,000**
PW	**Bridge**		General Bridge Repairs			200,000	100,000					100,000		**100,000**
PW	**Buildings**	Calabogie	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Low	25,000	25,000					25,000		**25,000**
PW	**Buildings**	Calabogie	Property, General Yard & Signs	Site Condition Assessment	Low	15,000	0					0		**0**
PW	**Buildings**	Cobden	Gas/Diesel Tanks & Pumps	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		**25,000**
PW	**Buildings**	Cobden	Property, General Yard & Signs	Site Condition Assessment	Medium	15,000	0					0		**0**
PW	**Buildings**	Cobden	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		**25,000**
PW	**Buildings**	Cobden	Furnace				32,000					32,000		**32,000**
PW	**Buildings**	Goshen	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Low	25,000	25,000					25,000		**25,000**
PW	**Buildings**	Goshen	Property, General Yard & Signs	Site Condition Assessment	Low	15,000	0					0		**0**
PW	**Buildings**	Goshen	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		**25,000**
PW	**Buildings**	Southwest	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Low	25,000	25,000					25,000		**25,000**
PW	**Buildings**	Southwest	Property, General Yard & Signs	Site Condition Assessment	Low	15,000	0					0		**0**
PW	**Buildings**	Southwest	Toilets, Sinks, Piping, etc	Architectural Review & design for Washroom	Low	30,000	30,000					30,000		**30,000**
PW	**Buildings**	Southwest	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		**25,000**
PW	**Buildings**	White Water	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Medium	25,000	25,000					25,000		**25,000**
PW	**Buildings**	White Water	Property, General Yard & Signs	Site Condition Assessment	Medium	15,000	0					0		**0**
PW	**Buildings**	White Water	Toilets, Sinks, Piping, etc	Architectural Review & design for Washroom	Low	30,000	30,000					30,000		**30,000**
PW	**Buildings**	White Water	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		**25,000**
PW	**Culverts**	C001	Berlanquet Creek Culvert	5	65	400,000	40,000					40,000		**40,000**
PW	**Culverts**	C025	Borne Road Culvert	Borne Road	28.5	800,000	800,000					800,000		**800,000**
PW	**Culverts**	C115	Dunlop Crescent Dual Culvert	Dunlop Crescent	37	415,000	415,000					415,000		**415,000**
PW	**Culverts**	C134	Campbell Drive Culvert	Campbell Drive	39	600,000	0					0		**0**
PW	**Culverts**	C137	Hanson Creek Culverts	carryover 82K	53.79	600,000	600,000					600,000		**600,000**
PW	**Culverts**	C191	Dicks Road Culvert	Dicks Road	18	200,000	200,000					200,000		**200,000**
PW	**Culverts**	C197	Etmanskie Swamp Culvert	carryover $1M	43.74	1,300,000	1,300,000					1,300,000		**1,300,000**
PW	**Culverts**	C204	Bellowes Creek Culvert	12	40.5	540,000	600,000					600,000		**600,000**
PW	**Culverts**	C325	Neilson Creek Culvert	Clear Lake Road	18	450,000	450,000					450,000		**450,000**
PW	**Culverts**	C040	Snake River Culvert	8	67	25,000	25,000					25,000		**25,000**
PW	**Culverts**	C051	Harris Creek Culvert	Proven Line	21	20,000	20,000					20,000		**20,000**
PW	**Culverts**	C062	John Watson Culvert 2	John Watson Road	25	45,000	45,000					45,000		**45,000**
PW	**Culverts**	C130	Lochiel Creek Culvert North	63	25.5	40,000	40,000					40,000		**40,000**
PW	**Culverts**	C136	Robertson Twin Pipes	Robertson Line	43	61,000	61,000					61,000		**61,000**
PW	**Culverts**	C201	Broomes Creek Culvert	7	16	200,000	200,000					200,000		**200,000**
PW	**Culverts**	C215	Elm Creek Culverts	Snake River Line	21	36,000	36,000					36,000		**36,000**
PW	**Culverts**	C221	Kenny's Culvert	Pleasant Valley Road	48.14	20,000	20,000					20,000		**20,000**
PW	**Culverts**	C229	Burnt Bridge	Burnt Bridge Road	42.64	30,500	0					0		**0**
PW	**Culverts**	C250	Pleasant Valley Culvert	Grants Settlement Road	64.1	80,000	0					0		**0**
PW	**Culverts**	C268	St. Columbkille's Culvert	58	59	90,000	90,000					90,000		**90,000**
PW	**Equipment**	U-body water tank					36,000					36,000		**36,000**
PW	**Equipment**	Roller 3'					55,000					55,000		**55,000**
PW	**Equipment**	Forestry Mulcher Attachment					50,000					50,000		**50,000**
PW	**Equipment**	Forestry Mulcher Attachment					50,000					50,000		**50,000**
PW	**Equipment**	Offset Roller					81,000					81,000		**81,000**

County of Renfrew
2023 Budget

Department	Primary Category	Detail	Detail	Location/Other	Road 70 Bridge 70 Culvert 70 or Risk	Revised 10 Year Plan	Budget $	Sources of Financing						
								Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	Total
PW	**Equipment**	Road Winener					110,000					110,000		**110,000**
PW	**Equipment**	Offset Roller	2022 budget carry over	tendering as of Oct 2022			80,153					80,153		**80,153**
PW	**Equipment**	Road Shoulder MC	2022 budget carry over	tendering as of Oct 2022			95,440					95,440		**95,440**
PW	**Roads**		Intersections			200,000	200,000					200,000		**200,000**
PW	**Roads**		Scratch Coat			750,000	750,000					750,000		**750,000**
PW	**Roads**	1	River Road	Lochwinnoch Rd-to-Storie Rd	27.1	603,077	603,077					603,077		**603,077**
PW	**Roads**	1	River Road	Storie Rd-to-County CP Trail	21.5	533,930	533,930					533,930		**533,930**
PW	**Roads**	6	Gillan Rd	Hwy 60 (O'Brien Rd)-to-Jamieson Lane	72.9	192,214						0		**0**
PW	**Roads**	6	Gillan Rd	Jamieson Lane-to-Lime Kiln Rd	67.7	300,902						0		**0**
PW	**Roads**	6	Gillan Rd	Lime Kiln Rd-to-Hwy 17	57.7	134,160						0		**0**
PW	**Roads**	6	Lochwinnoch Rd	Hwy 17-to-Thomson Rd	69.4	356,315						0		**0**
PW	**Roads**	6	Lochwinnoch Rd	Thomson Rd-to-Yantha Rd	70.1	469,159						0		**0**
PW	**Roads**	6	Lochwinnoch Rd	Yantha Rd-to-Miller Rd	75.3	201,641						0		**0**
PW	**Roads**	20	Bruce St	Hwy 60-to-Urban Limit	71.4	93,065	93,065					93,065		**93,065**
PW	**Roads**	20	Bruce St	Urban Limit-to-Cobus Rd	68	239,014	239,014					239,014		**239,014**
PW	**Roads**	20	Bruce St	Cobus Rd-to-Hwy 17	66.4	207,480	207,480					207,480		**207,480**
PW	**Roads**	21	Beachburg Rd	Hila Rd-to-Cty Rd 12 (Westmeath Rd)	73.8	272,617						0		**0**
PW	**Roads**	21	Beachburg Rd	Cty Rd 12 (Westmeath Rd)-to-Finchley Rd	74.3	397,720						0		**0**
PW	**Roads**	23	Highland Rd	Sawmill Rd-to-Frank St	47.8	166,970						0		**0**
PW	**Roads**	23	Highland Rd	Frank St-to-Cty Rd 2 (White Lake Rd)	46.9	472,610						0		**0**
PW	**Roads**	24	White Water Rd	Stafford Third Line-to-Hwy 17	49.4	1,309,911	1,309,911				833,791	476,120		**1,309,911**
PW	**Roads**	30	Lake Dore Rd	Hwy 60-to-St. John's Church Steps	42.9	631,856	631,856					631,856		**631,856**
PW	**Roads**	30	Lake Dore Rd	St. John's Church Steps-to-Lovers Lane	20.3	961,944	961,944					961,944		**961,944**
PW	**Roads**	30	Lake Dore Rd	Lovers Lane-to-Sperberg Rd	30.7	935,748	935,748					935,748		**935,748**
PW	**Roads**	37	Murphy Rd	Hwy 17-to-Cty Rd 26 (Doran St)	17.9	1,077,840	1,077,840			669,263		408,577		**1,077,840**
PW	**Roads**	37	Murphy Rd	Cty Rd 26 (Doran St)-to-Cty Rd 51 (Petawawa B	31.5	490,588	490,588					490,588		**490,588**
PW	**Roads**	42	Forest Lea Rd	Hwy 17-to-B Line Rd	75.5	389,298	389,298					389,298		**389,298**
PW	**Roads**	42	Forest Lea Rd	B Line Rd-to-Meadowbrook Dr West Junction	61.6	256,330	256,330					256,330		**256,330**
PW	**Roads**	42	Forest Lea Rd	Meadowbrook Dr West Junction-to-Cty Rd 51 (P	75	113,724	113,724					113,724		**113,724**
PW	**Roads**	45	Russett Dr	Vanjumar Rd-to-Nieman Dr	47	604,500								**0**
PW	**Roads**	45	Russett Dr	Nieman Dr-to-Scheel Dr	56.8	561,100								**0**
PW	**Roads**	58	Round Lake Rd	Deer Trail Rd-to-Turners Rd	45.5	763,470	763,470			763,470				**763,470**
PW	**Roads**	58	Round Lake Rd	Turners Rd-to-Bonnechere R Bdge W Exp Jnt	54.3	494,010	494,010			494,010				**494,010**
PW	**Roads**	65	Centennial Lake Rd	2872 Centennial Lake Rd-to-Black Donald Acces	14.5	686,230	686,230			686,230				**686,230**
PW	**Roads**	508	Calabogie Rd	Cty Rd 34 (Norton Rd)-to-Mill St	34.5	918,160	918,160					918,160		**918,160**
PW	**Roads**	508	Calabogie Rd	Goshen Rd-to-Nabarr Rd	45.2	430,564	430,564					430,564		**430,564**
PW	**Roads**	508	Calabogie Rd	Nabarr Rd-to-Cty Rd 63 (Stewartville Rd)	58.9	418,982	418,982					418,982		**418,982**
PW	**Roads**	508	Calabogie Rd	Cty Rd 63 (Stewartville Rd)-to-Hwy 17	52.5	401,799	401,799					401,799		**401,799**
PW	**Roads**	512	Foymount Rd	2022 budget carry over 1.8M								0		**0**
PW	**Roads**	512	Foymount Rd	B257-to-Lake Clear Rd	5	1,032,960	1,032,960						1,032,960	**1,032,960**
PW	**Roads**	512	Foymount Rd	Lake Clear Rd-to-Buelow Rd	5	802,230	802,230						802,230	**802,230**
PW	**Roads**	512	Foymount Rd	Buelow Rd-to-Verch Rd	5	1,605,930	1,605,930						1,605,930	**1,605,930**
PW	**Roads**	512	Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)	5	1,049,070	1,049,070						1,049,070	**1,049,070**
PW	**Roads**	515	Palmer Rd	Riverside Dr-to-McPhee Bay Rd	45.2	688,599								**0**
PW	**Roads**	515	Palmer Rd	McPhee Bay Rd-to-Finch Rd	62.5	650,867								**0**
PW	**Roads**	515	Palmer Rd	Finch Rd-to-Palmer Rapids Dam Rd	48.9	609,194	1,585,870				1,585,870			**1,585,870**
PW	**Roads**	515	Palmer Rd	Palmer Rapids S Urban Lmt-to-Palmer Rapids N	47.9	183,700	183,700				183,700			**183,700**
PW	**Roads**	515	Palmer Rd	Palmer Rapids N Urban Lmt-to-Cty Rd 514 (Sch	67.4	311,300	311,300				311,300			**311,300**
PW	**Roads**	517	Dafoe Rd	Radcliffe Twp (Coulas Rd)-to-CA 2049	19.6	421,000	421,000					421,000		**421,000**
PW	**Roads**	517	Dafoe Rd	CA 2049-to-Peplinskie Rd	17.3	505,200	505,200					505,200		**505,200**
PW	**Roads**	517	Dafoe Rd	Peplinskie Rd-to-Serran Rd	12.7	348,210	348,210					348,210		**348,210**
PW	**Roads**	635	Swisha Rd	Hwy 17-to-Interprovincial Bdge S Exp Jnt	74.7	300,000	300,000					300,000		**300,000**
PW	**Vehicles**	LDT	LDTR-16-Z335214		Low	42,000	42,000					42,000		**42,000**
PW	**Vehicles**	HDT	HDTR-07-J653946	6 Ton Truck	Medium	326,000	326,000					326,000		**326,000**
PW	**Vehicles**	HDT	HDTR-08-J105697	6 Ton Truck	Medium	386,000	386,000					386,000		**386,000**
PW	**Vehicles**	HDT	HDTR-09-J239888	6 Ton Truck	Low	400,000	400,000					400,000		**400,000**
PW	**Vehicles**	Tractor	TRAC-02-L25212	Southwest	High	125,000	125,000					125,000		**125,000**
PW	**Vehicles**	Loader	New - Additional		Extreme	500,000	500,000					500,000		**500,000**
PW	**Vehicles**	Trailer	New - Additional	Enclosed Cargo 20'	Low	25,000	25,000					25,000		**25,000**
PW	**Vehicles**	HDT	2022 budget carry over	617-09 plow truck			391,480					391,480		**391,480**
PW Total						42,483,189	33,984,064	0	0	2,612,973	2,914,661	23,966,240	4,490,190	**33,984,064**
RCHC	**Buildings**	425 Nelson Street	B2010 - Exterior Walls	brick work	does not qualify	12,240	0					0		**0**
RCHC	**Buildings**	150 Elizabeth Street North	D2095 - Domestic Water Heaters	2 X 200 GAL Tank		15,000	15,000					15,000		**15,000**
RCHC	**Buildings**	59 Wallace Street - Site	G4020 - Site Lighting	Site lighting*	carryover	25,000	25,000					25,000		**25,000**
RCHC	**Buildings**	236 Hall Vent Stacks	critical			25,000	25,000					25,000		**25,000**
RCHC	**Buildings**	44 Lorne Street	B2030 - Exterior Doors	exterior doors.	carryover	26,000	26,000					26,000		**26,000**

County of Renfrew
2023 Budget

Department	Primary Category	Detail	Detail	Location/Other	Road 70 Bridge 70 Culvert 70 or Risk	Revised 10 Year Plan	Budget $	Sources of Financing: Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	Total
RCHC	**Buildings**	150 Elizabeth Street North	B2030 - Exterior Doors	Fire Exit Door	carryover	35,000	35,000					35,000		**35,000**
RCHC	**Buildings**	425 Nelson Street	fire system consultant		does not qualify	50,000	0					0		**0**
RCHC	**Buildings**	75 Stafford Street	D4010 - Sprinklers	Partial sprinkler system.		50,000	50,000					50,000		**50,000**
RCHC	**Buildings**	k Cres, 596-598 Frank Dench St	Electrical	does not meet current electrical code		50,000	50,000					50,000		**50,000**
RCHC	**Buildings**	26 Spruce Family steps				50,000	50,000					50,000		**50,000**
RCHC	**Buildings**	New install bathroom fans	Do 50 in 2023		does not qualify	50,000	0					0		**0**
RCHC	**Buildings**	Extension to garage at Lorne				50,000	50,000					50,000		**50,000**
RCHC	**Buildings**	75 Stafford Street	C1070 - Plumbing fixture Refurbishment		carryover	75,000	75,000					75,000		**75,000**
RCHC	**Buildings**	ey, 220/350 Arith Blvd - (14) Dupl	Roofing	Asphalt shingle roofing.	carryover	75,000	75,000					75,000		**75,000**
RCHC	**Buildings**	)-1144 Lea St - (2) Townhome Bl	B30 - Roofing	Asphalt shingles.		90,000	90,000					90,000		**90,000**
RCHC	**Buildings**	260 Elizabeth Street North	A20 - Basement Construction	Structural issues		100,000	100,000					100,000		**100,000**
RCHC	**Buildings**	)-1144 Lea St - (2) Townhome Bl	B2020 - Exterior Windows	All, based on sample units		125,000	125,000					125,000		**125,000**
RCHC	**Buildings**	41 Vimy Building shift				150,000	150,000					150,000		**150,000**
RCHC	**Buildings**	1030-1106 Lea St - (4) Townhon	B30 - Roofing	Asphalt shingles.		200,000	200,000					200,000		**200,000**
RCHC	**Buildings**	demolition and rebuild - 202 cecil			OHPI		546,000			546,000				**546,000**
RCHC	**Buildings**	lee & douglas new build		RCHC contribution	COCHI		2,350,000			2,350,000				**2,350,000**
RCHC	**Vehicles**	TRAC-09-LAWNP02	Tractor 510 MacKay/515 River Rd		Low	8,600	8,600					8,600		**8,600**
RCHC	**Vehicles**	TRAC-06-LAWNP05	Lawn tractor 425 Nelson		Low	8,600	8,600					8,600		**8,600**
RCHC	**Vehicles**	LTDR-15-N107755	VAN MTCE NISSAN		Low	46,000	46,000					46,000		**46,000**
RCHC Total						1,316,440	4,100,200	0	0	2,896,000	0	1,204,200	0	**4,100,200**
Grand Total						**47,841,929**	**43,337,164**	**0**	**0**	**5,567,973**	**2,914,661**	**30,364,340**	**4,490,190**	**43,337,164**

County of Renfrew - 2023 Staffing Budget

Division	Department	Union	Job Title	2023 Hours	2022 Hours	Variance Hours	Business Case Reference #
Child Care	Comm Svces - Child Care CWELCC	N	Supervisor	1,820	-	1,820	CS-CC-22-04-34
Child Care Total				1,820	-	1,820	
BM	BM Admin	N	Fundraising Coordinator	910	1,820	(910)	Position Split between Miramichi Lodge and Bonnechere Manor
BM	Client Programs	N	Allied Health - Social Worker	1,820	-	1,820	100% MOH Funded - 4 hours care per resident day
BM	Client Programs	C	Allied Health - Resident Aid	-	9,221	(9,221)	100% MOH Funded - 4 hours care per resident day
BM	Admin	N	Allied Health - Dietician	726		726	100% MOH Funded - 4 hours care per resident day
BM	Nursing Direct	C	PSW - Nurse Supplement	58,622	38,300	20,322	100% MOH Funded - 4 hours care per resident day
BM	Nursing Direct	C	Allied Health - Resident Aid	1,420	-	1,420	100% MOH Funded - 4 hours care per resident day
BM	Nursing Direct	C	RPN - Nurse Supplement	7,400	6,984	416	100% MOH Funded - 4 hours care per resident day
Bonnechere Manor Total				70,898	56,325	14,573	
ML	Admin	N	Fundraising Coordinator	910	-	910	Position Split between Miramichi Lodge and Bonnechere Manor
ML	Client Programs	O	Allied Health - ONA	-	1,950	(1,950)	100% MOH Funded - 4 hours care per resident day
ML	Nursing Direct	O	Allied Health - IPAC RN	1,950	-	1,950	100% MOH Funded - 4 hours care per resident day
ML	Nursing Direct	C	Allied Health - Resident Aid	300	-	300	100% MOH Funded - 4 hours care per resident day
ML	Nursing Direct	C	PSW-Nurse Supplement	56,647	32,128	24,519	100% MOH Funded - 4 hours care per resident day
ML	Nursing Direct	C	RPN - Nurse Supplement	3,672	2,920	752	100% MOH Funded - 4 hours care per resident day
Miramichi Lodge Total				63,479	36,998	26,481	
OVOHT	OVOHT	N	Strategic Implementation Lead	1,820	-	1,820	100% Funded - H-CC-22-03-28
OVOHT	OVOHT	N	Project Coordinator	1,820	-	1,820	100% Funded - H-CC-22-03-28
OVOHT	OVOHT	N	Administrative Assistant II	1,820	-	1,820	100% Funded - H-CC-22-03-28
OVOHT	OVOHT	N	Media Relations	1,820	-	1,820	100% Funded - H-CC-22-03-28
OVOHT Total				7,280	-	7,280	
Paramedic	Paramedics - Comm Paramed	C/N	Paramedics - Comm Paramed	-	5,825	(5,825)	Adjust Hours to Funding
Paramedic	Administration/Paramedics - LTC	C/N	Paramedics - LTC	24,276	27,667	(3,391)	Adjust Hours to Funding
Paramedic	Administration	N	Commanders	15,288	14,560	728	NEW 2023-EMS-01
Paramedic	VTAC	C/N	VTAC	20,392	15,688	4,704	Adjust Hours to Funding
Paramedic	Paramedics - VTAC Admin	N	Paramedics - VTAC Admin	21,910	22,767	(857)	Adjust Hours to Funding
Paramedic Total				81,866	86,507	(4,641)	
Planning	Planning	N	County Planner	1,820		1,820	DP-CC-22-04-47
Planning Total				1,820	-	1,820	
RCHC	Arnprior	N	Site Supervisor	-	910	(910)	Transfer Hrs from Arnprior to Renfrew
RCHC	Maintenance	N	Technical Supervisor	1,820	-	1,820	RCHC-C-22-08-52
RCHC	Maintenance	N	Contract-Capital Projects Administrator	1,820	-	1,820	DP-CC-22-05-51
RCHC	Renfrew	N	Site Supervisor	1,820	910	910	Transfer Hrs from Arnprior to Renfrew
RCHC Total				5,460	1,820	3,640	
Grand Total				232,623	181,650	50,973	

County of Renfrew - Enhancements - 2023 Staffing Budget

Division	Department	Union	Job Title	2023 Hours	2022 Hours	Variance Hours	Business Case Reference #
IT	Corporate Services	N	Helpdesk	1,820	1,820	-	NEW 2023-IT-01
IT	Corporate Services	N	Business Analyst	1,820		1,820	NEW 2023-IT-02
IT Total				3,640	1,820	1,820	
Provincial Offences Administration	Corporate Services	N	Prosecutor	1,400		1,400	NEW 2023-POA-01
POA Total				1,400	-	1,400	
Geographic Information System	Development & Property	N	Manager, Forestry & GIS	-	1,820	(1,820)	NEW 2023-DP-01
Geographic Information System	Development & Property	N	GIS Coordinator	1,820	-	1,820	NEW 2023-DP-01
Geographic Information System	Development & Property	N	GIS Technician	1,820	1,820	-	NEW 2023-DP-01
Forestry	Development & Property	N	Forestry Technician	1,820	1,820	-	NEW 2023-DP-01
Forestry	Development & Property	N	PT Contract Trails Technician	-	600	(600)	NEW 2023-DP-01
Forestry	Development & Property	N	Trails Coordinator	1,820		1,820	NEW 2023-DP-01
Development & Property Total				7,280	6,060	1,220	
Planning	Development & Property	N	Senior Planner	1,820	-	1,820	NEW 2023-DP-02
Planning	Planning	N	County Planner		1,820	(1,820)	NEW 2023-DP-02
Planning Total				1,820	1,820	-	
Admin	Public Works	N	Administrative Assistant II	1,820	910	910	NEW 2023-PW-01
Infrastructure/Capital Works	Public Works	N	Civil Designer	1,820	-	1,820	NEW 2023-PW-01
Infrastructure/Capital Works	Public Works	N	Engineering Technician	1,820	-	1,820	NEW 2023-PW-01
Infrastructure/Capital Works	Public Works	N	Operations Coordinator	1,820	-	1,820	NEW 2023-PW-01
Public Works Total				7,280	910	6,370	
Grand Total Enhancements				21,420	10,610	10,810	

BUSINESS CASE - STAFFING REPORT

NEW 2023-EMS-01

Date: February 15, 2023
Department: Emergency Services
Report Prepared by: Brian Leahey, Deputy Chief Operations

PROPOSAL	Addition of 728 Commander hours to adjust their bi-weekly hours from 80 hours to 84 hours.
POSITIONS **Non-Union X**	Increase in Commander hours, Group 10, + 728 hours.
SUMMARY • **Background** • **Discussion**	The Commanders work 84 hours bi-weekly; this is to align with current practice and to meet the needs of the operational requirements of the Service. Commanders are direct supervisors to the paramedics on the road. The supervising commanders work 12-hour shifts/14 shifts per month and are following their Paramedic platoon.
RECOMMENDATION	THAT the Health Committee recommends that the 728 hours for the adjustment of Commander hours from 80 hours bi-weekly to 84 hours bi-weekly, within the Emergency Services Department/Paramedic Service Division be brought forward to the February 22, 2023, County Council Budget Workshop for approval.
FINANCIAL CONSIDERATIONS	**HRS** — **Salary/Benefits** Commander 728 $57,050 **Total ES Budget Change** **728** **$57,050**

BUSINESS CASE - STAFFING REPORT

NEW 2023-IT-01

Date: February 16, 2023

Department: Corporate Services, Information Technology

Report Prepared by: Chris Ryn, IT Manager

PROPOSAL	To change the Administrative Assistant II position (Group 3) to a Help Desk position (Group 4), no change in the 1,820 hours.
POSITIONS **Non-Union X**	Administrative Assistant II (1,820) to Help Desk 1,820.
SUMMARY • **Background** • **Discussion**	With the retirement of the Information Technology Administrative Assistant II in 2022 and the final results of the Perry Group Consulting, Digital Strategy review, there was an opportunity to review the existing position within the Information Technology Division. It was determined that a Help Desk position, with more IT related duties, rather than administrative duties would be better suited to assist the division, as well as staff and Elected Officials. The Helpdesk position would help manage help desk tickets, be the first point of contact to help solve the client's issues to improve customer service and provide a faster turnaround of customer requests, provide solutions and advice on technical issues and escalate help desk calls to the next level that require specialized IT Technician support. The Information Technology Division averages approximately 8,213 help desk tickets/requests annually.
RECOMMENDATION	THAT the Finance and Administration Committee recommends that the position change from Administrative Assistant II (Group 3) to Help Desk (Group 4), no change in the 1,820 hours within the Information Technology Division, Corporate Services Department be brought forward to the February 22, 2023 County Council Budget Workshop for approval.
FINANCIAL CONSIDERATIONS	

