



County of
Renfrew
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County of Renfrew Budget Workshop 2019

January 23, 2019

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2019 Budget

Budget Workshop
January 23, 2019

Documents

- **2019 Budget Book**
 - Slide Deck
 - Long Term Financial Plan
 - Operating Budget
 - Capital Budget
 - Reserve Schedule
 - Debt Schedule
 - Staffing Changes
 - 10 Year Capital Plan

Important Note

This slide deck is based on the Budgets presented to each Committee in January. Any changes made by Committees or new information received after the initial Committee packages were sent will be consolidated and presented at the end of today's presentation.

2019 Budget Guidelines

2019 Budget Guidelines – September 2018

RESOLUTION NO. FA-CC-18-09-99

Moved by Chair
Seconded by Committee

THAT County Council approve the 2019 budget guidelines as follows:

- projected annual levy increase of 2.6% plus any current value assessment (CVA) weighted growth;
- restriction in the use of that levy increase to only **2.5%** per year for operating expenses;
- new debt issued for projects in excess of \$3 million;
- AND FURTHER THAT the Cost of Living Allowance (COLA) increase for non-union staff under Employment By-law #1 be set at 2.5% for 2019.

Goal #1

- **Projected annual levy increase of 2.6%**
- **Utilization of the annual current value assessment (CVA) weighted growth (estimated at 1.45%)**

Assessment Growth -2018

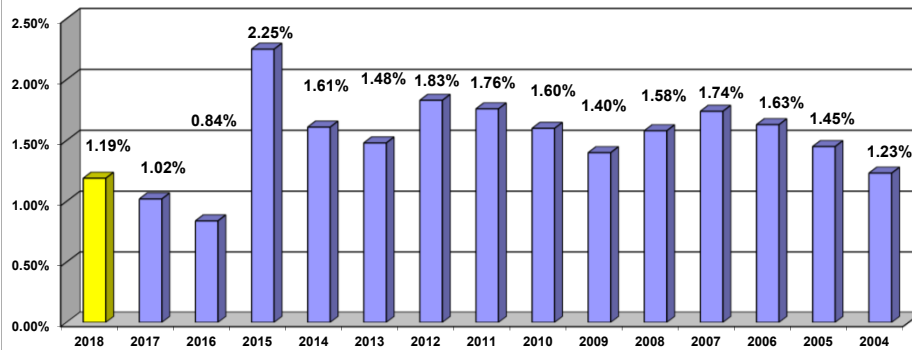
- Growth represents assessment increase or decrease regardless of whether market based reassessment occurs
- All municipalities will see an revenue impact because of growth each year
- Increases come from new construction, additions, improvements and change in use
- Decreases come from demolitions, change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

Property Class (RTC)	Tax Category (RTQ)	2018 Net Growth	2018 Net Growth
Taxable			
R - Residential	T	103,707,519	1.13%
R - Residential	H	0	0.00%
R - Residential	1	0	0.00%
M - Multi-Residential	T	-548,993	-0.28%
N - New Multi-Reside	T	2,377,537	
C - Commercial	T	-1,748,104	-0.24%
C - Commercial	H	0	0.00%
C - Commercial	U	338,084	4.69%
C - Commercial	X	-223,887	-1.17%
C - Commercial	K	0	0.00%
C - Commercial	1	0	0.00%
X - New Commercial	T	7,840,822	5.46%
X - New Commercial	U	55,512	8.89%
S - Shopping Centre	T	0	0.00%
S - Shopping Centre	U	0	0.00%
Z - New Shopping Ce	T	4,546,954	43.84%
I - Industrial	T	-5,876,356	-7.42%
I - Industrial	H	-288	-0.01%
I - Industrial	U	-79,975	-6.26%
I - Industrial	X	356,943	13.10%
I - Industrial	K	0	0.00%
I - Industrial	J	0	0.00%
J - New Industrial	T	923,128	11.78%
J - New Industrial	U	78,075	42.91%
L - Large Industrial	T	7,477,378	12.81%
L - Large Industrial	U	37,626	4.15%
P - Pipeline	T	8,715	0.00%
F - Farmland	T	341,707	0.29%
T - Managed Forest	T	463,829	6.12%
Commercial Total		10,809,380	1.15%
Industrial Total		2,916,532	1.89%
Total Taxable		120,076,226	1.08%
Total Taxable Excluding RTQ H, I, J, K,		120,076,514	1.08%

