

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| PUBLIC WORKS | 9,894,384 | 9,129,022 | 765,362 | 8.4% | 8,419,448 | 15,617,614 | 14,360,558 |
| Operations Committee | 9,894,384 | 9,129,022 | 765,362 | 8.4% | 8,419,448 | 15,617,614 | 14,360,558 |
| PROPERTY - Pembroke | 88,576 | 107,733 | (19,157) | -17.8% | 228,220 | 297,636 | 208,120 |
| PROPERTY - Renfrew County Place | (222,808) | (228,416) | 5,608 | -2.5% | (234,273) | (234,273) | (271,350) |
| PROPERTY - Base Stations (4) | (0) | 0 | (0) | | 0 | 0 | 0 |
| PROPERTY - Arnprior Office | 0 | 0 | 0 | | 0 | 0 | 0 |
| PROPERTY - Renfrew OPP | (0) | 0 | (0) | | 0 | 0 | 0 |
| FORESTRY | 76,777 | 31,132 | 45,645 | 146.6% | 28,130 | 27,444 | 80,589 |
| TRAILS | 321,635 | 314,210 | 7,425 | 2.4% | 290,656 | 280,704 | 279,085 |
| GEOGRAPHIC INFORMATION SYSTEMS | 209,880 | 248,544 | (38,664) | -15.6% | 245,641 | 235,332 | 235,877 |
| ECONOMIC DEVELOPMENT | 455,029 | 440,167 | 14,862 | 3.4% | 629,218 | 398,228 | 411,898 |
| ENTERPRISE CENTRE | 28,055 | 28,055 | (0) | 0.0% | 28,056 | 28,055 | 28,055 |
| OTTAWA VALLEY TOURIST ASSOCIATION | 290,275 | 283,195 | 7,080 | 2.5% | 276,288 | 269,549 | 262,975 |
| PLANNING DEPARTMENT | 786,947 | 735,746 | 51,201 | 7.0% | 502,047 | 654,935 | 665,497 |
| Development & Property Committee | 2,034,365 | 1,960,366 | 73,999 | 3.8% | 1,993,983 | 1,957,610 | 1,900,746 |
| BONNECHERE MANOR | 1,512,178 | 1,475,296 | 36,882 | 2.5% | 1,490,227 | 1,453,880 | 1,418,419 |
| MIRAMICHI LODGE | 1,265,826 | 1,234,953 | 30,873 | 2.5% | 1,247,451 | 1,217,026 | 1,153,502 |
| OTHER LONG TERM CARE | 94,950 | 94,443 | 507 | 0.5% | 39,258 | 98,052 | 97,783 |
| OTTAWA VALLEY HEALTH TEAM | 0 | 0 | 0 | | 0 | 0 | 0 |
| HEALTH UNIT | 1,767,955 | 1,733,289 | 34,666 | 2.0% | 1,733,289 | 1,598,003 | 1,452,730 |
| PARAMEDIC SERVICE | 9,958,889 | 8,663,139 | 1,295,750 | 15.0% | 11,052,589 | 7,998,059 | 8,038,322 |
| Paramedic - Other | 0 | 0 | 0 | | 126,021 | 0 | 0 |
| EMERGENCY MANAGEMENT | 179,532 | 175,153 | 4,379 | 2.5% | 89,269 | 93,997 | 99,869 |
| Health Committee | 14,779,330 | 13,376,273 | 1,403,057 | 10.5% | 15,778,104 | 12,459,017 | 12,260,625 |
| ONTARIO WORKS | 1,347,203 | 1,338,041 | 9,162 | 0.7% | 1,004,047 | 1,041,306 | 1,034,715 |
| CHILD CARE | 448,793 | 526,437 | (77,644) | -14.7% | 513,596 | 461,869 | 468,131 |
| COMMUNITY HOUSING | 5,183,055 | 5,035,116 | 147,939 | 2.9% | 4,944,870 | 4,801,896 | 5,007,655 |
| Community Services Committee | 6,979,051 | 6,899,594 | 79,457 | 1.2% | 6,462,513 | 6,305,071 | 6,510,501 |
| MEMBERS OF COUNCIL | 613,829 | 529,954 | 83,875 | 15.8% | 429,232 | 417,279 | 499,919 |
| GENERAL - ADMINISTRATION | 989,775 | 943,406 | 46,369 | 4.9% | 923,421 | 756,963 | 745,237 |
| INFORMATION TECHNOLOGY | 536,587 | 474,759 | 61,828 | 13.0% | 407,027 | 400,443 | 391,499 |
| HUMAN RESOURCES DEPARTMENT | 259,687 | 254,064 | 5,623 | 2.2% | 91,808 | 569,859 | 196,074 |
| PUBLICITY/PUBLIC RELATIONS SERVICE | 15,000 | 15,000 | 0 | 0.0% | 9,525 | 5,148 | 14,518 |
| AGRICULTURE & REFORESTATION | 20,000 | 20,000 | 0 | 0.0% | 14,854 | 14,165 | 14,580 |
| PROVINCIAL OFFENCES ADMINISTRATION | (488,350) | (497,332) | 8,982 | -1.8% | (546,849) | (560,264) | (540,040) |
| MPAC | 1,540,414 | 1,541,700 | (1,286) | -0.1% | 1,546,566 | 1,555,448 | 1,549,942 |
| FINANCIAL EXPENSE | 20,028,594 | 20,087,400 | (58,806) | -0.3% | 18,261,200 | 13,081,700 | 10,291,749 |
| Finance & Administration Committee | 23,515,536 | 23,368,951 | 146,585 | 0.6% | 21,136,784 | 16,240,741 | 13,163,478 |
| Total Net Expenses | 57,202,666 | 54,734,206 | 2,468,460 | 4.5% | 53,790,832 | 52,580,053 | 48,195,908 |
| COUNTY LEVY (2.5% target + 2.16% CVA=4.66%) | 52,893,896 | 50,540,380 | 2,353,516 | 4.7% | 48,945,594 | 47,253,904 | 45,655,946 |
| OTHER REVENUE | 4,308,770 | 4,193,826 | 114,944 | 2.7% | 4,354,617 | 7,416,807 | 5,655,411 |
| Total Revenues | 57,202,666 | 54,734,206 | 2,468,460 | 4.5% | 53,300,211 | 54,670,711 | 51,311,357 |
| Municipal Surplus/ (Deficit) | 0 | 0 | 0 | | (490,621) | 2,090,658 | 3,115,449 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|-----------------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| PUBLIC WORKS | 9,894,384 | 9,129,022 | 765,362 | 8.4% | 8,419,448 | 15,617,614 | 14,360,558 |
| Operations Committee | 9,894,384 | 9,129,022 | 765,362 | 8.4% | 8,419,448 | 15,617,614 | 14,360,558 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| PUBLIC WORKS | 9,894,384 | 9,129,022 | 765,362 | 8.4% | 8,419,448 | 15,617,614 | 14,360,558 |
| Administration | 1,221,535 | 1,124,616 | 96,919 | 8.6% | 1,036,719 | 1,067,418 | 1,019,123 |
| Infrastructure Management | 695,266 | 546,055 | 149,211 | 27.3% | 605,555 | 526,884 | 401,582 |
| Depreciation | 9,800,000 | 9,700,000 | 100,000 | 1.0% | 9,688,279 | 9,507,822 | 9,277,309 |
| Equipment | 1,487,328 | 1,266,900 | 220,428 | 17.4% | 1,255,976 | 1,150,841 | 1,262,845 |
| Housing | 162,000 | 186,550 | (24,550) | -13.2% | 138,840 | 144,230 | 143,448 |
| Maintenance | 6,512,490 | 6,079,901 | 432,589 | 7.1% | 5,472,444 | 5,324,663 | 5,699,487 |
| Donations In Kind | 0 | 0 | 0 | | (364,900) | | 0 |
| Recoveries - Federal | 0 | 0 | 0 | | | | 0 |
| Recoveries - Other | (75,000) | (75,000) | 0 | 0.0% | (148,363) | (90,864) | (101,249) |
| Recoveries - Provincial | (2,815,973) | (2,739,384) | (76,589) | 2.8% | (1,357,505) | (1,357,505) | (1,317,960) |
| Surplus Adjustment - Trf To Reserves | 0 | 0 | 0 | | | 250,000 | 0 |
| Surplus Adjustment - Capital | 34,077,829 | 26,492,939 | 7,584,890 | 28.6% | 14,279,920 | 21,332,595 | 12,260,528 |
| Surplus Adjustment - Temp Loan | (4,490,190) | 0 | (4,490,190) | | (23,882) | (2,121,974) | (2,409,146) |
| Surplus Adjustment - Depreciation | (9,800,000) | (9,700,000) | (100,000) | 1.0% | (9,688,279) | (9,507,822) | (9,277,309) |
| Surplus Adjustment - Trf From Reserves | (26,880,901) | (23,753,555) | (3,127,346) | 13.2% | (12,475,356) | (10,608,674) | (2,598,100) |

COUNTY OF RENFREW

2023 Budget

Public Works

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|-------------------------|-------------------------|-----------------------|---------------------|-------------------------|-------------------------|-------------------------|
| <u>INFRASTRUCTURE MANAGEMENT</u> | <u>695,266</u> | <u>546,055</u> | <u>149,211</u> | <u>27.3%</u> | <u>605,555</u> | <u>526,884</u> | <u>401,581</u> |
| Salaries | 296,246 | 291,947 | 4,299 | 1.5% | 322,496 | 233,079 | 258,772 |
| Benefits | 82,020 | 74,653 | 7,367 | 9.9% | 80,005 | 53,159 | 62,685 |
| COVID | 0 | | | | 2,946 | 63,548 | |
| Capital Projects - Under Threshold | 0 | 0 | 0 | | 72,062 | 53,221 | 16,065 |
| Legal - Right of Way | 0 | | 0 | | | 0 | 0 |
| Misc | 6,000 | 6,000 | 0 | 0.0% | 4,755 | 3,121 | 3,934 |
| Recoveries | 0 | | 0 | | (11,973) | (1,829) | 0 |
| Infrastructure Management | 283,000 | 142,400 | 140,600 | 98.7% | 110,103 | 114,199 | 45,924 |
| Supplies | 28,000 | 31,055 | (3,055) | -9.8% | 25,161 | 8,386 | 14,201 |
| <u>ADMINISTRATION</u> | <u>1,221,535</u> | <u>1,124,616</u> | <u>96,919</u> | <u>8.6%</u> | <u>1,094,996</u> | <u>1,067,420</u> | <u>1,019,123</u> |
| Salaries | 565,331 | 494,074 | 71,257 | 14.4% | 477,499 | 533,255 | 441,851 |
| Benefits | 157,884 | 130,816 | 27,068 | 20.7% | 133,281 | 146,897 | 128,888 |
| Advertising | 10,000 | 22,000 | (12,000) | -54.5% | 19,468 | 35,355 | 14,274 |
| Answering Service | 4,600 | 4,600 | 0 | 0.0% | 5,645 | 4,318 | 4,963 |
| Cell Telephone/Pager | 13,200 | 13,200 | 0 | 0.0% | 11,079 | 11,607 | 13,260 |
| Communications (Radio System) | 72,000 | 71,750 | 250 | 0.3% | 68,339 | 88,161 | 63,378 |
| Computer Supplies | 60,000 | 58,200 | 1,800 | 3.1% | 68,550 | 73,684 | 53,200 |
| Conferences & Conventions | 7,500 | 7,200 | 300 | 4.2% | 304 | 2,939 | 8,849 |
| Courier | 770 | 770 | 0 | 0.0% | 576 | 1,159 | 455 |
| COVID | 0 | | | | | 3,232 | |
| Health & Safety (Protection) | 42,000 | 42,000 | 0 | 0.0% | 37,988 | 38,062 | 35,292 |
| Insurance | 159,500 | 141,156 | 18,344 | 13.0% | 128,324 | 105,420 | 102,876 |
| Insurance Claims | 35,000 | 35,000 | 0 | 0.0% | 63,924 | 19,302 | 46,598 |
| Internet | 5,100 | 5,100 | 0 | 0.0% | 2,941 | 3,046 | 6,605 |
| Legal Fees | 20,500 | 20,500 | 0 | 0.0% | 23,574 | 13,790 | 3,942 |
| Membership Fees | 9,000 | 9,000 | 0 | 0.0% | 7,501 | 8,012 | 6,648 |
| Office Equipment Replacement | 4,000 | 4,100 | (100) | -2.4% | 193 | 1,667 | 3,495 |
| Office Supplies/Publications/Awards | 10,000 | 10,000 | 0 | 0.0% | 10,028 | 7,302 | 12,954 |
| Photocopier Supplies/Maint | 4,200 | 4,200 | 0 | 0.0% | 3,069 | 1,256 | 2,521 |
| Postage | 450 | 450 | 0 | 0.0% | 321 | 383 | 303 |
| Recoveries | | | 0 | | | (490) | (60) |
| Recoveries - County | | | 0 | | | | 0 |
| Recoveries - Provincial - one time | | | | | (20,094) | (72,013) | |
| Recruitment | 0 | 10,000 | (10,000) | -100.0% | 20,275 | 16,489 | 26,763 |
| Surplus Adjustment - Capital Equipment | 0 | 0 | 0 | | | | 0 |
| Surplus Adjustment - From Reserves | 0 | 0 | 0 | | | | |
| Staff Training | 20,000 | 20,000 | 0 | 0.0% | 17,736 | 9,855 | 21,216 |
| Telephone | 11,200 | 11,200 | 0 | 0.0% | 8,462 | 9,287 | 8,686 |
| Travel | 9,300 | 9,300 | 0 | 0.0% | 6,013 | 5,445 | 12,166 |

COUNTY OF RENFREW
2023 Budget
Public Works

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|-------------------------|-------------------------|------------------------|----------------------|-------------------------|-------------------------|-------------------------|
| <u>MAINTENANCE</u> | <u>6,512,490</u> | <u>6,079,901</u> | <u>432,589</u> | <u>7.1%</u> | <u>5,472,444</u> | <u>5,324,662</u> | <u>5,699,486</u> |
| Salaries | 2,288,842 | 1,961,627 | 327,215 | 16.7% | 1,896,580 | 1,849,803 | 1,862,591 |
| Benefits | 660,648 | 525,001 | 135,647 | 25.8% | 524,404 | 469,933 | 466,392 |
| Bridges and Culverts | 40,000 | 40,000 | 0 | 0.0% | 36,675 | 31,999 | 71,450 |
| Roadside Maintenance | 150,000 | 180,000 | (30,000) | -16.7% | 133,259 | 110,233 | 89,326 |
| Hard Top Maintenance | 385,000 | 360,000 | 25,000 | 6.9% | 382,158 | 224,214 | 267,836 |
| Winter Control | 2,290,000 | 2,315,273 | (25,273) | -1.1% | 1,887,767 | 2,183,574 | 2,501,106 |
| Safety Devices | 798,000 | 798,000 | 0 | 0.0% | 726,695 | 519,718 | 524,840 |
| Misc | 0 | | 0 | | 96 | | 0 |
| Surplus Adjustment - Trf To Reserves | 0 | | 0 | | | | 0 |
| Recoveries | (100,000) | (100,000) | 0 | 0.0% | (115,190) | (64,812) | (84,055) |
| <u>EQUIPMENT</u> | <u>1,487,328</u> | <u>1,266,900</u> | <u>220,428</u> | <u>17.4%</u> | <u>1,255,976</u> | <u>1,279,754</u> | <u>1,980,497</u> |
| Salaries | 235,137 | 215,202 | 19,935 | 9.3% | 216,864 | 212,490 | 214,004 |
| Benefits | 78,300 | 67,244 | 11,056 | 16.4% | 66,484 | 60,505 | 57,366 |
| Salary Allocations | (103,112) | (92,876) | (10,236) | 11.0% | (90,232) | (87,329) | (86,452) |
| COVID | 0 | | | | 58,278 | | |
| Small Equipment, Misc | 55,600 | 65,600 | (10,000) | -15.2% | 83,338 | 40,081 | 54,541 |
| Vehicle Operating Costs - Fuel | 635,000 | 435,000 | 200,000 | 46.0% | 478,382 | 368,174 | 435,520 |
| Vehicle Operating Costs-Insurance | 51,403 | 46,730 | 4,673 | 10.0% | 46,730 | 41,586 | 38,812 |
| Vehicle Operating Costs-Repairs | 500,000 | 500,000 | 0 | 0.0% | 433,568 | 485,964 | 517,322 |
| Vehicle Operating Costs-Licence | 65,000 | 60,000 | 5,000 | 8.3% | 55,277 | 60,293 | 58,956 |
| Vehicle Operating Revenue | (15,000) | (20,000) | 5,000 | -25.0% | (14,000) | (17,600) | (12,845) |
| Recoveries - Provincial - one time | | | | | (58,278) | | |
| Surplus Adjustment - Capital Equipment | 2,753,073 | 1,895,000 | 858,073 | 45.3% | 383,761 | 1,018,613 | 717,652 |
| Surplus Adjustment - Trf To Reserves | | | 0 | | | | 0 |
| Surplus Adjustment - Trf From Reserves | (2,753,073) | (1,895,000) | (858,073) | 45.3% | (383,761) | (889,700) | 0 |
| Recoveries | (15,000) | (10,000) | (5,000) | 50.0% | (20,435) | (13,323) | (14,379) |
| <u>HOUSING</u> | <u>162,000</u> | <u>186,550</u> | <u>(24,550)</u> | <u>-13.2%</u> | <u>138,840</u> | <u>243,447</u> | <u>400,869</u> |
| Operating Expenses | 162,000 | 162,000 | 0 | 0.0% | 137,859 | 121,009 | 134,260 |
| COVID | 0 | | | | 1,150 | 5,233 | |
| Surplus Adjustment - Capital | 317,000 | 317,000 | 0 | 0.0% | 250,138 | 284,740 | 257,421 |
| Surplus Adjustment - Trf From Reserves | (317,000) | (317,000) | 0 | 0.0% | (250,138) | (185,525) | 0 |
| Major Repairs - Under Threshold | 0 | 24,550 | (24,550) | -100.0% | | 18,184 | 9,671 |
| Recoveries | 0 | | 0 | | (169) | (194) | (483) |

COUNTY OF RENFREW
2023 Budget
Public Works

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| OTHER | 31,007,756 | 24,280,939 | 6,726,817 | 27.7% | 13,587,743 | 20,279,243 | 11,285,456 |
| Depreciation | 9,800,000 | 9,700,000 | 100,000 | 1.0% | 9,688,279 | 9,507,822 | 9,277,309 |
| Surplus Adjustment - Depreciation | (9,800,000) | (9,700,000) | (100,000) | 1.0% | (9,688,279) | (9,507,822) | (9,277,309) |
| Surplus Adjustment - Capital Construction | 31,007,756 | 24,280,939 | 6,726,817 | 27.7% | 13,587,743 | 20,029,243 | 11,285,456 |
| Surplus Adjustment - TRF to Reserves | 0 | | 0 | | | 250,000 | 0 |
| CONSTRUCTION - LABOUR CLEARING ACCOL | 0 | 0 | 0 | - | 0 | 0 | 0 |
| Salaries | 518,886 | 378,429 | 140,457 | 37.1% | 480,976 | 441,292 | 419,446 |
| Benefits | 140,070 | 71,844 | 68,226 | 95.0% | 67,917 | 79,635 | 76,283 |
| Charge to Capital Construction above | (658,955) | (450,273) | (208,682) | 46.3% | (548,893) | (520,927) | (495,729) |
| TOTAL EXPENDITURES | 41,086,375 | 33,484,961 | 7,601,414 | 22.7% | 22,155,554 | 28,721,410 | 20,787,012 |
| ROADS REVENUES | | | | | | | |
| Municipal Contribution - Operating | 9,894,384 | 9,129,022 | 765,362 | 8.4% | 8,419,448 | 8,442,167 | 8,416,088 |
| Municipal Contribution - Capital | | 0 | 0 | | | 7,175,450 | 5,944,470 |
| Provincial Grants & Subsidies | 2,815,973 | 2,739,384 | 76,589 | 2.8% | 1,357,505 | 1,357,505 | 1,317,960 |
| Surplus Adjustment - TRF from Reserves | 20,896,167 | 16,063,139 | 4,833,028 | 30.1% | 9,048,240 | 3,473,628 | 471,848 |
| Surplus Adjustment - TRF from Gas Tax Reserves | 2,914,661 | 5,478,416 | (2,563,755) | -46.8% | 2,793,217 | 6,059,822 | 2,126,252 |
| Surplus Adjustment - Temp Loan | 4,490,190 | | 4,490,190 | | 23,882 | 2,121,974 | 2,409,146 |
| Federal Grants & Subsidies | 0 | 0 | 0 | | | | 0 |
| Donations in Kind | 0 | 0 | 0 | | 364,900 | | 0 |
| Misc | 75,000 | 75,000 | 0 | 0.0% | 148,362 | 90,864 | 101,248 |
| TOTAL REVENUES | 41,086,375 | 33,484,961 | 7,601,414 | 22.7% | 22,155,554 | 28,721,410 | 20,787,012 |
| Municipal Surplus / (Deficit) | 0 | 0 | 0 | 0.0% | 0 | (0) | 0 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| PROPERTY - Pembroke | 88,576 | 107,733 | (19,157) | -17.8% | 228,220 | 297,636 | 208,120 |
| PROPERTY - Renfrew County Place | (222,808) | (228,416) | 5,608 | -2.5% | (234,273) | (234,273) | (271,350) |
| PROPERTY - Base Stations (4) | (0) | 0 | (0) | | 0 | 0 | 0 |
| PROPERTY - Arnprior Office | 0 | 0 | 0 | | 0 | 0 | 0 |
| PROPERTY - Renfrew OPP | (0) | 0 | (0) | | 0 | 0 | 0 |
| FORESTRY | 76,777 | 31,132 | 45,645 | 146.6% | 28,130 | 27,444 | 80,589 |
| TRAILS | 321,635 | 314,210 | 7,425 | 2.4% | 290,656 | 280,704 | 279,085 |
| GEOGRAPHIC INFORMATION SYSTEMS | 209,880 | 248,544 | (38,664) | -15.6% | 245,641 | 235,332 | 235,877 |
| ECONOMIC DEVELOPMENT | 455,029 | 440,167 | 14,862 | 3.4% | 629,218 | 398,228 | 411,898 |
| ENTERPRISE CENTRE | 28,055 | 28,055 | (0) | 0.0% | 28,056 | 28,055 | 28,055 |
| OTTAWA VALLEY TOURIST ASSOCIATION | 290,275 | 283,195 | 7,080 | 2.5% | 276,288 | 269,549 | 262,975 |
| PLANNING DEPARTMENT | 786,947 | 735,746 | 51,201 | 7.0% | 502,047 | 654,935 | 665,497 |
| Development & Property Committee | 2,034,365 | 1,960,366 | 73,999 | 3.8% | 1,993,983 | 1,957,610 | 1,900,746 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