	HRS	**Salary/Benefits**
Administrative Assistant II	(1,820)	($67,000)
Help Desk	1,820	$77,000
Total IT Budget Change	**0**	**$10,000**

BUSINESS CASE - STAFFING REPORT

NEW 2023-IT-02

Date: February 16, 2023

Department: Corporate Services, Information Technology

Report Prepared by: Chris Ryn, IT Manager

PROPOSAL	The creation of a new Business Analyst position, Group 8, an increase of 1,820 hours.
POSITIONS **Non-Union X**	Increase in Business Analyst position, Group 8, 1,820 hours.
SUMMARY • **Background** • **Discussion**	In 2021-2022, County Council approved the use of funding under the Municipal Modernization Program Intake 2 and 3 for a Digital Strategy Review to be completed by Perry Group Consulting. They explored our use of digital business tools including strengths and areas needing improvement from both internal business processes and citizen facing service aspects. The report determined that the County of Renfrew had no dedicated solutions or business analysts in Information Technology. There are many projects ahead which are in the business solutions domain that will require business analysis and application development skills to support systems configuration during the projects and for support after solutions are implemented. This individual will help the County of Renfrew define requirements, analyze current systems and determine specifications for new systems/solutions and improvements to business processes, as well as support by working with the departments and vendors during this process. This position may also assist the lower-tier municipalities depending on project timing and capacity.
RECOMMENDATION	THAT the Finance and Administration Committee recommends that the increase of 1,820 hours for the creation of a new Business Analyst position (Group 8) within the Information Technology Division, Corporate Services Department be brought forward to the February 22, 2023 County Council Budget Workshop for Approval.
FINANCIAL CONSIDERATIONS	

	HRS	Salary/Benefits
Business Analyst	1,820	$114,000
Computer Supplies etc.		$6,800
Total IT Budget Enhancement	**1,820**	**$120,800**

BUSINESS CASE - STAFFING REPORT

NEW 2023-POA-01

Date:	**February 16, 2023**
Department:	**Provincial Offences, Corporate Services**
Report Prepared by:	**Ashley Wilton, POA Manager**

PROPOSAL	Increase of 1,300 Prosecutor hours, Group 8, to change the Prosecutor position from a purchased service to an employee of the County of Renfrew.
POSITIONS **Non-Union X**	Increase in Prosecutor hours, Group 8, 1,300 hours.
SUMMARY • **Background** • **Discussion**	In February 2018, staff provided the Finance & Administration Committee with a letter dated January 22, 2018 from the Ministry of the Attorney General (MAG) advising that Bill 177 – Stronger, Fairer Ontario Act (Budget Measures), 2017 was passed by the Legislative Assembly of Ontario on December 14, 2017. This Bill enables the Attorney General to enter into agreements with municipalities to transfer responsibility for certain prosecutions currently prosecuted by the Ministry's Criminal Law Division under Part III of the Provincial Offences Act. The target date for all municipalities to download Part III matters was the end of 2019 and MAG was to meet in June 2018 to further discuss how to proceed with the Memorandum of Understanding. No further updates were received until May 2019, when staff attended another Municipal Court Managers' Association Annual Conference and the Ministry of the Attorney General (MAG) advised that the download of Part III Prosecutions was still under review and they could not provide a timeline as to when the download would occur. The Ministry will continue to prosecute certain Part III POA cases, including those in which a criminal charge is also laid, charges involving Ontario's sex offender registry and Young Persons, and a review of POA fatalities will be conducted on a case-by-case basis to determine if the Crown Attorney or municipality will prosecute. The Ministry is continuing to plan for a phased approach to the transfer of this Part III work and the timing of individual transfers will be informed by local site readiness and capacity to assume this important responsibility. An amending legal agreement will be required to affect the transfer, consisting of an amending Memorandum of Understanding and amending Local Side Agreement, which specifically address the transfer of the Part III prosecution only.

	Part I offences represent less than 30% of all court matters before a Justice in Renfrew County courtrooms. Prior to a Part I court appearance there is also an informal meeting with the Prosecutor. These meetings result in a resolution before the court, payment of fine or a trial. With the transfer to Part III responsibilities, the workload for our Prosecutor will increase substantially as these matters tend to be more serious in nature and can have extensive disclosure provided by enforcement agencies i.e. video evidence, witness statements and collision reports. With the transfer of Part III responsibilities in 2023 and with the recent appointment of our purchased service/contract prosecutor to a Justice of the Peace, it would be beneficial to hire our own prosecutor, rather than purchase these services from a lawyer.
RECOMMENDATION	THAT the Finance and Administration recommends that the increase of 1,300 hours for the Prosecutor position (Group 8) be changed from a Purchased Service to an employee of the County of Renfrew, within the Provincial Offences Administration Division, Corporate Services Department be brought forward to the February 22, 2023 County Council Budget Workshop for approval.
FINANCIAL CONSIDERATIONS	**HRS** — **Salary/Benefits** Prosecutor 1,300 $80,000 Prosecutor Purchased Service ____ ($74,800) **Total POA Budget Enhancement 1,300 $ 5,200**

BUSINESS CASE - STAFFING REPORT **NEW 2023-DP-01**

Date: **February 14, 2023**
Department: **Development and Property**
Report Prepared by: **Jason Davis**

PROPOSAL	To restructure Forestry and GIS Division and reallocate existing staff within the Development and Property and Public Works Departments as follows: • Remove the Manager of Forestry and GIS position • Change existing GIS Technician position to GIS Coordinator • Add one (1) full time GIS/Planning Technician position • GIS staff reporting to Planning Division • County Forester reports directly to the Director of Development and Property • Add one (1) full time Forestry Technician position • Change the existing Forestry and Trails Technician position to Trails Coordinator • Remove existing annual 4-month contract position (Trails Maintenance) • Public Works will have the responsibility of the County Trails and the Area Weed Inspector that is currently held by the Director of Development and Property
POSITIONS **Non-Union X**	This change will impact a number of positions and reporting structures. **<u>Background</u>** The 2020 Service Delivery Review by Strategy Corp. provided a number of recommendations regarding the Development and Property Department that included the following: • Reduce the number of Managers from four (4) to three (3) • Place the County Forester in a more strategic role within the Department • Transfer the trail maintenance and trail build to Public Works and Engineering Department Recent staffing changes have necessitated a review of the Department and how the County delivers the Forestry, Trails, GIS and Weed Inspection programs which would align with the recommendations of the Service Delivery Report. The proposed structure would ensure that the key forestry, GIS and Trails deliverables are achieved or enhanced.

SUMMARY • **Background** • **Discussion**	**Discussion:** GIS Currently the GIS Division consists of one GIS Technician providing GIS expertise and support to the County of Renfrew. GIS is being used by more County and Municipal staff then ever before. With the newly signed Enterprise Licence agreement (ELA) with esri this has allowed for many more County and Municipal staff access to GIS. With the new ELA there is more municipal and county GIS support required such as in setting up new users, assigning and maintaining GIS software licenses, technical support, maintaining datasets both on internal servers and on the ArcGIS Online platform, ArcGIS Online support for web mapping and web mapping applications, and ArcGIS Online field collections. There is also more GIS work coming with the recently approved 5-year County Official Plan review, all of the lower tiers will be requiring new zoning by-laws and there is increasing pressure to get more zoning by-laws completed and in two formats, official paper map schedules and Online Web Mapping Application versions. Even with some municipalities using consultants to complete their zoning by-laws, the County GIS staff is often still responsible for consolidation updates and in the future creating zoning web mapping applications. In the next few years Next Generation 911 GIS requirements for roads and address points will need to be ready to be implemented into the national 911 GIS system. Our civic addressing datasets will need to be created and verified to ensure that they are accurate and integrate with next generation 911 data standards. The GIS staff also must continue to support data analysis to help provide answers and solution to questions that are proposed from County and Municipal staff. GIS staff are continually being pulled into interesting new projects that require more time, such as grants, flood mapping, supporting Eastern Ontario Wardens' Caucus initiatives, new County websites supports. Forestry The Renfrew County Forest (RCF) landbase is made up of 53 different parcels of land and undergoes forest management activities annually, in accordance to a long-term forest management plan. In addition to managing the forest landbase, the forestry division also provides support to the local forestry industry through advocacy activities, policy review and comment, public education and outreach, and advice/contribution to various committees, groups and lower-tier municipalities upon request. For the most part, the program has been traditionally run by two staff since the County took over responsibility for managing the RCF in 2000 from the Ministry of Natural Resources. Since the acquisition of the Algonquin Trail, most of the time of the Forestry/Trails Technician has been occupied by trails work and as a result, the County forestry program has had to focus on core business only, and contract out tree marking from time to time.

	Hiring a Forestry Technician would allow tasks that have been backlogged for the past four years to be carried out such as property boundaries, updating the forest inventory and monitoring properties for issues. It would also enable the forestry program to explore up and coming topics like a climate change impact and monitoring program, carbon credit potential and supporting the County's discussion in the Algonquin Land Claim. It would allow proactive measures to be taken against the growing problems of invasive species and human impacts on the forest. There are also pragmatic reasons for two staff, such as improved safety in certain situations, logistical challenges with overlapping operations, and continuation of corporate knowledge of the program. <u>Trails</u> In 2001, the County purchased a 21-kilometre section of the K&P Rail line from Canadian Pacific. This section runs from the Town of Renfrew to the Village of Calabogie. The County completed the rail trail conversion and has been maintaining the trail with a budget of $22,000 annually. The County partnered with Lanark County and the Township of Papineau-Cameron to purchase 300 kilometres of the CP rail line from Smiths Falls to the Town of Mattawa in 2016. Staff has completed 110 kilometres of the 219 kilometers in Renfrew County from the Town of Arnprior to the Town of Petawawa with great support from the local municipalities, snowmobile clubs, the ATV Club and the local cycling group along with our provincial and federal partners. 100 kilometres still remain to be built into a multi-use trail to get to the Township of Papineau-Cameron. The annual maintenance budget for the 110 kms of the completed trail is approximately $255,000 with a large portion of funds dedicated to contractual work such as brushing and trailside mowing. Since the latest CP purchase in 2016, the Forestry/Trails Technician time has been limited in forestry activities because of the demands of the Trails. The Service Delivery Review recommended that the County should formalize the relationship between Development and Property and Public Works for trails maintenance and trail build as there is synergies in skill set, equipment, and type of work exist between Development and Property and Public Works. The Development and Property staff will continue with the promotion, marketing and funding opportunities. Also, the Development and Property staff will retain the responsibilities of the final purchases with CP and Ministry of Transportation projects, and the Mississippi Valley Conservation Authority land.
RECOMMENDATION	THAT the Development and Property Committee approves the proposed restructuring to the Development and Property Department as follows: 1. The removal of the Manager, Forestry and GIS (Group 9, 1,820 hours); 2. The reallocation of the existing GIS Technician position to a new GIS Coordinator position (Group 6, 1,820 hours) within the GIS Division;

	3. The addition of one full-time GIS Technician/Planning Technician (Group 6, 1,820 hours) within the GIS Division; and 4. The reallocation of the existing one full-time Forestry/Trails Technician within the Forestry Division to a new Trails Coordinator position (Group 6, 1,820 hours); 5. The addition of one full-time Forestry Technician (Group 5, 1,820 hours) within the Forestry Division; and 6. The Trails Division will report to the Public Works and Engineering Department; AND FURTHER THAT this be brought forward to the February 22, 2023 County Council Budget Workshop for approval.
FINANCIAL CONSIDERATIONS	

	HRS	**Salary/Benefits**
Geographic Information Systems (GIS)		
Manager, Forestry & GIS	(1,820)	($140,000)
Existing GIS Technician to GIS Coordinator	0	$9,000
GIS Technician (New staff)	1,820	$83,585
Computer Supplies etc.		$3,000
Sub-Total Enhancement in GIS	0	**($44,415)**
Forestry		
Existing Forestry Technician to Trails Coordinator	0	$9,000
Forestry Technician (New staff)	1,820	$86,760
Professional Development		$1,000
Allocation to Trails		($47,880)
Savings on in-house tree marking		($4,000)
Sub-total Enhancements in Forestry	1,820	**$44,880**
Trails		
Trails Coordinator (New position) Salary Transfer from Forestry		$47,880
Remove PT Contract	(600)	($18,383)
Savings from In-house Trails maintenance		($29,497)
Sub-total Enhancements in Trails	(600)	**$0**
Total Development & Property Budget Enhancements	**1,220**	**$465**

	BUSINESS CASE - STAFFING REPORT	**NEW 2023-DP-02**
	Date:	**February 14, 2023**
	Department:	**Development and Property**
	Report Prepared by:	**Jason Davis**

PROPOSAL	To re-instate the position of Senior Planner.
POSITIONS **Non-Union X**	Re-instate a Senior Planner position, 1820 hours; remove a County Planner position (1,820).
SUMMARY • **Background** • **Discussion**	**Background** Historically the County has had "tiered" positions for the Planning Division starting with Junior Planners, to County Planners and then a Senior Planner position. This proposal would re-instate the Senior Planner position and remove one of the three County planner positions. In 2021 two Junior Planner positions were reclassified as "County Planners". In 2022, the Province through various legislation changes (i.e. Bill 109 and Bill 23) have indicated a desire for faster planning approval processes. **Discussion** The Planning Division Services is experiencing a significant increase in planning activity, much of it stemming from much more complicated files, from the approval of the Official Plan, and from Provincial legislative changes. Many areas in our community have increased demand from property owners (existing and potential) as a result of relocating due to the pandemic, especially into our rural areas. To aid in the effective movement of files through the approval process, the Director and Manager have reviewed the process and have determined that the re-instatement of the Senior Planner position will allow for greater approval flexibility. In order to expedite the planning process, amongst other planning related functions, this position will recognize the experience, education and ability of planning staff to be able to complete the necessary reviews and submit back to the client without a further requirement of assessment and signature of the Manager. It is

	noted that the Manager will retain the discretion of managing all files and, through discussion, make the final determination of the complexity of each and the level of approval required. The Senior Planner position would include additional responsibility and authority for signing-off on planning processes and planning opinions. Currently across Ontario there is a shortage of planners and organizations are competing to attract and retain planning staff. An additional benefit of re-instituting the hierarchy of planning positions (i.e. Junior Planner, County Planner, Senior Planner) is to provide additional growing/promotion opportunities which will hopefully result in greater staff retention.
RECOMMENDATION	THAT the Development and Property Committee supports re-instating a Senior Planner position (Group 8) and removing one County Planner position (Group 7) within the Development and Property Department; AND FURTHER THAT this be forwarded to the February 23, 2023 County Council Budget Workshop for approval.
FINANCIAL CONSIDERATIONS	The majority of these costs will be recovered from an increase in Planning Fees which will be presented at a future meeting of the Development and Property Committee. The Senior Planner position is listed on the salary grid as a Group 8, whereas the County Planner position is a Group 7. **HRS** — **Salary/Benefits** County Planner 1,820 $80,000 Senior Planner 1,820 $89,000 Increase in Planning Fees _____ ($9,000) **Total Planning Budget Enhancement 0 $0**

BUSINESS CASE - STAFFING REPORT

NEW 2023-PW-01

Date:	**February 14, 2023**
Department:	**Public Works and Engineering**
Report Prepared by:	**Taylor Hanrath**

PROPOSAL	• Restructure Public Works and Engineering Department, moving Supervisor – Technical Services and Engineering Technicians under the Infrastructure Division;
	• Rename Infrastructure Division to Capital Works Division;
	• Establish and hire three (3) new full-time positions within the Public Works and Engineering Department, with a start date of March 2023, as detailed below:
	  o Civil Designer, reporting to the Manager of Capital Works (formerly Infrastructure)
	  ▪ Group 6
	  ▪ 1,820 Hours (annual)
	  o Engineering Technician, reporting to the Supervisor – Technical Services
	  ▪ Group 6
	  ▪ 1,820 Hours (annual)
	  o Operations Coordinator, reporting to the Manager of Operations
	  ▪ Group 7
	  ▪ 1,820 Hours (annual)
	• Establish the current part-time Administrative Assistant II as a full-time position as detailed below:
	  ▪ Group 3
	  ▪ 910 Hours (annual)

POSITIONS **Union** ☐ **Non-Union** X	Increase in positions as follows: • Civil Designer, Group 6, 1,820 hours • Engineering Technician, Group 6, 1,820 hours • Operations Coordinator, Group 7, 1,820 hours • Administrative Assistant II (from PT to FT), Group 3, 910 hours
SUMMARY • **Background** • **Discussion**	**Background** The County of Renfrew incurs design schedule difficulties and significant costs annually for the services of Engineering Consultants in support of Capital projects. Staff currently in the Public Works and Engineering Department have the capability to complete designs and supervise construction for most road rehabilitation and culvert structure replacement projects. However, there is no staff member dedicated to undertake design

and construction supervision for culvert structures and the Technical Team, who currently consist of the Supervisor – Technical Services and two Engineering Technicians, have exceeded their project capacity.

Current infrastructure staff have completed designs for a number of culvert structures in recent years, including C058 (Constant Creek Culverts), C142 (Quade Creek Culvert), C222 (Pleasant Valley Steel Arch), C300 (Wolfe Road Twin Pipes), and C302 (Wingle Creek Culvert). However, as there is no dedicated staff member for designing these structures, staff must work as a team on each design, as time permits, and are only able to complete one (1) design, or less, per year. In the past five years, from 2016 – 2021, the County has expended $1,236,981 on Consultant Services for various culvert structures and has projected similar or rising costs going forward.

The Technical Team has surpassed their capacity for design and supervision of road rehabilitation projects, and the need for these projects continues to increase into the future. In order to save time on designs, roads have been designed to match existing. By doing this, certain items of the road design are not evaluated during the investigation and design for roads completed in house. Additionally, due to the shear volume of works, road rehab projects that have typically been designed or supervised in house in the past have required the services of Consultants as the Technical Team did not have capacity to complete them. In 2022, the design of County Road 21 (Beachburg Road) incurred a cost of $77,535.96, while the construction supervision of County Roads 65 (Centennial Lake Road) and 512 (Foymount Road) are projected to incur costs of $36,900 and $42,000 respectively.

Discussion

A Civil Designer could realize substantial benefits to the design and supervision for culvert structures and simple bridges by allowing some of these typically contracted services to be completed internally. The benefits of establishing a Civil Designer position in the Public Works and Engineering Department may include those listed below:

- Design flexibility – changes can be made to the design throughout the process without incurring great additional costs or requiring agreement amendments;
- Higher quality designs – Consultants typically review three alternatives during preliminary design, while County staff typically review ten or more;
- Schedule Control – designs could begin immediately when budget approval occurs, and would not require RFPs and further approvals, or to be fit into a busy Consultant schedule;
- Savings on Consultant Services;
- Assistance to other Departments – designs for minor repairs to assets such as bridges along Algonquin or K&P Recreational Trail could be completed in house;

- Assistance to local Municipalities – on larger cross-culverts, where a structure may be warranted, the hydrology could be quickly checked in house and, if a structure is warranted, the design could be completed by the County at significant savings to the local Municipality.

If design for culvert structures are completed internally, it is estimated that approximately $10,000 in Consultant Services per structure would still be required for items such as Geotechnical Studies or Design Reviews in support of the designs. However, this is significantly less than the $30,000 – $54,500 projected cost per structure for design services on the eight (8) culvert structures in 2022 that could have been designed in house. As shown in Table 1 below, it is estimated that significant savings may be realized so long as a minimum of four (4) culvert structure designs could be completed in house annually.

Table 1 - Comparison of Internal vs. Consultant Costs - Structures	**2022 Comparison**		**Min. for Savings Comparison**	
	Internal Design	**Consultants**	**Internal Design**	**Consultants**
No. of Structures Designed	8		4	
Average Per Structure Consultant Cost	$10,000	$36,000	$10,000	$36,000
Salary Costs Associated with Design	$93,675		$93,675	
Total Design Costs	**$173,675**	**$288,000**	**$133,675**	**$144,000**

A third Engineering Technician joining the Technical Team will significantly improve the thoroughness of review completed on road rehabilitation design, improve design schedules for roads, improve safety on roads, and negate increases in design costs due to the need for Consultant Services on road rehabilitation projects.

It is estimated that, while including evaluation of roadside safety, road alignment, signage, and sightlines in road designs, the current Technical Team could complete design and construction supervision on up to 20 km of road annually. Consultant services, using costs received for County Road 21 (Beachburg Road) rehabilitation design in 2022, could cost an estimated $31,138.94/km for design on road rehabilitation projects. Consultant services, using County Road 65 (Centennial Lake Road) and County Road 512 (Foymount Road), could cost an estimated $10,007.22/km for construction supervision on road rehabilitation projects. As shown in Table 2 below, in addition to the other benefits discussed, significant savings may be realized so long as the County continues to undertake the design of a minimum of 2.5 km more than what is currently achievable with current staffing (22.5 km total or more) internally with the third Engineering Technician position established.

Table 2 - Comparison of Internal vs. Consultant Costs - Roads	**2022 Comparison**	**Min. for Savings Comparison**

	Internal Design	Consultants	Internal Design	Consultants
Length of Roads Designed over 20km	16.4		2.3	
Average Per km Consultant Design Cost		$31,138.94		$31,138.94
Average Per km Consultant Supervision Cost		$10,007.22		$10,007.22
Salary Costs Associated with Design & Construction Supervision	$93,675.00		$93,675.00	
Total Design Costs	**$93,675.00**	**$674,797.04**	**$93,675**	**$94,636.17**

As outlined above, shifting of the current Technical Team under the Capital Works Division, and establishment of two (2) new positions within that Division, will provide substantial benefits to the County of Renfrew. However, shifting of the Technical Team under the Capital Works Division leaves a gap in the Operations Division as programs like patrol facility repairs, AVL system, RWIS, and others require specialized staff input to maintain. New Operations programs, such as electronic road patrol and digital service records, require a great deal of time to research and enact but would provide great benefit to the Operations Division overall. Therefore, in order to restructure the Department to include all Road and Structure Capital Works under a single division, a new position is required within the Operations Division as well, an Operations Coordinator. All of the Operations programs require careful and detailed oversite. Programs such as the maintenance and repairs at the Patrol facilities, the Automated Vehicle Location (AVL) system, the Regional Weather Information System (RWIS), and the Health and Safety program for Operations staff require a dedicated staff member to ensure they are maintained. Additionally, an Operations Coordinator would permit advancements in the Division such as the enactment of electronic road patrol, digital service records, digit work/service orders, and more programs that could realize substantial efficiencies and/or savings within the Division in the future. Additionally the Operations Coordinator would provide the below benefits:

- Assistance to other Departments – developing maintenance programs for the Algonquin and K&P Recreational Trails;
- Assistance to local Municipalities – developing or advancing Operations Programs with staff of local Municipalities.

The completion of more designs internally will increase the administrative workload as items such as Preliminary Design Reports (PDRs), more Payment Certificates, and specifications will now be drafted, formatted, and reviewed internally as well. As such, it is proposed that the Administrative Assistant II, currently under the Infrastructure Division, which is currently part-time be established as a full-time position.

Table 3 below provides a summary of potential savings based on the 2022 Capital Program as well as minimum amount of design and construction supervision required to be completed internally in order to achieve savings from typical Consultant Costs with the proposed Departmental restructuring and staffing changes.

Table 3 - Comparison of Internal vs. Consultant Costs - Overall	**2022 Comparison**		**Min. for Savings Comparison**	
	Internal Design	**Consultants**	**Internal Design**	**Consultants**
No. of Structures Designed	8		4	
Average Per Structure Consultant Cost	$10,000.00	$36,000.00	$10,000.00	$36,000.00
Length of Roads Designed (over 20km)	16.4		5.7	
Average Per km Consultant Cost		$41,146.16		$41,146.16
Civil Designer Salary & Benefits	$93,675.00		$93,675.00	
Engineering Technician Salary & Benefits	$93,675.00		$93,675.00	
Operations Coordinator Salary & Benefits	$101,089.00		$101,089.00	
Administrative Assistant II Salary & Benefits increase	$48,769.00		$48,769.00	
Total Costs	**$417,208.00**	**$962,797.02**	**$377,208.00**	**$378,533.11**

As per above, substantial savings, in addition to benefits such as improved designs, improved design schedules, and the ability to assist Local Municipalities, could be achieved by the County of Renfrew through restructuring the Public Works and Engineering Department, moving the part-time Administrative Assistant II to full-time, and enacting three new positions – a Civil Designer, a third Engineering Technician, and an Operations Coordinator.

Though the proposal will significantly reduce Consultant Services, the need for such services cannot be eliminated. Consultants shall still be required for items requiring specialized skills such as bridge rehabilitation, road reconstruction, materials testing, geotechnical investigations, and other items outside the scope achievable with staff.