PIL

R - Residential	F	667,290	0.47%
R - Residential	P	-37,564	-0.41%
R - Residential	G	-951,600	-4.05%
M - Multi-Residential	F	1,741,722	1.60%
C - Commercial	F	23,974,138	3.52%
C - Commercial	P	-9,981	-1.79%
C - Commercial	G	-463,355	-0.75%
C - Commercial	V	0	0.00%
C - Commercial	Y	0	0.00%
C - Commercial	R	0	0.00%
C - Commercial	W	0	0.00%
C - Commercial	Z	0	0.00%
X - New Commercial	F	0	0.00%
D - Office Building	F	0	0.00%
I - Industrial	P	0	0.00%
I - Industrial	Y	0	0.00%
I - Industrial	Q	0	0.00%
I - Industrial	Z	0	0.00%
L - Large Industrial	F	-3,595	-0.01%
H - Landfill	F	0	0.00%
Commercial Total		23,500,802	3.15%
Industrial Total		-3,595	-0.01%
Total PIL		24,917,055	2.35%
Total PIL Including RTQ H, I, J, K, N, S		24,916,767	2.33%
Total Taxable and PIL		144,993,281	1.19%

CVA Growth - County of Renfrew



Goal #1

- Projected annual levy increase of 2.6%
- Utilization of the annual current value assessment (CVA) weighted growth (~~estimated at 1.45%~~) **1.2%**

Goal #1 - Achieved



	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>COUNTY LEVY</u> (2.6% + 1.2% growth)	<u>45,655,946</u>	<u>43,984,534</u>	<u>1,671,412</u>	<u>3.80%</u>

1.20% Wtd CVA Growth = \$527,814
1.45% Wtd CVA Growth = \$637,775
Shortfall in Wtd CVA = \$109,961

Goal #2

Restriction in the use of that levy increase to only 2.5% per year for operating expenses

Goal #2 - Achieved



	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
Operations Committee	16,536,999	16,133,658	403,341	2.5%
Development & Property Committee	1,935,697	1,888,472	47,225	2.5%
Health Committee	11,480,320	11,207,629	272,691	2.4%
Social Services Committee	6,952,471	6,784,769	167,702	2.5%
Finance & Administration Committee **	3,453,951	3,451,892	2,059	0.1%
Total Net Expenses	40,359,438	39,466,420	893,018	2.3%

** excluding LTFP impact of Reserve and Debt Pmt

Goal #3

- New debt issued for projects in excess of \$3 million;

Goal #3 - Achieved



County of Renfrew
2019 BUDGET

Department	Revised 10 Year Plan	Budget \$	Sources of Financing						Total
			Pembroke		Provincial		Reserves	Debt	
			Taxation	Share	Grant	Gas Tax			
BM Total	446,425	486,225	-	-	-	-	486,225	-	486,225
Forestry Total	30,000	30,000	-	-	-	-	30,000	-	30,000
GIS Total	0	30,000	-	-	-	-	30,000	-	30,000
IT Total	0	60,000	-	-	-	-	60,000	-	60,000
ML Total	409,960	418,360	-	-	-	-	418,360	-	418,360
Paramedic Total	1,970,000	1,175,000	210,000	-	-	-	965,000	-	1,175,000
Property - 80 McGonegal Tc	15,000	15,000	-	-	-	-	15,000	-	15,000
Property - CAB Total	155,000	155,000	-	-	-	-	155,000	-	155,000
Property - OPP Total	8,000	0	-	-	-	-	-	-	0
Property - RCP Total	55,000	555,000	-	-	-	-	555,000	-	555,000
PW Total	18,703,658	14,969,898	8,222,447	-	1,317,960	2,671,773	557,718	2,200,000	14,969,898
RCHC Total	2,592,247	1,457,329	118,368	138,864	-	-	1,200,097	-	1,457,329
Trails Total	0	68,422	-	-	-	-	68,422	-	68,422
Grand Total	24,385,290	19,420,234	8,550,815	138,864	1,317,960	2,671,773	4,540,822	2,200,000	19,420,234

Goal #3 - Achieved



Asset Purchase Desc	Revised	Pembroke Provincial						
	10 Year Plan	Budget \$	Taxation	Share	Grant	Gas Tax	Reserves	Debt
Madawaska River Bridge	2,200,000	2,200,000	-					2,200,000