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

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|-------------------------|-------------------------|---------------------|---------------------|-------------------------|-------------------------|-------------------------|
| <u>PROPERTY - Renfrew County Place</u> | <u>(222,808)</u> | <u>(228,416)</u> | <u>5,608</u> | <u>-2.5%</u> | <u>(234,273)</u> | <u>(234,273)</u> | <u>(271,350)</u> |
| Capital - Under Threshold | 0 | 0 | 0 | | | 635 | 4,987 |
| COVID | 0 | 0 | 0 | | 52,546 | 42,684 | |
| Depreciation | 210,000 | 195,000 | 15,000 | 7.7% | 195,476 | 181,113 | 167,067 |
| Elevator Maintenance | 7,122 | 6,948 | 174 | 2.5% | 4,887 | 6,663 | 4,826 |
| Garbage Removal | 4,001 | 3,903 | 98 | 2.5% | 5,648 | 2,366 | 3,668 |
| Grounds keeping / Snow Removal | 32,000 | 26,000 | 6,000 | 23.1% | 18,400 | 18,352 | 17,653 |
| Insurance | 19,495 | 16,260 | 3,235 | 19.9% | 15,941 | 15,423 | 15,118 |
| Janitorial Contract | 66,300 | 95,217 | (28,917) | -30.4% | 82,641 | 81,850 | 79,218 |
| Lease Revenue- Outside | (336,954) | (351,850) | 14,896 | -4.2% | (345,685) | (336,386) | (296,269) |
| Legal | 4,000 | 4,000 | 0 | 0.0% | 0 | | 0 |
| Lights, Heat & Power | 97,375 | 95,000 | 2,375 | 2.5% | 89,930 | 84,365 | 82,029 |
| Mechanical | 17,478 | 16,646 | 832 | 5.0% | 24,132 | 13,292 | 19,495 |
| Miscellaneous Bldg. | 2,000 | 2,000 | 0 | 0.0% | 1,269 | 18,295 | 3,827 |
| Municipal Taxes | 17,800 | 16,500 | 1,300 | 7.9% | 17,066 | 16,672 | 16,333 |
| Office Supplies / Admin Costs | 3,137 | 3,060 | 76 | 2.5% | 3,277 | 6,463 | 9,078 |
| Revenue Lease - Internal | (339,790) | (330,000) | (9,790) | 3.0% | (330,274) | (333,047) | (604,249) |
| Recoveries - OPP | 0 | (22,740) | 22,740 | -100.0% | 0 | | |
| Recoverable - Provincial One time | 0 | | | | (52,546) | (42,684) | |
| Recoverable - Outside | (17,800) | (16,500) | (1,300) | 7.9% | (17,383) | (33,489) | (20,416) |
| Repairs & Maintenance | 40,356 | 39,372 | 984 | 2.5% | 37,652 | 15,874 | 17,478 |
| Salaries / Benefits | 88,027 | 95,344 | (7,317) | -7.7% | 25,111 | 74,244 | 71,636 |
| Security & Monitoring | 6,029 | 5,882 | 147 | 2.5% | 4,059 | 6,462 | 4,238 |
| Surplus Adjustment - Capital | 1,049,200 | 491,875 | 557,325 | 113.3% | 0 | 80,705 | 515,684 |
| Surplus Adjustment - Depreciation | (210,000) | (195,000) | (15,000) | 7.7% | (195,476) | (181,113) | (167,067) |
| Surplus Adjustment - Trf From Reserves | (1,049,200) | (491,875) | (557,325) | 113.3% | 0 | (80,705) | (515,684) |
| Surplus Adjustment - Trf To Reserves | 63,570 | 63,570 | 0 | 0.0% | 129,056 | 107,693 | 300,000 |
| Vehicle Expenses | 3,046 | 2,972 | 74 | 2.5% | 0 | | 0 |
| <u>PROPERTY - Base Stations (4)</u> | <u>(0)</u> | <u>0</u> | <u>(0)</u> | | <u>0</u> | <u>0</u> | <u>0</u> |
| Depreciation | 62,400 | 61,750 | 650 | 1.1% | 61,725 | 61,895 | 61,725 |
| Capital - Under Threshold | 0 | 0 | 0 | | 0 | 19,843 | 0 |
| Grounds keeping/Snow Removal | 46,979 | 44,904 | 2,075 | 4.6% | 34,042 | 31,455 | 32,974 |
| Internal Charges | 2,904 | 0 | 2,904 | | 2,904 | 2,904 | 2,904 |
| Janitorial Contract | 33,173 | 31,593 | 1,580 | 5.0% | 20,174 | 10,393 | 20,879 |
| Lights, Heat & Power | 37,208 | 36,300 | 908 | 2.5% | 26,551 | 24,611 | 25,752 |
| Mechanical | 5,000 | 10,727 | (5,727) | -53.4% | 1,819 | 3,794 | 3,725 |
| Miscellaneous Bldg. | 3,000 | 2,000 | 1,000 | 50.0% | 5,364 | 5,153 | 4,532 |
| Revenue - Internal Lease | (339,394) | (338,587) | (807) | 0.2% | (328,727) | (323,558) | (318,540) |
| Recoveries - Outside | 0 | 0 | 0 | | (362) | (92) | (258) |
| Repairs & Maintenance | 45,051 | 43,952 | 1,099 | 2.5% | 30,374 | 35,689 | 21,690 |
| Security & Monitoring | 4,346 | 4,240 | 106 | 2.5% | 0 | 0 | 0 |
| Surplus Adjustment - Depreciation | (62,400) | (61,750) | (650) | 1.1% | (61,725) | (61,895) | (61,725) |
| Surplus Adjustment- Capital | 47,600 | 35,095 | 12,505 | 35.6% | 0 | | - |
| Surplus Adjustment - Trf From Reserves | (47,600) | (35,095) | (12,505) | 35.6% | 0 | | - |
| Surplus Adjustment - Trf To Reserves | 161,734 | 164,871 | (3,137) | -1.9% | 207,861 | 189,808 | 206,342 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