RECOMMENDATION	THAT the Operations Committee support the following within the Public Works & Engineering Department: • Restructuring of the Public Works & Engineering Department; • Renaming of the Infrastructure Division to the Capital Works Division; • Enactment of three new positions – a Civil Designer (Group 6, 1,820 hours), a third Engineering Technician (Group 6, 1,820 hours), and an Operations Coordinator (Group 7, 1,820 hours); and • Establishment of the current part-time Administrative Assistant II position as a full-time position (Group 3, 910 hours). AND THAT this be brought forward to the February 22, 2023 County Council Budget Workshop for approval; AND FURTHER THAT a report be completed and presented in 2025 budget cycle evaluating the progress, benefits, and impacts associated with the changes resulting from this Business Case.
FINANCIAL CONSIDERATIONS	The annual cost of the Civil Designer is $93,675. The cost of the Civil Designer is proposed to be applied to the projects on which they work, and would be allocated from the Capital budget for the projects each year similar to costs associated with Consultant services and Engineering Technician salaries now. The annual cost of the Engineering Technician is $93,675. The cost of the added Engineering Technician is proposed to be applied to the projects on which they work, and would be allocated from the Capital budget for the projects each year similar to Consultant Costs and Engineering Technicians now. The annual cost of the Operations Coordinator is $101,089. The cost of the Operations Coordinator is proposed to be applied to the Maintenance budget. The annual cost increase of moving the part-time Administrative Assistant II to full time is $48,768. The additional cost of the full-time Administrative Assistant is proposed to be applied to the Administration budget. Additional costs for items such as establishment of work/office space and purchasing of necessary equipment such as computers are approximately $23,000 for the three new positions. **HRS** — **Salary/Benefits** Civil Designer — 1,820 — $ 93,675 Engineering Technician — 1,820 — $ 93,675 **Total PW Capital Budget Enhancement** — **3,640** — **$187,530** Operations Coordinator — 1,820 — $101,089 Administrative Assistant II — 910 — $ 48,768 Computer Supplies — _____ — $ 23,000 **Total PW Administration Budget Enhancement** — **2,730** — **$175,857**

County of Renfrew - 10 Year Asset Plan

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Totals
County Admin Building	$60,500	$242,000	$231,000	$192,500	$88,000	$118,910	$227,500	$148,500	$0	$27,500	$1,336,410
Renfrew County Place	$824,200	$132,000	$121,983	$128,061	$192,500	$68,200	$55,000	$77,000	$55,000	$39,232	$1,693,175
80 McGonigal	$0	$0	$0	$0	$27,500	$0	$7,700	$0	$55,000	$0	$90,200
Miramichi Lodge	$777,000	$1,249,500	$375,466	$402,375	$525,176	$885,000	$804,211	$556,080	$521,710	$125,420	$6,221,938
Bonnechere Manor	$565,000	$1,055,000	$651,000	$483,995	$783,255	$382,090	$307,010	$522,090	$433,010	$370,000	$5,552,451
Arnprior Paramedic Base	$10,000	$0	$0	$16,500	$16,500	$11,000	$0	$13,200	$0	$33,000	$100,200
Barry's Bay Paramedic Base	$5,000	$22,000	$13,200	$22,000	$0	$44,105	$22,000	$0	$0	$0	$128,305
Petawawa Paramedic Base	$37,600	$13,200	$0	$16,500	$0	$38,605	$35,200	$0	$0	$0	$141,105
Deep River Paramedic Base	$10,500	$13,200	$0	$13,200	$5,500	$22,000	$0	$33,000	$0	$0	$97,400
OPP Station	$27,500	$0	$0	$0	$32,083	$0	$43,932	$13,241	$0	$0	$116,755
PW Patrols	$360,000	$362,500	$364,500	$368,000	$365,000	$340,500	$364,500	$365,000	$365,000	$370,000	$3,625,000
RCHC	$1,253,240	$1,173,767	$1,078,240	$866,946	$870,980	$820,000	$1,033,920	$943,680	$930,000	$970,000	$9,940,773
Fleet - PW	$1,804,000	$804,000	$1,337,000	$1,366,000	$1,471,000	$1,241,000	$1,380,000	$1,318,000	$1,408,000	$1,433,000	$13,562,000
Fleet - D&P	$40,000	$40,000	$40,000	$40,000	$0	$0	$0	$40,000	$40,000	$40,000	$280,000
Fleet - RCHC	$63,200	$46,000	$77,000	$46,000	$34,163	$93,000	$90,000	$49,000	$46,000	$0	$544,363
Fleet - EMS	$1,685,000	$705,000	$1,175,000	$1,800,000	$1,175,000	$1,215,000	$1,175,000	$1,175,000	$1,565,000	$705,000	$12,375,000
Roads	$25,545,189	$26,033,315	$25,735,703	$26,200,141	$27,199,584	$25,554,936	$26,144,778	$24,023,885	$21,764,105	$22,973,411	$251,175,047
Culverts	$5,952,500	$6,435,000	$4,043,000	$3,793,500	$3,951,000	$2,362,000	$3,507,000	$4,743,000	$4,616,000	$3,426,000	$42,829,000
Bridges	$8,821,500	$5,127,500	$5,732,700	$6,167,300	$5,290,000	$2,659,000	$5,739,000	$4,067,000	$4,485,000	$3,246,000	$51,335,000
TOTAL	**$ 47,841,929**	**$ 43,453,982**	**$ 40,975,791**	**$ 41,923,018**	**$ 42,027,241**	**$ 35,855,345**	**$ 40,936,750**	**$ 38,087,676**	**$ 36,283,825**	**$ 33,758,563**	**$ 401,144,120**

County Administration Building

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
B10 - Superstructure	Steel and concrete structure.	Good			$66,000							
B2010 - Exterior Walls	soffits / wood siding	Poor										
B2010 - Exterior Walls	Caulking / Repointing	Poor								$66,000		
B2020 - Exterior Windows	Large, operable non-operable windows/curtain walls, a few awning windows on the 2nd floor	Good							$200,000			
B30 - Roofing	Mod bit roofing membrane	Good		$110,000								
C1020 - Fittings	Blinds on exterior windowscabinets and shelves and desks	Good						$72,600				
C3060 - Floor Finishes - Units	Vinyl Compostite tile	Good								$27,500		
D1010 - Elevators & Lifts	Hydraulic elevator.	Poor			$165,000							
D2040 - Rain Water Drainage	Roof drains and drainage piping.	Good								$44,000		
D3012 - Gas Supply System	Steel gas supply piping.	Good						$46,310				
D3060 - Controls And Instrumentation	BAS control system	Good					$66,000					
D5010 - Electrical Service And Distribution	Generator Transfer Switch	Good	$33,000									
D5038 - Security Systems	Landlord is responsible security system. One tenant have a seperate security system.	Poor										
D5092 - Emergency Power & Generation Systems	500kW emergency generator, diesel.	Good				$165,000						
E2010 - Fixed Furnishings	Archive Storage	Good										
E2020 - Movable Furnishings	Office / Conference room furnishings	Fair	$27,500			$27,500			$27,500			$27,500
			$ 60,500	**$ 110,000**	**$ 231,000**	**$ 192,500**	**$ 66,000**	**$ 118,910**	**$ 227,500**	**$ 137,500**	**$ -**	**$ 27,500**

County Administration Building - Site

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
G2020 - Parking Lots	Crack filling - sealing	Fair		$22,000			$22,000					
G2020 - Parking Lots	Asphalt Parking lots around the building. Main entrance, public works parking lot.	Fair		$110,000								
G2030 - Pedestrian Paving	Concrete pedestrian paving.	Poor										
G2050 - Landscaping	General landscaping including trees, shrubs, and grass	Fair								$11,000		
			$ -	**$ 132,000**	**$ -**	**$ -**	**$ 22,000**	**$ -**	**$ -**	**$ 11,000**	**$ -**	**$ -**

TOTAL			**$ 60,500**	**$ 242,000**	**$ 231,000**	**$ 192,500**	**$ 88,000**	**$ 118,910**	**$ 227,500**	**$ 148,500**	**$ -**	**$ 27,500**

Renfrew County Place - Building

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
B2010 - Exterior Walls	Caulking around windows EFIS	Fair						$55,000				
B2030 - Exterior Doors	Storefront double doors at main entrance. Exit alumnium door at the back of the building.	Good				$30,601						
B2040 - Industrial Doors	Overhead garage door. Approx 6	Good			$33,000							
B30 - Roofing	Flat BUR roof. 32,230 sq feet	Good	$341,000									
B30 - Roofing	Skylight assembly across the main section of the building.	Fair										
C3040 - Wall Finishes - Units	Painted	Good										
C3060 - Floor Finishes - Units	VCT	Good				$36,960						
C3060 - Floor Finishes - Units	Carpet	Good				$27,500						
C3070 - Floor Finishes - Common Area	Mostly ceramic - Halls and washrooms - some carpet	Good										
C3080 - Ceiling Finishes - Units	Lay-in tiles.	Good								$77,000		
D1010 - Elevators & Lifts	Hydraulic elevator (1)	Good			$28,600							
D2010 - Plumbing Fixtures	2 men and 2 women, public washrooms and multiple fixtures.	Good				$33,000						
D3034 - Packaged Air Conditioning Units	Gas fired roof top units, electric bboard htrs perimeter of bldg. 5 RTU. Split AC systems com	Good	$220,000									
D3034 - Packaged Air Conditioning Units	Gas fired roof top units, electric bboard htrs perimeter of bldg. 5 RTU. Split AC systems com	Good					$165,000					
D3041 - Air Distribution Systems	Coil Repairs	Critical										
D3045 - Exhaust Ventilation Systems	Exhaust fan inside the garage area with CO tied in. Exhaust fans in bathrooms.	Good										$33,627
D3060 - Controls And Instrumentation	BAS System	Good					$27,500					
D4030 - Fire Protection Specialties	fire alarm	Good							$55,000			
D5022 - Lighting Equipment	T-8 fluorescent lighting.	Good		$66,000								
D5022 - Lighting Equipment	LED Lighting	Good									$11,000	
D5037 - Fire Alarm System	Fire alarm system.	Good			$49,383							
D5038 - Security Systems	Security system	Good		$66,000								
D5091 - Exit & Emergency Light Systems	LED exit lights and emergency lighting.	Good										$5,605
			$ 561,000	**$ 132,000**	**$ 110,983**	**$ 128,061**	**$ 192,500**	**$ 55,000**	**$ 55,000**	**$ 77,000**	**$ 11,000**	**$ 39,232**

Renfrew County Place - Site

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
G2020 - Parking Lots	Crack sealing	Good	$13,200					$13,200				
G2020 - Parking Lots	Paved parking lots around the building.	Good	$50,000									
	New Exterior Shelter		$200,000									
G2050 - Landscaping	General landscaping including trees, shrubs, and sods.	Good									$44,000	
G3092 - Industrial Waste Systems - Liquid Waste	oil water seperator	Fair			$11,000							
			$ 263,200	**$ -**	**$ 11,000**	**$ -**	**$ -**	**$ 13,200**	**$ -**	**$ -**	**$ 44,000**	**$ -**

TOTAL			**$ 824,200**	**$ 132,000**	**$ 121,983**	**$ 128,061**	**$ 192,500**	**$ 68,200**	**$ 55,000**	**$ 77,000**	**$ 55,000**	**$ 39,232**

80 McGonigal Building

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
D5038 - Security Systems	Security cameras, fob entry and sensors	Good					$27,500					
			$ -	$ -	$ -	$ -	$ 27,500	$ -	$ -	$ -	$ -	$ -

80 McGonigal - Site

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
G2020 - Parking Lots	Asphalt parking lot, 6-8 spaces.	Critical									$55,000	
G2020 - Parking Lots	Crack Sealing	Good							$7,700			
			$ -	$ -	$ -	$ -	$ -	$ -	$ 7,700	$ -	$ 55,000	$ -

TOTAL			$ -	$ -	$ -	$ -	$ 27,500	$ -	$ 7,700	$ -	$ 55,000	$ -

Miramichi Lodge Building

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
B2030 - Exterior Doors	steel doors	Fair										$35,420
C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) - C Block	Fair	$0						$75,000			
D3058-D - Make-Up AHU	Room C222 - Humidifer & AHU #2 - C Block Admin three floors	Fair	$0				$50,000					
D5022 - Lighting Equipment	RHA Dining & Activity rooms lighting A & B sides	Good	$0				$100,000					
C3020 - Floor Finishes	Ceramic flooring (ceramic repair 1st Floor)	Good	$10,000						$50,000			
D3034 - Study - Air Conditioning Units	Eng. Study / tender	Critical	$25,000									
D1011 - Passage Elevators - Hydraulic	68 special purpose lifts from 160 kg - 455 kg tempo	Fair	$26,000	$13,000						$80,000		
D5092 - Emerg Pwr & Generation Sys	500 Kw Emergency Generator - New Tranfer Switch - old is not supported	Good	$35,000		$20,380							
C3020 - Floor Finishes	carpet rolled - Final phase of resident floor replaced to vinyl plank	Good	$40,000									
D3045 - Exhaust Ventilation Systems	VAV boxes - 43 VAVs Resident Areas Phase Two / replace C-Block Phase Three	Poor	$90,000		$0					$50,000		
D3043 - Hydronic Distribution Systems	Hydronic valve controllers upgrade Phase Four	Good	$160,000									
Butterfly Dementia care unit renovations			$161,000									
D5032 - Intercommunications And Paging	Nurse call - Austco sytstem - Phase #1- 2022 & #2- 2023	Fair	$200,000									
C1030 - Interior Doors	wood doors RHA and office areas	Good			$30,000						$30,570	
C3020 - Floor Finishes	Painted/Sealed concrete floor	Good							$54,211			
C3020 - Floor Finishes	Waterproof membrane on floors	Fair							$30,000			
C3020 - Floor Finishes	Resilient tile flooring	Good			$30,000							
C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) - C Block	Fair										
C3020 - Floor Finishes	Ceramic tile flooring	Good										
C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) - C Block	Fair							$75,000			
D1010 - Elevators & Lifts	New Tracks	Good										
D1010 - Elevators & Lifts	New Tracks	Good										
D2010 - Plumbing Fixtures	162 Wtr closets/3 urinals/162 wshrm sinks/6 ktchn sinks/3 lndry sinks/6 svce sinks/6 shc	Good					$60,000					
D2010 - Plumbing Fixtures	3 x New tubs	Good										
D2095 - Domestic Water Heaters	2 domestic and 2 laundry / kitchen	Good				$127,375						
D3022 - Hot Water Boilers	Room C317 for domestic hot water	Fair									$300,000	
D3022 - Hot Water Boilers	building heating	Fair				$200,000						
D3034 - Packaged Air Conditioning Units	ERV 2 - Supply L/s 2600 Exhaust L/s 2600 Motors 7.5 HP	Good		$300,000	$0							
D3034 - Packaged Air Conditioning Units	ERV 1 - Supply L/s 2600 Exhaust L/s 2600 Motors 7.5 HP	Good		$300,000		$0						
D3034 - Packaged Air Conditioning Units	ERV 4 - Supply L/s 2600 Exhaust L/s 2600 Motors 7.5 HP	Good		$300,000			$0					
D3034 - Packaged Air Conditioning Units	Humidifers	Critical								$85,000		
D3035 - Cooling Piping And Fittings		Good			$136,546							
D3036 - Cooling Gener Equip & Piping Insul	Eddie Test	Good			$18,480							
D3045 - Exhaust Ventilation Systems	18 x Upblast style ventilation fans	Good			$18,000							
D3045 - Exhaust Ventilation Systems	2 x air volume 4700 x 3300 Unit ventilators split units	Good			$30,000							
D3058-D - Make-Up AHU	Room C222 - Humidifer added & AHU #1 -Six Resident Home Common Areas	Fair										
D3058-D - Make-Up AHU	Room C222 - Humidifer & AHU #3 - Auditorium & Chapel	Fair						$50,000				
D3058-D - Make-Up AHU	Room C222 - AHU #4 - Kitchen	Fair				$25,000						
D4010 - Sprinklers	Yes	Fair							$30,000			
D5010 - Electrical Service And Distribution	347/600 Volt, 1200 amp	Good								$311,080		
D5022 - Lighting Equipment	LED Lighting	Fair										
D5022 - Lighting Equipment	C Block	Good					$100,000					
D5022 - Lighting Equipment	Changing to LED lights	Poor			$30,000			$30,000				
D5031 - Public Address And Music System	Community Centre	Fair										
D5032 - Intercommunications And Paging	Septra Link	Good					$60,000					
D5033 - Telephone Systems	NEC administration telphone system - 50 Handheld	Good			$0							$70,000
D5037 - Fire Alarm System	control panel	Poor								$30,000		
D5038 - Security Systems	Multiple cameras	Good				$20,000						
D5091 - Exit & Emergency Light Systems	Hard wired Emergency and Exit Lights	Good					$20,000					
E1042 - Laundry Room Equipment	Commercial Laundry and Dry Cleaning Equipment	Critical										
E1042 - Laundry Room Equipment	Commercial Laundry and Dry Cleaning equipment	Poor										
E1042 - Laundry Room Equipment	Commercial Laundry and Dry cleaning Equipment x2	Poor										
E1090 - Other Equipment	Solid waste handling equipment	Good									$20,000	
E1093 - Food Service Equipment	5 Hot Carts	Good					$100,000					
E1093 - Food Service Equipment	Hot Cart	Good			$12,000							
E1093 - Food Service Equipment	CC/7 hobart mxr brute steamer garland master 450 ridalco cereal cooker steam kettle rc	Good						$55,000				
E2010 - Fixed Furnishings	Kitchen areas 2 x each floor	Fair			$30,060						$61,140	
E2010 - Fixed Furnishings	Servery 1 A & 1 B	Good		$0		$30,000						
B2040 Industrial Doors		Fair									$25,000	
B30 - Roofing	BUR upper	Fair						$400,000				
B30 - Roofing	BUR lower	Fair							$150,000			
D1010 - Elevators & Lifts	2 passenger elevator Cat5 / CAN CSA B44 code 2019 - Panachrome + 3D detection	Fair										
D3034 - Packaged Air Conditioning Units	ERV 3 - Supply L/s 2600 Exhaust L/s 2600 Motors 7.5 HP	Good		$300,000				$0			$85,000	
D3031 - Chiller		Good							$170,000			
D3060 - Controls And Instrumentation	updated 2019	Good		$36,500								
E1090 - Other Equipment	Auto Scrubber											
			$ 747,000	$ 1,249,500	$ 355,466	$ 402,375	$ 490,000	$ 535,000	$ 634,211	$ 556,080	$ 521,710	$ 105,420

Miramichi Lodge - Site

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
G2010 - Roadways		Good							$150,000			
G2020 - Parking Lots	Asphalt	Fair						$350,000				
G2030 - Pedestrian Paving	concrete sidewalk and patio	Good	$30,000				$35,176					
G2046 - Fountains/Pools/Watercourses	Drainage ditch	Poor			$20,000							$20,000
G2050 - Landscaping	grass/trees/shrubs/flowers/mulch	Good							$20,000			
			$ 30,000	**$ -**	**$ 20,000**	**$ -**	**$ 35,176**	**$ 350,000**	**$ 170,000**	**$ -**	**$ -**	**$ 20,000**
TOTAL			**$ 777,000**	**$ 1,249,500**	**$ 375,466**	**$ 402,375**	**$ 525,176**	**$ 885,000**	**$ 804,211**	**$ 556,080**	**$ 521,710**	**$ 125,420**

Bonnechere Manor Building

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
D2030 - Sanitary Waste	Municipal sanitary Lift station	Good	$10,000		$12,000		$14,000		$14,000		$15,000	
E2010 - Fixed Furnishings	kitchen cabinets 2x servery 2x cabinets staff rm 1 x auditorium 1 x open ar	Good	$25,000		$140,000							
D4010 - Sprinklers	sprinklers	Good	$30,000									
E1042 - Laundry Room Equipment	3 washers new dryer 2016	Good	$30,000									
D5033 - Telephone Systems	new NEC system	Good	$180,000			$0						
B30 - Roofing	washed river stone over single EPDM roof membrane	Fair	$290,000									
A10 - Foundations	Concrete slab	Good			$95,000							
B10 - Superstructure	Cement blocks, metal studding and concrete slab	Good					$60,000					
B2010 - Exterior Walls	Clay brick clad exterior walls	Fair								$80,000		
B2020 - Exterior Windows	exterior windows	Poor				$100,000					$125,000	
B30 - Roofing	washed river stone over single EPDM roof membrane	Poor										$250,000
B30 - Roofing	washed river stone over single EPDM roof membrane	Fair										
C1020 - Fittings	SpecialityAustco system	Good								$30,000		
C1030 - Interior Doors	Interior doors include 199 steel units, 365 wood units, 312 accessibilty con	Good		$0			$28,735					
C3020 - Floor Finishes	rolled vinyl	Fair									$45,000	
C3020 - Floor Finishes	Concrete	Good				$45,855						
C3020 - Floor Finishes	Ceramic tile	Good					$70,000					
C3020 - Floor Finishes	rolled vinyl	Fair		$40,000							$45,000	
C3020 - Floor Finishes	rolled vinyl	Fair			$54,000							
C3020 - Floor Finishes	rolled vinyl	Poor				$54,000						
C3020 - Floor Finishes	rolled vinyl	Fair										
C3030 - Ceiling Finishes	T-bar	Good					$81,520					
D1010 - Elevators & Lifts	OTIS passenger elevator	Good			$40,000							
D2010 - Plumbing Fixtures	Argo Tubs	Fair		$35,000				$35,000				$40,000
D2010 - Plumbing Fixtures	Argo Tubs	Good		$35,000								
D2020 - Domestic Water Distribution	Municipal water-Metered	Good			$35,000							
D2095 - Domestic Water Heaters	4 hot water boilers (2014)	Good		$225,000								
D3012 - Gas Supply System	Natural Gas	Good								$34,080		
D3016 - Solar Energy Supply	New solar panels Repairs - Replace inverter	Good		$25,000								
D3024 - Boiler Room Piping And Specialties		Good						$34,080				
D3031 - Chillers		Poor										
D3034 - Packaged Air Conditioning Units	replacement of servery units	Good				$50,000						
D3034 - Packaged Air Conditioning Units	movencool ac units	Poor			$10,000						$10,000	
D3055 - Fin Tube Radiation	Heaters in all rooms	Fair			$125,000			$20,000			$20,000	
D3058-D - Make-Up AHU	7 AHU units serving building, ranging from 3,900 CFM to 9,000 CFM	Good						$93,010	$93,010	$93,010	$93,010	
D3060 - Controls And Instrumentation	updating 2015	Good			$50,000							
D4010 - Sprinklers	sprinklers	Good		$45,000					$50,000			
D4010 - Sprinklers	sprinklers	Good			$30,000							
D5010 - Electrical Service And Distribution	Municipal, Marcus serial # 9578-994 transformer in rm #3003	Good			$30,000							
D5010 - Electrical Service And Distribution	Replace existing Generator to new to handle full load of the building	Poor										
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good					$124,000					
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good						$100,000				
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good							$100,000			
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good								$100,000		
D5022 - Lighting Equipment	Changing to LED lights	Poor			$30,000			$30,000			$30,000	
D5032 - Intercommunications And Paging	Nurse call system	Fair		$0			$225,000					
D5035 - Television System	Satellite television	Good				$61,140						
D5037 - Fire Alarm System	Fire Alarm System	Good					$100,000					
D5038 - Security Systems	Security Cameras	Fair		$10,000		$10,000		$10,000		$10,000		
D5091 - Exit & Emergency Light Systems	Hard wired Emergency and Exit Lights	Fair					$20,000					
D5092 - Emrgncy Pwr & Gener Systems	Detriot generator 375 KVa	Good		$600,000							$20,000	
E1042 - Laundry Room Equipment	3 washers new dryers	Good		$0								$80,000
E1042 - Laundry Room Equipment	3 washers new dryers	Good				$40,000				$50,000		
C1030 - Interior Doors	4 interior sliding doors, 2 interior glass doors	Good		$0		$38,000						
			$ 565,000	**$ 1,015,000**	**$ 651,000**	**$ 398,995**	**$ 723,255**	**$ 322,090**	**$ 257,010**	**$ 397,090**	**$ 403,010**	**$ 370,000**

Bonnechere Manor - Site

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
G2020 - Parking Lots	Asphalt *	Fair								$100,000		
G2020 - Parking Lots	Asphalt	Good				$50,000	$60,000	$60,000	$50,000	$25,000		
G2030 - Pedestrian Paving	concrete sidewalk and patio	Good		$40,000								
G2040 - Site Development	Three flag poles	Good									$30,000	
G4020 - Site Lighting	exterior led lighting	Fair				$35,000						
			$ -	$ 40,000	$ -	$ 85,000	$ 60,000	$ 60,000	$ 50,000	$ 125,000	$ 30,000	
TOTAL			**$ 565,000**	**$ 1,055,000**	**$ 651,000**	**$ 483,995**	**$ 783,255**	**$ 382,090**	**$ 307,010**	**$ 522,090**	**$ 433,010**	**$ 370,000**

Arnprior Paramedic Base Building

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
B2040 - Industrial Doors	6 overhead garage doors open on both sides.	Fair										$33,000
B30 - Roofing	Asphalt shingles.	Poor										
C3020 - Floor Finishes	Epoxy coat in garage area. Approx 1565 sq ft	Poor								$13,200		
D2095 - Domestic Water Heaters	Gas fired instantenous hot water heater.	Fair										
D3034 - Packaged Air Conditioning Units	Gas fired AHU with A/C and remote condensor	Good				$16,500						
D3053 - Unit Heaters	Radiant Heaters	Good						$5,500				
D5092 - Emergency Power & Generation Systems	10kW emergency generator, natural gas.	Good					$16,500					
			$ -	$ -	$ -	$ 16,500	$ 16,500	$ 5,500	$ -	$ 13,200	$ -	$ 33,000

Arnprior Paramedic Base - Site

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
G2020 - Parking Lots	Asphalt parking lot on the side of the building, ar	Fair	$10,000									
G2020 - Parking Lots	Asphalt crack sealing	Fair						$5,500				
			$ 10,000	$ -	$ -	$ -	$ -	$ 5,500	$ -	$ -	$ -	$ -

TOTAL			**$ 10,000**	**$ -**	**$ -**	**$ 16,500**	**$ 16,500**	**$ 11,000**	**$ -**	**$ 13,200**	**$ -**	**$ 33,000**

Barry's Bay Paramedic Base Building

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
B2040 - Industrial Doors	6 overhead garage doors open on both sides 12'-0" x 12'-0"	Fair						$33,000				
B30 - Roofing	Asphalt shingles (30 years)	Good			$13,200							
D2095 - Domestic Water Heaters	Electric instantenous hot water heater	Fair						$5,605				
D3034 - Packaged Air Conditioning Units	Propane fired AHU with A/C and remote condenser	Good				$16,500						
D3053 - Unit Heaters	Radiant heaters	Good				$5,500						
D5092 - Emergency Power & Generation Systems	12 kW emegernecy fixed generator, propane gas	Good							$16,500			
			$ -	$ -	$ 13,200	$ 22,000	$ -	$ 38,605	$ 16,500	$ -	$ -	$ -