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

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| FORESTRY | 76,777 | 31,132 | 45,645 | 146.6% | 28,130 | 27,444 | 80,589 |
| Advertising | 600 | 300 | 300 | 100.0% | 540 | 654 | 1,033 |
| Conventions | 1,800 | 1,800 | 0 | 0.0% | 195 | 110 | 605 |
| COVID | 0 | | | | 0 | 21 | |
| Depreciation | 16,800 | 23,000 | (6,200) | -27.0% | 19,836 | 23,013 | 19,830 |
| Legal | 2,500 | 900 | 1,600 | 177.8% | 0 | 2,245 | 45 |
| Memberships/Subscriptions | 9,123 | 8,900 | 223 | 2.5% | 8,177 | 8,129 | 8,132 |
| Miscellaneous | 1,500 | 1,000 | 500 | 50.0% | 2,113 | 1,849 | 1,116 |
| Office Supplies | 3,000 | 4,900 | (1,900) | -38.8% | 2,242 | 1,491 | 4,158 |
| Professional Development | 2,500 | 1,500 | 1,000 | 66.7% | 0 | 0 | 0 |
| Recoveries - Other | (5,200) | (1,000) | (4,200) | 420.0% | 0 | 0 | (521) |
| Recoveries - Provincial One Time | 0 | | | | 0 | (21) | |
| Recoveries - Timber Sales | (180,000) | (180,000) | 0 | 0.0% | (224,896) | (203,740) | (97,085) |
| Salary Allocation | (100,077) | (50,134) | (49,943) | 99.6% | 211,909 | (48,000) | (47,000) |
| Salary/Benefit | 325,031 | 217,566 | 107,465 | 49.4% | (49,192) | 207,061 | 198,034 |
| Small Tools / Supplies | 1,000 | 1,000 | 0 | 0.0% | 87 | 183 | 168 |
| Special Project- Signs | 2,500 | 2,500 | 0 | 0.0% | 0 | 340 | 45 |
| Special Project - Well Remediation | 3,600 | 3,600 | 0 | 0.0% | 0 | 3,180 | 4,803 |
| Surplus Adjustment - Capital | 0 | 0 | 0 | | 0 | | 36,093 |
| Surplus Adjustment - Depreciation | (16,800) | (23,000) | 6,200 | -27.0% | (19,836) | (23,013) | (19,830) |
| Surplus Adjustment - Trf From Reserves | (24,100) | (8,100) | (16,000) | 197.5% | 0 | (6,299) | (42,721) |
| Surplus Adjustment - Trf To Reserves | | 0 | 0 | | 53,286 | 45,053 | 0 |
| Travel | 5,000 | 5,000 | 0 | 0.0% | 3,553 | 4,424 | 5,487 |
| Tree Marking | 2,000 | 11,900 | (9,900) | -83.2% | 1,461 | 2,779 | 1,173 |
| Tree Planting | 18,000 | 2,000 | 16,000 | 800.0% | 9,769 | 0 | 651 |
| Vehicle Expenses | 8,000 | 7,500 | 500 | 6.7% | 8,886 | 7,985 | 6,373 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| TRAILS | 321,635 | 314,210 | 7,425 | 2.4% | 290,656 | 280,704 | 279,085 |
| Bad Debt Expense | 0 | | | | 969 | | |
| Salary/Benefit | 0 | 16,998 | (16,998) | -100.0% | 17,199 | 10,479 | 16,654 |
| Salary Allocation | 100,077 | 50,134 | 49,943 | 99.6% | 49,192 | 48,000 | 47,000 |
| Office Expenses | 500 | 500 | 0 | 0.0% | 36 | | 390 |
| Recoveries - Other | (2,000) | 0 | (2,000) | | 0 | (5,980) | 0 |
| Recoveries - Donations | 0 | 0 | 0 | | (40,000) | | 0 |
| Recoveries - Donations In Kind | (3,500,000) | (3,500,000) | 0 | 0.0% | 0 | (611,101) | 0 |
| Recruitment | 0 | 0 | 0 | | 0 | | 0 |
| Surplus Adjustment - Capital | 3,534,000 | 3,534,000 | 0 | 0.0% | 14,233 | 659,617 | 14,759 |
| Surplus Adjustment - Trf From Reserves | (34,000) | (34,000) | 0 | 0.0% | (738,958) | (48,516) | (14,759) |
| Surplus Adjustment - Trf To Reserves | 0 | 0 | 0 | | 40,000 | | |
| Surplus Adjustment - Trf From Reserves | (2,191,538) | (2,436,456) | 244,918 | -10.1% | 0 | | |
| K&P Rail Line Development | 22,000 | 28,878 | (6,878) | -23.8% | 27,002 | 27,534 | 21,807 |
| K&P Rail Line Revenue | 0 | (6,500) | 6,500 | -100.0% | (11,366) | | 0 |
| CN Rail Line Development | 0 | 0 | 0 | | 0 | | 1,182 |
| Algonquin Trail Development | 4,148,295 | 2,946,355 | 1,201,940 | 40.8% | 1,387,357 | 239,000 | 294,298 |
| Algonquin Trail Federal Recoveries | (1,470,000) | | (1,470,000) | | (405,000) | | 0 |
| Algonquin Trail Prov Recoveries | (255,699) | (255,699) | 0 | 0.0% | (9,632) | | (63,316) |
| Algonquin Trail Municipal Recoveries | 0 | | 0 | | 0 | | 0 |
| Algonquin Trail Other Recoveries | (30,000) | (30,000) | 0 | 0.0% | (40,376) | (38,329) | (38,930) |
| GEOGRAPHIC INFORMATION SYSTEMS | 209,880 | 248,544 | (38,664) | -15.6% | 245,641 | 235,332 | 235,877 |
| Salaries | 153,771 | 178,969 | (25,198) | -14.1% | 175,775 | 172,640 | 170,443 |
| Benefits | 45,109 | 46,575 | (1,466) | -3.1% | 46,398 | 42,888 | 40,443 |
| Computer Supplies | 21,000 | 32,000 | (11,000) | -34.4% | 24,652 | 17,815 | 19,662 |
| Conventions | 500 | 500 | 0 | 0.0% | 131 | 142 | 127 |
| Depreciation | 6,000 | | | | 4,280 | | |
| Office Supplies | 2,000 | 1,000 | 1,000 | 100.0% | 1,597 | 734 | 2,417 |
| Professional Development | 500 | 500 | 0 | 0.0% | 743 | 200 | 1,036 |
| Special Project - Flood Study | 150,000 | | 150,000 | | 0 | | 0 |
| Travel | 500 | 500 | 0 | 0.0% | 20 | 293 | 769 |
| Weed Inspection | 0 | 2,000 | (2,000) | -100.0% | 1,099 | 1,226 | 2,798 |
| Surplus Adjustment - Capital | | | 0 | | 28,420 | | 0 |
| Surplus Adjustment - Trf From Reserves | | | 0 | | (28,420) | | 0 |
| Surplus Adjustment - Depreciation | (6,000) | | (6,000) | | (4,280) | | |
| Recoveries - Internal | (15,000) | | | | | | |
| Recoveries - Municipal | (72,000) | (12,000) | (60,000) | 500.0% | (3,520) | | 0 |
| Recoveries - Federal/provincial | (75,000) | | (75,000) | | 0 | | 0 |
| Recoveries - Other | (1,500) | (1,500) | 0 | 0.0% | (1,254) | (606) | (1,818) |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|-----------------------|-----------------------|----------------------|--------------------|-----------------------|-----------------------|-----------------------|
| <u>ECONOMIC DEVELOPMENT</u> | <u>455,029</u> | <u>440,167</u> | <u>14,862</u> | <u>3.4%</u> | <u>629,218</u> | <u>398,228</u> | <u>411,898</u> |
| Benefits | 78,303 | 69,195 | 9,108 | 13.2% | 67,347 | 61,535 | 59,189 |
| Computer Expense | 4,000 | 3,000 | 1,000 | 33.3% | 2,242 | 8,039 | 239 |
| Conventions | 4,000 | 1,500 | 2,500 | 166.7% | 524 | 73 | 1,410 |
| COVID | 0 | | | | 0 | 21,304 | |
| Expenses Recoverable from Others | 0 | | | | | 3,396 | |
| Hospitality | 0 | 1,000 | (1,000) | -100.0% | 1,649 | 420 | 1,480 |
| Marketing Program | 65,500 | 70,000 | (4,500) | -6.4% | 62,087 | 96,668 | 85,610 |
| Memberships/Subscriptions | 5,000 | 3,500 | 1,500 | 42.9% | 4,867 | 4,761 | 4,697 |
| Office Expense | 6,000 | 3,000 | 3,000 | 100.0% | 4,245 | 4,252 | 6,899 |
| Professional Development/Staff Training | 750 | 750 | 0 | 0.0% | 130 | 850 | 526 |
| Recoveries - Federal | 0 | 0 | 0 | | (12,150) | (49,923) | (17,408) |
| Recoveries-Other | (26,000) | (5,000) | (21,000) | 420.0% | (517) | (5,798) | (8,283) |
| Recoveries-Provincial | (76,219) | (25,000) | (51,219) | 204.9% | (7,700) | (21,304) | 1,123 |
| Recoveries-Provincial - Winter Games | (1,000,000) | (1,300,000) | 300,000 | -23.1% | (85,116) | | |
| Recruitment | 0 | 0 | 0 | | 0 | | 0 |
| Salaries | 248,965 | 258,752 | (9,787) | -3.8% | 254,432 | 251,146 | 245,212 |
| Special Projects - RED | 117,260 | 0 | 117,260 | | 22,552 | | |
| Special Projects - RED | 0 | 25,000 | (25,000) | -100.0% | 6,137 | | |
| Special Projects-Winter Games | 1,000,000 | 1,300,000 | (300,000) | -23.1% | 85,116 | | |
| Special Projects | 0 | 5,000 | (5,000) | -100.0% | 22,470 | | 448 |
| Special Projects - Agriculture | 22,470 | 22,470 | 0 | 0.0% | 0 | 22,470 | 22,470 |
| Surplus Adjustment - Trf To Reserves | | | | | 200,000 | | |
| Surplus Adjustment - Transfer From Reserves | | 0 | 0 | | 0 | | |
| Travel | 5,000 | 7,000 | (2,000) | -28.6% | 903 | 339 | 8,286 |
| <u>ENTERPRISE CENTRE</u> | <u>28,055</u> | <u>28,055</u> | <u>(0)</u> | <u>0.0%</u> | <u>28,056</u> | <u>28,055</u> | <u>28,055</u> |
| Benefits | 47,669 | 36,233 | 11,436 | 31.6% | 34,420 | 33,145 | 29,198 |
| Marketing | 6,000 | 5,000 | 1,000 | 20.0% | 2,633 | 3,110 | 446 |
| COVID | 0 | | | | 0 | 252,398 | |
| Office Expenses | 2,869 | 2,971 | (102) | -3.4% | 1,914 | 12,879 | 2,555 |
| Professional Development | 700 | 700 | 0 | 0.0% | 0 | 326 | 0 |
| County Charges - IT | 6,393 | 6,201 | 192 | 3.1% | 6,262 | 6,143 | 6,022 |
| Recoveries - Federal | 0 | | 0 | | 0 | (250) | 0 |
| Recoveries - Municipalities | (6,000) | (6,000) | 0 | 0.0% | (6,000) | (56,000) | (6,000) |
| Recoveries - Other | (10,000) | (5,000) | (5,000) | 100.0% | 0 | 0 | (1,831) |
| Recoveries - Provincial - Starter Company | (72,000) | (60,000) | (12,000) | 20.0% | (93,104) | (96,982) | (37,289) |
| Recoveries - Provincial - Summer Company | (13,200) | (24,000) | 10,800 | -45.0% | (12,887) | (18,525) | (25,192) |
| Recoveries - Provincial One Time | 0 | 0 | 0 | | (32,000) | (202,398) | |
| Recoveries - Provincial | (171,165) | (166,075) | (5,090) | 3.1% | (156,419) | (165,477) | (134,948) |
| Salaries | 138,359 | 141,851 | (3,492) | -2.5% | 139,760 | 138,139 | 123,051 |
| Special Projects - Starter Company | 72,000 | 60,000 | 12,000 | 20.0% | 95,456 | 96,982 | 37,289 |
| Special Projects | 10,000 | 5,000 | 5,000 | 100.0% | 32,637 | 2,748 | 500 |
| Special Projects - Summer Company | 13,200 | 24,000 | (10,800) | -45.0% | 12,887 | 18,525 | 25,192 |
| Telephone/Internet Access | 2,230 | 3,500 | (1,270) | -36.3% | 2,191 | 2,789 | 3,315 |
| Travel | 1,000 | 3,674 | (2,674) | -72.8% | 306 | 503 | 5,747 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|-----------------------|-----------------------|----------------------|--------------------|-----------------------|-----------------------|-----------------------|
| <u>OTTAWA VALLEY TOURIST ASSOCIATION</u> | <u>290,275</u> | <u>283,195</u> | <u>7,080</u> | <u>2.5%</u> | <u>276,288</u> | <u>269,549</u> | <u>262,975</u> |
| Salaries | 181,904 | 175,166 | 6,738 | 3.8% | 133,430 | 129,795 | 132,391 |
| Benefits | 62,516 | 54,995 | 7,521 | 13.7% | 41,359 | 34,262 | 36,930 |
| Transfer To / (From) OVTA | 45,855 | 53,034 | (7,179) | -13.5% | 101,499 | 105,492 | 93,654 |
| <u>PLANNING DEPARTMENT</u> | <u>786,947</u> | <u>735,746</u> | <u>51,201</u> | <u>7.0%</u> | <u>502,047</u> | <u>654,935</u> | <u>665,497</u> |
| Computer Supplies / Maintenance | 12,000 | 12,000 | 0 | 0.0% | 10,932 | 23,260 | 8,155 |
| Conventions | 5,000 | 3,000 | 2,000 | 66.7% | 3,042 | 2,973 | 4,085 |
| County Official Plan | 8,000 | 0 | 8,000 | | 4,691 | 0 | 0 |
| COVID | 0 | 0 | 0 | | 204 | 10,528 | |
| Employee Benefits | 223,283 | 194,026 | 29,257 | 15.1% | 176,154 | 166,555 | 164,672 |
| Legal Fees | 1,000 | 1,000 | 0 | 0.0% | 409 | 2,568 | 0 |
| Memberships | 5,700 | 4,700 | 1,000 | 21.3% | 2,155 | 2,871 | 2,816 |
| Office Expense | 16,913 | 16,500 | 413 | 2.5% | 17,286 | 17,929 | 18,615 |
| Professional Development | 6,000 | 3,000 | 3,000 | 100.0% | 2,761 | 1,844 | 4,174 |
| Purchased Service | 25,000 | | 25,000 | | | | |
| Recruitment | 2,040 | 2,000 | 40 | 2.0% | 6,924 | 0 | 0 |
| Revenue - Municipal Projects | (40,000) | (40,000) | 0 | 0.0% | (5,800) | 0 | 0 |
| Revenue - Other | (12,000) | (2,000) | (10,000) | 500.0% | (225) | (200) | (2,953) |
| Revenue - Service Charges | (35,000) | (35,000) | 0 | 0.0% | (57,875) | (42,235) | (39,905) |
| Revenue - Severance Applications | (174,000) | (137,500) | (36,500) | 26.5% | (222,300) | (118,250) | (121,500) |
| Revenues - Subdivision Applications | (50,000) | (25,000) | (25,000) | 100.0% | (61,900) | (36,950) | (38,000) |
| Recoveries - Provincial one time | 0 | 0 | 0 | | (204) | (10,528) | |
| Salaries | 773,011 | 719,020 | 53,991 | 7.5% | 624,824 | 632,002 | 649,887 |
| Special Projects | | 0 | 0 | | 20,250 | 76 | 515 |
| Surplus Adjustment - Trf From Reserves | | 0 | 0 | | (20,250) | | 0 |
| Travel | 20,000 | 20,000 | 0 | 0.0% | 969 | 2,492 | 14,936 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---------------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| BONNECHERE MANOR | 1,512,178 | 1,475,296 | 36,882 | 2.5% | 1,490,227 | 1,453,880 | 1,418,419 |
| MIRAMICHI LODGE | 1,265,826 | 1,234,953 | 30,873 | 2.5% | 1,247,451 | 1,217,026 | 1,153,502 |
| OTHER LONG TERM CARE | 94,950 | 94,443 | 507 | 0.5% | 39,258 | 98,052 | 97,783 |
| OTTAWA VALLEY HEALTH TEAM | 0 | 0 | 0 | | 0 | 0 | 0 |
| HEALTH UNIT | 1,767,955 | 1,733,289 | 34,666 | 2.0% | 1,733,289 | 1,598,003 | 1,452,730 |
| PARAMEDIC SERVICE | 9,958,889 | 8,663,139 | 1,295,750 | 15.0% | 11,052,589 | 7,998,059 | 8,038,322 |
| Paramedic - Other | 0 | 0 | 0 | | 126,021 | 0 | 0 |
| EMERGENCY MANAGEMENT | 179,532 | 175,153 | 4,379 | 2.5% | 89,269 | 93,997 | 99,869 |
| Health Committee | 14,779,330 | 13,376,273 | 1,403,057 | 10.5% | 15,778,104 | 12,459,017 | 12,260,625 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| <u>BONNECHERE MANOR</u> | <u>1,512,178</u> | <u>1,475,296</u> | <u>36,882</u> | <u>2.5%</u> | <u>1,490,227</u> | <u>1,453,880</u> | <u>1,418,419</u> |
| Total Municipal Cost | 2,256,983 | 2,201,935 | 55,048 | 2.5% | 2,148,229 | 2,095,833 | 2,044,715 |
| Recoveries - City of Pembroke | (744,805) | (726,639) | (18,166) | 2.5% | (658,002) | (641,953) | (626,296) |
| | | | | | | | |
| <u>MIRAMICHI LODGE</u> | <u>1,265,826</u> | <u>1,234,953</u> | <u>30,873</u> | <u>2.5%</u> | <u>1,247,451</u> | <u>1,217,026</u> | <u>1,153,502</u> |
| Total Municipal Cost | 1,889,293 | 1,843,213 | 46,080 | 2.5% | 1,798,257 | 1,754,398 | 1,662,826 |
| Recoveries - City of Pembroke | (623,467) | (608,260) | (15,207) | 2.5% | (550,806) | (537,372) | (509,324) |
| | | | | | | | |
| <u>OTHER LONG TERM CARE</u> | <u>94,950</u> | <u>94,443</u> | <u>507</u> | <u>0.5%</u> | <u>39,258</u> | <u>98,052</u> | <u>97,783</u> |
| North Renfrew Long Term Care | 140,959 | 140,959 | 0 | 0.0% | 56,593 | 141,346 | 140,959 |
| Recoveries - City of Pembroke | (46,009) | (46,516) | 507 | -1.1% | (17,335) | (43,294) | (43,176) |
| | | | | | | | |
| <u>HEALTH SERVICES</u> | <u>1,767,955</u> | <u>1,733,289</u> | <u>34,666</u> | <u>2.0%</u> | <u>1,733,289</u> | <u>1,598,003</u> | <u>1,452,730</u> |
| Renfrew County & District Health Unit | 1,767,955 | 1,733,289 | 34,666 | 2.0% | 1,733,289 | 1,598,003 | 1,452,730 |
| | | | | | | | |
| <u>OTTAWA VALLEY HEALTH TEAM</u> | <u>0</u> | <u>0</u> | <u>0</u> | | <u>0</u> | <u>0</u> | <u>0</u> |
| Salaries and Benefits | 357,172 | 0 | 357,172 | | 0 | | |
| Purchases | 617,828 | 0 | 617,828 | | 2,518 | | |
| Recoveries - Provincial | (975,000) | 0 | (975,000) | | (2,518) | | |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|-------------------------|-------------------------|-------------------------|---------------------|--------------------------|-------------------------|-------------------------|
| <u>PARAMEDIC SERVICE</u> | <u>9,958,889</u> | <u>8,663,139</u> | <u>1,295,750</u> | <u>15.0%</u> | <u>11,052,589</u> | <u>7,998,059</u> | <u>8,038,322</u> |
| Admin - Admin Charge | 192,891 | 196,650 | (3,759) | -1.9% | 198,403 | 117,260 | 105,720 |
| Admin - Medications | 125,000 | 67,958 | 57,042 | 83.9% | 129,266 | 147,723 | 76,533 |
| Admin - Communication & Computing | 275,000 | 250,606 | 24,394 | 9.7% | 276,040 | 252,629 | 199,492 |
| Admin - Conferences & Conventions | 5,500 | 4,500 | 1,000 | 22.2% | 153 | 227 | 1,472 |
| Admin - Employee Benefits | 569,529 | 514,523 | 55,006 | 10.7% | 423,490 | 312,658 | 218,427 |
| Admin - HR Charge | 258,308 | 243,664 | 14,644 | 6.0% | 207,283 | 157,501 | 153,785 |
| Admin - IT Charge | 50,459 | 48,686 | 1,773 | 3.6% | 49,299 | 48,360 | 47,435 |
| Admin - Internal Lease | 113,300 | 110,000 | 3,300 | 3.0% | 65,223 | 21,000 | 0 |
| Admin - Legal | 20,000 | 40,000 | (20,000) | -50.0% | 101,480 | 13,227 | 26,032 |
| Admin - Office Expenses | 50,000 | 40,775 | 9,225 | 22.6% | 83,195 | 62,335 | 44,316 |
| Admin - Professional Development | 36,000 | 45,000 | (9,000) | -20.0% | 40,414 | 31,553 | 41,862 |
| Admin - Purchased Service | 197,577 | 137,190 | 60,387 | 44.0% | 147,548 | 110,004 | 34,094 |
| Admin - Salaries | 2,069,671 | 1,844,746 | 224,925 | 12.2% | 1,712,275 | 1,435,611 | 940,999 |
| Admin - Special Projects | 0 | 0 | 0 | | 13,295 | 31,093 | 30,200 |
| Admin - Travel | 50,000 | 40,000 | 10,000 | 25.0% | 11,771 | 26,982 | 44,535 |
| Admin - Spec Proj - PTSD Prevention & Fatigue Risk | 50,000 | 0 | 50,000 | | 541,341 | 463,580 | 870 |
| Capital - Under Threshold | | 0 | 0 | | 0 | 0 | 0 |
| Depreciation | 1,200,000 | 1,121,000 | 79,000 | 7.0% | 1,106,381 | 1,142,669 | 972,482 |
| Paramedic - Base Station Costs-Internal | 431,045 | 416,450 | 14,595 | 3.5% | 405,063 | 397,671 | 390,494 |
| Paramedic - Base Station Costs-External | 78,000 | 78,471 | (471) | -0.6% | 77,686 | 50,421 | 41,907 |
| Paramedic - Base Station Costs - Expenses | 64,000 | 74,000 | (10,000) | -13.5% | 59,913 | 51,229 | 65,114 |
| Paramedic - Benefits | 4,300,896 | 2,941,792 | 1,359,104 | 46.2% | 5,253,307 | 3,672,452 | 3,258,808 |
| Paramedic - Insurance | 194,213 | 170,529 | 23,684 | 13.9% | 159,099 | 135,360 | 121,985 |
| Paramedic - Insurance Claims Costs | 10,000 | 10,000 | 0 | 0.0% | 10,052 | 4,514 | 24,217 |
| Paramedic - Leased Equipment | 12,000 | 11,869 | 131 | 1.1% | 11,869 | 11,869 | 126,858 |
| Paramedic - Uniform/Laundry | 150,000 | 145,000 | 5,000 | 3.4% | 176,948 | 163,999 | 136,540 |
| Paramedic - Salaries | 10,417,756 | 9,858,725 | 559,031 | 5.7% | 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 | 386,540 | 3,460 | 0.9% | 510,580 | 347,339 | 327,635 |
| Paramedic - Vehicle Operation & Maintenance | 738,500 | 504,186 | 234,314 | 46.5% | 608,882 | 557,129 | 493,238 |
| Paramedic - PW Salary Allocations | 103,112 | 92,876 | 10,236 | 11.0% | 91,098 | 88,689 | 86,985 |
| Federal Revenue - DND / Indigenous | 0 | 0 | 0 | | (40,831) | (203,905) | (247,997) |
| Federal Revenue - PTSI Prevention & Fatigue | (50,000) | 0 | (50,000) | | (541,341) | (474,080) | (1,570) |
| Provincial Revenue - LHIN | 0 | 0 | 0 | | 0 | 0 | 0 |
| Provincial Subsidy - Operating | (9,647,743) | (9,312,565) | (335,178) | 3.6% | (9,050,983) | (8,636,818) | (8,531,221) |
| Provincial Subsidy - One Time | 0 | 0 | 0 | | (610,775) | (3,340,347) | 0 |
| Recovery - County | (29,219) | (28,646) | (573) | 2.0% | (28,153) | (27,738) | (27,193) |
| Recovery - Cross Border | 20,000 | 20,000 | 0 | 0.0% | 18,742 | 0 | 0 |
| Recovery - Donations | (3,000) | (2,000) | (1,000) | 50.0% | (16,034) | (18,700) | (7,453) |
| Recovery - Interest | (40,000) | (40,000) | 0 | 0.0% | (32,816) | (39,317) | (73,480) |
| Recovery - Other Agency | 0 | 0 | 0 | | 0 | (1,564,922) | (45,619) |
| Recovery - Insurance Proceeds | 0 | 0 | 0 | | 0 | (7,750) | 0 |
| Revenue - Other | (125,000) | (125,000) | 0 | 0.0% | (109,944) | (123,408) | (217,773) |
| Surplus Adjustment - Trf To Reserves | 1,200,000 | 1,121,000 | 79,000 | 7.0% | 1,106,381 | 1,881,553 | 972,482 |
| Surplus Adjustment - Capital | 2,945,000 | 1,915,000 | 1,030,000 | 53.8% | 1,044,691 | 570,383 | 1,013,155 |
| Surplus Adjustment - Depreciation | (1,200,000) | (1,121,000) | (79,000) | 7.0% | (1,106,381) | (1,142,669) | (972,482) |
| Surplus Adjustment - Trf From Reserves-wsib | (621,547) | 0 | (621,547) | | | | |
| Surplus Adjustment - Trf From Reserves | (2,945,000) | (1,915,000) | (1,030,000) | 53.8% | (1,044,691) | (570,383) | (965,000) |
| Municipal Contribution - City of Pembroke-wsib | (81,796) | 0 | (81,796) | | | | |
| Municipal Contribution - City of Pembroke | (1,615,563) | (1,244,386) | (371,177) | 29.8% | (1,587,609) | (1,148,852) | (1,154,635) |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| Paramedic - Other | <u>0</u> | <u>0</u> | <u>0</u> | - | <u>126,021</u> | <u>0</u> | <u>0</u> |
| Paramedic - Comm Paramedic LTC - Sal/Ben | 1,515,276 | 1,600,000 | (84,724) | -5.3% | 2,232,170 | | |
| Paramedic - Comm Paramedic LTC - monitoring | 120,000 | | 120,000 | | | | |
| Paramedic - Comm Paramedic LTC - vehicle costs | 400,000 | 400,000 | 0 | 0.0% | | | |
| Paramedic - Comm Paramedic LTC - Expenses | 329,724 | | 329,724 | | 462,230 | | |
| Surplus Adjustment - Capital | | | 0 | | (25,919) | | |
| Surplus Adjustment - Depreciation | | | 0 | | 308,668 | | |
| Provincial Revenue - Comm Paramedic - LTC | (2,000,000) | (2,000,000) | 0 | 0.0% | (2,851,127) | | |
| Paramedic - Vaccine Sal/Ben | 370,000 | 370,000 | 0 | 0.0% | 564,831 | | |
| Paramedic - Vaccine Expenses | 20,000 | 20,000 | 0 | 0.0% | 16,681 | | |
| Paramedic - Vaccine Prov Revenue | (390,000) | (390,000) | 0 | 0.0% | (581,513) | | |
| Paramedic - VTAC - Sal/Ben | 1,062,082 | 621,552 | 440,530 | 70.9% | 1,371,692 | | |
| Paramedic - VTAC - Expenses | 137,918 | 578,448 | (440,530) | -76.2% | 88,173 | | |
| Provincial Revenue - VTAC | (1,200,000) | (1,200,000) | 0 | 0.0% | (268,791) | | |
| Recovery - VTAC Other Agency | | | | | (1,191,074) | | |
| Paramedic - VTAC Admin - Sal/Ben | 745,000 | 745,000 | 0 | 0.0% | 236,848 | | |
| Paramedic - VTAC Admin - Expenses | 20,000 | | | | 16,157 | | |
| Provincial Revenue - VTAC Admin | (765,000) | (745,000) | (20,000) | 2.7% | (253,005) | | |
| Paramedic - Community Paramedic-Sal/Ben | | 365,000 | (365,000) | -100.0% | 381,708 | 285,178 | 300,222 |
| Provincial Revenue - Comm Paramedic/HISH | (365,000) | (365,000) | 0 | 0.0% | (381,708) | (285,178) | (300,222) |
| | | | | | | | |
| <u>EMERGENCY MANAGEMENT</u> | <u>179,532</u> | <u>175,153</u> | <u>4,379</u> | <u>2.5%</u> | <u>89,269</u> | <u>93,997</u> | <u>99,869</u> |
| 911 | 60,000 | 60,000 | 0 | 0.0% | 49,654 | 49,654 | 51,725 |
| Admin Charge (Paramedic Service) | 29,219 | 28,646 | 573 | 2.0% | 28,153 | 27,739 | 27,193 |
| Internal Charge - GIS Flood Mapping | 15,000 | 0 | 15,000 | | 0 | 0 | 0 |
| Emergency Management | 33,000 | 33,000 | 0 | 0.0% | 17,917 | 21,857 | 73,604 |
| Fire Services Charges | 100,000 | 100,000 | 0 | 0.0% | 107,438 | 100,332 | 107,611 |
| Purchased Service | 47,313 | 58,507 | (11,194) | -19.1% | 0 | 0 | 0 |
| Recoveries - Other | (105,000) | (105,000) | 0 | 0.0% | (113,893) | (105,585) | (160,264) |

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

| <u>CLIENT PROGRAMS & SERVICES</u> | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---------------------------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| | 1,013,827 | 1,121,944 | (108,117) | -9.6% | 801,322 | 895,447 | 804,183 |
| Salaries | 800,334 | 865,872 | (65,538) | -7.6% | 585,505 | 711,227 | 623,412 |
| Employee Benefits | 170,742 | 166,638 | 4,104 | 2.5% | 153,184 | 139,528 | 121,514 |
| Salary Allocations | 34,191 | 63,520 | (29,329) | -46.2% | 25,873 | 34,447 | 38,190 |
| Computers - Operation/Maint | 7,440 | 5,302 | 2,138 | 40.3% | 1,234 | 883 | 4,518 |
| Depreciation | 2,400 | 1,623 | 777 | 47.9% | 1,793 | 776 | 774 |
| Equipment - Replacements | 0 | 4,000 | (4,000) | -100.0% | 1,138 | 703 | 1,073 |
| Equipment Operation/Maint. | 670 | 670 | 0 | 0.0% | 113 | 390 | 137 |
| Hobby Crafts | 0 | 500 | (500) | -100.0% | 26 | 355 | 613 |
| New Horizons | 0 | | 0 | | | | 0 |
| New Horizons - Federal Subsidy | 0 | | 0 | | | | 0 |
| Office Supplies | 0 | | 0 | | 181 | (355) | 0 |
| Other - Cable TV | 0 | | 0 | | | | 2,358 |
| Purchased Services | 5,400 | 5,400 | 0 | 0.0% | 23,074 | 4,685 | 5,006 |
| Recoveries - Other | (9,950) | (9,950) | 0 | 0.0% | (3,738) | (4,790) | (9,187) |
| Recreation & Entertainment | 5,000 | 8,912 | (3,912) | -43.9% | 6,041 | 6,841 | 7,542 |
| Special Events | 0 | 11,080 | (11,080) | -100.0% | 8,487 | 1,533 | 9,007 |
| Staff Education | 0 | 0 | 0 | | 204 | 0 | 0 |
| Surplus Adjustment - Depreciation | (2,400) | (1,623) | (777) | 47.9% | (1,793) | (776) | (774) |

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|--------------------------|--------------------------|-------------------------|---------------------|-------------------------|-------------------------|-------------------------|
| <u>NURSING SERVICES</u> | <u>11,991,180</u> | <u>10,123,703</u> | <u>1,867,477</u> | <u>18.4%</u> | <u>9,377,160</u> | <u>8,992,391</u> | <u>8,096,407</u> |
| Salaries - Direct Care | 9,007,952 | 7,700,279 | 1,307,673 | 17.0% | 6,438,926 | 6,781,917 | 6,154,828 |
| Employee Benefits - Direct Care | 1,876,223 | 1,361,793 | 514,430 | 37.8% | 1,767,094 | 1,278,880 | 1,143,895 |
| Salaries - Nursing Administration | 520,441 | 511,021 | 9,420 | 1.8% | 508,429 | 468,834 | 436,292 |
| Employee Benefits - Nursing Administrati | 137,923 | 133,779 | 4,144 | 3.1% | 152,530 | 117,852 | 111,162 |
| Salary Allocation | | 0 | 0 | | | 0 | 0 |
| Computers - Operation/Maint | 33,704 | 29,295 | 4,409 | 15.1% | 19,907 | 22,159 | 26,636 |
| COVID | 0 | 0 | 0 | | 158,278 | 146,581 | |
| Depreciation | 41,400 | 39,500 | 1,900 | 4.8% | 40,569 | 44,763 | 41,931 |
| Equipment Operation/Maint. | 6,388 | 4,388 | 2,000 | 45.6% | 2,538 | 1,091 | 1,611 |
| Equipment Replacement | 7,700 | 11,600 | (3,900) | -33.6% | 1,632 | 2,220 | 13,240 |
| Furniture Replacements | | 0 | 0 | | | 0 | 0 |
| High Intensity Needs - Claims Based | 80,000 | 40,000 | 40,000 | 100.0% | 54,972 | 54,327 | 38,803 |
| High Intensity Needs -Non Claims Basec | 43,362 | 42,822 | 540 | 1.3% | 22,743 | 39,491 | 29,650 |
| High Intensity Needs - Prov Subsidy 95% | (76,000) | (38,000) | (38,000) | 100.0% | (52,224) | (51,611) | (36,863) |
| Incontinent Products (@\$1.20) | 112,500 | 90,000 | 22,500 | 25.0% | 104,704 | 100,151 | 100,569 |
| IPAC Minor Capital | 0 | | 0 | | 24,667 | | |
| IPAC Expenses | 0 | | 0 | | 115,314 | | |
| Clinical Decision Support | 0 | | 0 | | 4,551 | | |
| Fall Prevention | 18,000 | 18,000 | 0 | 0.0% | 11,923 | 8,823 | 10,137 |
| Fall Prevention - Subsidy | (18,000) | (18,000) | 0 | 0.0% | (11,923) | (8,823) | (10,137) |
| Lab Fees | 8,000 | 8,000 | 0 | 0.0% | 8,120 | 6,825 | 7,445 |
| Lab Fees - Prov Subsidy | (8,000) | (8,000) | 0 | 0.0% | (8,120) | (6,825) | (7,445) |
| Medical Director (@\$.30) | 19,710 | 19,710 | 0 | 0.0% | 19,710 | 19,764 | 19,710 |
| Medical Nursing Supplies | 92,143 | 96,493 | (4,350) | -4.5% | 66,751 | 80,909 | 85,470 |
| Memberships | 0 | 0 | 0 | | 0 | 0 | 0 |
| Misc | 1,600 | 1,600 | 0 | 0.0% | 148 | 1,339 | 2,947 |
| Phys On Call - Expenses | 19,044 | 17,100 | 1,944 | 11.4% | 18,638 | 18,000 | 18,000 |
| Phys On Call - Prov Subsidy | (19,044) | (17,100) | (1,944) | 11.4% | (18,638) | (18,000) | (17,859) |
| Purchased Services | 2,400 | 4,000 | (1,600) | -40.0% | 2,008 | 0 | 0 |
| Purchased Services - Nurse Practitioner | 0 | 24,494 | (24,494) | -100.0% | 18,781 | 0 | 15,526 |
| RAI / MDS Expenses | 95,922 | 90,429 | 5,493 | 6.1% | 94,321 | 95,280 | 92,549 |
| RAI/MDS - Prov Subsidy | 0 | 0 | 0 | | (93,948) | (94,205) | (86,864) |
| Nurse Practitioner (Salary & overhead) | 152,056 | | | | | | |
| Recovery - PROV - Nurse Practioner | (122,844) | 0 | (122,844) | | | | |
| Recoveries | 0 | 0 | 0 | | (54,672) | (72,588) | (52,895) |
| Surplus Adjustment - Depreciation | (41,400) | (39,500) | (1,900) | 4.8% | (40,569) | (44,763) | (41,931) |

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|-------------------------|-------------------------|-----------------------|---------------------|-------------------------|-------------------------|-------------------------|
| <u>FOOD SERVICES</u> | <u>2,368,451</u> | <u>2,141,458</u> | <u>226,993</u> | <u>10.6%</u> | <u>2,361,596</u> | <u>2,186,103</u> | <u>1,997,258</u> |
| Salaries | 1,309,909 | 1,255,742 | 54,167 | 4.3% | 1,250,231 | 1,291,225 | 1,167,289 |
| Employee Benefits | 327,919 | 274,862 | 53,057 | 19.3% | 383,879 | 265,578 | 238,685 |
| Salary Allocations | (34,191) | (63,520) | 29,329 | -46.2% | (61,776) | (65,963) | (68,107) |
| Depreciation | 15,360 | 14,000 | 1,360 | 9.7% | 15,181 | 12,889 | 12,210 |
| COVID | 0 | 0 | 0 | | 75,285 | 15,546 | |
| Dietary Supplies | 74,967 | 66,250 | 8,717 | 13.2% | 45,932 | 59,720 | 55,725 |
| Equipment - Operation/Maint. | 6,880 | 6,880 | 0 | 0.0% | 6,841 | 6,500 | 4,895 |
| Computers - Operation/Maint | 3,000 | 2,160 | 840 | 38.9% | 1,968 | 1,954 | 1,954 |
| Equipment - Replacements | 0 | 4,500 | (4,500) | -100.0% | 4,357 | 0 | 1,463 |
| Other Expenses | 1,350 | 1,750 | (400) | -22.9% | 1,116 | 2,255 | 1,188 |
| Professional Development | 0 | 0 | 0 | | | 809 | 0 |
| Purchased Services | 600 | 600 | 0 | 0.0% | 520 | 453 | 778 |
| Surplus Adjustment - Depreciation | (15,360) | (14,000) | (1,360) | 9.7% | (15,181) | (12,889) | (12,210) |
| Raw Food Costs | 750,250 | 648,703 | 101,547 | 15.7% | 691,602 | 634,849 | 641,938 |
| Raw Food Recoveries | (27,550) | (21,925) | (5,625) | 25.7% | (3,848) | (5,752) | (21,071) |
| Recoveries - Charge to ML - Supervisor | (19,909) | (20,174) | 265 | -1.3% | (38,254) | (21,444) | (13,028) |
| Recoveries | (27,407) | (21,503) | (5,904) | 27.5% | | (10,061) | (18,631) |
| Replacement - Dishes / Cutlery | 5,133 | 9,633 | (4,500) | -46.7% | 5,711 | 4,654 | 4,756 |
| Vending - Net | (2,500) | (2,500) | 0 | 0.0% | (1,968) | 5,780 | (576) |
| <u>HOUSEKEEPING SERVICES</u> | <u>977,754</u> | <u>955,771</u> | <u>21,983</u> | <u>2.3%</u> | <u>1,039,836</u> | <u>1,021,685</u> | <u>879,574</u> |
| Salaries | 745,563 | 730,944 | 14,619 | 2.0% | 746,753 | 798,120 | 669,120 |
| Employee Benefits | 163,260 | 147,379 | 15,881 | 10.8% | 223,938 | 157,039 | 144,350 |
| Salary Allocations | (9,339) | (9,012) | (327) | 3.6% | | 0 | 0 |
| Depreciation | 2,220 | 2,223 | (3) | -0.1% | 2,217 | 2,223 | 2,217 |
| COVID | 0 | 0 | 0 | | 1,322 | 4,216 | |
| Equipment - Operation/Maint. | 2,500 | 2,500 | 0 | 0.0% | 1,032 | 4,851 | 2,056 |
| Equipment - Replacements | 2,100 | 2,100 | 0 | 0.0% | 2,339 | 470 | 2,171 |
| Housekeeping Supplies | 73,670 | 81,860 | (8,190) | -10.0% | 67,551 | 66,585 | 72,734 |
| Surplus Adjustment - Depreciation | (2,220) | (2,223) | 3 | -0.1% | (2,217) | (2,223) | (2,217) |
| Recoveries | | 0 | 0 | | (3,099) | (9,596) | (10,857) |

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|-------------------------|-------------------------|------------------------|---------------------|-------------------------|-------------------------|-------------------------|
| <u>LAUNDRY AND LINEN SERVICES</u> | <u>440,198</u> | <u>428,314</u> | <u>11,884</u> | <u>2.8%</u> | <u>435,161</u> | <u>435,148</u> | <u>447,681</u> |
| Salaries | 309,300 | 303,235 | 6,065 | 2.0% | 290,778 | 319,557 | 331,453 |
| Employee Benefits | 85,280 | 73,712 | 11,568 | 15.7% | 95,844 | 73,059 | 76,244 |
| Salary Allocations | (3,623) | (3,486) | (137) | 3.9% | | 0 | 0 |
| Bedding Etc Replacements | 12,860 | 19,114 | (6,254) | -32.7% | 15,292 | 15,257 | 18,745 |
| Depreciation | 7,428 | 7,300 | 128 | 1.8% | 7,429 | 7,450 | 7,429 |
| COVID | 0 | 0 | 0 | | 0 | 1,734 | |
| Equipment Operation/Maint. | 13,800 | 13,800 | 0 | 0.0% | 12,721 | 5,465 | 7,893 |
| Equipment Replacements | 0 | 0 | 0 | | 0 | 65 | 0 |
| Laundry Supplies | 22,581 | 21,939 | 642 | 2.9% | 23,940 | 23,585 | 23,373 |
| Recoveries | 0 | 0 | 0 | | (3,414) | (3,574) | (10,027) |
| Surplus Adjustment - Depreciation | (7,428) | (7,300) | (128) | 1.8% | (7,429) | (7,450) | (7,429) |
| <u>BUILDINGS AND PROPERTY MAINTENANCE</u> | <u>1,152,545</u> | <u>1,179,139</u> | <u>(26,595)</u> | <u>-2.3%</u> | <u>1,164,613</u> | <u>1,217,526</u> | <u>1,069,728</u> |
| Salaries | 347,206 | 338,021 | 9,185 | 2.7% | 322,927 | 327,820 | 295,481 |
| Employee Benefits | 91,297 | 87,892 | 3,405 | 3.9% | 106,050 | 82,538 | 73,579 |
| Salary Allocations | (3,808) | (3,745) | (63) | | | 0 | 0 |
| Depreciation | 576,300 | 550,000 | 26,300 | 4.8% | 552,934 | 512,764 | 530,384 |
| COVID | 0 | 0 | 0 | | 8,825 | 46,950 | |
| Equipment - Operation/Maint. | 0 | 0 | 0 | | 0 | (500) | 600 |
| Computers - Operation/Maint | 2,900 | 2,900 | 0 | 0.0% | 1,796 | 0 | 1,629 |
| Equipment - Replacements | 32,600 | 37,600 | (5,000) | -13.3% | 19,764 | 63,122 | 32,329 |
| IPAC Minor Capital | 0 | | 0 | | 17,479 | | |
| Furniture - Replacements | 20,064 | 40,064 | (20,000) | -49.9% | 2,936 | 3,575 | 53,359 |
| Hydro | 189,625 | 185,000 | 4,625 | 2.5% | 193,716 | 209,076 | 184,355 |
| Natural Gas | 107,625 | 105,000 | 2,625 | 2.5% | 82,384 | 93,755 | 90,132 |
| Insurance | 76,625 | 62,652 | 13,972 | 22.3% | 61,424 | 54,774 | 54,278 |
| Office Expenses | 0 | 0 | 0 | | | 0 | 0 |
| Purchased Services | 186,450 | 191,933 | (5,483) | -2.9% | 225,351 | 215,435 | 172,241 |
| Special Project - Phone / Cable System | 32,000 | 32,000 | 0 | 0.0% | 29,286 | 27,269 | 31,838 |
| Recoveries - Residents (cable/phone) | (103,800) | (64,710) | (39,090) | 60.4% | (75,584) | (63,066) | (62,903) |
| Recoveries | (23,838) | (27,600) | 3,762 | -13.6% | (24,855) | (27,544) | (42,812) |
| Repairs & Maint -Bldgs & Grounds | 67,760 | 65,460 | 2,300 | 3.5% | 58,452 | 56,367 | 65,255 |
| Travel | 0 | | 0 | | 291 | | |
| Surplus Adjustment - Depreciation | (576,300) | (550,000) | (26,300) | 4.8% | (552,934) | (512,764) | (530,384) |
| Water / Wastewater | 129,839 | 126,672 | 3,167 | 2.5% | 134,371 | 127,955 | 120,367 |

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|-------------------------|-------------------------|-------------------------|----------------------|-------------------------|-------------------------|-------------------------|
| <u>GENERAL AND ADMINISTRATIVE</u> | <u>1,146,479</u> | <u>1,319,642</u> | <u>(173,163)</u> | <u>-13.1%</u> | <u>1,472,508</u> | <u>1,118,252</u> | <u>1,087,142</u> |
| Salaries | 468,565 | 502,077 | (33,512) | -6.7% | 736,976 | 566,548 | 499,266 |
| Employee Benefits | 143,473 | 147,625 | (4,152) | -2.8% | 227,947 | 152,147 | 135,533 |
| Salary Allocation | (29,195) | (27,912) | (1,283) | 4.6% | (27,544) | (26,067) | (25,154) |
| Accreditation Fees | 6,000 | 5,971 | 29 | 0.5% | 5,704 | 5,537 | 5,804 |
| Admin Charges | 123,305 | 128,528 | (5,223) | -4.1% | 123,300 | 117,969 | 110,148 |
| Advertising/Awards Dinner | 5,000 | 30,000 | (25,000) | -83.3% | 33,629 | 18,852 | 20,512 |
| Audit | 10,350 | 9,346 | 1,004 | 10.7% | 9,163 | 9,595 | 8,637 |
| Computer / Internet | 75,504 | 68,005 | 7,499 | 11.0% | 59,220 | 56,275 | 85,268 |
| Conventions | 0 | 3,000 | (3,000) | -100.0% | 1,450 | 1,867 | 2,463 |
| COVID | 0 | 0 | 0 | | 35,578 | 15,447 | |
| Depreciation | 15,600 | 14,000 | 1,600 | 11.4% | 13,780 | 16,353 | 17,672 |
| Equipment - Operation/Maint. | 11,886 | 8,549 | 3,337 | 39.0% | 10,073 | 13,765 | 10,102 |
| Equipment - Replacements | 0 | 400 | (400) | -100.0% | 246 | 0 | 0 |
| Gain / Loss from Disposal of Assets | 0 | 0 | 0 | | | 0 | 13,360 |
| Health & Safety Program | 0 | 1,100 | (1,100) | -100.0% | 702 | 717 | 1,312 |
| HR Charges | 107,451 | 101,767 | 5,684 | 5.6% | 110,503 | 109,942 | 107,349 |
| Insurance | 69,190 | 62,000 | 7,190 | 11.6% | 56,364 | 50,461 | 47,846 |
| IT Charges | 70,131 | 68,440 | 1,691 | 2.5% | 68,845 | 67,550 | 66,257 |
| Legal & Labour Contract Costs | 20,000 | 46,496 | (26,496) | -57.0% | 46,376 | 7,364 | 17,811 |
| Memberships | 17,885 | 17,885 | 0 | 0.0% | 14,961 | 14,256 | 13,368 |
| Postage / Courier | 5,374 | 5,374 | 0 | 0.0% | 5,108 | 4,734 | 4,574 |
| Office Supplies | 18,800 | 18,800 | 0 | 0.0% | 16,944 | 17,930 | 18,562 |
| Purchased Services | 42,715 | 40,857 | 1,858 | 4.5% | 566 | 1,823 | 1,208 |
| Recoveries - Other | (82,641) | (31,898) | (50,743) | 159.1% | (112,949) | (137,037) | (115,209) |
| Staff Training | 24,036 | 67,931 | (43,895) | -64.6% | 12,638 | 3,889 | 7,750 |
| Surplus Adjustment - Depreciation | (15,600) | (14,000) | (1,600) | 11.4% | (13,780) | (16,353) | (17,672) |
| Telephone | 16,650 | 15,300 | 1,350 | 8.8% | 14,163 | 14,414 | 13,990 |
| Travel | 2,000 | 10,000 | (8,000) | -80.0% | 7,410 | 13,766 | 18,642 |
| Uniform Allowance | 20,000 | 20,000 | 0 | 0.0% | 15,135 | 16,508 | 17,743 |
| BONNECHERE MANOR TOTALS | 19,090,434 | 17,269,971 | 1,820,464 | 10.5% | 16,652,196 | 15,866,552 | 14,381,973 |

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|-----------------------|-----------------------|-----------------------|---------------------|-----------------------|-----------------------|-----------------------|
| <u>NON-SUBSIDIZABLE EXPENSE</u> | <u>49,024</u> | <u>49,024</u> | <u>0</u> | <u>0.0%</u> | <u>49,024</u> | <u>169,062</u> | <u>172,791</u> |
| Loan Repayment - to General Fund | | | | | 0 | 0 | 123,767 |
| Surplus Adjustment - To Reserves | 49,024 | 49,024 | 0 | 0.0% | 49,024 | 169,062 | 49,024 |
| <u>CAPITAL</u> | <u>626,500</u> | <u>386,800</u> | <u>239,700</u> | <u>62.0%</u> | <u>670,264</u> | <u>454,357</u> | <u>446,278</u> |
| Surplus Adjustment - Capital | 626,500 | 386,800 | 239,700 | 62.0% | 670,264 | 454,357 | 446,278 |
| TOTAL EXPENDITURE | 19,765,958 | 17,705,795 | 2,060,164 | 11.6% | 17,371,484 | 16,489,971 | 15,001,042 |

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---------------------------------------|--------------------------|--------------------------|-------------------------|---------------------|--------------------------|--------------------------|-------------------------|
| <u>MUNICIPAL SUBSIDY</u> | <u>2,256,983</u> | <u>2,201,935</u> | <u>55,048</u> | <u>2.5%</u> | <u>2,148,229</u> | <u>2,095,833</u> | <u>2,044,715</u> |
| City of Pembroke - 33% | 744,805 | 726,639 | 18,166 | 2.5% | 658,002 | 641,953 | 626,296 |
| County of Renfrew - 67% | 1,512,178 | 1,475,296 | 36,882 | 2.5% | 1,490,227 | 1,453,880 | 1,418,419 |
| <u>RESIDENTS REVENUE</u> | <u>4,056,813</u> | <u>4,036,813</u> | <u>20,000</u> | <u>0.5%</u> | <u>4,072,713</u> | <u>4,058,049</u> | <u>4,072,419</u> |
| Basic Accommodation | 3,570,000 | 3,550,000 | 20,000 | 0.6% | 3,551,317 | 3,546,232 | 3,565,456 |
| Bad Debts Expense | 0 | 0 | 0 | | (3,232) | 1 | (5) |
| Preferred Accommodation | 486,813 | 486,813 | 0 | 0.0% | 448,364 | 509,200 | 494,243 |
| Preferred Accommodation HIN Claims | 0 | 0 | 0 | | 54,972 | | |
| Preferred Accommodation - Prov COVID | 0 | 0 | 0 | | 21,292 | | |
| Respite Care | 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 |
| <u>OTHER REVENUE</u> | <u>201,000</u> | <u>188,767</u> | <u>12,233</u> | <u>6.5%</u> | <u>175,353</u> | <u>152,246</u> | <u>166,838</u> |
| Donations | | | 0 | | 7,595 | 0 | 0 |
| Donations In Kind | | | 0 | | 0 | 0 | 0 |
| Interest Income | 75,000 | 45,000 | 30,000 | 66.7% | 49,944 | 38,544 | 61,372 |
| Solar Panel FIT Revenue | 126,000 | 143,767 | (17,767) | -12.4% | 117,814 | 113,702 | 105,466 |
| Transfer from Other Funds | 0 | 0 | 0 | | | 0 | 0 |
| Other | 0 | 0 | 0 | | | 0 | 0 |
| <u>PROVINCIAL SUBSIDY</u> | <u>12,553,391</u> | <u>10,891,480</u> | <u>1,661,911</u> | <u>15.3%</u> | <u>10,731,399</u> | <u>10,834,209</u> | <u>8,921,638</u> |
| Operating Subsidy | 9,427,491 | 9,293,031 | 134,460 | 1.4% | 9,417,447 | 9,101,409 | 8,921,638 |
| Prov - One Time | 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 |
| Recovery - Basic Rev Advance | 0 | 0 | 0 | | (67,154) | | |
| Recovery - IPAC personnel | 45,724 | | 45,724 | | | | |
| Allied Health Professional Supplement | 284,920 | 244,226 | 40,694 | 16.7% | 0 | 0 | |
| Professional Growth Fund | 24,036 | 57,931 | (33,895) | -58.5% | 0 | 0 | |
| PSW Premium | 611,614 | 0 | 611,614 | | | | |
| Nursing Staff Supplement | 2,159,606 | 1,296,292 | 863,314 | 66.6% | 0 | 0 | |
| <u>SURPLUS ADJUSTMENT</u> | <u>697,772</u> | <u>386,800</u> | <u>310,972</u> | <u>80.4%</u> | <u>386,607</u> | <u>454,357</u> | <u>446,278</u> |
| Surplus Adjustment - From Reserves | 697,772 | 386,800 | 310,972 | 80.4% | 386,607 | 454,357 | 446,278 |
| GRAND TOTAL REVENUES | 19,765,959 | 17,705,795 | 2,060,164 | 11.6% | 17,514,301 | 17,594,694 | 15,651,888 |
| Municipal Surplus / (Deficit) | 0 | (0) | 0 | 0.0% | 142,817 | 1,104,723 | 650,846 |

**COUNTY OF RENFREW
2023 Budget
Miramichi Lodge**

| | <u>2023 Budget - Baseline</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|-----------------------------------|-----------------------|-------------------------|----------------------|-----------------------|-----------------------|-----------------------|
| <u>CLIENT PROGRAMS & SERVICES</u> | <u>874,247</u> | <u>981,208</u> | <u>(106,961)</u> | <u>-10.9%</u> | <u>801,355</u> | <u>831,338</u> | <u>743,846</u> |
| Salaries | 600,083 | 688,822 | (88,739) | -12.9% | 543,767 | 602,109 | 482,552 |
| Employee Benefits | 140,723 | 142,380 | (1,657) | -1.2% | 120,516 | 110,253 | 86,397 |
| Salary Allocations | 62,443 | 76,145 | (13,702) | -18.0% | 75,320 | 70,764 | 69,892 |
| Computers Operation/Maint. | 1,645 | 1,645 | 0 | 0.0% | 366 | 7,212 | 2,591 |
| COVID | 0 | 0 | 0 | | 4,100 | 1,271 | |
| Depreciation | 3,792 | 3,792 | 0 | 0.0% | 3,782 | 3,792 | 2,139 |
| Equipment - Replacements | 3,075 | 3,075 | 0 | 0.0% | 621 | 1,477 | 2,297 |
| Equipment Operation/Maint. | 2,460 | 2,460 | 0 | 0.0% | 1,359 | 324 | 3,236 |
| Hobby Crafts | 5,125 | 5,125 | 0 | 0.0% | 4,335 | 3,541 | 3,418 |
| Purchased Service - Physio | 53,693 | 48,807 | 4,886 | 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 | 10,507 | (5,507) | -52.4% | 9,762 | 7,875 | 11,815 |
| Special Events | 0 | 2,242 | (2,242) | -100.0% | 1,692 | 474 | 3,437 |
| Surplus Adjustment - Depreciation | (3,792) | (3,792) | 0 | 0.0% | (3,782) | (3,792) | (2,139) |