Barry's Bay Paramedic Base - Site

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
G2020 - Parking Lots	Asphlat Parking lot	Good		$22,000								
G2020 - Parking Lots	Asphalt sealing	Fair	$5,000					$5,500				
G2040 - Site Development	Back Lite signage at road	Good							$5,500			
			$ 5,000	$ 22,000	$ -	$ -	$ -	$ 5,500	$ 5,500	$ -	$ -	$ -

TOTAL			$ 5,000	$ 22,000	$ 13,200	$ 22,000	$ -	$ 44,105	$ 22,000	$ -	$ -	$ -

Petawawa Paramedic Base Building

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
B2040 - Industrial Doors	6 over head garage doors	Fair						$33,000				
B30 - Roofing	Asphalt shingles	Good		$13,200								
C3020 - Floor Finishes	Epoxy coating and concrete repair	Good	$17,600						$13,200			
D2095 - Domestic Water Heaters	Gas fired instantaneous hot water heater	Fair						$5,605				
D3034 - Packaged Air Conditioning Units	AHU	Good				$16,500						
D5092 - Emergency Power & Generation Systems	12 kW natural gas emergency generator	Good							$16,500			
			$ 17,600	**$ 13,200**	**$ -**	**$ 16,500**	**$ -**	**$ 38,605**	**$ 29,700**	**$ -**	**$ -**	**$ -**

Petawawa Paramedic Base - Site

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
G2020 - Parking Lots	Asphalt with concrete curbs.	Good	$20,000									
G2040 - Site Development	Back Lite signage at road	Good							$5,500			
			$ 20,000	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,500**	**$ -**	**$ -**	**$ -**

TOTAL			**$ 37,600**	**$ 13,200**	**$ -**	**$ 16,500**	**$ -**	**$ 38,605**	**$ 35,200**	**$ -**	**$ -**	**$ -**

Deep River Paramedic Base Building

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
B2040 - Industrial Doors	6 over head garage doors	Fair								$33,000		
B30 - Roofing	Asphalt Shingles (25 year)	Good				$13,200						
C3020 - Floor Finishes	Epoxy Coating in Garage area	Good		$13,200								
			$ -	**$ 13,200**	**$ -**	**$ 13,200**	**$ -**	**$ -**	**$ -**	**$ 33,000**	**$ -**	**$ -**

Deep River Paramedic Base - Site

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
G2020 - Parking Lots	parking lot	Good						$22,000				
G2020 - Parking Lots	Asphalt sealing	Fair	$5,000				$5,500					
G2040 - Site Development	Back Lite signage at road	Good	$5,500									
			$ 10,500	**$ -**	**$ -**	**$ -**	**$ 5,500**	**$ 22,000**	**$ -**	**$ -**	**$ -**	**$ -**

TOTAL			**$ 10,500**	**$ 13,200**	**$ -**	**$ 13,200**	**$ 5,500**	**$ 22,000**	**$ -**	**$ 33,000**	**$ -**	**$ -**

OPP Police Station - Site

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
G2020 - Parking Lots	line painting	Good							$11,000			
Geotechnical Investigation	Parking Lot Sinking		$16,500									
AC Units on Roof	Not functioning properly		$11,000									
			$ 27,500	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 11,000**	**$ -**	**$ -**	**$ -**

OPP Police Station Building

Category	Brief Description	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
C3010 - Wall Finishes		Good							$32,932			
D2095 - Domestic Water Heaters		Good					$32,083					
D5021 - Branch Wiring		Good								$13,241		
			$ -	**$ -**	**$ -**	**$ -**	**$ 32,083**	**$ -**	**$ 32,932**	**$ 13,241**	**$ -**	**$ -**

TOTAL			**$ 27,500**	**$ -**	**$ -**	**$ -**	**$ 32,083**	**$ -**	**$ 43,932**	**$ 13,241**		**$ -**

Public Works Patrols

Location	Asset	Category	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
General Inspections						$ 15,000		$ 15,000			$ 20,000	$ 20,000	$ 25,000
Calabogie	General Site	G2080 - Site Equipment	Good	$25,000									
Calabogie	General Site	G2040 - Site Development	Good	$15,000									
Cobden	General Site	G2080 - Site Equipment	Fair	$25,000									
Cobden	General Site	G2040 - Site Development	Fair	$15,000									
Cobden	Main Building		Fair	$25,000									
Goshen	General Site	G3063-D - Fuel Storage Tank	Good	$25,000									
Goshen	General Site	G2040 - Site Development	Good	$15,000									
Goshen	Main Building		Fair	$25,000									
Southwest	General Site	G2080 - Site Equipment	Good	$25,000									
Southwest	General Site	G2040 - Site Development	Fair	$15,000									
Southwest	Main Building	D2010 - Plumbing Fixtures	Good	$30,000									
Southwest	Main Building		Fair	$25,000									
White Water	General Site	G2080 - Site Equipment	Fair	$25,000									
White Water	General Site	G2040 - Site Development	Fair	$15,000									
White Water	Main Building	D2020 - Domestic Water Distribution	Good	$30,000									
White Water	Main Building		Fair	$25,000									
Calabogie	Main Building	A10 - Foundations	Fair		$50,000								
Cobden	Main Building	A10 - Foundations	Fair		$50,000								
Cobden	Storage Shed	A10 - Foundations	Fair		$25,000								
Cobden	Storage Shed	B10 - Superstructure	Fair		$40,000								
Goshen	Main Building	A10 - Foundations	Fair		$60,000								
Southwest	Main Building	A10 - Foundations	Fair		$60,000								
White Water	Main Building	A10 - Foundations	Fair		$50,000								
Goshen	Storage Shed N	A10 - Foundations	Fair		$3,000	$27,000							
Goshen	Storage Shed N	B30 - Roofing	Fair		$3,000	$27,000							
Goshen	Storage Shed N	B10 - Superstructure	Fair		$3,500	$31,500							
Goshen	Storage Shed N	B2010 - Exterior Walls	Fair		$4,000	$36,000							
Goshen	Storage Shed S	A10 - Foundations	Fair		$3,500	$31,500							
Goshen	Storage Shed S	B30 - Roofing	Fair		$3,000	$27,000							
Goshen	Storage Shed S	B10 - Superstructure	Fair		$3,500	$31,500							
Goshen	Storage Shed S	B2010 - Exterior Walls	Fair		$4,000	$36,000							
Southwest	Main Building	D3053 - Unit Heaters	Fair			$30,000							
White Water	Salt Building	A10 - Foundations	Fair			$25,000							
White Water	Sand Building	A10 - Foundations	Fair			$25,000							
Goshen	General Site	G2010 - Roadways	Fair				$145,000						
White Water	Main Building	B2040 - Industrial Doors	Fair				$25,000						
White Water	Storage Shed	A10 - Foundations	Good			$3,000	$27,000						
White Water	Storage Shed	B30 - Roofing	Fair			$4,000	$36,000						
White Water	Storage Shed	B10 - Superstructure	Fair			$5,000	$45,000						
White Water	Storage Shed	B2010 - Exterior Walls	Fair			$10,000	$90,000						
Cobden	Main Building	B2040 - Industrial Doors	Fair					$30,000					
Goshen	Main Building	Roofing	Fair					$45,000					
Goshen	Main Building	B2010 - Exterior Walls	Good					$25,000					
Goshen	Main Building	B2020 - Exterior Windows	Good					$25,000					

Public Works Patrols

Location	Asset	Category	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Goshen	Main Building	D5021 - Branch Wiring	Good					$25,000					
White Water	General Site	G2010 - Roadways	Fair					$200,000					
Calabogie	Main Building	D3057 - Radiant Heater Units	Good						$45,000				
Goshen	Salt Building	A10 - Foundations	Fair						$30,000				
Goshen	Sand Building	A10 - Foundations	Fair						$30,000				
Southwest	General Site	G2010 - Roadways	Fair						$150,000				
Southwest	Salt Building	A10 - Foundations	Good						$25,000				
Southwest	Sand Building	A10 - Foundations	Good						$25,000				
Calabogie	Main Building	B2010 - Exterior Walls	Fair							$25,000			
Calabogie	Salt Building	A10 - Foundations	Fair						$2,500	$22,500			
Calabogie	Sand Building	A10 - Foundations	Fair						$2,500	$22,500			
Southwest	Storage Shed N	A10 - Foundations	Good						$2,500	$22,500			
Southwest	Storage Shed N	B30 - Roofing	Good						$3,000	$27,000			
Southwest	Storage Shed N	B10 - Superstructure	Good						$3,500	$31,500			
Southwest	Storage Shed N	B2010 - Exterior Siding	Good						$6,000	$54,000			
Southwest	Storage Shed S	A10 - Foundations	Good						$2,500	$22,500			
Southwest	Storage Shed S	B30 - Roofing	Good						$3,000	$27,000			
Southwest	Storage Shed S	B10 - Superstructure	Good						$4,000	$36,000			
Southwest	Storage Shed S	B2010 - Exterior Siding	Good						$6,000	$54,000			
Calabogie	Main Building	B30 - Roofing	Fair								$100,000		
White Water	Main Building	B10 - Roofing	Good							$6,000	$54,000		
White Water	Main Building	B10 - Superstructure	Good							$7,000	$63,000		
White Water	Main Building	B2010 - Exterior Walls	Good							$7,000	$63,000		
White Water	Main Building	B2020 - Exterior Windows	Good								$40,000		
White Water	Main Building	HVAC	Good								$25,000		
Calabogie	General Site	G2010 - Roadways	Fair									$130,000	
Cobden	Main Building	B10 - Superstructure	Good									$30,000	
Cobden	Main Building	B2010 - Exterior Walls	Good									$60,000	
Cobden	Main Building	B2020 - Exterior Windows	Good									$30,000	
Cobden	Main Building	D5022 - Lighting Equipment	Good									$25,000	
Cobden	Main Building	D3025 - Primary HVAC Pumps	Fair									$30,000	
Goshen	Main Building	B2040 - Industrial Doors	Good									$40,000	
Calabogie	Main Building	D5092 - Emergency Pwr & Generation Sys	Fair										$30,000
Calabogie	Main Building	Mechanical Systems	Good										$30,000
Cobden	Main Building	D5092 - Emergency Pwr & Generation Sys	Fair										$30,000
Foymount	Salt Building	B30 - Roofing	Good										$40,000
Southwest	Main Building	B2010 - Exterior Walls	Fair										$100,000
Southwest	Main Building	B2020 - Exterior Windows	Fair										$40,000
Southwest	Main Building	C1030 - Interior Doors	NOW										$25,000
Southwest	Main Building	D5022 - Lighting Equipment	Good										$25,000
Southwest	Main Building	D2030 - Sanitary Waste	Good										$25,000
TOTAL				**$ 360,000**	**$ 362,500**	**$ 364,500**	**$ 368,000**	**$ 365,000**	**$ 340,500**	**$ 364,500**	**$ 365,000**	**$ 365,000**	**$ 370,000**

Renfrew County Housing Corporation

Facility: Name	Category	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
425 Nelson Street	B2010 - Exterior Walls	Fair	$12,240					$50,000				
425 Nelson Street			$50,000									
425 Nelson Street	59 Wallace Street	Good										$120,000
425 Nelson Street	C1060 - Kitchen Refurbishment	Fair				$80,000						
425 Nelson Street	D3041 - Air Distribution Systems	Poor			$33,660							
425 Nelson Street - Site	G2030 - Pedestrian Paving	Poor			$18,360							
510 MacKay Street	B2030 - Exterior Doors	Poor										
510 MacKay Street	B30 - Roofing	Good								$95,000		
510 MacKay Street	B30 - Roofing	Fair					$40,000					
510 MacKay Street	C1060 - Kitchen Refurbishment	Fair								$279,990		
515 River Road	B30 - Roofing	Fair								$49,470		
55 Poplar Street	C1060 - Kitchen Refurbishment	Fair								$85,680		
150 Elizabeth Street North	B2030 - Exterior Doors	Good	$35,000									
150 Elizabeth Street North	B30 - Roofing	Fair								$25,000		
150 Elizabeth Street North	B2030 - Exterior Doors	Fair									$100,000	
150 Elizabeth Street North	D2095 - Domestic Water Heaters	Good	$15,000									
150 Elizabeth Street North	D5013 - Main Electrical Service and Distribu	Fair						$65,000				
150 Elizabeth Street North - Site	G2020 - Parking Lots	Poor				$35,600						
59 Wallace Street	B2010 - Exterior Walls	Fair								$29,580		
59 Wallace Street	C1060 - Kitchen Refurbishment	Poor			$160,000							
59 Wallace Street - Site	G4020 - Site Lighting	Critical	$25,000									
435-481 Nelson St - (6) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair							$153,000			
1030-1106 Lea St - (4) Townhome Blocks	B2020 - Exterior Windows	Poor										
1030-1106 Lea St - (4) Townhome Blocks	B30 - Roofing	Critical	$200,000									
1030-1106 Lea St - (4) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair		$221,340								
1030-1106 Lea St - Site	G2020 - Parking Lots	Fair								$30,600		
1110-1144 Lea St - (2) Townhome Blocks	B30 - Roofing	Good	$90,000									$140,000
1110-1144 Lea St - (2) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair					$100,980					
1110-1144 Lea St - (2) Townhome Blocks	B2020 - Exterior Windows	Poor	$125,000									
1 MacKercher Drive	B2030 - Exterior Doors	fair					$75,000					
1 MacKercher Drive	B30 - Roofing	Fair	$0									
1 MacKercher Drive	C1060 - Kitchen Refurbishment										$100,000	
400 Nelson Street	C1070 - Bathroom Refurbishment	Fair			$53,040							
75 Stafford Street	B30 - Roofing	Fair							$81,600			
75 Stafford Street	D4010 - Sprinklers	Fair	$50,000									
75 Stafford Street	C1070 - Plumbing fixture Refurbishment	poor	$75,000									
75 Stafford Street - Site	G2020 - Parking Lots	Poor				$30,000						
75 Stafford Street - Site	G2049-B - Sheds	Fair			$45,900							
19 Smith Street	C1060 - Kitchen Refurbishment	Fair				$90,000						
19 Smith Street	B2030 - Exterior Doors	fair					$75,000					
130-144 Fraser/135-147 Arnolds/520-546 Nelson/(6) Townhome Blocks	B2010 - Exterior Walls	Fair				$50,000						
130-144 Fraser/135-147 Arnolds/520-546 Nelson/(6) Townhome Blocks	B30 - Roofing	Fair								$88,740		
130-144 Fraser/135-147 Arnolds/520-546 Nelson/(6) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair		$183,600								
260 Elizabeth Street North	B1013 - Balcony Construction	Fair									$300,000	
260 Elizabeth Street North	B2010 - Exterior Walls	Poor							$65,000			
260 Elizabeth Street North	A20 - Basement Construction	Poor	$100,000									$180,000
260 Elizabeth Street North	B2030 - Exterior Doors	Poor			$250,000							
260 Elizabeth Street North	B30 - Roofing	Poor	$0					$95,000				
260 Elizabeth Street North	D3058-D - Make-Up AHU	Fair				$80,073						
260 Elizabeth Street North	D3058-D - Make-Up AHU	Fair				$80,073						
260 Elizabeth Street North	D4010 - Sprinklers	Good				$50,000						
260 Elizabeth Street North - Site	G2020 - Parking Lots	Poor		$45,900								
260 Elizabeth Street North - Site	G2040 - Site Development	Critical			$55,000							
5967 Palmer Rapids Road	B2020 - Exterior Windows	Fair								$28,000		
5967 Palmer Rapids Road	B2030 - Exterior Doors	Fair			$55,000							
5967 Palmer Rapids Road	B30 - Roofing	Fair							$44,880			
Allan Ave/Archibald Ave/Francis St/George Ave (31) Single Family	A20 - Basement Construction	Poor			$34,680						$80,000	
Allan Ave/Archibald Ave/Francis St/George Ave (31) Single Family	B2030 - Exterior Doors	Good								$31,620		
Allan Ave/Archibald Ave/Francis St/George Ave (31) Single Family	C1060 - Kitchen Refurbishment										$250,000	
206-251 Oak Cres, 596-598 Frank Dench St - (13) Duplex	B30 - Roofing	Fair		$180,000								
206-251 Oak Cres, 596-598 Frank Dench St - (13) Duplex	Electrical		$50,000									
174/178/202 Massey/220/350 Arith Blvd (14) Duplex (1) Single Fam	Roofing	Critical	$75,000									
174/178/202 Massey/220/350 Arith Blvd (14) Duplex (1) Single Fam	C1060 - Kitchen Refurbishment	Fair				$183,600						
174/178/202 Massey/220/350 Arith Blvd (14) Duplex (1) Single Fam	G2020 - Parking Lots	Good		$45,900					$75,000			
174/178/202 Massey/220/350 Arith Blvd (14) Duplex (1) Single Fam	G2050 - Landscaping	Poor			$30,600							$60,000

Renfrew County Housing Corporation

Facility: Name	Category	Overall Condition	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
44 Lorne Street	B2010 - Exterior Walls	Fair							$32,640			
44 Lorne Street	B2020 - Exterior Windows	Fair		$60,000								
44 Lorne Street	B2030 - Exterior Doors	Poor	$26,000									
44 Lorne Street	B30 - Roofing	Poor							$75,000			
44 Lorne Street	D4010 - Sprinklers	Good							$65,000			
41 Vimy Boulevard	A10 - Foundations	Poor							$90,000			
41 Vimy Boulevard	C1060 - Kitchen Refurbishment	Fair						$260,000				
41 Vimy Boulevard	D1010 - Elevators & Lifts	Fair		$26,000								$150,000
236 Hall Avenue	B2020 - Exterior Windows	Fair			$102,000							
236 Hall Avenue	B2030 - Exterior Doors	Fair						$200,000				
41-103 Fourth Ave, 74-82 Riverview Dr - (25) Single Family	D3023 - Furnaces	Good		$44,007								
177-213 Allan Dr, 178-244 Wilfred Cres - (10) Duplex	B2010 - Exterior Walls	Fair							$91,800			
177-213 Allan Dr, 178-244 Wilfred Cres - (10) Duplex	C1060 - Kitchen Refurbishment	Critical		$30,600					$200,000			
199-201 Wilfred Cres, 208-307 Edward St - (10) Duplex	C1060 - Kitchen Refurbishment									$200,000		
229/231 Albert Street	B2010 - Exterior Walls	Fair		$26,520								
229/231 Albert Street	B30 - Roofing	Fair					$90,000					
229/231 Albert Street	B2030 - Exterior Doors	Fair					$150,000					
8 Burwash Street	Parking lot	Fair					$150,000					
8 Burwash Street	Parking lot	Fair						$150,000				
8 Burwash Street	Balcony doors	Fair					$190,000				$100,000	
8 Burwash Street	D4010 - Sprinklers	Fair			$65,000							
8 Burwash Street	B2020 - Exterior Windows	Fair										
63 Russell Street	C1060 - Kitchen Refurbishment	Fair		$188,700								$210,000
63 Russell Street	D3058-D - Make-Up AHU	Poor				$81,600						
26 Spruce Street - Apartment	B30 - Roofing	Fair			$75,000							
26 Spruce Street - Apartment	B2030 - Exterior Doors	Fair			$100,000							
26 Spruce Street - Apartment	C1060 - Kitchen Refurbishment	Poor				$106,000						
26 Spruce Street - Apartment	D3058-D - Make-Up AHU	Critical		$61,200								
136-148 Vimy Blvd S	D3023 - Furnaces	Fair		$60,000								
41 Vimy Building shift			$150,000									$110,000
26 Spruce Family steps			$50,000									
143-157 Vimy Blvd S	D3023 - Furnaces	Fair							$60,000			
236 Hall Vent Stacks	critical		$25,000									
New install bathroom fans	Do 50 in 2023		$50,000									
Extension to garage at Lorne			$50,000									
TOTAL			**$ 1,253,240**	**$ 1,173,767**	**$ 1,078,240**	**$ 866,946**	**$ 870,980**	**$ 820,000**	**$ 1,033,920**	**$ 943,680**	**$ 930,000**	**$ 970,000**

Light Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs									
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
AMBU-07-1218615	Service Van (Mechanic)	2007	10	H										
LDTR-12-S287313	Pickup Truck (Mechanic)	2012	7	L										
AMBU-18-	Service Van (Mechanic)	2012	10											
	Service Truck (Mechanic)	2022	10											$150,000
	Service Van (Mechanic)	2022	10										$60,000	
LDTR-13-S689597	Pickup Truck	2013	7	L							$42,000			
LDTR-14-S351839	Pickup Truck	2014	7	L							$42,000			
LDTR-14-S370373	Pickup Truck	2014	7	L						$45,000				
LDTR-14-S344123	Pickup Truck	2014	7	L						$42,000				
LDTR-15-Z317342	Pickup Truck	2015	7	L							$42,000			
LDTR-15-Z318236	Pickup Truck	2015	7	L							$42,000			
LDTR-15-Z317342	Pickup Truck	2015	7	L							$42,000			
LDTR-16-Z335214	Pickup Truck	2016	7	L	$42,000							$42,000		
LDTR-16-Z337328	Pickup Truck	2016	7	L								$42,000		
LDTR-17-Z340878	Pickup Truck	2017	7	H		$42,000						$42,000		
LDTR-00-JJ36502	Pickup Truck	2017	7	H		$42,000						$42,000		
LDTR-17-Z340368	Pickup Truck	2017	7	H		$45,000							$45,000	
LDTR-17-Z340472	Pickup Truck	2017	7	H			$45,000						$42,000	
LDTR-18-G420742	Pickup Truck	2018	7				$42,000						$42,000	
LDTR-18-G420382	Pickup Truck	2018	7				$42,000						$42,000	
LDTR-18-G422506	Pickup Truck	2018	7					$42,000						$42,000
LDTR-19-S653182	Pickup Truck	2019	7					$42,000						$42,000
LDTR-19-S653181	Pickup Truck	2019	7					$42,000						$42,000
LDTR-19-1213219	Pickup Truck	2019	7					$42,000						$42,000
	Pickup Truck	2020	7						$42,000					
	Pickup Truck	2020	7							$42,000				
	Pickup Truck	2020	7							$42,000				
TOTAL					**$ 42,000**	**$ 129,000**	**$ 167,000**	**$ 206,000**	**$ 156,000**	**$ 171,000**	**$ 210,000**	**$ 168,000**	**$ 231,000**	**$ 318,000**

Medium Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs									
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
MDTR-09-H243812	3 Ton Truck	2009	14	M							$170,000			
MDTR-09-H243811	3 Ton Truck	2009	14	M				$170,000						
MDTR-10-HAX8817	3 Ton Truck	2010	14	M			$170,000							
MDTR-10-HAX8816	3 Ton Truck	2010	14	M				$170,000						
TOTAL					**$ -**	**$ -**	**$ 170,000**	**$ 340,000**	**$ -**	**$ -**	**$ 170,000**	**$ -**	**$ -**	**$ -**

Heavy Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs									
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
HDTR-07-J424017	6 Ton Truck	2007	14	M										
HDTR-07-J653946	6 Ton Truck	2007	14	M	$326,000									
HDTR-08-J105697	6 Ton Truck	2008	14	M	$386,000									
HDTR-09-J239888	6 Ton Truck	2009	14	L	$400,000									
HDTR-11-J368927	6 Ton Truck	2011	14	L		$400,000								
HDTR-12-HBL2575	6 Ton Truck	2012	14	L			$400,000							
HDTR-12-HBL2574	6 Ton Truck	2012	14	L			$400,000							
HDTR-12-HFB1171	6 Ton Truck	2012	14	L				$400,000						
HDTR-13-H780241	6 Ton Truck	2013	14	L				$400,000						
HDTR-13-H780242	6 Ton Truck	2013	14	L					$400,000					
HDTR-14-PGE7703	6 Ton Truck	2014	14	L					$400,000					
HDTR-89-H201485	Water truck	1989	30	L										
HDTR-15-N208304	6 Ton Truck	2015	14	L						$400,000				
HDTR-15-N208305	6 Ton Truck	2015	14	L							$400,000			
HDTR-15-N208306	6 Ton Truck	2015	14	L							$400,000			
HDTR-16-H473898	6 Ton Truck	2016	14	L								$400,000		
HDTR-16-H473897	6 Ton Truck	2016	14	L								$400,000		
HDTR-18-PJF4339	6 Ton Truck	2017	14	L									$400,000	
HDTR-18-L563291	6 Ton Truck	2018	14	L									$400,000	
HDTR-19-HKU2693	6 Ton Truck	2019	14	L										$400,000
	6 Ton Truck	2020	14	L										$400,000
	6 Ton Truck	2020	14	L										
TOTAL					**$ 1,112,000**	**$ 400,000**	**$ 800,000**	**$ 800,000**	**$ 800,000**	**$ 400,000**	**$ 800,000**	**$ 800,000**	**$ 800,000**	**$ 800,000**

Tractors - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs									
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
TRAC-02-L25026	Tractor	2002	15	H										
TRAC-02-L25212	Tractor	2002	15	H	$125,000									
TRAC-04-N153059	Tractor	2004	15	H		$125,000								
TRAC-19-51236	Tractor	2019	15	M										$130,000
	Tractor	2022	15											
TOTAL					**$125,000**	**$125,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$130,000**

Backhoes and Loaders - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs									
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
BACK-96-FL00908	Backhoe	1996	15	H										
BACK-06-G959459	Backhoe	2006	15	M										
BACK-10-0185367	Backhoe	2010	15	L						$185,000				
BACK-11-D205702	Bakchoe	2011	17	L						$185,000				
BACK-12-D215014	Backhoe	2012	17	L							$185,000			
BACK-20-S358956	Backhoe	2019	17											$185,000
LOAD-18-0320202	W/Excavator	2018	20	E										
LOAD-23	W/Excavator	2023	20	E	$500,000									
	Gradall								$500,000					
LOAD-08-Z621907	Loader 624K	2008	15											
TBD	Loader	2024	15							$300,000			$350,000	
TBD	Loader	2031	15									$350,000		
TBD	Excavator 8 ton	2031	25				$100,000							
TBD	Track Skid Steer	2028	15				$100,000							
TOTAL					**$ 500,000**	**$ -**	**$ 200,000**	**$ -**	**$ 500,000**	**$ 670,000**	**$ 185,000**	**$ 350,000**	**$ 350,000**	**$ 185,000**