**COUNTY OF RENFREW
2023 Budget
Miramichi Lodge**

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

**COUNTY OF RENFREW
2023 Budget
Miramichi Lodge**

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

**COUNTY OF RENFREW
2023 Budget
Miramichi Lodge**

| | <u>2023 Budget - Baseline</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|-----------------------------------|-------------------------|------------------------|---------------------|-------------------------|-----------------------|-------------------------|
| <u>LAUNDRY AND LINEN SERVICES</u> | <u>289,102</u> | <u>299,707</u> | <u>(10,605)</u> | <u>-3.5%</u> | <u>297,731</u> | <u>318,553</u> | <u>274,794</u> |
| Salaries | 208,962 | 204,866 | 4,096 | 2.0% | 206,063 | 239,170 | 203,125 |
| Employee Benefits | 36,360 | 45,071 | (8,711) | -19.3% | 48,105 | 49,004 | 40,385 |
| Depreciation | 1,500 | 1,500 | 0 | 0.0% | 1,461 | 109 | 4,561 |
| COVID | 0 | 0 | 0 | | 10,427 | 1,149 | |
| Equipment - Operation/Maint. | 2,500 | 2,500 | 0 | 0.0% | 1,228 | 535 | 1,463 |
| Equipment - Replacements | 2,500 | 2,500 | 0 | 0.0% | 322 | | |
| Laundry Supplies | 23,690 | 23,000 | 690 | 3.0% | 19,770 | 16,513 | 20,144 |
| Recoveries | 0 | 0 | 0 | | (3,050) | (2,225) | (1,958) |
| Replacement - Bedding | 15,090 | 21,770 | (6,680) | -30.7% | 14,866 | 14,407 | 11,635 |
| Surplus Adjustment - Depreciation | (1,500) | (1,500) | 0 | 0.0% | (1,461) | (109) | (4,561) |
| <u>BUILDINGS AND PROPERTY OPERATION & MAINTENANCE</u> | <u>1,184,736</u> | <u>1,069,330</u> | <u>115,406</u> | <u>10.8%</u> | <u>1,087,964</u> | <u>999,143</u> | <u>1,007,941</u> |
| Salaries | 266,836 | 249,506 | 17,330 | 6.9% | 247,649 | 258,837 | 241,335 |
| Employee Benefits | 74,032 | 72,105 | 1,927 | 2.7% | 71,854 | 66,185 | 55,115 |
| Depreciation | 795,000 | 795,000 | 0 | 0.0% | 742,116 | 729,724 | 713,740 |
| COVID | 0 | 0 | 0 | | 63,701 | 16,517 | |
| Computers - Operation/Maint. | 6,562 | 900 | 5,662 | 629.1% | 1,235 | 685 | 2,219 |
| Equipment - Replacements | 60,000 | 60,000 | 0 | 0.0% | 49,095 | 46,766 | 70,320 |
| Furniture - Replacements | 40,380 | 40,380 | 0 | 0.0% | 17,878 | 5,690 | 27,190 |
| Insurance | 83,273 | 69,096 | 14,177 | 20.5% | 67,741 | 65,830 | 65,233 |
| Hydro | 200,000 | 185,000 | 15,000 | 8.1% | 204,282 | 193,842 | 189,288 |
| Natural Gas | 75,000 | 70,000 | 5,000 | 7.1% | 61,846 | 69,984 | 68,298 |
| Purchased Services | 283,000 | 215,790 | 67,210 | 31.1% | 233,004 | 216,160 | 195,331 |
| Resident - Cable/Phone | 23,500 | 20,000 | 3,500 | 17.5% | 22,587 | 22,587 | 21,208 |
| Resident - Cable/Phone Recoveries | (83,700) | (50,000) | (33,700) | 67.4% | (67,432) | (59,522) | (56,872) |
| Recoveries | 0 | (3,900) | 3,900 | -100.0% | (15,568) | (16,634) | (29,441) |
| Repairs & Maint-Bldgs & Grounds | 98,853 | 87,953 | 10,900 | 12.4% | 70,630 | 59,668 | 115,351 |
| IPAC Minor Capital | 0 | | 0 | | 2,538 | | |
| Surplus Adjustment - Depreciation | (795,000) | (795,000) | 0 | 0.0% | (742,116) | (729,724) | (713,740) |
| Water / Wastewater | 57,000 | 52,500 | 4,500 | 8.6% | 56,924 | 52,548 | 43,366 |

**COUNTY OF RENFREW
2023 Budget
Miramichi Lodge**

| | <u>2023 Budget - Baseline</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|------------------------------------|-----------------------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| GENERAL AND ADMINISTRATIVE | 1,170,446 | 1,153,751 | 16,696 | 1.4% | 1,506,583 | 1,110,394 | 1,090,347 |
| Salaries | 423,732 | 396,214 | 27,518 | 6.9% | 646,743 | 400,461 | 344,472 |
| Employee Benefits | 142,566 | 130,943 | 11,623 | 8.9% | 147,984 | 109,938 | 99,471 |
| Salary Allocations | 0 | 0 | 0 | | | (11,501) | (11,501) |
| Accreditation | 5,971 | 5,971 | 0 | 0.0% | 5,633 | 5,463 | 5,443 |
| Admin Charges | 123,128 | 128,333 | (5,205) | -4.1% | 123,111 | 117,791 | 109,974 |
| Advertising & Awards | 5,000 | 20,000 | (15,000) | -75.0% | 23,239 | 16,073 | 15,224 |
| Audit | 10,350 | 9,346 | 1,004 | 10.7% | 9,163 | 9,595 | 8,637 |
| Computer - Internet | 70,400 | 46,449 | 23,951 | 51.6% | 42,270 | 38,545 | 112,977 |
| Conventions | 0 | 3,000 | (3,000) | -100.0% | 1,847 | 708 | 3,369 |
| Depreciation | 24,000 | 24,000 | 0 | 0.0% | 24,443 | 21,597 | 23,810 |
| COVID | 0 | 0 | 0 | | 21,597 | 9,903 | |
| Equipment - Replacements | 0 | 0 | 0 | | | 0 | 0 |
| Equipment-Operation/Maint. | 10,392 | 10,392 | 0 | 0.0% | 5,742 | 10,027 | 6,416 |
| Gain / Loss from Disposal of Asset | 0 | 0 | 0 | | | 0 | 0 |
| Health & Safety Program | 1,000 | 1,000 | 0 | 0.0% | 1,623 | 750 | 798 |
| HR Charges | 106,243 | 101,623 | 4,620 | 4.5% | 109,260 | 108,706 | 106,142 |
| Insurance | 71,046 | 62,648 | 8,398 | 13.4% | 56,953 | 46,788 | 44,359 |
| IT Charges | 70,131 | 68,440 | 1,691 | 2.5% | 68,845 | 67,550 | 66,257 |
| Legal & Labour Contract Costs | 50,000 | 50,000 | 0 | 0.0% | 136,622 | 60,048 | 52,580 |
| Memberships | 16,770 | 16,770 | 0 | 0.0% | 16,649 | 16,391 | 15,132 |
| Postage | 6,500 | 6,500 | 0 | 0.0% | 6,994 | 7,861 | 6,792 |
| Office Supplies | 16,908 | 16,908 | 0 | 0.0% | 16,093 | 16,114 | 17,532 |
| Staff Training | 22,164 | 63,425 | (41,261) | -65.1% | 6,987 | 10,265 | 31,454 |
| Purchased Services | 54,641 | 31,898 | 22,743 | 71.3% | 64,585 | 76,744 | 74,007 |
| Recovery - BM | (40,996) | (40,857) | (139) | 0.3% | | 0 | |
| Recoveries | (35,000) | (5,000) | (30,000) | 600.0% | (37,545) | (42,550) | (50,893) |
| Surplus Adjustment - Depreciation | (24,000) | (24,000) | 0 | 0.0% | (24,443) | (21,597) | (23,810) |
| Telephone | 15,000 | 12,247 | 2,753 | 22.5% | 15,449 | 14,775 | 12,790 |
| Travel | 8,000 | 1,000 | 7,000 | 700.0% | 2,304 | 4,326 | 3,505 |
| Uniform Allowance | 16,500 | 16,500 | 0 | 0.0% | 14,435 | 15,623 | 15,410 |
| MIRAMICHI LODGE TOTALS | 17,869,041 | 16,030,127 | 1,838,914 | 11.5% | 15,795,760 | 15,313,063 | 13,796,295 |

**COUNTY OF RENFREW
2023 Budget
Miramichi Lodge**

| | <u>2023 Budget - Baseline</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|-----------------------------------|-----------------------|-------------------------|----------------------|-----------------------|-----------------------|-----------------------|
| <u>NON-SUBSIDIZABLE EXPENSE</u> | <u>627,096</u> | <u>727,424</u> | <u>(100,328)</u> | <u>-13.8%</u> | <u>622,511</u> | <u>772,989</u> | <u>620,590</u> |
| Seniors Housing Strategy | | | 0 | | 2,656 | 26,173 | 0 |
| Transfer to BM | | | 0 | | | | 0 |
| Valley Manor Capital | | | 0 | | | | 0 |
| Surplus Adjustment - Trf To Reserves | | 100,614 | (100,614) | -100.0% | | 126,583 | 0 |
| Surplus Adjustment - Principal | 627,096 | 552,938 | 74,158 | 13.4% | 508,560 | 480,972 | 454,880 |
| Debenture Payment Interest Only (2024) | | 73,872 | (73,872) | -100.0% | 111,295 | 139,261 | 165,710 |
| <u>EQUIPMENT ACQUISITIONS</u> | <u>703,600</u> | <u>585,760</u> | <u>117,840</u> | <u>20.1%</u> | <u>298,495</u> | <u>390,364</u> | <u>477,895</u> |
| Surplus Adjustment - Capital | 703,600 | 585,760 | 117,840 | 20.1% | 298,495 | 390,364 | 477,895 |
| GRAND TOTAL EXPENDITURE | 19,199,737 | 17,343,311 | 1,856,426 | 10.7% | 16,716,766 | 16,476,416 | 14,894,780 |

**COUNTY OF RENFREW
2023 Budget
Miramichi Lodge**

| | <u>2023 Budget - Baseline</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|-----------------------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| MUNICIPAL SUBSIDY | 1,889,293 | 1,843,213 | 46,080 | 2.5% | 1,798,257 | 1,754,398 | 1,662,826 |
| City of Pembroke - 33% | 623,467 | 608,260 | 15,207 | 2.5% | 550,806 | 537,372 | 509,324 |
| County of Renfrew - 67% | 1,265,826 | 1,234,953 | 30,873 | 2.5% | 1,247,451 | 1,217,026 | 1,153,502 |
| REVENUE - MIRAMICHI LODGE | 4,064,219 | 4,061,689 | 2,530 | 0.1% | 4,153,939 | 4,228,465 | 4,255,857 |
| Basic Accommodation | 3,273,000 | 3,267,976 | 5,024 | 0.2% | 3,264,831 | 3,324,344 | 3,351,361 |
| Bad Debt (Expense) / Recovery | 0 | 0 | 0 | | | 825 | 523 |
| Estate Recoveries - Municipal | 0 | 0 | 0 | | | 0 | 0 |
| Estate Recoveries - Provincial | 0 | 0 | 0 | | | 0 | 0 |
| Preferred Accommodation | 791,219 | 793,713 | (2,494) | -0.3% | 789,066 | 898,226 | 886,734 |
| Preferred Accommodation HIN Claims | 0 | 0 | 0 | | 27,040 | | |
| Preferred Accommodation - Prov COVID Reimb | 0 | 0 | 0 | | 73,002 | | |
| Respite Care | 0 | 0 | 0 | | | 5,070 | 17,239 |
| OTHER REVENUE | 49,800 | 30,000 | 19,800 | 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 | 30,000 | 19,800 | 66.0% | 30,775 | 24,329 | 43,387 |
| Federal - Revenue | 0 | 0 | 0 | | | 0 | 24,209 |
| PROVINCIAL SUBSIDY | 12,492,825 | 10,822,649 | 1,670,176 | 15.4% | 10,565,389 | 10,379,630 | 8,818,943 |
| Operating Subsidy | 9,025,572 | 8,721,417 | 304,155 | 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 | 225,230 | 37,529 | 16.7% | | | |
| Professional Growth Fund | 22,164 | 53,425 | (31,261) | -58.5% | 6,987 | | |
| Nursing Staff Supplement | 1,991,636 | 1,195,469 | 796,168 | 66.6% | | | |
| PSW Premium | 521,429 | | 521,429 | | | | |
| RPN Subsidy | 0 | 0 | 0 | | | | 0 |
| ICIP | 0 | 0 | 0 | | 10,685 | | |
| IPAC personnel | 42,168 | | | | | | |
| IPAC | 0 | 0 | 0 | | 89,755 | | |
| Capital Facility Subsidy (2024) | 627,096 | 627,107 | (11) | 0.0% | 627,096 | 628,814 | 627,096 |
| SURPLUS ADJUSTMENT - From Reserves | 703,600 | 585,760 | 117,840 | 20.1% | 192,714 | 390,364 | 477,895 |
| Surplus Adjustment - Temp Loan | | | 0 | | | | |
| Surplus Adjustment - Trf From Reserves | 703,600 | 585,760 | 117,840 | 20.1% | 192,714 | 390,364 | 477,895 |
| GRAND TOTAL REVENUES | 19,199,737 | 17,343,311 | 1,856,426 | 10.7% | 16,741,074 | 16,777,186 | 15,312,954 |
| Municipal Surplus / (Deficit) | (0) | (0) | (0) | 0.0% | 24,308 | 300,770 | 418,174 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|-------------------------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| ONTARIO WORKS | 1,347,203 | 1,338,041 | 9,162 | 0.7% | 1,004,047 | 1,041,306 | 1,034,715 |
| CHILD CARE | 448,793 | 526,437 | (77,644) | -14.7% | 513,596 | 461,869 | 468,131 |
| COMMUNITY HOUSING | 5,183,055 | 5,035,116 | 147,939 | 2.9% | 4,944,870 | 4,801,896 | 5,007,655 |
| Community Services Committee | 6,979,051 | 6,899,594 | 79,457 | 1.2% | 6,462,513 | 6,305,071 | 6,510,501 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|-------------------------|-------------------------|------------------------|----------------------|-------------------------|-------------------------|-------------------------|
| ONTARIO WORKS | <u>1,347,203</u> | <u>1,338,041</u> | <u>9,162</u> | <u>0.7%</u> | <u>1,004,047</u> | <u>1,041,306</u> | <u>1,034,715</u> |
| Social Assistance - Admin | 4,101,566 | 4,149,611 | (48,045) | -1.2% | 3,748,666 | 3,929,601 | 3,972,272 |
| Social Assistance - Benefits | 12,628,330 | 12,652,000 | (23,670) | -0.2% | 9,293,504 | 11,007,906 | 11,722,980 |
| Low Income Energy Assist | 5,000 | 5,000 | 0 | 0.0% | 5,043 | 5,000 | 5,000 |
| Depreciation | 9,500 | 12,000 | (2,500) | -20.8% | 11,531 | 19,025 | 22,881 |
| Provincial Subsidy - Social Assistance Admin | (2,275,400) | (2,406,500) | 131,100 | -5.4% | (2,408,501) | (2,537,393) | (2,544,079) |
| Provincial Subsidy - Social Assistance - Benefits | (12,620,000) | (12,620,000) | 0 | 0.0% | (9,287,148) | (10,998,290) | (11,719,902) |
| Revenue - Other | (5,000) | (5,000) | 0 | 0.0% | (5,043) | (5,000) | (5,000) |
| Surplus Adjustment - Capital | | | 0 | | 0 | | 9,487 |
| Surplus Adjustment - Trf From Reserves | | | 0 | | 0 | | 0 |
| Surplus Adjustment - Depreciation | (9,500) | (12,000) | 2,500 | -20.8% | (11,531) | (19,025) | (22,881) |
| Municipal Contribution - City of Pembroke | (487,293) | (437,070) | (50,223) | 11.5% | (342,474) | (360,518) | (406,043) |
| CHILD CARE | <u>448,793</u> | <u>526,437</u> | <u>(77,644)</u> | <u>-14.7%</u> | <u>513,596</u> | <u>461,869</u> | <u>468,131</u> |
| Administration | 183,694 | 165,552 | 18,142 | 11.0% | 369,516 | 565,852 | 517,654 |
| Fee Subsidy | 0 | 0 | 0 | | 2,018,956 | 1,471,694 | 3,111,804 |
| General Operating | 314,965 | 419,963 | (104,998) | -25.0% | 3,986,144 | 1,723,968 | 1,431,395 |
| OW Child Care | 0 | 0 | 0 | | 4,875 | 23,735 | 88,308 |
| Family Support | 0 | 0 | 0 | | 0 | 0 | 0 |
| Healthy Kids | 0 | 0 | 0 | | 0 | 0 | 0 |
| Special Needs Resourcing | 0 | 0 | 0 | | 827,643 | 616,318 | 839,572 |
| Depreciation | 0 | 0 | 0 | | 0 | 0 | 0 |
| Special Purpose | 0 | 0 | 0 | | 2,797,406 | 1,831,779 | 1,708,015 |
| Pay Equity | 0 | 0 | 0 | | 122,957 | 71,725 | 122,957 |
| Licenced Family Home Day Care | 0 | 0 | 0 | | 252,776 | 227,869 | 352,132 |
| Rev-Licenced Family Home Day Care | 0 | 0 | 0 | | (252,776) | (227,869) | (352,132) |
| Early Years Centres | 0 | 0 | 0 | | 1,494,362 | 1,551,127 | 1,520,281 |
| Expansion Plan | 0 | 0 | 0 | | 0 | 559,483 | 1,586,183 |
| Provincial Subsidy | 0 | 0 | 0 | | (11,050,625) | (7,901,642) | (10,404,673) |
| Surplus Adjustment - Depreciation | 0 | | 0 | | 0 | 0 | 0 |
| Surplus Adjustment - Trf To Reserves | 0 | | 0 | | 0 | 0 | 0 |
| Municipal Contribution - City of Pembroke | (49,866) | (59,078) | 9,212 | -15.6% | (57,638) | (52,170) | (53,365) |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|-------------------------|-------------------------|-----------------------|--------------------|-------------------------|-------------------------|-------------------------|
| <u>COMMUNITY HOUSING</u> | <u>5,183,055</u> | <u>5,035,116</u> | <u>147,939</u> | <u>2.9%</u> | <u>4,944,870</u> | <u>4,801,896</u> | <u>5,007,655</u> |
| Admin Charges | 211,105 | 205,847 | 5,258 | 2.6% | 134,920 | 130,437 | 124,244 |
| Tax Rebate (Eganville, Arn, Pet) | 12,500 | 12,000 | 500 | 4.2% | 12,411 | 11,494 | 11,086 |
| HR Charges | 79,080 | 74,895 | 4,185 | 5.6% | 81,325 | 80,913 | 79,003 |
| IT Charges | 35,622 | 33,183 | 2,439 | 7.4% | 34,490 | 33,812 | 33,161 |
| Non Profit Housing | 1,336,574 | 1,300,000 | 36,574 | 2.8% | 1,254,097 | 1,206,536 | 1,552,831 |
| Office Supplies | 1,000 | 1,000 | 0 | 0.0% | 2,779 | 1,160 | 917 |
| COVID | | 0 | | | 2,725,866 | 1,131,264 | |
| RCHC - Transfer - Base | 5,464,565 | 5,332,258 | 132,307 | 2.5% | 5,474,518 | 5,373,006 | 5,261,499 |
| RCHC - Transfer - Capital/Other | 62,308 | 0 | 62,308 | | 0 | 695,566 | 1,016,336 |
| RCHC - Transfer - CHPI | 0 | 1,447,608 | (1,447,608) | -100.0% | 1,191,478 | 1,693,333 | 921,392 |
| RCHC - Transfer - IAH | 68,000 | 68,000 | 0 | 0.0% | 0 | 253,025 | 803,553 |
| RCHC - Transfer - COCHI | 574,180 | 577,509 | (3,329) | -0.6% | 85,336 | | 0 |
| RCHC - Transfer - OPHI | 601,100 | 615,650 | (14,550) | -2.4% | 651,399 | 207,537 | 26,421 |
| RCHC - Transfer - SDV - PHB | 0 | 0 | 0 | | 0 | 500 | 9,352 |
| RCHC - Transfer - SHIP | 0 | 0 | 0 | | 0 | | 0 |
| RCHC - Transfer - Strong Communities | 0 | 140,086 | (140,086) | -100.0% | 140,086 | 140,086 | 140,086 |
| RCHC - Transfer - HPP | 1,785,700 | 0 | 1,785,700 | | | | |
| RCHC - Transfer - SSRF | 2,000,000 | 0 | 2,000,000 | | 0 | 621,069 | |
| Special Projects - Petawawa IAH | 0 | 0 | 0 | | 101,247 | | 0 |
| Revenue - Province - Petawawa IAH | 0 | 0 | 0 | | 0 | | 0 |
| Special Projects - SIF | 0 | 0 | 0 | | 0 | | 241,401 |
| Revenue - Province - SIF | 0 | 0 | 0 | | 0 | | (241,401) |
| Revenue - Federal (Provincial) - Public Housing | (1,234,012) | (1,108,410) | (125,602) | 11.3% | (1,202,680) | (1,259,793) | (1,234,312) |
| Revenue - Outside | (235,000) | (235,000) | 0 | 0.0% | (240,272) | (234,109) | (228,281) |
| Revenue - Province - CHPI | 0 | (1,447,608) | 1,447,608 | -100.0% | (1,191,478) | (1,693,333) | (921,392) |
| Revenue - Province - IAH | (68,000) | (68,000) | 0 | 0.0% | (101,247) | (253,025) | (803,553) |
| Revenue - Province - COCHI | (574,180) | (577,509) | 3,329 | -0.6% | (85,336) | | 0 |
| Revenue - Province - OPHI | (601,100) | (615,650) | 14,550 | -2.4% | (651,399) | (207,537) | (26,421) |
| Revenue - Province - SDV - PHB | 0 | 0 | 0 | | 0 | (500) | (9,352) |
| Revenue - Province - SRF | 0 | 0 | 0 | | (126,479) | | |
| Revenue - Province - HPP | (1,785,700) | 0 | | | | | |
| Revenue - Province - SSRF | (2,000,000) | 0 | | | (2,599,386) | (1,752,333) | |
| Revenue - Province - SHIP | 0 | 0 | 0 | | 0 | | 0 |
| Revenue - Province - Strong Communities | 0 | (140,086) | 140,086 | -100.0% | (140,086) | (140,086) | (140,086) |
| Surplus Adjustment - Trf From Reserves | 0 | 0 | 0 | | (52,038) | (624,973) | (937,359) |
| Travel | 2,000 | 2,000 | 0 | 0.0% | 249 | 832 | 3,380 |
| Municipal Contribution - Pembroke- Capital/Other | (6,230) | | (6,230) | | 0 | (542,392) | (104,002) |
| Municipal Contribution - City of Pembroke | (546,457) | (582,657) | 36,200 | -6.2% | (554,930) | (70,593) | (570,848) |