Trailers - PW

Asset ID	Asset Description	In Service Year	RISK (L, M, H, E)	Replacement Year Costs									
				2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
TRAI-95-CARTAN	Enclosed cargo WWRP	1995	H							$15,000			
TRAI-99-20TOTAN	30 ton tag float-WWRP	1999	H										
TRAI-02-1002203	20 ton tag float-SWP	2002	H		$50,000								
Replace 'TRAI-85-20TONCR	30 ton tag floay GP	2023			$70,000								
TRAI-85-20TONCR	20 ton tag flaot-GOSH	1985	H										
TRAI-12-1142770	7.5 ton tag float-COB	2012	L										
TRAI-04-CARCONS	Enclosed cargo	2004	H					$15,000					
TRAI-10-W043101	Enclosed cargo	2010	L				$20,000						
TRAI-12-A019330	3.5 ton trailer	2013	L										
	16ft Float	2022										$12,000	
	Enclosed cargo SWP	2022										$15,000	
	Enclosed cargo CP	2023			$15,000								
	Enclosed Cargo 20'	2023		$25,000									
	Enclosed cargo GP	2023			$15,000								
TOTAL				**$ 25,000**	**$ 150,000**	**$ -**	**$ 20,000**	**$ 15,000**	**$ -**	**$ 15,000**	**$ -**	**$ 27,000**	**$ -**

TOTAL				**$ 1,804,000**	**$ 804,000**	**$ 1,337,000**	**$ 1,366,000**	**$ 1,471,000**	**$ 1,241,000**	**$ 1,380,000**	**$ 1,318,000**	**$ 1,408,000**	**$ 1,433,000**

Development and Property

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs									
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
LDTR-07-HB37840	TRUCK PICKUP CHEV SILVERADO 1500 4X2	2017	7	L			$40,000							$40,000
LDTR-19	TRUCK PICKUP DODGE RAM 1500 4X4	2019	7	M				$40,000						
LDTR-12-S287312	TRUCK PICKUP DODGE RAM 1500 4X2	2012	7	L	$40,000							$40,000		
LDTR-16-	TRUCK PICKUP CHEV SILVERADO 4X4	2016	7	L		$40,000							$40,000	
TRAC-19-	LAWN TRACTOR	2019	15	L										
ATV-19-	CANAM 4x4 ATV		10											
ATV-18-8054008	POLARIS 4X4 SIDE BY SIDE	2018	5											
TRAC-22-	LAWN TRACTOR FOR CAB (GR SERIES)	2022	10	L										
TOTAL					**$ 40,000**	**$ 40,000**	**$ 40,000**	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$ 40,000**	**$ 40,000**	**$ 40,000**

Renfrew County Housing Corporation

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
LDT														
TRAC-09-LAWNP02	Tractor 510 MacKay/515 River Rd	2009	15	L	$8,600									
TRAC-06-LAWNP05	Lawn tractor 425 Nelson	2006	15		$8,600									
LTDR-15-N107755	VAN MTCE NISSAN	2014	7	L	$46,000							$49,000		
LDTR-04-1183149	FORD TRANSIT VAN	2018	7	E						$46,000				
LDTR-17-Z367678	TRUCK PICKUP Chevrolet Silverado WT4WC	2017	7	E						$47,000				
LDTR-16-Z321006	TRUCK PICKUP Chevrolet Silverado WT4WC	2016	7	E					$34,163					
LDTR-11-1130481	VAN MTCE NISSAN	2018	7	M				$40,000						
LDTR-12-G206190	TRUCK PICKUP DODGE RAM 2500 4 X 4	2012	8	L			$65,000				$50,000			
LDTR-13-N101805	VAN MTCE NISSAN	2013	7	L		$46,000							$46,000	
	FORD F-150 4X4	2020	7	L							$40,000			
LAWN TRACTOR														
TRAC-11-LAWNP17	Tractor 59 Wallace	2011	15	L				$6,000						
TRAC-11-KUBOA07	Tractor Arnprior Shop	2011	15	L										
TRAC-15-31000	Tractor 44 Lorne	2015	15	L										
TRAC-15-30980	Tractor 75 Stafford	2015	15	L										
TRAC-16-LAWNR06	Tractor 236 Hall	2016	15	E										
TRAC-16-LAWNP18	Tractor 5967 Palmer	2016	15											
TRAC-17-LAWNP13	Tractor 19 Smith	2017	15											
TRAC-06-LAWNP04	Lawn tractor 150 Elizabeth	2006	15											
TRAC-18-LAWN	Lawn tractor 260 Elizabeth	2018	15											
TRAC-04-B002106	Lawn tractor 26 Spruce (Huskavana)	2018	15											
TRAILERS														
TRAI-01-G003096	TRAILER DUMP -RENFREW	2020	15	E										
TRAI-01-G003095	TRAILER DUMP- ARNPRIOR	2021	15	E										
TRAI-15-2085016	TRAILER DUMP P12 - Pembroke	2015	15	L			$12,000							
TOTAL					**$ 63,200**	**$ 46,000**	**$ 77,000**	**$ 46,000**	**$ 34,163**	**$ 93,000**	**$ 90,000**	**$ 49,000**	**$ 46,000**	**$ -**

Emergency Services

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs									
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
ATV-18-8054008	POLARIS 4X4 SIDE BY SIDE	2018	5		$30,000					$30,000				
ERV-18-F286261	TRUCK GMC SIERRA	2018	5	H	$120,000					$120,000				
ERV-18-R375167	TRUCK CHEV TAHOE	2018	5	H	$120,000					$120,000				
ERV-18-R375824	TRUCK CHEV TAHOE	2018	5	H	$120,000					$120,000				
ERV-18-R376195	TRUCK CHEV TAHOE	2018	5	M	$120,000					$120,000				
AMBU-19-N053032	AMBULANCE DEMERS TYPE III	2019	4	H	$235,000				$235,000				$235,000	
AMBU-19-N053279	AMBULANCE DEMERS TYPE III	2019	4	M	$235,000				$235,000				$235,000	
AMBU-19-N054530	AMBULANCE DEMERS TYPE III	2019	4	L	$235,000				$235,000				$235,000	
AMBU-19-N053540	AMBULANCE DEMERS TYPE III	2019	4	L	$235,000				$235,000				$235,000	
AMBU-18-9774498	AMBULANCE DEMERS TYPE III	2018	4	L	$235,000				$235,000				$235,000	
ERV-14-5921494	AMBULANCE DEMERS TYPE II	2014	4											
ERV-14-5833606	AMBULANCE DEMERS TYPE II	2014	4											
AMBU-17-9738095	AMBULANCE DEMERS TYPE III	2017	4	M			$235,000				$235,000			
AMBU-17-9738598	AMBULANCE DEMERS TYPE II	2017	4	E			$235,000				$235,000			
AMBU-17-9738792	AMBULANCE DEMERS TYPE III	2017	4	M			$235,000				$235,000			
AMBU-17-9740290	AMBULANCE DEMERS TYPE III	2017	4	H			$235,000				$235,000			
AMBU-17-9741893	AMBULANCE DEMERS TYPE III	2017	4	M			$235,000				$235,000			
AMBU-17-9774496	AMBULANCE DEMERS TYPE II	2018	4	E				$235,000				$235,000		
AMBU-18-9774473	AMBULANCE DEMERS TYPE III	2018	4	M				$235,000				$235,000		
AMBU-18-9774474	AMBULANCE DEMERS TYPE III	2018	4	L				$235,000				$235,000		
AMBU-18-9774495	AMBULANCE DEMERS TYPE III	2018	4	L				$235,000				$235,000		
AMBU-18-9774497	AMBULANCE DEMERS TYPE III	2018	4	L				$235,000				$235,000		
AMBU-19-N044507	AMBULANCE DEMERS TYPE III	2019	4	L				$235,000						
ATV-15-G497853	POLARIS 4X4 SIDE BY SIDE	2015	5	M				$30,000					$30,000	
ERV-16-EA29256	Ford Expedition	2016	5	E				$120,000					$120,000	
ERV-16-EA54329	FORD F250	2016	5	L				$120,000					$120,000	
ERV-16-ERO7647	Ford Expedition	2016	5					$120,000					$120,000	
TRAI-07-1118086	WELLS CARGO	2007	15	M										
TRAI-07-N063595	TRAILER - COMMAND UNIT	2007	15	M										
TRAI-15-E043331	TRAILER - STEALTH - UTV	2015	15	L										
TRAI-15-E043332	TRAILER - STEALTH - ESU	2015	15	L										
TRAI-19-W072345	CARGO - SxS	2019	15											
AMBU-15-1189150	AMBULANCE CHEV ADMIN	2015												
AMBU-16-1321566	AMBULANCE DEMERS TYPE III	2016	4	H		$235,000				$235,000				$235,000
AMBU-16-1330434	AMBULANCE DEMERS TYPE III	2016	4	H		$235,000				$235,000				$235,000
AMBU-16-1333254	AMBULANCE DEMERS TYPE III	2016	4	H		$235,000				$235,000				$235,000
TOTAL					**$ 1,685,000**	**$ 705,000**	**$ 1,175,000**	**$ 1,800,000**	**$ 1,175,000**	**$ 1,215,000**	**$ 1,175,000**	**$ 1,175,000**	**$ 1,565,000**	**$ 705,000**

Road Sections

Rd No.	Road Name	Description	Length (km)	PCI @ Plan Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
SCRATCH COAT					$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000
ACTIVE TRANSPORTATION					$ 200,000	$ 200,000	$ 200,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000
1	River Rd	Lochwinnoch Rd-to-Storie Rd	1.20	23	$603,077									
1	River Rd	Storie Rd-to-County CP Trail	1.07	17	$533,930									
6	Gillan Rd	Hwy 60 (O'Brien Rd)-to-Jamieson Lane	1.15	71	$192,214									
6	Gillan Rd	Jamieson Lane-to-Lime Kiln Rd	1.72	65	$300,902									
6	Gillan Rd	Lime Kiln Rd-to-Hwy 17	0.86	55	$134,160									
6	Lochwinnoch Rd	Hwy 17-to-Thomson Rd	2.09	66	$356,315									
6	Lochwinnoch Rd	Thomson Rd-to-Yantha Rd	2.77	68	$469,159									
6	Lochwinnoch Rd	Yantha Rd-to-Miller Rd	1.16	73	$201,641									
20	Bruce St	Hwy 60-to-Urban Limit	0.48	69	$93,065									
20	Bruce St	Urban Limit-to-Cobus Rd	1.30	65	$239,014									
20	Bruce St	Cobus Rd-to-Hwy 17	1.33	63	$207,480									
21	Beachburg Rd	Hila Rd-to-Cty Rd 12 (Westmeath Rd)	1.70	72	$272,617									
21	Beachburg Rd	Cty Rd 12 (Westmeath Rd)-to-Finchley Rd	2.50	72	$397,720									
23	Highland Rd	Sawmill Rd-to-Frank St	0.59	44	$166,970									
23	Highland Rd	Frank St-to-Cty Rd 2 (White Lake Rd)	1.67	43	$472,610									
24	White Water Rd	Stafford Third Line-to-Hwy 17	2.57	45	$1,309,911									
30	Lake Dore Rd	Hwy 60-to-St. John's Church Steps	0.40	39	$631,856									
30	Lake Dore Rd	St. John's Church Steps-to-Lovers Lane	1.19	16	$961,944									
30	Lake Dore Rd	Lovers Lane-to-Sperberg Rd	1.67	26	$935,748									
37	Murphy Rd	Hwy 17-to-Cty Rd 26 (Doran St)	2.16	14	$1,077,840									
37	Murphy Rd	Cty Rd 26 (Doran St)-to-Cty Rd 51 (Petawawa Blvd)	0.93	27	$490,588									
42	Forest Lea Rd	Hwy 17-to-B Line Rd	2.17	74	$389,298									
42	Forest Lea Rd	B Line Rd-to-Meadowbrook Dr West Junction	1.42	59	$256,330									
42	Forest Lea Rd	Meadowbrook Dr West Junction-to-Cty Rd 51 (Pembroke St W)	0.63	73	$113,724									
45	Russett Dr	Vanjumar Rd-to-Nieman Dr	1.95	43	$604,500									
45	Russett Dr	Nieman Dr-to-Scheel Dr	1.81	54	$561,100									
58	Round Lake Rd	Deer Trail Rd-to-Turners Rd	1.53	41	$763,470									
58	Round Lake Rd	Turners Rd-to-Bonnechere R Bdge W Exp Jnt	0.99	51	$494,010									
65	Centennial Lake Rd	2872 Centennial Lake Rd-to-Black Donald Access Point	1.63	10	$686,230									
508	Calabogie Rd	Cty Rd 34 (Norton Rd)-to-Mill St	1.84	30	$918,160									
508	Calabogie Rd	Goshen Rd-to-Nabarr Rd	1.50	41	$430,564									
508	Calabogie Rd	Nabarr Rd-to-Cty Rd 63 (Stewartville Rd)	1.47	56	$418,982									
508	Calabogie Rd	Cty Rd 63 (Stewartville Rd)-to-Hwy 17	1.39	50	$401,799									
512	Foymount Rd	B257-to-Lake Clear Rd	1.28	5	$1,032,960									
512	Foymount Rd	Lake Clear Rd-to-Buelow Rd	1.43	5	$802,230									
512	Foymount Rd	Buelow Rd-to-Verch Rd	1.99	5	$1,605,930									
512	Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)	1.87	5	$1,049,070									
515	Palmer Rd	Riverside Dr-to-McPhee Bay Rd	2.19	41	$688,599									
515	Palmer Rd	McPhee Bay Rd-to-Finch Rd	2.07	60	$650,867									
515	Palmer Rd	Finch Rd-to-Palmer Rapids Dam Rd	1.81	45	$609,194									
515	Palmer Rd	Palmer Rapids S Urban Lmt-to-Palmer Rapids N Urban Lmt	0.55	44	$183,700									
515	Palmer Rd	Palmer Rapids N Urban Lmt-to-Cty Rd 514 (Schutt Rd)	1.10	64	$311,300									
517	Dafoe Rd	Radcliffe Twp (Coulas Rd)-to-CA 2049	1.00	15	$421,000									
517	Dafoe Rd	CA 2049-to-Peplinskie Rd	1.20	13	$505,200									
517	Dafoe Rd	Peplinskie Rd-to-Serran Rd	0.53	8	$348,210									
635	Swisha Rd	Hwy 17-to-Interprovincial Bdge S Exp Jnt	2.58	73	$300,000									
1	River Rd	Moore St-to-Dochart St	2.10	31		$1,047,900								
1	River Rd	County CP Trail-to-Castleford Bdge S Exp Jnt	2.17	33		$1,113,768								
2	White Lake Rd	Young Rd-to-Mountain View Rd	2.75	29		$1,411,457								
5	Stone Rd	Mhusk Rd-to-Gallagher Rd	3.00	27		$1,075,923								
8	Cobden Rd	Hwy 60/Cty Rd 9 (Bulger Rd)-to-Pine Valley Rd	3.01	69		$469,560								
8	Cobden Rd	Pine Valley Rd-to-Barr Line	2.59	70		$406,926								
8	Cobden Rd	Barr Line-to-McPeak Line	2.66	70		$429,780								
8	Cobden Rd	McPeak Line-to-Behm Line	2.81	66		$444,622								
8	Cobden Rd	Behm Line-to-Cobden Urban Beginning	0.51	72		$86,948								
8	Cobden Rd	Cobden Urban Beginning-to-Hwy 17	0.91	70		$152,100								
13	Mountain Rd	Stafford Third Line-to-Stafford Second Line	1.40	39		$502,600								
13	Mountain Rd	Stafford Second Line-to-Snake River Line	1.37	46		$491,830								
13	Mountain Rd	Snake River Line-to-Hwy 17	1.49	50		$421,670								
19	Mud Lake Rd	Cty Rd 24 (White Water Rd)-to-Robinson Rd	1.27	74		$229,253								
19	Mud Lake Rd	Robinson Rd-to-McDonnell Bdge S Exp Jnt	0.90	73		$164,469								
19	Mud Lake Rd	McDonnell Bdge N Exp Jnt-to-Sawmill Rd	1.21	69		$225,164								
19	Mud Lake Rd	Sawmill Rd-to-City of Pembroke South Limit	1.52	68		$289,625								
24	White Water Rd	Hwy 41-to-Stafford Third Line	1.42	29		$728,825								

Road Sections

Rd No.	Road Name	Description	Length (km)	PCI @ Plan Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
26	Doran Rd	Herman St-to-Cty Rd 51 (Petawawa Blvd)	0.65	48		$217,100								
30	Lake Dore Rd	Sperberg Rd-to-Trail Blazers Rd	2.28	27		$1,137,221								
36	TV Tower Rd	Cty Rd 35 (Jean Ave)-to-CPR Crossing	1.36	30		$702,877								
36	TV Tower Rd	CPR Crossing-to-Cty Rd 42 (Forest Lea Rd)	1.07	24		$556,813								
40	Greenwood Rd	Robinson Rd-to-HWY 148	1.58	55		$1,320,598								
51	Pembroke West	City of Pembroke West Limits-to-Cty Rd 42 (Forest Lea Rd)	0.90	44		$369,315								
63	Flatt Rapids Rd	Cty Rd 45 (Russet Rd)-to-Mill Ridge Rd	1.51	68		$256,581								
63	Flatt Rapids Rd	Mill Ridge Rd-to-Watts Line	2.10	73		$351,669								
64	Opeongo Rd	Wieland Shore Rd-to-Gierman Rd	2.56	72		$812,453								
64	Opeongo Rd	Gierman Rd-to-Sebastopol/Grattan Township Line	4.00	58		$1,269,457								
64	Opeongo Rd	Sebastopol/Grattan Township Line-to-Constant Lake Rd	1.63	61		$517,304								
65	Centennial Lake Rd	Matawatchan/Brougham Twp Line-to-2872 Centennial Lake Rd	2.26	5		$951,460								
69	Siberia Rd	End of HMA-to-Bark Lake Dam Rd	0.46	5		$193,660								
70	Ruby Rd	Cty Rd 512 (Brudenell Rd)-to-Gorman Rd	4.28	56		$1,333,609								
508	Calabogie Rd	Barrett Chute Rd-to-Cty Rd 34 (Norton Rd)	2.81	31		$1,008,790								
508	Calabogie Rd	Riopelle Rd-to-Cty Rd 52 (Burnstown Rd)	1.38	50		$688,620								
508	Calabogie Rd	Cty Rd 52 (Burnstown Rd)-to-Dickson Rd	1.56	47		$447,787								
508	Calabogie Rd	Dickson Rd-to-Hutson Rd	1.32	48		$378,897								
512	Foymount Rd	Hubers Rd-to-McCauley Mountain Rd	2.51	25		$901,090								
512	Foymount Rd	McCauley Mountain Rd-to-Cty Rd 515 (Quadeville Rd)	0.74	25		$265,660								
512	Foymount Rd	Cty Rd 515 (Quadeville Rd)-to-Sebastopol Dr	0.97	22		$422,955								
512	Foymount Rd	Sebastopol Dr-to-Cty Rd 64 (Opeongo Rd)	0.88	6		$315,920								
515	Palmer Rd	Cty Rd 62 (Combermere Rd)-to-Riverside Dr	2.28	74		$360,761								
517	Dafoe Rd	Raglan Twp Boundary West-to-Raglan Twp Boundary North	1.70	23		$610,300								
2	Daniel St. North	Madawaska St-to-Michael St (left)	0.93	56			$394,931							
2	Daniel St. North	Michael St-to-Arthur Street	0.54	44			$231,891							
2	Daniel St. North	Arthur Street-to-CR 10 (Baskin Drive W)	0.26	44			$111,651							
3	Usborne Street	Cty Rd 1 (River Rd)-to-Braeside West Limits	0.38	42			$317,612							
3	Usborne Street	Braeside West Limits-to-Carlea Rd	0.46	69			$130,180							
3	Usborne Street	Carlea Rd-to-Carmichael SideRd	2.08	57			$588,640							
3	Usborne Street	Carmichael SideRd-to-Cty Rd 54 (McLean Dr)	1.68	68			$475,440							
4	Storyland Rd	Eady Rd-to-Cty Rd 1 (River Rd)	1.40	54			$432,990							
4	Storyland Rd	Cty Rd 1 (River Rd)-to-Alex Lane	1.29	52			$396,362							
4	Storyland Rd	Alex Lane-to-Bingham Rd	1.20	23			$603,077							
4	Storyland Rd	Bingham Rd-to-CR 653 (Chenaux Rd)	1.64	28			$830,051							
5	Stone Rd	Gallagher Rd-to-Cty Rd 22 (Hyndford Rd)	1.74	21			$624,301							
5	Stone Rd	Cty Rd 22 (Hyndford Rd)-to-Hwy 60	0.33	33			$216,810							
14	Witt Rd	Locksley Rd-to-Cty Rd 26 (Doran Rd)	2.26	24			$956,560							
16	Victoria St	Cty Rd 51 (Petawawa Blvd)-to-Wolfe Ave	0.87	71			$135,720							
16	Victoria St	Wolfe Ave-to-Armstrong Rd	0.89	69			$157,683							
16	Victoria St	Armstrong Rd-to-CR 25 (Laurentian Drive)	0.37	78			$65,553							
20	Castleford Rd	Humphries Rd-to-Cty Rd 1 (River Rd)	1.39	23			$703,519							
26	Doran Rd	Cty Rd 58 (Round Lake Rd)-to-Lubitz Rd	1.98	34			$995,077							
26	Doran Rd	Lubitz Rd-to-Forest Lea Rd	1.99	32			$1,007,196							
26	Doran Rd	Black Bay Rd-to-Cty Rd 37 (Murphy Rd)	1.99	42			$1,141,962							
26	Doran Rd	Cty Rd 37 (Murphy Rd)-to-Herman St	0.38	48			$189,620							
29	Drive-In Rd	Clearview Crescent-to-Spruce St East	0.42	71			$74,880							
29	Drive-In Rd	Elm St-to-Hwy 148	0.23	76			$35,880							
40	Greenwood Rd	Hwy 17-to-Meath Hill Rd	0.83	56			$272,003							
40	Greenwood Rd	Meath Hill Rd-to-Cemetery Rd	2.50	51			$802,679							
40	Greenwood Rd	Cemetery Rd-to-Cty Rd 21 (Beachburg Rd)	1.33	51			$429,970							
51	Petawawa Blv	Cty Rd 37 (Murphy Rd)-to-Cty Rd 26 (Doran St)	0.22	53			$237,143							
52	Burnstown Rd	Waba Cr Bdge W Exp Jnt-to-McLachlan Rd	0.51	54			$151,547							
52	Burnstown Rd	McLachlan Rd-to-McLeod Rd	5.95	35			$1,857,675							
52	Burnstown Rd	McLeod Rd-to-Burnstown Bdge S Exp Jnt	0.77	42			$242,110							
52	Burnstown Rd	Burnstown Bdge N Exp Jnt-to-Cty Rd 508 (Calabogie Rd)	0.23	69			$71,300							
52	Burnstown Rd	Cty Rd 508 (Calabogie Rd)-to-Picket Hill Lane S Jct	0.33	53			$110,220							
54	Mclean Dr	Hwy 17-to-1887 McLean Dr	0.73	31			$415,380							
65	Centennial Lake Rd	4126 Centennial Lake Rd-to-Matawatchan/Brougham Twp Line	3.87	11			$1,629,270							
69	Siberia Rd	Bark Lake Dam Rd-to-Sunny Hill Rd	2.45	5			$879,550							
69	Siberia Rd	Sunny Hill Rd-to-Babinski Rd	1.72	44			$729,292							
70	Ruby Rd	Gorman Rd-to-Wolfe Rd	3.23	56			$987,132							
70	Ruby Rd	Golden Lake Bdge N Exp Jnt-to-Hwy 60	0.62	65			$218,971							
71	Matawatchan Rd	4877 Matawatchan Rd-to-Cty Rd 65	3.19	53			$909,218							
72	Ridge Rd	Champlain St-to-Deep River Rd	0.17	21			$315,258							
508	Calabogie Rd	Fraser Rd-to-Riopelle Rd	3.05	42			$1,521,950							

Road Sections

Rd No.	Road Name	Description	Length (km)	PCI @ Plan Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
512	Foymount Rd	Silver Lake Rd-to-Donegal Rd	2.45	69			$693,350							
512	Foymount Rd	Donegal Rd-to-Spring Creek Rd	1.25	50			$366,384							
512	Foymount Rd	Spring Creek Rd-to-Sand Rd	2.27	64			$660,765							
512	Foymount Rd	Sand Rd-to-HWY 41	1.65	65			$466,950							
2	Daniel St. North	Baskin Dr-to-Hwy 17	0.54	65				$108,309						
2	White Lake Rd	Hwy 17-to-Cty Rd 45 (Vanjumar Dr)	0.47	53				$155,543						
2	White Lake Rd	Cty Rd 45 (Vanjumar Dr)-to-Campbell Dr	0.37	63				$65,553						
2	White Lake Rd	Campbell Dr-to-Claybank Bdge E Exp Jnt	1.24	52				$222,456						
4	Queens Line	1890 Qeens Line-to-Magnesium Rd (CR 48)	2.20	74				$397,131						
4	Queens Line	Cty Rd 48 (Magnesium Rd)-to-Acres Rd	3.30	75				$595,697						
4	Queens Line	Acres Rd-to-Kohlsmith Rd	3.09	73				$561,232						
5	Stone Rd	1574 Stone Rd-to-Fulton Rd	0.71	75				$111,237						
5	Stone Rd	Fulton Rd-to-Kennelly Rd	2.55	72				$400,170						
5	Stone Rd	Kennelly Rd-to-Mhusk Rd	1.37	74				$217,822						
9	Bulger Rd	Agnew Rd-to-McGaghran Rd	2.67	12				$958,530						
9	Bulger Rd	McGaghran Rd-to-Stone Hedges Rd	2.56	18				$919,040						
14	Witt Rd	Cty Rd 56 (Woito Station Rd)-to-Locksley Rd	2.18	23				$937,877						
20	Castleford Rd	Eady Rd-to-Ferguson Rd	1.40	32				$703,590						
20	Castleford Rd	Ferguson Rd-to-Humphries Rd	1.48	28				$743,795						
22	Grattan Rd	Scotch Bush Rd-to-Bromley/Grattan Twp Line	2.03	72				$318,942						
22	Grattan Rd	Bromley/Grattan Twp Line-to-Gallagher Rd	0.83	72				$133,179						
22	Grattan Rd	Gallagher Rd-to-Cty Rd 5 (Stone Rd)	2.18	72				$344,938						
26	Doran Rd	Forest Lea Rd-to-Cty Rd 28 (Barron Canyon Rd)	2.01	32				$1,053,140						
26	Doran Rd	Cty Rd 28 (Barron Canyon Rd)-to-Hwy 17	0.29	46				$157,114						
28	Barron Canyon Rd	Smith Lane-to-Priebe Rd	4.74	48				$1,446,817						
58	Round Lake Rd	Byers Creek Bdge S Exp Jnt-to-Round Lake CenterUrban Begins	1.09	66				$341,520						
58	Round Lake Rd	Bonnechere R Bdge E Exp Jnt-to-Dunnes Bay Lane	1.11	25				$553,890						
58	Round Lake Rd	Dunnes Bay Lane-to-Red Rock Rd	2.95	18				$1,472,050						
58	Round Lake Rd	Red Rock Rd-to-Foy Park Corridor	1.09	39				$543,910						
64	Opeongo Rd	Cty Rd 512 (Foymount Rd)-to-Raddatz Rd	3.72	67				$1,173,075						
64	Opeongo Rd	Raddatz Rd-to-Lake Clear Rd	3.13	70				$980,696						
64	Opeongo Rd	Lake Clear Rd-to-Baptist Church Rd	1.64	69				$523,793						
64	Opeongo Rd	Baptist Church Rd-to-Wieland Shore Rd	2.50	73				$788,357						
65	Centennial Lake Rd	Morrow Lake Rd-to-4126 Centennial Lake Rd	1.72	5				$724,120						
66	Wilno South Rd	Hwy 60-to-Mountain View Rd	1.96	21				$825,160						
66	Wilno South Rd	Mountain View Rd-to-Inukshuk Rd	0.97	41				$425,872						
69	Siberia Rd	Babinski Rd-to-Pipedream Lane	2.04	5				$858,840						
73	Deep River Rd	Huron St/Algonquin St-to-Champlain St	0.35	23				$668,610						
73	Deep River Rd	Champlain St/ Glendale Ave-to-Ridge Rd/Hillcrest Ave	0.19	50				$401,166						
508	Calabogie Rd	Norway Lake Rd-to-Brydges Rd	1.95	46				$551,850						
508	Calabogie Rd	Brydges Rd-to-Fleming Rd	0.79	46				$223,570						
508	Calabogie Rd	Fleming Rd-to-Fraser Rd	1.23	44				$348,090						
512	Brudenell Rd	Killaloe South Town Limit-to-Mountain View Rd	1.31	40				$406,100						
512	Brudenell Rd	Mountain View Rd-to-Stack Rd	0.87	48				$273,553						
512	Foymount Rd	Cty Rd 64 (Opeongo Rd)-to-McCauley Mountain Rd	2.44	40				$1,652,385						
515	Palmer Rd	Jewellville Bdge N Exp Jnt-to-Palmer Rapids S Urban Lmt	1.78	30				$639,020						
653	Chenaux Rd	Hwy 17-to-Cty Rd 48 (Magnesium Rd)	0.53	47				$447,401						
1	Madawaska Blvd	Connifer Lane-to-Herrick Drive	0.11	79					$18,141					
1	Madawaska Blvd	Herrick Drive-to-Arnprior Town Limit (4 Lanes Begin)	0.44	76					$72,072					
1	Madawaska Blvd	Arnprior Town Line-to-B258 E Exp Jnt	1.19	71					$291,720					
4	Queens Line	Kohlsmith Rd-to-Cty Rd 7 (Foresters Falls Rd)	2.55	82					$454,629					
20	Castleford Rd	Hwy 17-to-Collins Rd	1.49	21					$748,821					
20	Castleford Rd	Collins Rd-to-Eady Rd	1.86	18					$934,770					
21	Beachburg Rd	Cty Rd 7 (Foresters Falls Rd-to-Fletcher Rd)	3.02	70					$534,172					
21	Beachburg Rd	Fletcher Rd-to-Buchannan's Pit Entrance (1046)	2.07	73					$374,387					
21	Beachburg Rd	Urban Beginning-to-Little St	0.89	72					$263,550					
21	Beachburg Rd	Little St-to-Cty Rd 49 (Lapasse Rd)	0.88	73					$258,533					
30	Lake Dore Rd	Black Creek Rd-to-Limestone Rd	2.01	75					$327,161					
30	Lake Dore Rd	Limestone Rd-to-Biederman Rd	0.98	77					$155,359					
30	Lake Dore Rd	Biederman Rd-to-Scheuneman Rd	4.28	84					$687,238					
30	Lake Dore Rd	Scheuneman Rd-to-Hwy 41	1.15	64					$180,524					
58	Round Lake Rd	Round Lake Center S Boundary-to-Cty Rd 67 (Simpson Pit Rd)	0.20	72					$31,200					
58	Round Lake Rd	Cty Rd 67 (Simpson Pit Rd)-to-Round Lake Center N Boundary	0.54	66					$84,240					
58	Round Lake Rd	Round Lake Center N Boundary-to-Lakeview Dr West End	2.12	72					$337,807					
58	Round Lake Rd	Lakeview Dr West End-to-Sherwood River Bdge W Exp Jnt	1.33	72					$210,444					
58	Round Lake Rd	Sherwood River Bdge E Exp Jnt-to-Deer Trail Rd	1.33	68					$211,926					

Road Sections

Rd No.	Road Name	Description	Length (km)	PCI @ Plan Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
58	Round Lake Rd	Foy Park Corridor-to-Laurentian Valley Boundary	4.59	64					$716,040					
58	Round Lake Rd	Laurentian Valley Bndry-to-C309 (Gariepy Creek Culvert)	4.64	69					$734,181					
58	Round Lake Rd	Henan Rd-to-Hwy 17	0.76	69					$121,947					
58	Round Lake Rd	Hwy 17-to-B Line Rd	1.26	68					$212,004					
58	Round Lake Rd	B Line Rd-to-TV Tower Rd	2.46	75					$413,913					
58	Bruham Ave	TV Tower Rd-to-Lorne St East	0.98	74					$188,916					
58	Bruham Ave	Lorne St East-to-Boundary Rd	0.37	67					$59,369					
62	John St.	County Picnic Area Rd-to-Barry's Bay South Limit	1.76	53					$576,350					
64	Opeongo Rd	Constant Lake Rd-to-Hwy 41	5.33	68					$1,680,777					
65	Centennial Lake Rd	Doyle Drive-to-Centennial Lake Bdge N Exp Jnt	1.55	16					$652,550					
65	Centennial Lake Rd	Centennial Lake Bdge S Exp Jnt-to-Morrow Lake Rd	2.01	15					$846,210					
66	Wilno South Rd	Inukshuk Rd-to-Opeongo Rd N	2.40	19					$1,599,326					
69	Siberia Rd	Pipedream Lane-to-Yakabuski Rd	1.36	45					$387,629					
69	Siberia Rd	Yakabuski Rd-to-710 Siberia Rd	1.18	50					$336,325					
69	Siberia Rd	710 Siberia Rd-to-Kartuzy Rd	1.01	45					$285,830					
69	Siberia Rd	Kartuzy Rd-to-Trader Lane	1.46	47					$413,180					
70	Ruby Rd	Hoffman Rd-to-Zadow Rd	2.07	67					$645,325					
72	Ridge Rd	Hway 17-to-Avon Rd	0.30	71					$48,471					
72	Ridge Rd	Avon Rd-to-Dalton St	0.40	71					$64,629					
508	Calabogie Rd	Cty Rd 511 (Lanark Rd)-to-Kubiseski Rd	1.41	46					$399,030					
508	Calabogie Rd	Kubiseski Rd-to-Public Picnic Area N. Ent. (CA 4099)	1.53	43					$432,990					
508	Calabogie Rd	Public Picnic Area N. Entrance-to-Norway Lake Rd	3.34	43					$945,220					
511	Lanark Rd	Calabogie Bridge N Exp Jnt-to-K&P Trail	0.44	75					$68,640					
511	Lanark Rd	K&P Trail-to-CR 508 (Calabogie Rd)	0.81	70					$136,288					
512	Queens St	Hwy 60 (Killaloe Beginning)-to-Killaloe North Urban Limit	0.56	53					$87,984					
512	Queens St	Killaloe North Urban Limit-to-Killaloe South Urban Limit	1.38	54					$215,280					
512	Queens St	Killaloe South Urban Limit-to-Killaloe South Town Limit	1.22	48					$198,477					
514	Schutt Rd	Hwy 28-to-Genricks Rd	1.01	61					$370,360					
514	Schutt Rd	Genricks Rd-to-Walters Rd	2.49	54					$900,295					
514	Schutt Rd	Walters Rd-to-Moccasin Lake Rd	0.93	62					$369,642					
514	Schutt Rd	Moccasin Lake Rd-to-Cedar Grove Rd	1.74	64					$700,512					
514	Schutt Rd	Cedar Grove Rd-to-Raglan White Lake Rd	3.02	61					$1,107,412					
514	Schutt Rd	Raglan White Lake Rd-to-Raglan Twp Dump Rd	3.10	55					$1,144,697					
514	Schutt Rd	Raglan Twp Dump-to-Cty Rd 515 (Palmer Rd)	0.16	55					$59,081					
515	Palmer Rd	Guiney Rd-to-Eneas Creek Rd	1.69	27					$606,710					
515	Palmer Rd	Eneas Creek Rd-to-Quadeville W Urban Limit	3.25	39					$1,166,750					
515	Quadeville Rd	Quadeville W Urban Limit-to-Quadeville E Urban Limit	0.39	42					$179,013					
653	Chenaux Rd	Cty Rd 48 (Magnesium Rd)-to-Camp Galilee Lane	0.67	39					$344,720					
653	Chenaux Rd	Camp Galilee Lane-to-Service Rd	1.75	52					$516,770					
653	Chenaux Rd	Kerr Line-to-County/Quebec Boundary	0.88	54					$265,050					
1	River Rd	Dochart St-to-Cty Rd 3 (Usborne St)	1.21	70						$218,422				
1	River Rd	Cty Rd 3 (Usborne St)-to-Braeside West Limit	0.60	73						$93,600				
1	River Rd	Braeside West Limit-to-Toner Rd	1.81	71						$284,377				
1	River Rd	Toner Rd-to-Sand Point East Limit	1.03	77						$160,680				
1	River Rd	Sand Point East Limit-to-Mast Rd	2.06	77						$500,000				
2	White Lake Rd	Claybank Bdge W Exp Jnt-to-Young Rd	1.28	39						$416,576				
9	Bulger Rd	Hwy 60/Cty Rd 8 (Cobden Rd)-to-Agnew Rd	2.02	75						$315,120				
28	Barron Canyon Rd	McKay/Petawawa Township Line-to-Smith Lane	1.64	78						$274,114				
30	Lake Dore Rd	Trail Blazers Rd-to-Black Creek Rd	2.11	37						$1,050,894				
31	Lookout Rd	Cty Rd 49 (Lapasse Rd)-to-Desjardins Rd	3.11	38						$993,290				
31	Lookout Rd	Desjardins Rd-to-Lovers Lane	3.12	34						$939,722				
31	Lookout Rd	Lovers Lane-to-Cty Rd 12 (Westmeath Rd)	0.60	59						$180,716				
34	Whelan Rd	Kenopic Rd-to-1053 Whelan Rd	1.81	16						$659,073				
34	Whelan Rd	1053 Whelan Rd-to-HWY 132	3.10	17						$1,112,900				
35	Jean Av	Beginning of Urban-to-Boundary Rd E	0.24	71						$45,463				
35	Boundary Rd East	Cty Rd 35 (Boundary Rd E)-to-Trafalgar Rd	0.54	65						$86,045				
54	Mclean Dr	Scheel Dr-to-Cty Rd 3 (Usborne St)	2.33	66						$366,076				
55	Paquette Rd	Cty Rd 51 (Petawawa Blvd)-to-Hwy 417	2.32	65						$416,208				
58	Round Lake Rd	Hwy 60-to-Mask Rd	2.42	67						$428,755				
58	Round Lake Rd	Mask Rd-to-800 Round Lake Rd Sign	1.50	59						$267,429				
58	Round Lake Rd	800 Round Lake Rd Sign-to-Long Meadows Rd	1.48	70						$263,863				
58	Round Lake Rd	Long Meadows Rd-to-Tramore Rd	1.03	69						$175,600				
58	Round Lake Rd	C309 (Gariepy Creek Culvert)-to-Pakotina Trail	3.45	46						$990,298				
58	Round Lake Rd	Pakotina Trail-to-8266 Round Lake Rd	1.68	65						$485,628				
58	Round Lake Rd	8266 Round Lake Rd-to-Kelly Lake Rd	1.40	40						$396,200				
58	Round Lake Rd	Kelly Lake Rd-to-Long Lake Rd	2.30	36						$650,900				

Road Sections

Rd No.	Road Name	Description	Length (km)	PCI @ Plan Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
62	Combermere Rd	Chapeskie Rd-to-Kingdom Hall Rd	3.45	49						$976,350				
62	Combermere Rd	Kingdom Hall Rd-to-County Picnic Area Rd	2.13	46						$620,013				
63	Flatt Rapids Rd	Watts Line-to-Stewartville Urban Begins	0.30	73						$51,489				
63	Flatt Rapids Rd	Stewartville Urban Begins-to-Stewartville Urban Ends	0.32	74						$64,539				
63	Stewartville Rd	Flatt Rapids Rd-to-Maple Bend Rd	1.30	65						$228,698				
63	Stewartville Rd	Maple Bend Rd-to-Cty Rd 508 (Calabogie Rd)	1.79	74						$318,953				
63	Anderson Rd	Cty Rd 508 (Calabogie Rd)-to-Hwy 17	1.52	74						$271,351				
63	Miller Rd	Hwy 17-to-Clifford SideRd	2.89	68						$512,734				
63	Miller Rd	Clifford SideRd-to-Cty Rd 6 (Lochwinnoch Rd)	0.97	74						$169,895				
65	Centennial Lake Rd	Matawatchan Rd-to-Doyle Drive	2.05	74						$319,800				
66	Opeongo Rd	Opeongo Rd N-to-Hopefield Rd	0.80	18						$226,400				
66	Opeongo Rd	Hopefield Rd-to-Doyle Mountain Rd	1.81	6						$649,790				
69	Siberia Rd	River Rd-to-End of HMA	1.45	18						$610,450				
69	Siberia Rd	Trader Lane-to-Biernacki St	0.67	41						$223,780				
69	Dunn St	Biernacki St-to-Wilno St	0.53	38						$179,549				
70	Ruby Rd	Zadow Rd-to-Hoffman Rd	2.21	62						$653,415				
70	Ruby Rd	Hoffman Rd-to-Shingwak Inamo (Reserve Boundary)	0.94	71						$279,915				
71	Matawatchan Rd	Hwy 41-to-5655 Matawatchan Rd	2.49	70						$391,215				
71	Matawatchan Rd	5655 Matawatchan Rd-to-5266 Matawatchan Rd	1.89	70						$294,840				
508	Calabogie Rd	6761 Calabogie Rd-to-Barrett Chute Rd	3.70	44						$1,557,700				
511	Lanark Rd	Barryvale Rd-to-Grassy Bay Rd	2.21	33						$793,390				
511	Lanark Rd	Grassy Bay Rd-to-Madawaska River Bridge S Jnt	1.05	38						$376,950				
511	Lanark Rd	Madawaska River Bridge N Jnt-to-Calabogie Bridge S Exp. Jnt	0.19	19						$71,620				
515	Quadeville Rd	Quadeville E Urban Limit-to-Jessup Rd	2.13	19						$852,061				
515	Quadeville Rd	Yukes Dr-to-Cty Rd 512 (Foymount Rd)	4.60	60						$1,459,876				
653	Chenaux Rd	Service Rd-to-Berts Rd	1.53	49						$803,215				
1	River Rd	Usborne St-to-Moore St	0.61	67							$178,795			
9	Bulger Rd	Stone Hedges Rd-to-Hwy 41	4.39	18							$1,848,190			
12	Westmeath Rd	Old Mill Bridge Rd-to-Westmeath Twp Dump	3.22	30							$1,355,620			
22	Grattan Rd	Hwy 41-to-Perrault Rd	2.01	60							$623,100			
22	Grattan Rd	Perrault Rd-to-Wren Rd	2.02	42							$626,200			
22	Grattan Rd	Wren Rd-to-Scotch Bush Rd	1.93	58							$598,300			
25	Laurentian Dr	Cty Rd 51 (Petawawa Blvd)-to-Silke Dr	1.38	40							$688,620			
25	Laurentian Dr	Silke Dr-to-Civic Centre Rd	1.05	40							$523,950			
25	Laurentian Dr	Civic Centre Rd-to-Dundonald Dr	0.53	40							$264,470			
25	Laurentian Dr	Dundonald Dr-to-CR 16 (Victoria St)	0.46	40							$350,224			
26	Doran Rd	Hwy 17-to-Airport Rd	1.81	70							$282,360			
26	Doran Rd	Airport Rd-to-Black Bay Rd	2.01	71							$356,115			
45	Vanjumar Rd	Cty Rd 2 (White Lake Rd)-to-Russett Dr	0.54	72							$85,443			
45	Russett Dr	Scheel Dr-to-Cty Rd 63 (Miller Rd)	1.52	42							$471,200			
48	Magnesium Rd	Hwy 653-to-Mine View Rd	1.94	72							$311,447			
48	Magnesium Rd	Mine View Rd-to-Cty Rd 4 (Queens Line)	2.67	72							$423,103			
49	Lapasse Rd	Cty Rd 21 (Beachburg Rd)-to-Glen Rd	0.63	14							$269,019			
49	Lapasse Rd	Glen Rd-to-Cty Rd 31 (Lookout Rd)	2.67	20							$958,530			
52	Burnstown Rd	Picket Hill Lane S Jct-to-Picket Hill Lane N Jct	0.71	72							$126,583			
52	Burnstown Rd	Picket Hill Lane N Jct-to-2148 Burnstown Rd	1.29	72							$229,989			
52	Burnstown Rd	2148 Burnstown Rd-to-2349 Burnstown Rd	1.07	72							$190,766			
52	Burnstown Rd	2349 Burnstown Rd-to-Canaan Rd	1.65	72							$294,171			
52	Burnstown Rd	Canaan Rd-to-Fraser Rd (McNab/Horton Line)	0.97	72							$172,937			
58	Round Lake Rd	Tramore Rd-to-1922 Round Lake Rd	2.93	40							$888,418			
58	Round Lake Rd	1922 Round Lake Rd-to-John St North	1.06	57							$325,693			
58	Round Lake Rd	John St North-to-Byers Creek Bdge N Exp Jnt	1.19	36							$363,231			
58	Round Lake Rd	Long Lake Rd-to-Dabers Rd	2.00	48							$574,086			
58	Round Lake Rd	Dabers Rd-to-Bucholtz Rd	2.08	40							$609,663			
58	Round Lake Rd	Bucholtz Rd-to-Rahns Rd	2.22	45							$646,210			
58	Round Lake Rd	Rahns Rd-to-Cty Rd 26 (Doran Rd)	1.92	36							$558,885			
58	Round Lake Rd	Cty Rd 26 (Doran Rd)-to-Henan Rd	2.02	57							$587,993			
61	Haley Rd	Orin Rd-to-Godfrey Rd	3.80	39							$1,212,614			
61	Godfrey Rd	Haley Rd-to-Hwy 17	0.87	57							$294,001			
62	Combermere Rd	Long Lake Rd-to-Chippewa Rd	1.67	42							$486,113			
62	Combermere Rd	Chippewa Rd-to-Chapeskie Rd	2.86	42							$826,724			
68	Rockingham Rd	Cty Rd 515 (Palmer Rd)-to-2356 Rockingham	3.56	34							$1,405,844			
72	Ridge Rd	Dalton St-to-Champlain St	0.63	45							$247,995			
73	Deep River Rd	Hwy 17-to-Huron/Algonquin St	0.14	69							$28,548			
511	Lanark Rd	Dolans Lane-to-Frost Lane	1.41	19							$506,190			
511	Lanark Rd	Frost Lane-to-Stones Lake Rd	1.01	10							$362,590			

Road Sections

Rd No.	Road Name	Description	Length (km)	PCI @ Plan Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
511	Lanark Rd	Stones Lake Rd-to-Barryvale Rd	1.06	42							$380,540			
512	Brudenell Rd	Stack Rd-to-Rochefort Rd	2.72	30							$1,366,975			
512	Foymount Rd	McCauley Mountain Rd-to-B257	2.42	75							$377,520			
515	Quadeville Rd	Jessup Rd-to-Kargus Rd	2.36	35							$883,550			
515	Quadeville Rd	1400 Quadeville Rd-to-Yukes Dr.	2.24	76							$356,928			
653	Chenaux Rd	Berts Rd-to-Queens Line	1.51	37							$800,335			
1	River Rd	Mullins Rd-to-Rex Lane	2.44	76								$435,017		
1	River Rd	Rex Lane-to-Cty Rd 4 (Storyland Rd)	1.13	76								$201,463		
4	Storyland Rd	Hwy 17-to-Eady Rd	1.75	73								$274,950		
7	Foresters Falls Rd	Hwy 17-to-Gypsy Lane	1.04	75								$185,417		
7	Foresters Falls Rd	Gypsy Lane-to-Marjorie Rd	1.66	75								$295,954		
7	Foresters Falls Rd	Marjorie Rd-to-Zion Line	1.80	78								$320,914		
7	Foresters Falls Rd	Zion Line-to-Cty Rd 4 (Queens Line)	2.33	75								$415,406		
7	Foresters Falls Rd	Beginning of semi-urban-to-Beginning of rural	0.55	29								$443,850		
7	Foresters Falls Rd	Beginning of rural-to-Grants Settlement Rd	1.08	29								$871,560		
10	Baskin Drive West	CR 2(Daniel Street)-to-Division Street	1.21	57								$499,402		
10	Division St	Baskin Drive West-to-Alexandra Street	0.76	55								$1,847,750		
10	Division St	Alexandra Street-to-Cty Rd 1 (River/Elgin)	0.42	61								$1,108,650		
13	Mountain Rd	Wilberforce/Stafford Line-to-Micksburg Rd	1.64	28								$690,440		
35	Jean Av	Cty Rd 36 (TV Tower Rd)-to-Beginning of Urban	0.83	41								$257,300		
49	Lapasse Rd	Cty Rd 31 (Lookout Rd)-to-Pleasant Valley Rd	1.51	65								$270,894		
49	Lapasse Rd	Pleasant Valley Rd-to-Hawthorne Rd	1.38	70								$247,572		
49	Lapasse Rd	Hawthorne Rd-to-Grants Settlement Rd	2.13	69								$382,122		
49	Lapasse Rd	Grants Settlement Rd-to-Cty Rd 50 (Gore Line)	3.53	70								$633,282		
50	Gore Line	Jessie St-to-Wright Rd	1.30	65								$207,146		
50	Gore Line	Cty Rd 12 (Westmeath Rd)-to-Jessie St	0.11	70								$19,489		
50	Gore Line	Wright Rd-to-Hawthorne Rd	1.99	68								$319,310		
50	Gore Line	Hawthorne Rd-to-Canola Rd	1.67	67								$266,103		
50	Gore Line	Canola Rd-to-Nicolai Rd	2.33	67								$371,269		
50	Gore Line	Nicolai Rd-to-Cty Rd 49 (Lapasse Rd)	1.89	65								$301,158		
52	Burnstown Rd	Cty Rd 2 (White Lake Rd)-to-Waba Cr Bdge W Exp Jnt	0.74	68								$115,440		
56	Woito Station Rd	Cty Rd 14 (Witt Rd)-to-Alice Twp Dump (Gate 3)	1.30	44								$646,205		
56	Woito Station Rd	Alice Twp Dump (Gate 3)-to-B Line Rd	2.87	37								$1,429,635		
56	Woito Station Rd	B Line Rd-to-Hwy 41	2.38	45								$1,204,586		
62	Combermere Rd	Hastings County Line-to-Combermere South Urban Lt.	1.76	15								$940,971		
62	Combermere Rd	Cty Rd 515 (Palmer Rd)-to-Pine Cliff Rd	2.07	43								$589,994		
62	Combermere Rd	Pine Cliff Rd-to-Long Lake Rd	2.06	60								$587,144		
65	Centennial Lake Rd	Chimo Rd North-to-Black Donald Rd	4.01	76								$890,930		
68	Rockingham Rd	2356 Rockingham-to-Diamond Lake Rd	3.02	41								$1,168,204		
508	Black Donald Rd	Cty Rd 65 (Centennial Lake Rd)-to-Cty Rd 508 (Calabogie Rd)	0.75	76								$117,000		
511	Lanark Rd	Lanark/Renfrew County Line-to-Bagot Long Lake Rd	1.40	36								$502,600		
511	Lanark Rd	Bagot Long Lake Rd-to-Dolans Lane	2.62	28								$940,580		
512	Brudenell Rd	Rochefort Rd-to-Brudenell Waste Disposal Site	3.26	15								$1,661,599		
512	Foymount Rd	Miller Rd (Heidemans Lumber)-to-Silver Lake Rd	2.52	76								$393,120		
515	Palmer Rd	Latchford Bdge N Exp Jnt-to-Guiney Rd	2.33	76								$373,865		
653	Chenaux Rd	Queens Line-to-Kerr Line Rd	1.45	41								$770,595		
5	Stone Rd	Hwy 132-to-Reid Rd	1.80	71									$280,800	
5	Stone Rd	Reid Rd-to-Foy Rd	1.13	74									$175,812	
5	Stone Rd	Foy Rd-to-Berlanquet Rd	1.44	74									$224,640	
5	Stone Rd	Berlanquet Rd-to-Culhane Rd	1.94	77									$302,640	
5	Stone Rd	Culhane Rd-to-1574 Stone Rd	1.42	77									$220,896	
12	Westmeath Rd	Urban Beginning-to-Cty Rd 50 (Gore Line)	0.68	64									$237,903	
13	Mountain Rd	Hwy 41-to-Wilberforce/Stafford Line	2.62	71									$408,720	
13	Mountain Rd	Micksburg Rd-to-Soike Rd	1.40	80									$218,400	
13	Mountain Rd	Soike Rd-to-Stafford Third Line	1.38	80									$215,280	
21	Beachburg Rd	Cty Rd 49 (Lapasse Rd)-to-Davidson Rd	1.32	69									$382,721	
21	Beachburg Rd	Davidson Rd-to-Zion Line	1.99	64									$571,789	
21	Beachburg Rd	Zion Line-to-Valleyview Rd	2.12	59									$603,960	
21	Beachburg Rd	Valleyview Rd-to-Hila Rd	2.34	54									$677,278	
26	Doran Rd	Cty Rd 14 (Witt Rd)-to-Zanders Rd	2.05	23									$1,022,950	
26	Doran Rd	Zanders Rd-to-Sandy Beach Rd	2.03	7									$1,012,970	
28	Barron Canyon Rd	Priebe Rd-to-Cty Rd 26 (Doran Rd)	1.94	24									$701,435	
34	Norton Rd	927 Whelan Rd-to-Pucker St	3.07	55									$980,514	
34	Norton Rd	Pucker St-to-English Rd	1.94	60									$603,922	
34	Whelan Rd	English Rd-to-Kenopic Rd	1.30	5									$466,700	
40	Greenwood Rd	Cty Rd 21 (Beachburg Rd)-to-Cty Rd 24 (White Water Rd)	0.84	64									$166,608	
40	Greenwood Rd	Cty Rd 24 (White Water Rd)-to-Robinson Rd	1.13	67									$222,868	
51	Petawawa Blv	Cty Rd 26 (Doran St)-to-Cty Rd 16 (Victoria St)	0.56	74									$600,000	