**Renfrew County Housing Corporation
2023 Budget**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|-------------------------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| 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 | 38,000 | 37,000 | 97.4% | 47,368 | 49,790 | 68,783 |
| Miscellaneous Revenue | 65,000 | 65,000 | 0 | 0.0% | 63,889 | 65,038 | 125,545 |
| Prov/Federal Subsidy | 0 | 0 | 0 | | | | 0 |
| Provincial Subsidy - Debentures | 474,077 | 619,986 | (145,909) | -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 | 1,482,665 | (278,465) | -18.8% | 1,250,894 | | 118,368 |
| Tenant Revenue | 4,800,000 | 4,554,019 | 245,981 | 5.4% | 4,530,193 | 4,714,512 | 4,519,355 |
| County Transfer - Base | 5,464,565 | 5,332,258 | 132,307 | 2.5% | 5,474,518 | 5,373,006 | 5,261,499 |
| County Transfer - Capital/Other | 62,308 | | 62,308 | | | 695,566 | 1,016,336 |
| County Transfer - COVID | 2,000,000 | | 2,000,000 | | 1,444,966 | | |
| County Transfer - CHPI | 0 | 1,324,561 | (1,324,561) | -100.0% | 1,160,716 | 1,585,281 | 795,751 |
| County Transfer - CHPI Admin | 0 | 123,047 | (123,047) | -100.0% | 30,762 | 108,053 | 125,641 |
| County Transfer - COCHI | 546,000 | 519,758 | 26,242 | 5.0% | 71,137 | 119,034 | 0 |
| County Transfer - COCHI Admin | 28,709 | 57,751 | (29,042) | -50.3% | 14,198 | 16,990 | 0 |
| County Transfer - OPHI | 571,045 | 554,085 | 16,960 | 3.1% | 624,929 | 158,637 | 26,421 |
| County Transfer - OPHI Admin | 30,055 | 61,565 | (31,510) | -51.2% | 26,470 | 48,901 | 0 |
| County Transfer - COHB | 0 | 0 | 0 | | 2,932 | 25,158 | |
| County Transfer - COHB admin | 3,000 | 0 | 3,000 | | 3,000 | 10,000 | |
| County Transfer - HPP | 1,651,773 | 0 | | | | | |
| County Transfer - HPP admin | 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 | | | 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 Communiti | 0 | 140,086 | (140,086) | -100.0% | 140,086 | 140,086 | 140,086 |
| Total Revenues | 17,177,659 | 14,940,781 | 2,236,878 | 15.0% | 15,643,739 | 16,189,030 | 14,205,890 |

**Renfrew County Housing Corporation
2023 Budget**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---------------------------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| Salaries | 1,934,981 | 1,849,129 | 85,852 | 4.6% | 1,777,325 | 1,812,113 | 1,843,655 |
| Benefits | 529,213 | 430,576 | 98,637 | 22.9% | 412,889 | 409,795 | 393,382 |
| Administration | 1,407,926 | 1,276,843 | 131,083 | 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 | 967,995 | 24,200 | 2.5% | 859,230 | 885,472 | 906,342 |
| Building - Repairs & Maintenance | 485,327 | 441,206 | 44,121 | 10.0% | 614,739 | 419,092 | 437,475 |
| Building - Natural Gas | 206,384 | 201,350 | 5,034 | 2.5% | 177,440 | 167,563 | 184,840 |
| Building - Heating & Plumbing | 142,325 | 129,386 | 12,939 | 10.0% | 56,976 | 126,449 | 96,195 |
| Building - Taxes | 1,787,287 | 1,743,695 | 43,592 | 2.5% | 1,677,897 | 1,636,178 | 1,572,530 |
| Building - Water | 791,921 | 772,606 | 19,315 | 2.5% | 806,337 | 790,343 | 718,505 |
| Building - Elevator | 68,163 | 66,500 | 1,663 | 2.5% | 52,776 | 49,321 | 43,764 |
| Building - Painting | 246,913 | 240,891 | 6,022 | 2.5% | 130,976 | 113,885 | 147,742 |
| Building - Garbage Removal | 78,572 | 76,656 | 1,916 | 2.5% | 71,855 | 67,643 | 60,525 |
| Building - Snow Removal | 440,000 | 400,000 | 40,000 | 10.0% | 257,331 | 215,248 | 232,579 |
| Building - Grounds Keeping | 72,509 | 69,056 | 3,453 | 5.0% | 62,139 | 87,887 | 47,374 |
| Building - Repairs - non TCA | 713,000 | 686,640 | 26,360 | 3.8% | 506,034 | 530,104 | 582,017 |
| Financial - Depreciation | 1,200,000 | 1,256,647 | (56,647) | -4.5% | 1,184,025 | 1,098,916 | 1,038,500 |
| Financial - Rent Waiver | 150,000 | 200,000 | (50,000) | -25.0% | 145,686 | 284,493 | 239,880 |
| Financial - Mortgage Interest | 491,429 | 646,515 | (155,086) | -24.0% | 716,736 | 874,904 | 1,048,272 |
| Financial - Rent Supplement | 290,761 | 290,761 | 0 | 0.0% | 264,628 | 251,125 | 225,960 |
| Financial - Rent Supplement - Strong | 0 | 140,086 | (140,086) | -100.0% | 130,557 | 143,978 | 137,653 |
| Financial - CHPI | 0 | 1,324,561 | (1,324,561) | -100.0% | 1,160,716 | 1,585,281 | 795,751 |
| Financial - Can Ont Community Hou | 0 | 519,758 | (519,758) | -100.0% | 158,532 | 31,640 | 0 |
| Financial - Ontario Priorities Housin | 321,045 | 554,085 | (233,040) | -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 Renovate | 0 | 0 | 0 | | 42,497 | 178,711 | 873,699 |
| Financial - HPP | 1,551,773 | 0 | 1,551,773 | | | | |
| COHB | 0 | 0 | 0 | | 2,932 | 25,158 | |
| Financial - IAH HADD | 68,000 | 68,000 | 0 | 0.0% | 58,750 | 68,000 | 66,000 |
| Surplus Adjustment - To Reserves | 0 | 0 | 0 | | | | 0 |
| Surplus Adjustment - TCA Capital fu | 0 | 0 | 0 | | (723,838) | | |
| Surplus Adjustment - TCA Capital | 4,100,200 | 1,482,665 | 2,617,535 | 176.5% | 1,974,733 | 1,211,197 | 1,134,704 |
| Surplus Adjustment - Depreciation | (1,200,000) | (1,256,647) | 56,647 | -4.5% | (1,184,025) | (1,098,916) | (1,038,500) |
| Surplus Adjustment - Principal | 307,736 | 361,821 | (54,085) | -14.9% | 366,121 | 396,746 | 238,572 |
| Total Expenditures | 17,177,659 | 14,940,781 | 2,236,878 | 15.0% | 14,848,162 | 14,120,371 | 13,249,083 |
| Municipal Surplus / (Deficit) | (0) | 0 | (0) | | 795,577 | 2,068,659 | 956,807 |

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

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---------------------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| EQUIPMENT | 20,000 | 20,000 | 0 | 0.0% | 10,559 | 1,980 | 28,264 |
| Local Systems Support | 20,000 | 20,000 | 0 | 0.0% | 10,559 | 1,980 | 28,264 |
| SALARIES | 241,241 | 214,541 | 26,700 | 12.4% | 208,908 | 184,934 | 188,950 |
| BENEFITS | 84,159 | 75,171 | 8,988 | 12.0% | 70,940 | 53,575 | 53,436 |
| ADMIN CHARGE finance | 124,758 | 129,629 | (4,871) | -3.8% | 123,490 | 118,576 | 107,648 |
| ADMIN CHARGE council/property | 81,300 | 79,700 | 1,600 | 2.0% | 71,133 | 83,454 | 88,767 |
| HUMAN RESOURCES | 53,122 | 50,312 | 2,810 | 5.6% | 54,630 | 54,352 | 53,070 |
| IT CHARGE | 70,131 | 68,440 | 1,691 | 2.5% | 68,845 | 67,550 | 66,257 |
| Computer Supply/Expense | 3,500 | 3,500 | 0 | 0.0% | 4,301 | 1,496 | |
| STAFF TRAINING | 10,000 | 25,000 | (15,000) | -60.0% | 14,185 | 23,612 | 15,889 |
| RECRUITMENT | 0 | 2,000 | (2,000) | -100.0% | 1,074 | 0 | 0 |
| TRAVEL | 5,000 | 5,000 | 0 | 0.0% | 1,505 | 1,137 | 13,067 |
| OFFICE SUPPLIES | 1,000 | 1,000 | 0 | 0.0% | 278 | 1,725 | 2,010 |
| PHOTOCOPY EXP. | 0 | 1,000 | (1,000) | -100.0% | 813 | 1,157 | 988 |
| POSTAGE | 0 | 200 | (200) | -100.0% | 64 | 95 | 129 |
| CELL TELEPHONE/PAGER | 1,000 | 1,200 | (200) | -16.7% | 1,104 | 894 | 629 |
| COVID | 0 | 0 | 0 | | 2,001 | 38,785 | |
| HEALTH & SAFETY | 0 | 0 | 0 | | | 0 | 0 |
| TELEPHONE | 1,500 | 2,000 | (500) | -25.0% | 1,579 | 1,813 | 1,855 |
| COMMUNICATION FEES | 40,000 | 40,000 | 0 | 0.0% | 33,508 | 36,735 | 30,577 |
| OFFICE EQUIPMENT/MAINTENANCE | 0 | 500 | (500) | -100.0% | | | 0 |
| LEGAL COSTS | 5,000 | 5,000 | 0 | 0.0% | 267 | 259 | 252 |
| SPECIAL PROJECTS- TRANSITION | 0 | | 0 | | | | 0 |
| MEMBERSHIP FEES | 3,000 | 5,000 | (2,000) | -40.0% | 3,452 | 7,396 | 7,034 |
| INSURANCE | 11,510 | 10,149 | 1,362 | 13.4% | 9,226 | 7,580 | 7,220 |
| MANDATORY DENTAL ADMINISTRATION | 8,000 | 8,000 | 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 | 12,000 | (2,500) | -20.8% | 11,531 | 19,025 | 22,881 |
| SURPLUS ADJ - DEPRECIATION | (9,500) | (12,000) | 2,500 | -20.8% | (11,531) | (19,025) | (22,881) |
| SURPLUS ADJ - CAPITAL | | | 0 | | | | 9,487 |
| OW ADMIN | 744,221 | 727,342 | 16,880 | 2.3% | 675,186 | 650,610 | 648,893 |
| SALARIES | 1,096,773 | 1,036,670 | 60,103 | 5.8% | 1,084,567 | 985,810 | 987,067 |
| BENEFITS | 355,236 | 320,781 | 34,455 | 10.7% | 278,264 | 260,182 | 254,646 |
| TRAVEL | 5,000 | 5,000 | 0 | 0.0% | 1,833 | 2,041 | 15,816 |
| HEALTH & SAFETY | 500 | 750 | (250) | -33.3% | 154 | 65 | 620 |
| OFFICE SUPPLIES | 20,000 | 25,000 | (5,000) | -20.0% | 22,727 | 23,215 | 26,959 |
| PHOTOCOPY EXP | 2,000 | 2,000 | 0 | 0.0% | 3,322 | 1,135 | 1,835 |
| POSTAGE | 25,000 | 30,000 | (5,000) | -16.7% | 19,146 | 26,600 | 23,753 |
| CELL TELEPHONE/PAGER | 7,000 | 10,000 | (3,000) | -30.0% | 8,620 | 6,460 | 6,828 |
| TELEPHONE | 10,000 | 22,000 | (12,000) | -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 | 145,000 | 4,350 | 3.0% | 234,583 | 400,000 | 0 |
| RENOVATIONS | 0 | 0 | 0 | | | 40,915 | 0 |
| OTHER | 0 | 96,000 | (96,000) | -100.0% | | | 0 |
| O/S RECOVERABLE | 0 | 0 | 0 | | (2,118) | (2,706) | (5,876) |
| O.W. PEMBROKE SITE | 1,670,859 | 1,693,201 | (22,342) | -1.3% | 1,692,622 | 1,864,041 | 1,481,649 |

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

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| SALARIES | 530,778 | 515,435 | 15,343 | 3.0% | 519,904 | 504,544 | 488,658 |
| BENEFITS | 168,724 | 176,571 | (7,847) | -4.4% | 136,265 | 115,267 | 116,287 |
| TRAVEL | 3,000 | 3,000 | 0 | 0.0% | 1,258 | 1,235 | 7,331 |
| HEALTH & SAFETY | 500 | 750 | (250) | -33.3% | 41 | 124 | 499 |
| OFFICE SUPP. | 7,000 | 7,000 | 0 | 0.0% | 5,181 | 7,418 | 8,995 |
| Computer Supplies/Expense | 0 | 0 | 0 | | | 0 | 1,391 |
| PHOTOCOPY EXP | 500 | 600 | (100) | -16.7% | 763 | 307 | 756 |
| POSTAGE | 5,000 | 13,000 | (8,000) | -61.5% | 12,975 | 7,715 | 11,195 |
| CELL TELEPHONE/PAGER | 4,000 | 4,000 | 0 | 0.0% | 3,577 | 3,032 | 3,965 |
| TELEPHONE | 7,000 | 8,000 | (1,000) | -12.5% | 6,134 | 5,286 | 4,995 |
| RENOVATIONS | 0 | | 0 | | | 1,240 | 0 |
| OFFICE EQUIP/MAINT | 0 | | 0 | | | | 0 |
| Lease - Internal | 141,616 | 137,930 | 3,686 | 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 | 866,286 | 1,832 | 0.2% | 793,785 | 778,124 | 1,072,810 |
| SALARIES | 286,228 | 270,470 | 15,758 | 5.8% | 153,620 | 196,182 | 255,017 |
| BENEFITS | 75,540 | 84,233 | (8,693) | -10.3% | 42,324 | 52,162 | 60,018 |
| TRAVEL | 1,500 | 2,000 | (500) | -25.0% | 427 | 969 | 3,615 |
| HEALTH & SAFETY | 0 | 250 | (250) | -100.0% | | | 0 |
| OFFICE SUPP. | 2,000 | 3,000 | (1,000) | -33.3% | 2,597 | 1,454 | 1,987 |
| Computer Supplies/Expense | 0 | | 0 | | | | 795 |
| PHOTOCOPY EXP | 500 | 500 | 0 | 0.0% | 627 | 122 | 444 |
| POSTAGE | 2,000 | 4,000 | (2,000) | -50.0% | 712 | 2,076 | 5,873 |
| CELL TELEPHONE/PAGER | 1,500 | 2,000 | (500) | -25.0% | 1,377 | 1,464 | 1,680 |
| RENOVATIONS | 12,000 | | 12,000 | | | | 0 |
| TELEPHONE | 10,000 | 10,000 | 0 | 0.0% | 8,973 | 9,343 | 8,378 |
| EQUIPMENT/FURNITURE | 0 | | 0 | | | | 0 |
| Lease - Internal | 0 | 59,230 | (59,230) | -100.0% | 55,339 | 55,449 | 53,493 |
| LEASE - External | 5,100 | 5,100 | 0 | 0.0% | 5,100 | 5,100 | 5,100 |
| O.W. ARNPRIOR | 396,368 | 440,783 | (44,415) | -10.1% | 271,096 | 324,321 | 396,400 |
| | | | 0 | | | | |
| OW Employment Program Costs | 400,000 | 400,000 | 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 | 0 | 0.0% | 500 | | 1,500 |
| O.W. - PROGRAM COSTS | 402,000 | 402,000 | 0 | 0.0% | 305,416 | 271,739 | 353,743 |
| TRANSITION ALLOCATION | | | 0 | | | | |
| OW Program Administration - Expenses | 4,101,566 | 4,149,611 | (48,045) | -1.2% | 3,748,664 | 3,890,815 | 3,981,759 |
| PROV REVENUE 100% | | | 0 | | | | |
| PROV - SDIP Renov 50% | | | 0 | | | | |
| RECOVERY PEMBROKE | (478,963) | (428,740) | (50,223) | 11.7% | (340,857) | (358,045) | (405,175) |
| SURPLUS ADJ - TRF FROM RESERVE | | | 0 | | | | |
| PROV UPLOAD FUNDING | (975,300) | (1,106,400) | 131,100 | -11.8% | (1,106,400) | (1,106,400) | (1,106,400) |
| PROV REVENUE 50% | (1,300,100) | (1,300,100) | 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) | (2,835,240) | 80,877 | -2.9% | (2,749,358) | (2,856,653) | (2,949,255) |
| OW Program Administration - Net Expenses | 1,347,203 | 1,314,371 | 32,832 | 2.5% | 999,306 | 1,034,162 | 1,032,504 |

2023 Budget
Ontario Works - Benefits

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

COUNTY OF RENFREW

2023 Budget

OW - Other Programs

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| SPECIAL ASSISTANCE | | | 0 | | | | |
| LEAP - Low Income Energy Assistance | 5,000 | 5,000 | 5,000 | 0.0% | 5,043 | 5,000 | 5,000 |
| RECOVERY CHPP - OTHER | | | 0 | | | | |
| LEAP - OEB - SUBSIDY | (5,000) | (5,000) | (5,000) | 0.0% | (5,043) | (5,000) | (5,000) |
| MCSS SUBSIDY | | | 0 | | | | |
| Total Homelessness Prevention Program | 0 | 0 | 0 | | 0 | 0 | 0 |
| <hr/> | | | | | | | |
| Social Assistance Other - Totals | 0 | 0 | 0 | | 0 | 0 | 0 |