Road Sections

Rd No.	Road Name	Description	Length (km)	PCI @ Plan Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
51	Petawawa Blv	Cty Rd 16 (Victoria St)-to-Petawawa River Bdge S Exp Jnt	0.16	74									$120,000	
51	Petawawa Blv	Petawawa River Bdge N Exp Jnt-to-Military Camp Rd	0.26	74									$80,000	
52	Burnstown Rd	Fraser Rd (McNab/Horton Twp)-to-1.8km N of Fraser	1.80	77									$320,914	
52	Burnstown Rd	1.8km N of Fraser-to-Lime Kiln Rd	1.26	77									$224,640	
52	Burnstown Rd	Lime Kiln Rd-to-Pucker St	1.22	77									$217,509	
52	Burnstown Rd	Pucker St-to-Graham Ave	0.62	77									$225,000	
52	Raglan St S	Graham Ave-to-Hwy 60 (Coumbes St)	1.22	77									$557,217	
66	Opeongo Rd	Doyle Mountain Rd-to-Renfrew County Forest Entrance	2.85	5									$1,023,150	
66	Opeongo Rd	Renfrew County Forest Entrance-to-Copp Rd	2.30	5									$825,700	
66	Opeongo Rd	Copp Rd-to-Cty Rd 68 (Letterkenny Rd)	2.27	8									$814,930	
67	Simpson Pit Rd	Hwy 60-to-Scenic Rd	1.98	71									$311,086	
67	Simpson Pit Rd	Scenic Rd-to-Mask Rd	2.00	71									$312,000	
67	Simpson Pit Rd	Mask Rd-to-Byers Creek Rd	2.06	74									$321,360	
67	Simpson Pit Rd	Byers Creek Rd-to-Buck Hill Rd	2.45	77									$382,200	
67	Simpson Pit Rd	Buck Hill Rd-to-Cty Rd 58 (Round Lake Rd)	1.42	80									$221,520	
68	Rockingham Rd	Diamond Lake Rd-to-Dovetail Rd	3.63	33									$1,387,327	
68	Rockingham Rd	Dovetail Rd-to-Guiney Rd	2.05	52									$596,435	
71	Matawatchan Rd	5266 Matawatchan Rd-to-4877 Matawatchan Rd	1.98	67									$311,086	
512	Brudenell Rd	Brudenell Waste Disposal Site-to-Brudenell Village North Limit	2.50	26									$1,256,411	
512	Brudenell Rd	Brudenell Village North Limit-to-Renfrew County Rd 66	0.52	26									$261,333	
515	Quadeville Rd	Kargus Rd-to-Sacred Heart Rd	2.62	74									$408,720	
515	Quadeville Rd	Sacred Heart Rd-to-1400 Quadeville Rd.	2.96	74									$461,760	
1	Madawaska Blvd	B258 W Exp Jnt-to-Daniel St	0.04	78										$9,806
1	Madawaska Blvd	Daniel St-to-Elgin St	0.47	78										$100,029
1	Elgin Street West	Madawaska & Elgin-to-Cty Rd 10 (Division St)	0.83	75										$158,151
1	River Rd	Cty Rd 10 (Division St)-to-Usborne St	0.49	75										$94,458
1	River Rd	Mast Rd-to-Henry Crescent	1.83	75										$326,263
1	River Rd	Henry Crescent-to-Lochwinnoch Rd	2.36	78										$368,160
1	River Rd	Castleford Bdge N Exp Jnt-to-Cty Rd 20 (Castleford Rd)	2.57	66										$737,700
1	River Rd	County Rd 20-to-Grantham Rd	0.48	31										$242,942
1	River Rd	Grantham Rd-to-Mullins Rd	3.43	28										$1,992,757
2	White Lake Rd	Mountain View Rd-to-Robertson Line	1.31	78										$208,739
2	White Lake Rd	Robertson Line-to-Cty Rd 23 (Highland Rd)	3.18	78										$496,080
2	White Lake Rd	Cty Rd 23 (Highland Rd)-to-Waba Creek Bdge E Exp Jnt	0.95	78										$150,317
4	Queens Line	Cty Rd 653 (Chenaux Rd)-to-CA 1890	2.10	40										$1,167,660
7	Foresters Falls Rd	Cty Rd 4 (Queens Line)-to-Cty Rd 21 (Beachburg Rd)	0.39	75										$85,176
7	Foresters Falls Rd	Cty Rd 21 (Beachburg Rd)-to-Government Rd	2.06	75										$367,269
7	Foresters Falls Rd	Government Rd-to-Harriet Street (urban begins)	0.29	75										$45,563
7	Foresters Falls Rd	Harriet Street (urban begins)-to-Beginning of semi-urban	0.65	78										$101,400
12	Westmeath Rd	Westmeath Twp Dump-to-Lovers Lane	1.09	27										$543,910
12	Westmeath Rd	Lovers Lane-to-Urban beginning	1.07	35										$533,930
21	Beachburg Rd	Buchannan's Pit Entrance (1046)-to-Pappin Rd	1.10	78										$170,820
21	Beachburg Rd	Pappin Rd-to-Watchorn Dr	1.05	78										$165,665
21	Beachburg Rd	Watchorn Dr-to-Urban Beginning	0.34	78										$52,633
21	Beachburg Rd	Finchley Rd-to-Cemetery Rd	1.30	62										$426,040
21	Beachburg Rd	Cemetery Rd-to-Cty Rd 40 (Greenwood Rd)	2.03	62										$664,440
23	Highland Rd	Renfrew/Lanark Line-to-Sawmill Rd	1.51	78										$235,560
24	White Water Rd	Hwy 17-to-Cty Rd 40 (Greenwood Rd)	2.45	78										$393,120
26	Doran Rd	Sandy Beach Rd-to-Cty Rd 58 (Round Lake Rd)	2.00	34										$620,000
29	Drive-In Rd	City of Pembroke (South Limits)-to-Wilson Rd	1.06	78										$165,360
29	Drive-In Rd	Wilson Rd-to-Clearview Crescent	1.09	78										$170,040
51	Petawawa Blv	B Line Rd-to-Sharon Street	1.29	38										$1,606,161
54	Mclean Dr	1887 McLean Dr	0.65	58										$186,578
54	Mclean Dr	Libbys Rd-to-Scheel Dr	1.40	61										$399,030
62	Bay St.	Barry's Bay South Limit-to-Hwy 60	0.42	61										$123,105
65	Centennial Lake Rd	Black Donald Access Point-to-Deer Mountain Rd	4.29	78										$669,240
65	Centennial Lake Rd	Deer Mountain Rd-to-Chimo Rd North	4.10	75										$639,600
66	Opeongo Rd	Cty Rd 68 (Letterkenny Rd)-to-Cty Rd 512 (Foymount Rd)	2.17	51										$614,110
68	Rockingham Rd	Guiney Rd-to-Letterkenny Rd	2.56	31										$920,117
68	Letterkenny Rd	Rockingham Rd-to-Cty Rd 66 (Opeongo Rd N)	5.00	38										$1,796,077
69	Dunn St	Wilno St-to-Hwy 60	0.49	61										$182,364
70	Ruby Rd	Wolfe Rd-to-Hoffman Rd	2.21	51										$677,809
508	Calabogie Rd	Mill St-to-Cty Rd 511 (Lanark Rd)	1.94	78										$302,640
508	Calabogie Rd	Hutson Rd-to-Goshen Rd	1.40	32										$733,530
512	Foymount Rd	County Rd 66-to-Brudenell East Limit	0.38	78										$59,280
512	Foymount Rd	Brudenell Village East Limit-to-Lorwell Lake Drive	2.53	78										$394,680
512	Foymount Rd	Lorwell Lake Drive-to-Hubers Rd	0.77	78										$120,120
515	Palmer Rd	Palmer Rapids Dam Rd-to-Jewellville Bdge S Exp Jnt	1.26	53										$384,597
515	Palmer Rd	Cty Rd 514 (Schutt Rd)-to-Wingle Rd	2.47	64										$886,730
515	Palmer Rd	Wingle Rd-to-Latchford Bdge S Exp Jnt	0.42	64										$155,088

Road Sections

Rd No.	Road Name	Description	Length (km)	PCI @ Plan Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
517	Dafoe Rd	Serran Rd - to - CA 2532	0.63	78										$98,280
517	Dafoe Rd	CA 2532-to-CA 2647	0.56	78										$88,608
517	Dafoe Rd	CA 2647-to-Lower Craigmont Rd	0.37	78										$57,720
517	Dafoe Rd	Lower Craigmont Rd-to-Cty Rd 62 (Combermere Rd)	1.66	78										$258,960
TOTAL					**$ 25,545,189**	**$ 26,033,315**	**$ 25,735,703**	**$ 26,200,141**	**$ 27,199,584**	**$ 25,554,936**	**$ 26,144,778**	**$ 24,023,885**	**$ 21,764,105**	**$ 22,973,411**

Culvert Structures

Asset ID	Description	Road	Type	Const Year	Age Today	BCI	Plan Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
C001	Berlanquet Creek Culvert	5	SPCSP	1988	34	68	2023	$400,000									
C025	Borne Road Culvert	Borne Road	FRR	1957	65	30	2023	$800,000									
C115	Dunlop Crescent Dual Culvert	Dunlop Crescent	CSPA	1999	23	40	2023	$415,000									
C134	Campbell Drive Culvert	Campbell Drive	SPCSPA	1980	42	42	2023	$600,000									
C137	Hanson Creek Culverts	Robertson Line	CSP	1992	30	56.79	2023	$600,000									
C191	Dicks Road Culvert	Dicks Road	SPCSP	1987	35	21	2023	$200,000									
C197	Etmanskie Swamp Culvert	62	FRR	1985	37	45.24	2023	$1,300,000									
C204	Bellowes Creek Culvert	12	FRA	1991	31	42	2023	$540,000									
C325	Neilson Creek Culvert	Clear Lake Road	CSP	1983	39	21	2023	$450,000									
C012	Farquharson's Culvert	S. McNaughton Road	SPCSP	1986	36	54.95	2024		$200,000								
C040	Snake River Culvert	8	FRR	1982	40	70	2024	$25,000	$225,000								
C051	Harris Creek Culvert	Proven Line	SPCSPE	1987	35	27	2024	$20,000	$180,000								
C062	John Watson Culvert 2	John Watson Road	CSP	1965	57	31	2024	$45,000	$405,000								
C130	Lochiel Creek Culvert North	63	SPCSPE	1982	40	31.5	2024	$40,000	$360,000								
C136	Robertson Twin Pipes	Robertson Line	SPCSPA	1990	32	49	2024	$61,000	$549,000								
C201	Broomes Creek Culvert	7	FRA	1935	87	19	2024	$200,000	$1,800,000								
C215	Elm Creek Culverts	Snake River Line	SPCSP	1977	45	27	2024	$36,000	$324,000								
C221	Kenny's Culvert	Pleasant Valley Road	SPCSP	1987	35	54.14	2024	$20,000	$180,000								
C229	Burnt Bridge	Burnt Bridge Road	FRR	1970	52	45.64	2024	$30,500	$274,500								
C250	Pleasant Valley Culvert	Grants Settlement Road	AOF	1989	33	67.1	2024	$80,000	$720,000								
C268	St. Columbkille's Culvert	58	Box	1960	62	62	2024	$90,000	$810,000								
C010	Rath's Culvert	S. McNaughton Road	SPCSP	1987	35	58	2025		$70,000	$630,000							
C014	Labombard Culvert	Chris Ruddy Road	SPCSPA	1982	40	44	2025		$25,000	$225,000							
C024	Cliché Culvert	Sandy Beach Road	SPCSPE	1985	37	66.85	2025		$70,000	$630,000							
C168	Lake Clear Tri Culverts	Lake Clear Road	SPCSP	1980	42	64.45	2025		$38,000	$342,000							
C170	Hurds Creek Culverts	Wittkie Road	CSP	1987	35	58.18	2025		$66,500	$598,500							
C242	Hales Creek Culvert	51	Box	1987	35	61	2025		$70,000	$630,000							
C323	Hoffmans Box Culvert	58	Box	1980	42	54	2025		$40,000	$360,000							
C330	McLeads Culvert	52	CSP	1995	27	48	2025		$28,000	$252,000							
C045	Agnew Culvert (South Fork)	Agnew Road	SPCSPA	1982	40	53	2026			$34,000	$306,000						
C066	Voldeeks Culvert	Letterkenny Road	CSP	1977	45	61.8	2026			$21,000	$189,000						
C093	Bradley West Culvert	64	FRR	1977	45	72	2026			$39,000	$351,000						
C189	Ross Road Triple Cell	Ross Road	FRR	1970	52	66	2026			$26,500	$238,500						
C245	Indian Road Culvert	21	Box	2010	12	59.59	2026			$40,000	$360,000						
C265	Peter Black Culvert	24	SPCSP	1980	42	57	2026			$54,000	$486,000						
C305	Latchford Church Pipes	515	CSPA	2004	18	66.65	2026			$50,000	$450,000						
C308	Tomisini's Culvert	58	CSP	2002	20	63.11	2026			$32,000	$288,000						
C315	Ross Road Double Cell	Ross Road	FRR	1970	52	73.54	2026			$29,000	$261,000						
C331	Rockingham Creek Box Culvert	62	Box	1980	42	70.87	2026			$50,000	$450,000						
C050	Eady Culvert	Snake River Road	SPCSPA	1987	35	59.84	2027				$39,000	$351,000					
C119	Dochart Creek Culvert	1	FRR	1966	56	73	2027				$72,000	$648,000					
C125	McGregor Culvert	Lochwinnoch Road	SPCSPA	2010	12	56.38	2027				$70,000	$630,000					
C126	Madawaska River Culvert	508	FRR	1984	38	72	2027				$110,000	$990,000					
C235	Devines Creek Culvert	512	SPCSPA	1963	59	66	2027				$47,000	$423,000					
C246	Culhane Culvert	Culhane Road	SPCSPA	1978	44	51.56	2027				$54,000	$486,000					
C316	Kenny's Culvert	Stafford Third Line	SPCSPA	1967	55	60.51	2027				$22,000	$198,000					
C052	Peever Culvert	McGuinty Road	CSP	1977	45	63.59	2028					$35,000	$315,000				
C135	Ryan Creek Culvert	Campbell Drive	SPCSP	1990	32	69.26	2028					$45,000	$405,000				
C160	Broomes Creek Culvert	Grant's Settlement Road	SPCSP	1990	32	70.28	2028					$100,000	$900,000				
C254	Alan James Culvert	4	SPCSP	1987	35	62	2028					$45,000	$405,000				
C109	Thompson Hill Culvert	52	SPCSPA	1991	31	64	2029						$69,000	$621,000			
C164	Wilderness Arch	Rafting Road	AOF	1985	37	81	2029						$46,000	$414,000			
C236	Brennans Creek Culvert	512	SPCSP	1963	59	69.11	2029						$190,000	$1,710,000			
C243	Worms Culvert	20	CSPA	1998	24	48.75	2029						$32,000	$288,000			
C038	Mink Creek Culvert	8	SPCSP	1991	31	68	2030							$59,000	$531,000		
C069	Eneas Road Culvert	Eneas Creek Rd	SPCSPA	1987	35	54	2030							$39,000	$351,000		
C082	Raycroft Culvert	64	FRR	1977	45	74	2030							$120,000	$1,080,000		
C087	Dellaires Culvert	Constant Lake Road	CSP	1990	32	53.2	2030							$30,000	$270,000		
C146	McPhee Road Culvert	McPhees Bay Road	CSPA	1999	23	49.22	2030							$18,000	$162,000		
C148	Halfway Creek Culvert	Old Barrys Bay Road	CSPA	1999	23	58	2030							$45,000	$405,000		
C206	Gervais Creek Culvert	49	SPCSP	1989	33	72	2030							$73,000	$657,000		
C216	Elm Creek Tri Pipes	Waterview Road	SPCSP	1977	45	56.99	2030							$39,000	$351,000		

Culvert Structures

Asset ID	Description	Road	Type	Const Year	Age Today	BCI	Plan Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
C241	Tims Waba Creek Bridge	23	AOF	1991	31	69.31	2030							$51,000	$459,000		
C070	Homestead Creek Culvert	Homestead Road	CSP	1987	35	63	2031								$56,000	$504,000	
C083	Sand Road Twin Pipes	Sand Road	SPCSP	1987	35	63	2031								$44,000	$396,000	
C225	Black Creek Culvert	30	CSPA	2005	17	72	2031								$60,000	$540,000	
C249	Drive In Theatre Culvert	42	SPCSPA	1977	45	72	2031								$65,000	$585,000	
C299	Silver Creek Culverts	Silver Lake Road	CSP	1970	52	58	2031								$21,000	$189,000	
C307	Turners Creek Culvert	58	FRR		2022	72.98	2031								$50,000	$450,000	
C309	Gariepy Creek Culvert	58	FRR		2022	58	2031								$50,000	$450,000	
C327	Siberia Twin Pipes	69	CSP	2006	16	73.93	2031								$50,000	$450,000	
C328	Devine Creek Tri Pipes	512	SPCSPE	1982	40	70.8	2031								$50,000	$450,000	
C332	Chapeskie Culvert	Chapeski Mill Dr	CSP	2008	14	61	2031								$31,000	$279,000	
C003	Moores Creek Culvert	5	AOF	1997	25	75	2032									$20,000	$180,000
C011	Mick's Culvert	S. McNaughton Road	SPCSP	1986	36	58	2032									$82,000	$738,000
C027	Stencell's Culvert	Stencells Road	SPCSPA	1990	32	57	2032									$71,000	$639,000
C077	Castleford Culvert	1	SPCSPA	2009	13	85	2032									$57,000	$513,000
C094	Godin Creek Culvert	Flying Club Road	SPCSP	1980	42	55.08	2032									$30,000	$270,000
C098	Colton Creek Culvert	Government Road	CSPA	1999	23	56.42	2032									$23,000	$207,000
C149	Olsheskie Creek Culvert	Stan Olsheskie Road	CSPA	1999	23	47	2032									$40,000	$360,000
C042	Mink Creek Box Culvert	8	FRR	2006	16	75	2033										$70,000
C043	Dunmore Culvert	Barr Line	SPCSPA	1997	25	64	2033										$33,000
C049	Rook Culvert	Burwell Road	SPCSPE	2013	9	85.31	2033										$70,000
C054	Big Black Donald Creek Culvert	65	BOX	1995	27	73.76	2033										$40,000
C147	e Culverts (aka Callaghan Creek Culv	68	AOF	2013	9	75	2033										$50,000
C163	Bulmers Culvert	Kohlsmith Road	SPCSPA	2003	19	71	2033										$38,000
C169	Manning Road Creek Culvert	Manning Road	CSP	1985	37	59.5	2033										$47,000
C187	Mud Creek Culvert	Stafford Second Line	SPCSP	1980	42	49.29	2033										$42,000
C218	Mill Creek Pipes	Zion Line	CSPA	1979	43	54	2033										$39,000
C220	Pleasant Valley Culvert	Pleasant Valley Road	SPCSP	1991	31	38	2033										$25,000
C255	Red Rock Tri Pipes	Red Rock Road	CSP	2007	15	69.54	2033										$40,000
C322	Black Bay Creek Culvert	Black Bay Road	CSPA	1975	47	59	2033										$25,000
TOTAL								**$ 5,952,500**	**$ 6,435,000**	**$ 4,043,000**	**$ 3,793,500**	**$ 3,951,000**	**$ 2,362,000**	**$ 3,507,000**	**$ 4,743,000**	**$ 4,616,000**	**$ 3,426,000**

Bridge Structures

Asset ID	Structure Name	Road	Deck Area (sq.m)	Year Built	Age (Today)	Current BCI	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
General Structure Repairs							$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$120,000	$120,000
B007	Butler Bridge	Butler Road	540.0	1976	46	74.0	$1,700,000									
B044	Douglas Bridge	5	215.7	1960	62	68.0	$1,800,000									
B064	Pilgrim Road Bridge	Pilgrim Road	51.7	1999	23	66.0	$380,000									
B102	Brennans Creek Bridge	512	126.5	1960	62	64.0	$825,000									
B108	Tramore Bridge	Tramore Road	239.2	2005	17	74.0	$400,000									
B156	Burnt Bridge	Burnt Bridge Road	112.5	1975	47	64.0	$530,000									
B232	Cochrane Creek Bridge	Cement Bridge Road	40.0	1930	92	40.0	$500,000									
B257	Harrington Creek Bridge	512	32.5	1930	92	26.0	$800,000									
B310	Ski Hill Bridge	58	92.4	1937	85	69.0	$1,200,000									
B103	O'Grady Bridge	O'Grady Settlement	38.7	1981	41	56.0	$26,500	$238,500								
B145	Combermere Bridge	62	939.5	1976	46	68.0	$280,000	$2,520,000								
B181	Peter Black Bridge	24	261.7	1974	48	65.0	$180,000	$1,620,000								
B053	Constant Creek Bridge	Ferguson Lake Road.	70.6	1926	96	51.0		$220,000	$1,980,000							
B122	Waba Creek Bridge	52	89.3	1984	38	70.0		$29,000	$261,000							
B123	Burnstown Bridge	52	1694.6	1974	48	73.0		$300,000	$2,700,000							
B019	CPR Overhead	42	463.6	1969	53	72.0			$140,000	$1,260,000						
B033	Springtown Bridge	Springtown Bridge Rd	623.2	2002	20	74.0			$70,000	$630,000						
B055	Mountain Chute Bridge	Hydro Dam Road	469.8	1988	34	72.0			$30,000	$270,000						
B071	Bruceton Bridge	Keller Road	41.2	2015	7	66.0				$100,000						
B091	Danny Constant Bridge	Constant Lake Road	53.9	1982	40	71.0			$60,000	$540,000						
B106	Turner's Bridge	Turners Road	160.2	1981	41	72.0			$70,000	$630,000						
B121	Waba Creek Bridge	2	136.3	1972	50	67.0			$85,000	$765,000						
B176	Paugh Lake Road Bridge	Paugh Lake Road	127.5	1980	42	68.0			$98,200	$883,800						
B188	Turcotte Bridge	Code Road	33.7	1920	102	27.0			$38,500	$346,500						
B031	Madawaska River Bridge	511	519.6	1972	50	72.0				$156,000	$1,404,000					
B032	Calabogie Bridge	511	336.8	1972	50	74.0				$78,000	$702,000					
B117	Mackey Creek Bridge	Mackey Creek Rd	37.6	1986	36	67.0				$13,000	$117,000					
B118	Arnprior CPR Overhead	1	259.5	1971	51	74.0				$60,000	$540,000					
B198	Mill Creek Bridge	21	145.1	1972	50	74.0				$85,000	$765,000					
B200	Bonnechere River Lower	John Street	377.3	1985	37	71.0				$150,000	$1,350,000					
B021	Indian River - B-Line Bridge	B-Line Road	395.2	1958	64	71.0					$90,000	$810,000				
B074	Fire Tower Creek Bridge	Fire Tower Road	30.0	2008	14	67.0					$10,000	$90,000				
B105	Coulas Bay's Bridge	Bear Trail Road	28.8	2010	12	70.5					$10,000	$90,000				
B158	Meilleurs Bridge	Meilleurs Road	25.3	1981	41	66.0					$22,000	$198,000				
B179	Golden Lake Reserve Bridge	70	469.2	1969	53	75.0					$80,000	$720,000				
B023	Zanders Bridge	Zanders Rd	212.9	1988	34	71.0						$35,000	$315,000			
B034	Constant Creek Bridge	508	220.5	2001	21	74.0						$45,000	$405,000			
B096	Centennial Lake Bridge	65	1109.1	1966	56	75.0						$85,000	$765,000			
B100	Sherwood River Bridge	58	245.0	1967	55	69.0						$56,000	$504,000			
B143	McDonnels Bridge	19	890.1	1987	35	74.0						$75,000	$675,000			
B144	Johnston Bridge	19	151.8	1985	37	72.0						$30,000	$270,000			
B153	Jewellville Bridge	515	693.5	1968	54	73.0						$180,000	$1,620,000			
B173	Byers Creek Bridge	58	142.5	1981	41	74.0						$45,000	$405,000			
B226	Black Creek Bridge	Black Creek Rd	43.9	1994	28	95.0							$200,000			
B127	Stewartville Bridge	Strewartville Road	764.8	1984	38	73.0							$170,000	$1,530,000		
B184	Hales Creek Bridge	Golf Course Road	95.2	1987	35	74.4							$25,000	$225,000		

Bridge Structures

Asset ID	Structure Name	Road	Deck Area (sq.m)	Year Built	Age (Today)	Current BCI	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
B185	Moffat Canal Bridge	Forest Park Road	125.8	2003	19	74.0							$35,000	$315,000		
B233	Latchford Bridge	515	570.4	1982	40	75.0							$150,000	$1,350,000		
B018	Davis Mills Bridge	26	550.0	1963	59	74.0								$80,000	$720,000	
B110	Captain Christopher Bell	1	900.0	1965	57	75.0								$80,000	$720,000	
B186	Third Line Bridge	Stafford Third Line	146.7	2005	17	75.0								$45,000	$405,000	
B224	Snake River Bridge	Snake River Road	269.3	1999	23	74.0								$130,000	$1,170,000	
B258	Madawaska River Bridge	1	3674.3	1976	46	75.0								$80,000	$720,000	
B311	Indian River Bridge	58	93.6	1937	85	74.0								$32,000	$288,000	
B092	Balaclava Bridge	Scotch Bush Road	101.0	2013	9	72.0									$32,000	$288,000
B095	Hyland Creek Bridge	Hyland Creek Road	67.5	1980	42	61.0									$60,000	$540,000
B120	Clay Bank Bridge	2	3500.0	1975	47	75.0									$140,000	$1,260,000
B259	Glenfield Creek Bridge	71	243.6	1999	23	74.0									$110,000	$990,000
B073	Kargus Creek Bridge	Kargus Road	45.7	2022		75.0										
B202	Cameron Street Bridge	Cameron Street	202.2	1950	72	85.0										$48,000
TOTAL							**$ 8,821,500**	**$ 5,127,500**	**$ 5,732,700**	**$ 6,167,300**	**$ 5,290,000**	**$ 2,659,000**	**$ 5,739,000**	**$ 4,067,000**	**$ 4,485,000**	**$ 3,246,000**

Long Term Financial Plan

April 29, 2015

At the April 29, 2015 session of County Council the long term financial plan for asset management was presented with the following Resolution No. FA-CC-15-04-46 being adopted:

"THAT County Council approve the Long Term Financial Plan to be used as a guideline for future budget deliberations to strategically finance the County of Renfrew's Asset Management Plan; AND FURTHER THAT the Long Term Financial Plan and scorecard be reviewed each year as part of the budget process."