COUNTY OF RENFREW

2023 Budget

Child Care

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| SALARIES | 361,503 | 379,415 | (17,912) | -4.7% | 339,580 | 292,202 | 292,753 |
| BENEFITS | 108,192 | 108,828 | (636) | -0.6% | 88,674 | 73,303 | 67,041 |
| ADMINISTRATION CHARGES | 27,904 | 0 | 27,904 | | | 0 | 23,645 |
| HR CHARGES | 13,884 | 0 | 13,884 | | | 0 | 13,872 |
| IT CHARGES | 17,589 | 0 | 17,589 | | | 0 | 16,513 |
| COVID | 0 | 0 | 0 | | 0 | 580 | 0 |
| STAFF DEVELOPMENT | 1,000 | 1,000 | 0 | 0.0% | 730 | 4,223 | 1,897 |
| RECRUITMENT | 250 | 250 | 0 | 0.0% | 1,237 | 0 | 0 |
| TRAVEL | 6,000 | 6,000 | 0 | 0.0% | 354 | 1,418 | 5,404 |
| OFFICE SUPPLIES | 5,000 | 5,000 | 0 | 0.0% | 3,195 | 2,634 | 10,093 |
| COMPUTERS | 5,000 | 5,000 | 0 | 0.0% | 17,762 | 19,651 | 18,859 |
| PHOTOCOPY EXP. | 1,000 | 1,000 | 0 | 0.0% | 37 | 311 | 1,217 |
| POSTAGE & COURIER | 4,000 | 4,000 | 0 | 0.0% | 632 | 1,318 | 3,843 |
| TELEPHONE | 8,000 | 4,000 | 4,000 | 100.0% | 6,608 | 7,227 | 6,974 |
| CELL TELEPHONE | 0 | 0 | 0 | | | 0 | 0 |
| COMMUNICATION FEES | 5,000 | 9,000 | (4,000) | -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% | 14,620 | 32,642 | 64,954 |
| LEASE - INTERNAL | 76,657 | 4,557 | 72,100 | 1582.2% | 23,054 | 178,696 | 4,219 |
| AUDIT | 3,060 | 500 | 2,560 | 512.0% | 2,033 | | 505 |
| JANITORIAL COSTS | 0 | 0 | 0 | | | | 7,683 |
| RENOVATIONS | 0 | 0 | 0 | | | | 0 |
| MEMBERSHIP FEES | 3,000 | 2,500 | 500 | 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) | 0 | (45,201) | | 0 | 0 | 0 |
| Internal Transfer - Special Needs | (46,660) | 0 | (46,660) | | 0 | 0 | 0 |
| Internal Transfer - Core base admin funding a | (165,553) | (165,553) | 0 | 0.0% | 0 | 0 | 0 |
| Internal Transfer - workforce admin funding al | (15,779) | (63,114) | 47,335 | -75.0% | 0 | 0 | 0 |
| Internal Transfer - wage enhancement admin | (36,283) | (39,210) | 2,927 | -7.5% | 0 | 0 | 0 |
| Internal Transfer - Special purpose ELCC adn | (65,035) | (65,035) | 0 | 0.0% | 0 | 0 | 0 |
| Internal Transfer - EarlyON/Indigenous | (88,834) | (40,000) | (48,834) | 122.1% | 0 | 0 | 0 |
| ADMINISTRATION EXPENSES | 183,694 | 165,552 | 18,142 | 11.0% | 369,516 | 565,272 | 517,654 |
| Core Funding | (8,381,226) | (8,340,097) | (41,129) | 0.5% | 0 | 0 | 0 |
| Core Funding - transition Grant | (448,954) | | (448,954) | | 0 | 0 | 0 |
| Internal Transfer - Core Admin | 165,553 | 165,553 | 0 | 0.0% | 0 | 0 | 0 |
| Internal Transfer - Early Learning & Child Car | 65,035 | 65,035 | 0 | 0.0% | 0 | 0 | 0 |
| Internal Transfer - LHCC costs | 263,633 | 242,916 | 20,717 | 8.5% | 0 | 0 | 0 |
| Internal Transfer - OW Formal & Informal | 12,000 | 77,000 | | | 0 | 0 | 0 |
| Internal Transfer - Special needs allocation | 1,027,539 | 1,039,174 | (11,635) | -1.1% | 0 | 0 | 0 |
| Internal Transfer - Wage Enhancement - Adm | 36,283 | 40,314 | (4,031) | -10.0% | 0 | 0 | 0 |
| Program Costs - CAPACITY BUILDING | 48,832 | 48,832 | 0 | 0.0% | 0 | 0 | 0 |
| Program Costs - Early Learning & Child Care | 792,923 | 632,377 | 160,546 | 25.4% | 0 | 0 | 0 |
| Program Costs - expansion | 1,675,341 | | 1,675,341 | | 0 | 0 | 0 |
| Program Costs - Fee Subsidy | 4,089,818 | 3,007,084 | 1,082,734 | 36.0% | 0 | 0 | 0 |
| Program Costs - Pay Equity | | 122,957 | (122,957) | -100.0% | 0 | 0 | 0 |
| Program Costs - REPAIRS & MAINT | 18,109 | 18,109 | 0 | 0.0% | 0 | 0 | 0 |
| Program Costs - Wage enhancement admin t | 4,031 | | 4,031 | | 0 | 0 | 0 |
| Program Costs - Wage Subsidy | | 2,354,660 | | | 0 | 0 | 0 |
| Program Costs -Wage Enhancement | 946,049 | 946,049 | 0 | 0.0% | 0 | 0 | 0 |
| CORE - CHILD CARE | 314,966 | 419,963 | (104,997) | -25.0% | 2,018,956 | 1,471,694 | 3,111,804 |

COUNTY OF RENFREW

2023 Budget

Child Care

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| GENERAL OPERATING - WAGE SUBSIDIE | 0 | | 0 | | 3,986,144 | 1,723,968 | 1,431,395 |
| CC ONTARIO WORKS FORMAL A400 | 10,000 | 75,000 | (65,000) | -86.7% | 3,195 | 23,235 | 86,158 |
| CC ONTARIO WORKS INFORMAL A401 | 2,000 | 2,000 | 0 | 0.0% | 1,680 | 500 | 2,150 |
| Internal Transfer - OW Formal & Informal | (12,000) | (77,000) | 65,000 | -84.4% | | | |
| OW Child Care | 0 | 0 | 0 | | 3,195 | 23,235 | 86,158 |
| SALARIES | 0 | 0 | 0 | | 0 | 0 | 0 |
| BENEFITS | 0 | 0 | 0 | | 0 | 0 | 0 |
| OTHER | 0 | 0 | 0 | | 0 | 0 | 0 |
| Total Family Support | 0 | 0 | 0 | | 0 | 0 | 0 |
| Purch Serv - Program | 0 | 0 | 0 | | 0 | 0 | 0 |
| Administration | 0 | 0 | 0 | | 0 | 0 | 0 |
| Total Healthy Kids Community | 0 | 0 | 0 | | 0 | 0 | 0 |
| Salary | 126,753 | 119,335 | 7,418 | 6.2% | 89,052 | 94,254 | 113,749 |
| Benefits | 42,880 | 29,581 | 13,299 | 45.0% | 16,237 | 17,460 | 18,924 |
| Program Expenses | 2,000 | 2,000 | 0 | 0.0% | | 0 | 0 |
| Travel | 2,000 | 0 | 2,000 | | | | |
| Admin Costs | 0 | 2,000 | (2,000) | -100.0% | | 0 | 0 |
| Program Costs - Home DayCare Provider | 210,000 | 210,000 | 0 | 0.0% | 147,487 | 116,155 | 219,459 |
| Internal allocation - LHCC costs | (263,633) | (242,916) | (20,717) | 8.5% | (170,774) | (183,477) | (245,876) |
| Revenue - Parent | (120,000) | (120,000) | 0 | 0.0% | (82,002) | (44,392) | (106,256) |
| Licenced Family Home | (0) | 0 | (0) | | 0 | 0 | 0 |
| SALARIES | 351,415 | 369,599 | (18,184) | -4.9% | 227,909 | 229,645 | 251,888 |
| BENEFITS | 104,714 | 120,471 | (15,757) | -13.1% | 62,274 | 61,503 | 59,430 |
| ADMINISTRATION CHARGES | | 27,032 | (27,032) | -100.0% | 26,000 | 25,052 | |
| HR CHARGES | | 13,150 | (13,150) | -100.0% | 14,278 | 14,209 | |
| IT CHARGES | | 17,216 | (17,216) | -100.0% | 17,186 | 16,840 | |
| RECRUITMENT | 250 | 250 | 0 | 0.0% | | 0 | |
| TRAVEL | 10,000 | 10,000 | 0 | 0.0% | 3,208 | 1,760 | 14,279 |
| OFFICE SUPPLIES | 5,500 | 5,500 | 0 | 0.0% | 361 | 701 | 224 |
| COMPUTERS | 5,000 | 5,000 | 0 | 0.0% | 0 | 5,731 | |
| TELEPHONE | 4,000 | 4,000 | 0 | 0.0% | 2,237 | 2,198 | 2,294 |
| COMMUNICATION FEES | 0 | | 0 | | 1,068 | 162 | |
| LEASE | 0 | 0 | 0 | | 13,171 | 33,368 | 36,785 |
| LEASE - INTERNAL | | 62,586 | (62,586) | -100.0% | 22,144 | 0 | |
| LEGAL | 0 | 0 | 0 | | | | |
| PURCHASED SERVICES | 0 | | 0 | | 26,122 | 9,073 | 1,904 |
| RESOURCE PROGRAM FUNDING | 500,000 | 404,370 | 95,630 | 23.6% | 408,240 | 207,361 | 472,617 |
| Internal Transfer - Admin cost | 46,660 | | 46,660 | | | | |
| Internal Transfer - Special needs allocation | (1,027,539) | (1,039,174) | 11,635 | | | | |
| PROGRAM SUPPLIES | | | 0 | | 244 | 1,031 | 149 |
| TOTAL SPECIAL NEEDS COSTS | 0 | 0 | 0 | | 824,442 | 608,634 | 839,570 |
| CAPACITY BUILDING | | | 0 | 100.0% | 72,760 | 37,367 | 47,049 |
| CC TRANSITION CAPITAL A713 | 0 | 0 | 0 | | | | |
| COVID - Admin Charge | 0 | | | | 97,895 | | |
| Workforce Funding | 142,007 | 568,028 | (426,021) | -75.0% | | | |
| Internal Transfer - workforce admin | 15,779 | 63,114 | (47,335) | -75.0% | | | |
| Prov Rev - Workforce | (157,786) | (631,142) | 473,356 | -75.0% | | | |
| Internal CHG-Expansion | 0 | 0 | 0 | | | | |
| Internal CHG-ELCC | 0 | 0 | 0 | | | | |
| Internal CHG-Fee Stabilization | 0 | 0 | 0 | | 36,282 | 36,282 | 36,282 |
| Fee Stabilization - new | 0 | 0 | 0 | | | 176,202 | 38,622 |
| Emergency Child Care | 0 | 0 | 0 | | 542,838 | | |
| COVID | 0 | 0 | 0 | | 695,809 | | |
| Expansion Plan | 0 | 0 | 0 | | | 559,483 | 1,586,183 |
| Early Learning & Child Care | 0 | 0 | 0 | | 465,605 | 485,898 | 609,145 |
| Wage Enhancement | 0 | 0 | 0 | | 867,918 | 426,967 | 848,451 |
| SPECIAL PROJECT - REPAIRS & MAINT A375 | 0 | 0 | 0 | | 18,300 | 6,000 | 18,066 |
| LHCC Base Funding | 0 | 0 | 0 | | | 110,400 | 110,400 |
| Special Purpose | 0 | 0 | 0 | | 2,797,406 | 1,838,599 | 3,294,198 |

COUNTY OF RENFREW

2023 Budget

Child Care

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|--------------------|--------------------|--------------------|-------------------|---------------------|--------------------|---------------------|
| SALARIES | 139,878 | 148,876 | (8,998) | -6.0% | 95,745 | 131,544 | 124,635 |
| BENEFITS | 45,742 | 45,472 | 270 | 0.6% | 20,735 | 25,523 | 32,858 |
| Office Expenses | 10,000 | 5,902 | | | | | |
| Travel | 5,000 | | | | | | |
| Cell Phone | 5,000 | | | | | | |
| internal allocation - Admin Expenses | 88,834 | 38,896 | 49,938 | 128.4% | 48,593 | 71,986 | 4,693 |
| Program Costs - Purchased Service - Journey | 190,885 | 212,095 | (21,210) | -10.0% | 212,095 | 190,885 | 212,095 |
| Program Costs | 1,256,871 | 1,198,904 | 57,967 | 4.8% | 1,163,500 | 1,131,189 | 1,146,001 |
| Prov Rev - EarlyON | (1,530,115) | (1,438,050) | | | | | |
| Prov Rev - Indigenous led | (212,095) | (212,095) | | | | | |
| EarlyON Centres | 0 | 0 | 0 | | 1,540,669 | 1,551,127 | 1,520,282 |
| SALARIES | 79,469 | | 79,469 | | | | |
| BENEFITS | 24,957 | | 24,957 | | | | |
| Office/Travel/Other Expenses | 15,000 | | 0 | | | | |
| Internal Transfer - admin | 45,201 | | | | | | |
| Program Costs - Fee Reduction & Workforce | 6,637,008 | | 0 | | | | |
| Prov Rev - CWELCC | (6,801,635) | | | | | | |
| CWELCC (\$10/day childcare) | 0 | 0 | 0 | | 0 | 0 | 0 |
| PAY EQUITY MEMORANDUM OF SETTLEMENT A393 | | | 0 | | 122,957 | 71,725 | 122,957 |
| SURPLUS ADJ - TRANSFER TO RESERVE | 0 | 0 | 0 | | 0 | 0 | 0 |
| Total Child Care Costs | 498,661 | 585,515 | (86,854) | -14.8% | 11,663,284 | 7,854,254 | 10,924,018 |
| CITY OF PEMBROKE - CHILD CARE | (49,868) | (59,078) | 9,210 | -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) | (59,078) | 9,210 | -15.6% | (11,154,569) | (7,400,568) | (10,458,037) |
| TOTAL | 448,793 | 526,437 | (77,644) | -14.7% | 508,715 | 453,686 | 465,981 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| MEMBERS OF COUNCIL | 613,829 | 529,954 | 83,875 | 15.8% | 429,232 | 417,279 | 499,919 |
| GENERAL - ADMINISTRATION | 989,775 | 943,406 | 46,369 | 4.9% | 923,421 | 756,963 | 745,237 |
| INFORMATION TECHNOLOGY | 536,587 | 474,759 | 61,828 | 13.0% | 407,027 | 400,443 | 391,499 |
| HUMAN RESOURCES DEPARTMENT | 259,687 | 254,064 | 5,623 | 2.2% | 91,808 | 569,859 | 196,074 |
| PUBLICITY/PUBLIC RELATIONS SERVICE | 15,000 | 15,000 | 0 | 0.0% | 9,525 | 5,148 | 14,518 |
| AGRICULTURE & REFORESTATION | 20,000 | 20,000 | 0 | 0.0% | 14,854 | 14,165 | 14,580 |
| PROVINCIAL OFFENCES ADMINISTRATION | (488,350) | (497,332) | 8,982 | -1.8% | (546,849) | (560,264) | (540,040) |
| MPAC | 1,540,414 | 1,541,700 | (1,286) | -0.1% | 1,546,566 | 1,555,448 | 1,549,942 |
| FINANCIAL EXPENSE | 20,028,594 | 20,087,400 | (58,806) | -0.3% | 18,261,200 | 13,081,700 | 10,291,749 |
| Finance & Administration Committee | 23,515,536 | 23,368,951 | 146,585 | 0.6% | 21,136,784 | 16,240,741 | 13,163,478 |
| COUNTY LEVY (2.5% target + 2.16% CVA=4.66%) | 52,893,896 | 50,540,380 | 2,353,516 | 4.7% | 48,945,594 | 47,253,904 | 45,655,946 |
| OTHER REVENUE | 4,308,770 | 4,193,826 | 114,944 | 2.7% | 4,354,617 | 7,416,807 | 5,655,411 |
| Total Revenues | 57,202,666 | 54,734,206 | 2,468,460 | 4.5% | 53,300,211 | 54,670,711 | 51,311,357 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| <u>MEMBERS OF COUNCIL</u> | 613,829 | 529,954 | 83,875 | 15.8% | 429,232 | 417,279 | 499,919 |
| Ad Hoc Per Diem Payments | 29,160 | 29,340 | (180) | -0.6% | 32,562 | 20,655 | 26,244 |
| AMO Board of Directors | 10,000 | 10,000 | 0 | 0.0% | 972 | 6,899 | 14,402 |
| Computer Expense | 5,000 | 5,000 | 0 | 0.0% | 2,497 | 9,399 | 5,480 |
| Council Benefits - EHC/Dental | 78,223 | 60,000 | 18,223 | 30.4% | 62,126 | 53,514 | 47,594 |
| Council Conventions | 30,000 | 30,000 | 0 | 0.0% | 15,421 | 13,714 | 36,958 |
| Council CPP, Employer Health Tax | 25,872 | 20,000 | 5,872 | 29.4% | 19,619 | 17,779 | 18,287 |
| Council Group Insurance | 7,677 | 6,600 | 1,077 | 16.3% | 5,916 | 5,304 | 4,896 |
| Council Hospitality | 20,000 | 20,000 | 0 | 0.0% | 4,821 | 6,239 | 23,411 |
| Council Liability Insurance | 10,200 | 10,001 | 199 | 2.0% | 9,092 | 8,338 | 8,147 |
| Council Mileage | 35,000 | 12,400 | 22,600 | 182.3% | 4,273 | 13,560 | 42,146 |
| FCM Board of Directors | 10,000 | 10,000 | 0 | 0.0% | 6,461 | 3,441 | 13,289 |
| Legal - Integrity Commissioner | 2,000 | 2,000 | 0 | 0.0% | 346 | 1,018 | 8,846 |
| Office Expenses | 5,000 | 5,000 | 0 | 0.0% | 2,151 | 6,393 | 6,010 |
| Public Relations | 6,000 | 0 | 6,000 | | | | |
| Recoveries - County | (65,000) | (63,400) | (1,600) | 2.5% | (66,789) | (65,961) | (71,327) |
| Recoveries - Outside | 0 | 0 | 0 | | (396) | (1,281) | (17,429) |
| Salary - Council | 273,745 | 251,771 | 21,974 | 8.7% | 242,505 | 237,293 | 236,732 |
| Salary & Ad Hoc - Warden | 80,952 | 81,242 | (290) | -0.4% | 85,150 | 73,980 | 73,206 |
| Advocacy / Delegations | 30,000 | 30,000 | 0 | 0.0% | 486 | 744 | 14,576 |
| Warden Banquet | 10,000 | 0 | 10,000 | | 0 | | 0 |
| Warden Expenses | 10,000 | 10,000 | 0 | 0.0% | 2,019 | 6,251 | 8,451 |
| <u>GENERAL - ADMINISTRATION</u> | 989,775 | 943,406 | 46,369 | 4.9% | 923,421 | 756,963 | 745,237 |
| Bank Charges - Moneris | 2,300 | 2,000 | 300 | 15.0% | 2,138 | 1,551 | 1,437 |
| Computer Expense | 45,000 | 45,000 | 0 | 0.0% | 46,696 | 31,180 | 35,130 |
| Conferences & Conventions | 5,000 | 4,000 | 1,000 | 25.0% | 1,883 | 2,312 | 2,769 |
| Depreciation | 1,600 | 1,700 | (100) | -5.9% | 1,641 | 1,646 | 2,308 |
| Employee Benefits | 371,110 | 357,207 | 13,903 | 3.9% | 333,519 | 266,334 | 220,838 |
| General Legal & Audit | 25,600 | 28,000 | (2,400) | -8.6% | 23,425 | 25,738 | 28,525 |
| Membership Fees | 36,000 | 31,000 | 5,000 | 16.1% | 35,223 | 33,176 | 28,673 |
| COVID | 0 | 0 | | | 29,374 | 19,514 | |
| Office Expense | 26,000 | 26,000 | 0 | 0.0% | 17,640 | 18,952 | 24,021 |
| Professional Development - Department Staff | 5,000 | 5,000 | 0 | 0.0% | 2,401 | 1,828 | 8,212 |
| Professional Development - Mgt Team | 0 | 0 | 0 | | 0 | | 19,073 |
| Recovery - Other Departments | (860,349) | (897,849) | 37,500 | -4.2% | (811,117) | (680,793) | (624,284) |
| Recovery - Provincial | 0 | 0 | 0 | | (47,144) | (208,362) | |
| Recovery - Provincial One time | 0 | 0 | 0 | | (29,374) | (19,514) | |
| Recovery - Outside | 0 | 0 | 0 | | (149) | (7) | (55) |
| Recruitment | 1,000 | 0 | 1,000 | | 0 | 2,465 | 1,217 |
| Salaries | 1,256,014 | 1,266,548 | (10,534) | -0.8% | 1,249,190 | 1,023,350 | 942,625 |
| Special Projects - Plans | 30,000 | 30,000 | 0 | 0.0% | 14,560 | 0 | 15,293 |
| Special Projects - EOWC | 20,100 | 19,500 | 600 | 3.1% | 17,500 | 18,603 | 12,153 |
| Special Projects - Service Delivery Review | 0 | 0 | 0 | | 31,889 | 210,417 | |
| Surplus Adjustment - Capital | 0 | 0 | 0 | | 0 | | 0 |
| Surplus Adjustment - Trf From Reserves | 0 | 0 | 0 | | (1,641) | | 0 |
| Surplus Adjustment - Depreciation | (1,600) | (1,700) | 100 | -5.9% | 0 | (1,646) | (2,308) |
| Telephone | 5,000 | 5,000 | 0 | 0.0% | 4,382 | 6,097 | 4,878 |
| Travel | 22,000 | 22,000 | 0 | 0.0% | 1,385 | 4,122 | 24,732 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|--|-----------------------|-----------------------|----------------------|---------------------|-----------------------|-----------------------|-----------------------|
| <u>INFORMATION TECHNOLOGY</u> | <u>536,587</u> | <u>474,759</u> | <u>61,828</u> | <u>13.0%</u> | <u>407,027</u> | <u>400,443</u> | <u>391,499</u> |
| Annual Software Maintenance Fees | 109,900 | 100,150 | 9,750 | 9.7% | 73,995 | 72,067 | 69,385 |
| Benefits | 152,039 | 128,032 | 24,007 | 18.8% | 125,928 | 122,960 | 118,207 |
| Communication Fees | 29,000 | 50,896 | (21,896) | -43.0% | 26,435 | 23,337 | 20,862 |
| Computer Technology Supplies | 7,000 | 4,500 | 2,500 | 55.6% | 3,688 | 2,234 | 1,754 |
| Corporate Software | 2,000 | 2,000 | 0 | 0.0% | 0 | 4,452 | 5,466 |
| COVID | 0 | | | | 0 | 4,370 | |
| Depreciation | 38,000 | 38,000 | 0 | 0.0% | 37,638 | 36,971 | 30,976 |
| Office Expense | 1,100 | 1,100 | 0 | 0.0% | 1,947 | 1,602 | 1,356 |
| Professional Development | 5,500 | 5,500 | 0 | 0.0% | 4,451 | 779 | 453 |
| Purchased Services | 60,000 | 10,000 | 50,000 | 500.0% | 9,362 | 0 | 0 |
| Recoveries - County | (338,847) | (334,828) | (4,019) | 1.2% | (337,981) | (325,509) | (319,266) |
| Recoveries - Outside | 0 | 0 | 0 | | 0 | 0 | (1,050) |
| Recoveries - Prov-Strategy | 0 | (35,000) | 35,000 | -100.0% | (25,716) | | |
| Recoveries - Provincial One Time | 0 | 0 | 0 | | 0 | (4,370) | |
| Special Project | 0 | 35,000 | (35,000) | -100.0% | 25,716 | | |
| Salaries | 493,595 | 492,109 | 1,486 | 0.3% | 489,849 | 485,575 | 476,619 |
| Surplus Adjustment - Capital | 17,000 | 17,000 | 0 | 0.0% | 34,479 | 60,540 | 39,018 |
| Surplus Adjustment - Depreciation | (38,000) | (38,000) | 0 | 0.0% | (37,638) | (36,971) | (30,976) |
| Surplus Adjustment - Trf From Reserves | (17,000) | (17,000) | 0 | 0.0% | (34,479) | (60,540) | (39,018) |
| Telephone Costs | 5,300 | 5,300 | 0 | 0.0% | 4,380 | 4,593 | 5,552 |
| Travel | 10,000 | 10,000 | 0 | 0.0% | 4,973 | 8,353 | 12,161 |
| <u>HUMAN RESOURCES DEPARTMENT</u> | <u>259,687</u> | <u>254,064</u> | <u>5,623</u> | <u>2.2%</u> | <u>91,808</u> | <u>569,859</u> | <u>196,074</u> |
| Benefits | 185,580 | 171,925 | 13,655 | 7.9% | 143,643 | 97,791 | 115,908 |
| Conference & Convention | 4,000 | 4,000 | 0 | 0.0% | 0 | | 1,514 |
| COVID | 0 | 0 | | | 15,299 | 3,905 | |
| Depreciation | 500 | 500 | 0 | 0.0% | 461 | 462 | 461 |
| Expenses Recoverable From Others | 10,000 | 10,000 | 0 | 0.0% | 2,276 | 9,183 | 29,950 |
| Legal Fees | 14,500 | 14,500 | 0 | 0.0% | (131,602) | 375,452 | 4,357 |
| Membership Fees | 6,000 | 6,000 | 0 | 0.0% | 4,146 | 1,924 | 3,666 |
| Office Expense | 25,000 | 30,000 | (5,000) | -16.7% | 34,325 | 33,827 | 25,118 |
| Professional Development | 12,000 | 12,000 | 0 | 0.0% | 6,476 | 1,983 | 5,531 |
| Purchased Services | 75,000 | 111,200 | (36,200) | -32.6% | 111,918 | 109,958 | 90,368 |
| Recovery - County Departments | (618,088) | (604,187) | (13,901) | 2.3% | (597,066) | (525,623) | (513,221) |
| Recovery - Municipal | (95,000) | (116,000) | 21,000 | -18.1% | (4,133) | (17,013) | (57,924) |
| Recovery - Provincial One Time | 0 | 0 | 0 | | (82,116) | (16,620) | |
| Recovery - Outside Agencies | 0 | 0 | 0 | | (32) | | |
| Recruitment | 1,000 | 1,000 | 0 | 0.0% | 3,710 | 6,010 | 535 |
| Salaries | 629,695 | 598,626 | 31,069 | 5.2% | 583,266 | 484,972 | 472,861 |
| Surplus Adjustment - Capital | | | 0 | | 0 | | 0 |
| Surplus Adjustment - Depreciation | (500) | (500) | 0 | 0.0% | (461) | (462) | (461) |
| Travel | 10,000 | 15,000 | (5,000) | -33.3% | 1,698 | 4,110 | 17,411 |
| <u>PUBLICITY/PUBLIC RELATIONS SERVICE</u> | <u>15,000</u> | <u>15,000</u> | <u>0</u> | <u>0.0%</u> | <u>9,525</u> | <u>5,148</u> | <u>14,518</u> |
| Publicity/Public Relations Service | 15,000 | 15,000 | 0 | 0.0% | 9,525 | 5,148 | 14,518 |
| Recoveries | 0 | 0 | 0 | | | | |
| <u>AGRICULTURE & REFORESTATION</u> | <u>20,000</u> | <u>20,000</u> | <u>0</u> | <u>0.0%</u> | <u>14,854</u> | <u>14,165</u> | <u>14,580</u> |
| Reforestation - Grants in Lieu | 15,000 | 15,000 | 0 | 0.0% | 13,334 | 12,645 | 13,060 |
| Forest Fire Protection | 5,000 | 5,000 | 0 | 0.0% | 1,520 | 1,520 | 1,520 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|
| PROVINCIAL OFFENCES ADMINISTRATION | (488,350) | (497,332) | 8,982 | -1.8% | (546,849) | (560,264) | (540,040) |
| Adjudication | 60,850 | 80,850 | (20,000) | -24.7% | 66,698 | 28,200 | 66,852 |
| Admin Charges | 57,258 | 54,610 | 2,648 | 4.8% | 52,749 | 49,492 | 38,810 |
| Bank Charges (Visa/MasterCard) | 31,000 | 28,000 | 3,000 | 10.7% | 30,456 | 22,918 | 24,596 |
| Benefits | 131,320 | 102,468 | 28,852 | 28.2% | 87,642 | 74,413 | 65,160 |
| Certificates of Offence | 10,000 | 10,000 | 0 | 0.0% | 5,714 | 9,373 | 4,139 |
| City of Pembroke - Share of Net Revenue | 66,633 | 71,437 | (4,804) | -6.7% | 45,980 | 80,477 | 77,572 |
| Collection Costs | 35,000 | 40,000 | (5,000) | -12.5% | 25,398 | 28,911 | 36,544 |
| Computer & Technology | 16,500 | 16,500 | 0 | 0.0% | 15,665 | 16,854 | 17,087 |
| Conventions | 2,300 | 2,300 | 0 | 0.0% | 0 | 0 | 499 |
| COVID | | 0 | 0 | | 69 | 3,308 | |
| Court Transcripts | 1,000 | 3,000 | (2,000) | -66.7% | 0 | 281 | 232 |
| Depreciation | 3,600 | 6,500 | (2,900) | -44.6% | 6,000 | 6,417 | 6,399 |
| ICON Charges | 20,000 | 25,350 | (5,350) | -21.1% | 16,846 | 15,555 | 19,502 |
| Interpreter Fees | 1,500 | 3,000 | (1,500) | -50.0% | 601 | 486 | 2,698 |
| IT Charges | 18,140 | 18,066 | 74 | 0.4% | 18,047 | 17,704 | 17,364 |
| Lease Costs (County) | 105,060 | 102,000 | 3,060 | 3.0% | 102,000 | 104,274 | 102,517 |
| Legal Costs | 2,000 | 1,000 | 1,000 | 100.0% | 1,018 | 1,272 | 21,296 |
| Miscellaneous | 1,500 | 1,500 | 0 | 0.0% | 0 | 154 | 396 |
| Monitoring / Enforcement Fees | 7,776 | 7,776 | 0 | 0.0% | 7,776 | 7,776 | 7,776 |
| Office Equipment / Furniture | 2,100 | 2,100 | 0 | 0.0% | 1,714 | 1,800 | 1,623 |
| Office Supplies | 6,500 | 6,500 | 0 | 0.0% | 6,531 | 2,957 | 6,181 |
| Part III Prosecution | 0 | 0 | 0 | | 13,827 | 3,690 | 9,171 |
| Postage | 6,800 | 6,800 | 0 | 0.0% | 4,191 | 4,732 | 5,577 |
| Purchase of Service - Notice of Fines | 5,000 | 4,000 | 1,000 | 25.0% | 5,696 | 1,050 | 3,544 |
| Purchase of Service - Prosecution | 0 | 74,800 | (74,800) | -100.0% | 33,705 | 25,434 | 32,608 |
| Recoveries - Other | 0 | 0 | 0 | | (1,581) | (390) | (3,033) |
| Recoveries - Prov - One Time | 0 | 0 | 0 | | (226,746) | (462,459) | |
| Revenues - Fees and Charges | (1,510,000) | (1,510,000) | 0 | 0.0% | (1,190,550) | (889,509) | (1,372,307) |
| Salaries | 419,913 | 330,186 | 89,727 | 27.2% | 316,354 | 279,161 | 258,877 |
| Satellite Courtroom Costs | 0 | 4,925 | (4,925) | -100.0% | 0 | 485 | 3,469 |
| Staff Training/Development | 2,000 | 2,000 | 0 | 0.0% | 504 | 0 | 190 |
| Surplus Adjustment - Capital | 11,000 | 0 | 11,000 | | 0 | 0 | 0 |
| Surplus Adjustment - From Reserves | (11,000) | 0 | (11,000) | | 0 | 0 | |
| Surplus Adjustment - Depreciation | (3,600) | (6,500) | 2,900 | -44.6% | (6,000) | (6,417) | (6,399) |
| Telephone | 8,000 | 8,000 | 0 | 0.0% | 12,449 | 10,833 | 6,002 |
| Travel | 2,500 | 4,500 | (2,000) | -44.4% | 398 | 504 | 4,836 |
| Witness Fees | 1,000 | 1,000 | 0 | 0.0% | 0 | 0 | 182 |
| MPAC | 1,540,414 | 1,541,700 | (1,286) | -0.1% | 1,546,566 | 1,555,448 | 1,549,942 |
| Property Assessment | 1,540,414 | 1,541,700 | (1,286) | -0.1% | 1,546,566 | 1,555,448 | 1,549,942 |

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

| | <u>2023 Budget</u> | <u>2022 Budget</u> | <u>Variance \$</u> | <u>Variance %</u> | <u>2021 Actual</u> | <u>2020 Actual</u> | <u>2019 Actual</u> |
|---|--------------------------|--------------------------|-------------------------|-----------------------|--------------------------|--------------------------|--------------------------|
| <u>FINANCIAL EXPENSE</u> | <u>20,028,594</u> | <u>20,087,400</u> | <u>(58,806)</u> | <u>-0.3%</u> | <u>18,261,200</u> | <u>13,081,700</u> | <u>10,291,749</u> |
| Capping Costs (ends 2020) | | 0 | 0 | | 0 | 0 | 0 |
| Assessment Review | 0 | 22,000 | (22,000) | -100.0% | 0 | 0 | 0 |
| County Share - Taxes Written Off | 300,000 | 300,000 | 0 | 0.0% | 360,101 | 222,479 | 198,042 |
| Provision for Unallocated Funds | 300,000 | 300,000 | 0 | 0.0% | 0 | 300,000 | 850 |
| Insurance Increase - 2021 | | 0 | 0 | | 0 | 0 | |
| OW Sick Leave Liability | | 0 | 0 | | 0 | 0 | 0 |
| EOWC Cell Project | | 0 | 0 | | 0 | 0 | 905,996 |
| Claybank Debt Interest (2028) | 65,008 | 76,253 | (11,245) | -14.7% | 84,870 | 95,635 | 105,729 |
| Surplus Adj-Principal-Claybank Bridge (2028) | 373,559 | 362,314 | 11,245 | 3.1% | 351,407 | 340,829 | 330,569 |
| Madawaska Debt Interest (2030) | 81,809 | 90,811 | (9,002) | -9.9% | 53,067 | 0 | |
| Surplus Adj-Principal-Madawaska Bridge (2030) | 439,515 | 430,513 | 9,002 | 2.1% | 211,939 | 0 | |
| Surplus Adjustment - Trf to Gas Tax Reserve | 2,914,661 | 2,793,217 | 121,444 | 4.3% | 2,793,217 | 6,024,817 | 2,126,252 |
| Surplus Adjustment - Trf to TCA Renewal Reserve | 5,848,738 | 6,227,007 | (378,269) | -6.1% | 5,262,450 | 5,722,940 | 5,226,854 |
| Surplus Adjustment - Trf to PW Capital Reserve | 9,238,831 | 8,800,744 | 438,087 | 5.0% | 8,586,092 | 0 | |
| Surplus Adjustment - SDIP Saving - Trf to TCA Resv | 466,473 | 466,473 | 0 | 0.0% | 169,149 | 0 | |
| Cannabis/Modernization Reserve | | 0 | 0 | | 13,908 | 0 | 881,321 |
| Sched 2 Reserve | | 0 | 0 | | | 0 | 0 |
| Reserve (BM Solar) | | 0 | 0 | | | 0 | 123,767 |
| Surplus Adj. Unfinanced Cap (Centennial Lake Bridge 2022) | 0 | 218,068 | (218,068) | -100.0% | 375,000 | 375,000 | 375,000 |
| Vacant Building Rebates (ends 2018) | | 0 | 0 | | 0 | 0 | 17,369 |
| <u>COUNTY LEVY (2.5% target + 2.16% CVA=4.66%)</u> | <u>52,893,896</u> | <u>50,540,380</u> | <u>2,353,516</u> | <u>4.66%</u> | <u>48,945,594</u> | <u>47,253,904</u> | <u>45,655,946</u> |
| <u>PIL ADJUSTMENTS</u> | <u>(150,000)</u> | <u>(150,000)</u> | <u>0</u> | <u>0.0%</u> | <u>(109,521)</u> | <u>(74,225)</u> | <u>(132,079)</u> |
| <u>WATERPOWER GENERATING STATION</u> | <u>394,109</u> | <u>394,109</u> | <u>0</u> | <u>0.0%</u> | <u>394,109</u> | <u>394,109</u> | <u>394,109</u> |
| <u>RAILWAY/HYDRO RIGHTS-OF-WAY</u> | <u>0</u> | <u>5,000</u> | <u>(5,000)</u> | <u>-100.0%</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| <u>SUPPLEMENTARY REVENUE</u> | <u>500,000</u> | <u>500,000</u> | <u>0</u> | <u>0.0%</u> | <u>569,916</u> | <u>452,233</u> | <u>426,201</u> |
| <u>OTHER REVENUE</u> | <u>3,564,661</u> | <u>3,444,717</u> | <u>119,944</u> | <u>3.5%</u> | <u>3,500,113</u> | <u>6,644,690</u> | <u>4,967,180</u> |
| Interest Revenue | 650,000 | 650,000 | 0 | 0.0% | 654,664 | 734,673 | 935,664 |
| Provincial - One Time | 0 | 0 | 0 | | 13,908 | | 881,321 |
| Other Revenue | 0 | 0 | 0 | | 35 | 50 | 30 |
| Gain / (Loss) Sale of Assets | 0 | 0 | 0 | | 37,854 | (115,430) | (6,865) |
| BM Repayment of Loan (ends 2019) | 0 | 0 | 0 | | 0 | | 123,767 |
| CCBF (Gas Tax) Funding | 2,914,661 | 2,793,217 | 121,444 | 4.3% | 2,793,217 | 6,024,817 | 2,126,252 |
| Surplus Adjustment - From Reserve | 0 | 0 | 0 | | 0 | | 905,996 |
| Licenses | 0 | 1,500 | (1,500) | -100.0% | 435 | 580 | 1,015 |
| <u>TOTAL REVENUES</u> | <u>57,202,666</u> | <u>54,734,206</u> | <u>2,468,460</u> | <u>4.5%</u> | <u>53,300,211</u> | <u>54,670,711</u> | <u>51,311,357</u> |

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 | Capital Reserve | Shared provicit: | |
|------------------------------------|-------------------------|------------------------------|--------------------------------|---------------------------------|-----------------------------------|------------------|------------------|-----------------|----------------|-----------------|-----------------|--------------------|---------------------|-----------|-------------------|--------------------|----------------|---------------------|-----------------------------------|-----------------|------------------|--|
| 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) | | 5,848,738 | | 466,473 | (8,123,198) | 9,491,897 | | 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 | (2,945,000) | | (1,745,000) | 1,295,761 | | 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 | 19,264,855 | (3,010,100) | 466,473 | (13,494,332) | 34,672,807 | | | |
| 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 | |
| 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 | | | | | | | | | | | (71,272) | (71,272) | 176,970 | | s | | |
| BM | Equip | 100,000 | | | 100,000 | | | | | | | | | | | | | 0 | 100,000 | | c | |
| Bonnechere Manor | | 4,292,062 | (337,776) | 65,000 | 4,019,286 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 49,024 | (697,772) | 0 | (648,748) | 3,370,538 | | | |
| ML | Butterfly | 159,419 | (159,419) | | 0 | | | | | | | | | | | | | 0 | 0 | | c | |
| 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 | |
| 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 | 0 | (703,600) | 0 | (703,600) | 599,708 | | | |
| Opeongo | Capital | 0 | | | 0 | | | | | | | | | | | | | 0 | 0 | | c | |
| 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 | 0 | | s | |
| RCHC | AHP Admin Reserve | 0 | | | 0 | | | | | | | | | | | | | 0 | 0 | | s | |
| RCHC | Home Ownership | 0 | | | 0 | | | | | | | | | | | | | 0 | 0 | | s | |
| RCHC | Working Capital | 50,000 | | | 50,000 | | | | | | | | | | | | | 0 | 50,000 | | c | |
| 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 | 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 | 19,313,879 | (5,615,672) | 466,473 | (16,050,880) | 40,261,345 | | | |
| 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 | 16,350,194 | (5,544,400) | 466,473 | (16,028,632) | 32,990,925 | | | |

County of Renfrew
2023 Budget

| Department | Primary Category | Detail | Detail | Location/Other | Road 70 Bridge 70 Culvert 70 | | Revised 10 Year Plan | Budget \$ | Sources of Financing | | | | | | | |
|---------------------------|------------------|-------------------------|-----------------------------|------------------------------------|--|--------|-------------------------|------------------|----------------------|----------|------------|-------------|------------------|----------|------|------------------|
| | | | | | or Risk | | | | Pembroke | | Provincial | Gas Tax Res | | Total | | |
| | | | | | | | | | Taxation/Other | Share | Grant | Reserve | Reserves | | Debt | |
| Prop-OPP | Equipment | HVAC | | OPP - Renfrew | | | 11,000 | 11,000 | | | | | 11,000 | | | 11,000 |
| 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 | 150,000 | | | | | 150,000 | | | 150,000 |
| 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 | | 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 | | Bellows Creek Culvert | 12 | 40.5 | 540,000 | 30,000 | | | | | 30,000 | | | 30,000 |
| 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 | 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 | 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 |

County of Renfrew
2023 Budget

| | | | | | | Road 70 | Sources of Financing | | | | | | | |
|-----------------|------------------|----------------------------|--------------------------------|---|------------------|-------------------|----------------------|-------------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|
| | | | | | | Bridge 70 | | | | | | | | |
| | | | | | | Culvert 70 | Revised | | | | | | | |
| Department | Primary Category | Detail | Detail | Location/Other | or Risk | 10 Year Plan | Budget \$ | Pembroke Taxation/Other | Provincial Share | Gas Tax Res Grant | Reserve Reserve | Debt | Total | |
| PW | Equipment | Offset Roller | | | | | 81,000 | | | | 81,000 | | 81,000 | |
| 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 | 2 | Daniel St | Intersection of Gavin/Eady | | | 700,000 | | | | 700,000 | | 700,000 | |
| 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-Niemans Dr | 47 | 604,500 | | | | | 0 | | 0 | |
| PW | Roads | 45 | Russett Dr | Niemans Dr-to-Scheel Dr | 56.8 | 561,100 | | | | | 0 | | 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 Acce: | 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 | |
| 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 | |

County of Renfrew
2023 Budget

| Department | Primary Category | Detail | Detail | Location/Other | Road 70 | Bridge 70 | Revised | 10 Year Plan | Budget \$ | Sources of Financing | | | | | | | |
|--------------------|------------------|--|--|---------------------------------------|------------|------------------|---------|--------------|------------|----------------------|------------------|---------------------|-----------|------------|-----------|------------|-----------|
| | | | | | Culvert 70 | Taxation/Other | | | | Share | Provincial Grant | Gas Tax Res Reserve | Reserves | Debt | Total | | |
| | | | | | or Risk | | | | | | | | | | | | |
| 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 |
| 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 | 0-1144 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 | 0-1144 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-LAWNPO2 | Tractor 510 MacKay/515 River Rd | | | Low | 8,600 | 8,600 | | | | | | | | 8,600 | 8,600 |
| RCHC | Vehicles | TRAC-06-LAWNPO5 | 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 | 43,837,164 | 0 | 0 | 5,567,973 | 2,914,661 | 30,864,340 | 4,490,190 | 43,837,164 | |