The long term financial plan approved by County Council includes the following components:

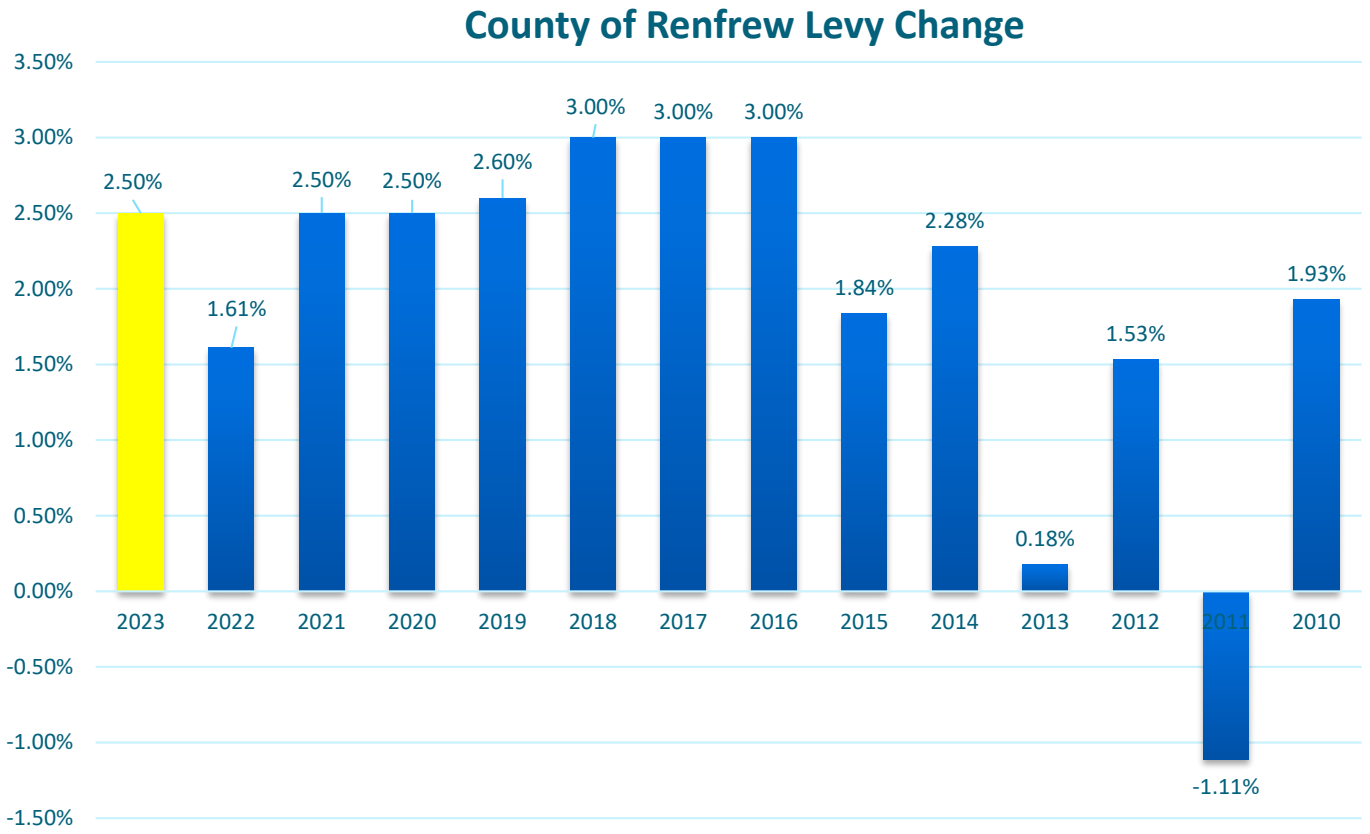
- **projected annual levy increase of 3%**
- **restriction in the use of that levy increase to only 2.5% per year for operating expenses**
- **utilization of the annual current value assessment (CVA) weighted growth (estimated at 1.48%)**
- **new debt for projects in excess of $3 million**
- **annual Provincial funding of at least $500 thousand**
- **Annual Federal Gas Tax funding of at least $2.6 million**
- **Minimum Capital Reserve balance of $2 million**

2023 Budget Guidelines

2023 Budget Guidelines [Strategic Plan Goal #3]
RESOLUTION NO. FA-CC-22-09-83
Moved by Chair
Seconded by Committee
THAT County Council approve the 2023 Budget Guidelines as follows:
• annual levy increase of **2.5%;**
AND THAT County Council also confirm the remaining elements of the Long-Term Financial Plan as follows:
• restriction in the use of that levy increase to only 2.5% per year for operating expenses;
• utilization of the annual current value assessment (CVA) weighted growth into capital reserves (estimated at 1.48%);
• new debt for projects in excess of $3 million;
• annual Provincial funding of at least $500 thousand;
• annual Federal Gas Tax funding of at least $2.6 million; and
• minimum Capital Reserve balance of $2 million.

2023 County of Renfrew Levy

COLA Target



10 Year Capital Plan - $401,144,120

County of Renfrew - 10 Year Asset Plan											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Totals
County Admin Building	60,500	242,000	231,000	192,500	88,000	118,910	227,500	148,500	-	27,500	1,336,410
Renfrew County Place	824,200	132,000	121,983	128,061	192,500	68,200	55,000	77,000	55,000	39,232	1,693,175
80 McGonigal	-	-	-	-	27,500	-	7,700	-	55,000	-	90,200
Miramichi Lodge	777,000	1,249,500	375,466	402,375	525,176	885,000	804,211	556,080	521,710	125,420	6,221,938
Bonnechere Manor	565,000	1,055,000	651,000	483,995	783,255	382,090	307,010	522,090	433,010	370,000	5,552,451
Arnprior Paramedic Base	10,000	-	-	16,500	16,500	11,000	-	13,200	-	33,000	100,200
Barry's Bay Paramedic Base	5,000	22,000	13,200	22,000	-	44,105	22,000	-	-	-	128,305
Petawawa Paramedic Base	37,600	13,200	-	16,500	-	38,605	35,200	-	-	-	141,105
Deep River Paramedic Base	10,500	13,200	-	13,200	5,500	22,000	-	33,000	-	-	97,400
OPP Station	27,500	-	-	-	32,083	-	43,932	13,241	-	-	116,755
PW Patrols	360,000	362,500	364,500	368,000	365,000	340,500	364,500	365,000	365,000	370,000	3,625,000
RCHC	1,253,240	1,173,767	1,078,240	866,946	870,980	820,000	1,033,920	943,680	930,000	970,000	9,940,773
Fleet - PW	1,804,000	804,000	1,337,000	1,366,000	1,471,000	1,241,000	1,380,000	1,318,000	1,408,000	1,433,000	13,562,000
Fleet - D&P	40,000	40,000	40,000	40,000	-	-	-	40,000	40,000	40,000	280,000
Fleet - RCHC	63,200	46,000	77,000	46,000	34,163	93,000	90,000	49,000	46,000	-	544,363
Fleet - EMS	1,685,000	705,000	1,175,000	1,800,000	1,175,000	1,215,000	1,175,000	1,175,000	1,565,000	705,000	12,375,000
Roads	25,545,189	26,033,315	25,735,703	26,200,141	27,199,584	25,554,936	26,144,778	24,023,885	21,764,105	22,973,411	251,175,047
Culverts	5,952,500	6,435,000	4,043,000	3,793,500	3,951,000	2,362,000	3,507,000	4,743,000	4,616,000	3,426,000	42,829,000
Bridges	8,821,500	5,127,500	5,732,700	6,167,300	5,290,000	2,659,000	5,739,000	4,067,000	4,485,000	3,246,000	51,335,000
Totals	47,841,929	43,453,982	40,975,791	41,923,018	42,027,241	35,855,345	40,936,750	38,087,676	36,283,825	33,758,563	401,144,120

The 10 Year Plan is submitted to the Treasurer in October 2022 to begin the 2023 Budget Process.

This plan is created using current 2022 benchmark costs.

10 Year Capital Plan Must Be Adjusted For:

Inflation Adjusted – 2% per year

CAO/Committee Adjustments

Equipment Items Added To AMP

Adjusted 10 Year Capital Plan - $441,354,931

County of Renfrew
Long Term Financing Plan - Forecast

	Rate	2023B	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Capital Plan		42,454,071	43,453,982	40,975,791	41,923,018	42,027,241	35,855,345	40,936,750	38,087,676	36,283,825	33,758,563	395,756,262
Inflation Adjusted	2.0%	42,454,071	44,323,062	42,631,213	44,489,042	45,491,637	39,587,198	46,101,429	43,750,767	42,512,284	40,344,607	431,685,310
Equipment	2.0%	883,093	900,755	918,770	937,145	955,888	975,006	994,506	1,014,396	1,034,684	1,055,378	9,669,621
Total		43,337,164	45,223,817	43,549,983	45,426,187	46,447,525	40,562,204	47,095,935	44,765,163	43,546,968	41,399,985	441,354,931
Provincial Subsidy *		5,567,973	2,815,973	2,815,973	2,815,973	500,000	500,000	500,000	500,000	500,000	500,000	17,015,892
Federal Subsidy **		2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	29,146,610
Transfer From Reserves		30,364,340	39,493,183	34,377,670	36,142,938	38,293,767	37,065,543	39,023,704	34,519,906	40,039,307	33,858,059	363,178,417
Pembroke - RCHC ***		-		107,824	86,694	87,098	82,000	103,392	94,368	93,000	97,000	751,376
Tax Levy												-
Debt		4,490,190		3,333,855	3,465,921	4,651,999		4,554,178	6,736,228		4,030,265	31,262,636
Total		43,337,164	45,223,817	43,549,983	45,426,187	46,447,525	40,562,204	47,095,935	44,765,163	43,546,968	41,399,985	441,354,931
Gap		-	-	-	-	-	-	-	-	-	-	-

This plan requires $363 million in reserve funding, $17 million from the Province through OCIF, $29 million from Gas Tax and $31 million in new debt, and $751k from Pembroke for RCHC.

This plan maintains Gas Tax at $2,914,661 beyond 2023 and includes $2,815,973 of OCIF funding until 2026 based on the Ministry announcements in 2022.

County of Renfrew
Long Term Financing Plan - Tax Levy Impact

	Rate	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year Total
Prior Year Tax Levy		48,945,594	50,540,380	52,893,896	55,274,121	57,761,457	60,360,723	63,076,956	65,915,419	68,881,613	71,981,285	75,220,443	
Wtd CVA Growth	1.50%	807,602	1,089,959	793,408	829,112	866,422	905,411	946,154	988,731	1,033,224	1,079,719	1,128,307	
Target Levy Increase	3.00%	787,184	1,263,557	1,586,817	1,658,224	1,732,844	1,810,822	1,892,309	1,977,463	2,066,448	2,159,439	2,256,613	
Estimated County Tax Levy		50,540,380	52,893,896	55,274,121	57,761,457	60,360,723	63,076,956	65,915,419	68,881,613	71,981,285	75,220,443	78,605,363	
Levy Available for Capital and Debt Service		18,408,059	19,811,894	21,365,069	23,004,679	24,735,026	26,560,617	28,486,172	30,516,635	32,657,183	34,913,238	37,290,478	
Debt Service Costs		(1,401,430)	(1,175,088)	(1,084,075)	(1,515,825)	(1,964,677)	(2,567,132)	(2,285,757)	(2,594,168)	(3,466,541)	(3,205,879)	(3,467,155)	(23,326,298)
Avaialable Capital Funding		17,006,629	18,636,806	20,280,994	21,488,854	22,770,349	23,993,485	26,200,415	27,922,467	29,190,642	31,707,359	33,823,323	
Transferred To Capital Reserves		17,006,629	18,636,806	20,280,994	21,488,854	22,770,349	23,993,485	26,200,415	27,922,467	29,190,642	31,707,359	33,823,323	256,014,693
Capital Paid by Direct Levy Support		-	-	-	-	-	-	-	-	-	-	-	
Annual Capital Investment Impact		17,006,629	18,636,806	20,280,994	21,488,854	22,770,349	23,993,485	26,200,415	27,922,467	29,190,642	31,707,359	33,823,323	
Tax Levy Available for Operating	2.5%	32,132,321	33,082,002	33,909,052	34,756,778	35,625,697	36,516,339	37,429,247	38,364,978	39,324,102	40,307,205	41,314,885	
Change in Operating Levy		7,593	949,681	827,050	847,726	868,919	890,642	912,908	935,731	959,124	983,103	1,007,680	
% Change in Operating Levy			3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	

If we continue to experience 1.5% average CVA growth and a levy target of 3.0%, the plan will still generate $256 million into capital reserves, although it is far short of the $363 million needed.

County of Renfrew
Long Term Financing Plan - Capital Reserve Balance

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year
Opening Balance	49,019,557	35,002,385	16,140,220	3,412,806	(9,959,783)	(24,260,065)	(35,125,194)	(46,226,431)	(51,555,695)	(59,887,643)	
Adjustments											
Transfer From Operating	18,636,806	20,280,994	21,488,854	22,770,349	23,993,485	26,200,415	27,922,467	29,190,642	31,707,359	33,823,323	256,014,693
Transfer To Capital	(30,364,340)	(39,493,183)	(34,377,670)	(36,142,938)	(38,293,767)	(37,065,543)	(39,023,704)	(34,519,906)	(40,039,307)	(33,858,059)	(363,178,417)
Extra OCIF $ - 5 years											
Used for Operating	(2,289,638)										
Interest Earned		350,024	161,402								
LTM Growth											
Closing Balance	35,002,385	16,140,220	3,412,806	(9,959,783)	(24,260,065)	(35,125,194)	(46,226,431)	(51,555,695)	(59,887,643)	(59,922,379)	

The Capital Reserve position will reduce from $49 million in the 2021 audited Statements to $35 million by the end of 2023

Our Reserves will be depleted by 2026.

The Long Term Plan will generate $256 million over the next 10 years, which is not sufficient to fund the $363 million needed for capital renewal.

Long Term Financial Plan Report Card

County of Renfrew

Indicator	Target	2023	
% WTD CVA Growth	1.48%	2.16%	
% County Levy Increase	3.00%	2.50%	
% Levy Restricted For Operating	2.50%	2.50%	
% Interest Earned on Reserves	1.45%	5.20%	
% Inflation	2.00%	6.00%	
% Interest Paid on New Debt	3.00%	5.00%	
Minimum Annual Federal Funding	2,505,628	2,914,661	
Minimum Annual Provincial Funding	500,000	2,815,973	
Minimum Capital Reserve Balance (10yr)	2,000,000	-	
10 Year Funding Gap (original 2014)	(13,261,129)	(59,922,379)	

Options:

1. **Increase the annual levy**
2. **Reduce the Service Levels for Roads, Bridge, Culvert**
3. **Finance current Capital Plan with more debt**
4. **Combination of Above**

Options: 1. Increase the annual levy

6%	6%	6%	5%	5%	4%	3%	3%	3%	3%
2023	2024	2025	2026	2027	2028	2029	2030	2031	2032

County of Renfrew
Long Term Financing Plan - Capital Reserve Balance

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 Year
Opening Balance	49,019,557	36,917,624	21,712,991	14,603,284	8,303,279	2,736,206	1,710,537	888,222	6,297,038	9,182,904	
Adjustments											
Transfer From Operating	20,552,045	23,919,374	27,050,833	29,842,933	32,726,695	36,039,874	38,201,389	39,928,721	42,925,173	45,542,371	336,729,408
Transfer To Capital	(30,364,340)	(39,493,183)	(34,377,670)	(36,142,938)	(38,293,767)	(37,065,543)	(39,023,704)	(34,519,906)	(40,039,307)	(33,858,059)	(363,178,417)
Extra OCIF $ - 5 years											
Used for Operating	(2,289,638)										
Interest Earned		369,176	217,130								
LTM Growth											
Closing Balance	36,917,624	21,712,991	14,603,284	8,303,279	2,736,206	1,710,537	888,222	6,297,038	9,182,904	20,867,216	

OPTION 2

Reduce Service Levels to Cover $60 million Negative Reserves

18% reduction Needed – Assumes Linear Relationship to PCI/BCI

	10 Year Capital Plan	Estimated PCI or BCI in 2032	10 Year Capital Plan Reduction	Estimated PCI or BCI in 2032
Road	$251,175,047	71.4	$43,583,274	59.0
Bridge	$51,335,000	69.3	$8,907,522	57.3
Culvert	$42,829,000	70.0	$7,431,582	57.8
Total	$345,339,047		$59,922,379	

Option 3. Finance at current levels with $60 million more debt

	2026	2027	2028	2029	2030	2031	2032	Total
New debt to cover reserve shortfall	9,959,783	14,300,282	10,865,129	11,101,237	5,329,264	8,331,948	34,736	59,922,379
New debt annual service cost	(1,289,838)	(1,851,952)	(1,407,084)	(1,437,661)	(690,164)	(1,079,025)	(4,499)	
Cummulative debt service cost	(1,289,838)	(3,141,790)	(4,548,874)	(5,986,535)	(6,676,699)	(7,755,724)	(7,760,223)	

*New Debt Added for a 10 year term at 5%

Interest on New Debt will be $17,679,843

These 10 Year Plans Don't Include Asset Growth

What About Growth?

LTM Growth - November 2021

From County Operations Committee of Monday, November 8th, 2021 debate and conversation ensued regarding the amount of monies needed to complete anticipated growth along County Roads into the foresee able future. The following resolution was passed;

RESOLUTION NO. OP-C-21-11-136
Moved by Councillor Lynch
Seconded by Councillor Hunt
THAT County staff be directed to consult and contact the local municipalities to collect information and financial projections with respect to growth in each community as part of the process as part of the process of establishing future funding for County infrastructure over the next 10 years. **CARRIED**.

November 2021 (estimates)

Growth Related Project Estimates for County Infrastructure - 15 Year Outlook										
						Estimated Total Cost of Growth Related Projects =		$42,690,000		
Municipality	**Road or Structure Number**	**Name**	**Location**	**Length (km)**	**Description of Works**	**Reasoning**	**Time of Need (yrs)**	**Estimated Project Cost**	**Anticipated EA & Design Time (yrs)**	**Anticipated Construction Time (yrs)**
Arnprior	1	Madawaska Blvd	2 (Daniel) to Elgin St	0.47	Expansion/widening to 3 - 4 lanes	Capacity exceeded now	NOW	$1,500,000	2	1
Arnprior	2	Daniel Street N	Galvin & Eady Intersections	0.1	Realigning into single intersection	Technical Memo from Town	1-5	$1,400,000	2	1
Arnprior	2	Daniel Street N	1 (Madawaska to Arthur	1.47	Expansion/widening to 3 - 4 lanes	Capacity exceeded now, past report from Town IDed need	NOW	$4,700,000	2	2
Renfrew & Horton	6	Gillan Rd	HWY 60 to Jamieson Ln	1.15	Expansion & intersection improvements	Ongoing & anticipated development/growth	10-15	$1,700,000	2	2
Arnprior & McNab/Braeside	10	Division Street	10 (Baskin) to 1 (River/Elgin)	1.18	Expansion, including urbanization & intersection improvements	Past discussions & ongoing development/growth	1-5	$2,000,000	2	2
Arnprior	10	Baskin Dr W	2 (Daniel) to 10 (Division)	1.21	Urbanization & potential expansion	Past discussions & ongoing growth	1-5	$2,200,000	2	2
Petawawa	37	Murphy Rd	HWY 17 to 26 (Doran)	2.16	Expansion/widening to 3 - 4 lanes & intersection improvements	Ongoing development/growth	6-10	$1,800,000	2	2
Petawawa	51	Petawawa Blvd	Intersection of 26 (Doran) & Mohns Ave	0.2	Conversion to Roundabout	Capacity exceeded now and ongoing EA	NOW	$4,000,000	1	3
Petawawa	51	Petawawa Blvd	Intersection of 55 (Paquette) & Menin Rd	0.2	Conversion to Roundabout	Capacity exceeded now and ongoing EA	NOW	$4,900,000	1	3
Petawawa	51	Petawawa Blvd	55 (Paquette)/Menin to 26 (Doran)/Mohns	0.78	Remainder of expansion to 4 lanes	Capacity exceeded now and ongoing EA	NOW	$6,100,000	2	2
Petawawa	51	Pembroke St W	Pembroke Limit to 42 (Forest Lea)	0.9	Expansion/widening to 3 lanes	Capacity anticipated to be exceeded	6-10	$990,000	2	1
Petawawa	51	Petawawa Blvd	Meadowbrook Dr to B-Line Rd	2.16	Expansion/widening to 3 lanes	Capacity anticipated to be exceeded	1-5	$2,400,000	2	2
Petawawa	51 / B203	Petawawa River Bridge	0.3km south of 55 (Paquette)	0.08	Twinning (second bridge)	Capacity exceeded now and ongoing EA	NOW	$9,000,000	2	3

LTM Growth – April 2022

A Special Session of County Council was held on April 20, 2022 for Watson & Associates, Economists Ltd. to provide County Council with an overview of the basics of Development Charges.

At that session of County Council, the following resolution was adopted: "THAT County Council direct staff to continue to investigate opportunities associated with Development Charges and cost recovery alternatives to address growth issues in the County of Renfrew including an outline of the process moving forward; AND FURTHER THAT this information be provided through the Finance and Administration Committee."

Accordingly, staff reached out to Watson & Associates and received a proposal letter regarding the potential for the County of Renfrew to undertake a Development Charges Background Study.

LTM Growth – June 2022

RESOLUTION NO. FA-CC-22-06-65
Moved by Chair
Seconded by Committee

THAT County Council approve that Watson & Associates Economists Ltd. be engaged to provide a Development Charges Background Study for the County of Renfrew at an approximate cost of $40,000; FURTHER THAT this includes the additional optional meetings to review the Development Charges process with County Council, local municipalities, and the development community; AND FURTHER THAT the Development Charges Background Study also include the additional cost of $10,000 to complete an analysis to include development charges for eligible services (i.e. ambulance, municipal housing and long-term care services).

*Consultant indicates that it will take roughly 10 months from the time we engage Watson & Associates to have a by-law drafted for consideration.

Resolution to Approve 2023 Budget

Moved by:
Seconded by:

THAT a By-law to adopt the estimates of the sums required during the year for 2023 for general, capital and all purposes of the County of Renfrew in the amount of $_____ be adopted at this session of County Council; AND FURTHER THAT the 2023 tax rates for County purposes be adopted by by-law after the adoption of the 2023 tax policy by-laws.

County of Renfrew
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THANK YOU!