Goal #4

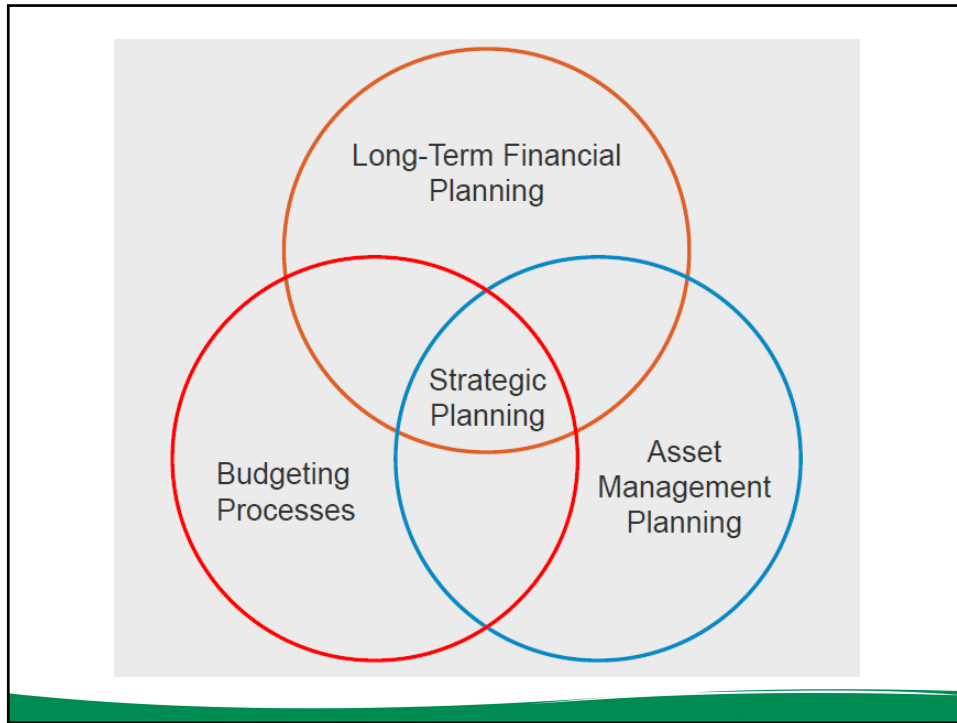
.....AND FURTHER THAT the Cost of Living (COLA) increase for non-union staff under Employment By-law #1 be set at 2.5% for 2019.

Goal #4 - Achieved



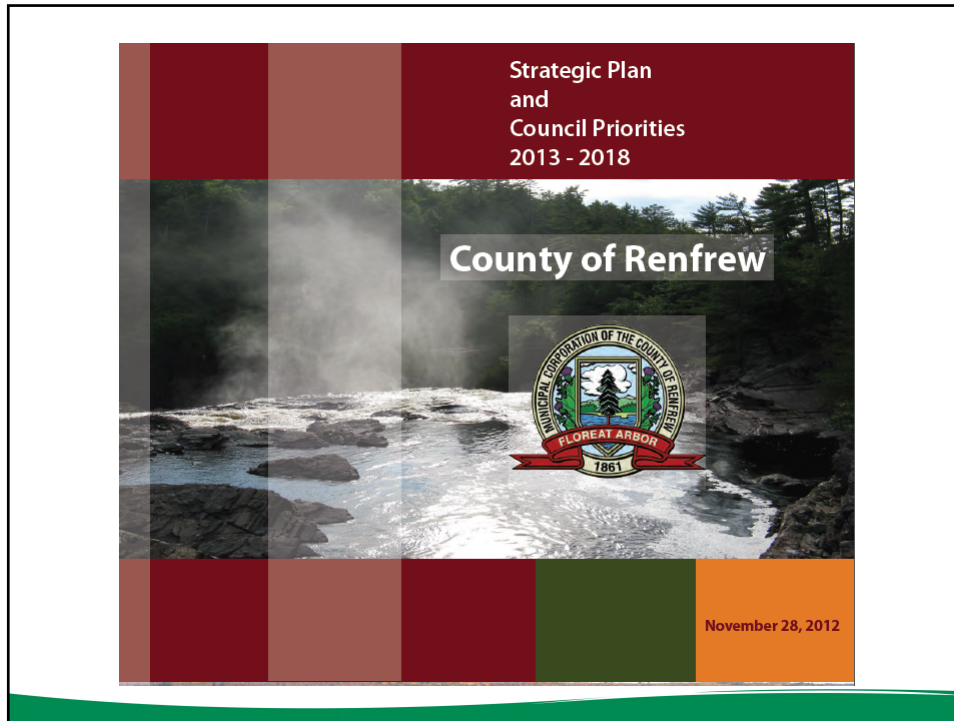
The 2019 Budget provided for a cost of living (COLA) increase for non-union staff at **2.5%**.

2019 Budget Alignment



2019 Budget Alignment With:

- **Strategic Plan (2013-2018)**
- Asset Management Plan (AMP)**
- Long Term Financial Plan (LTFP)**



STRATEGIC PLAN AT THE COUNTY OF RENFREW

All strategies proposed at the facilitation sessions on September 18, 2012 and September 19, 2012, have been included and will be reviewed in the term of the new Council in 2015.

A number of important new strategies emerged through Council discussions to deal with the challenges that have been identified. *Of these, seven new strategies are deemed the priority strategies to be dealt with before all others:*

1. Promote an Expanded, Four Lane Highway 17
2. Enhance the Long-term Asset Management Program
3. Develop a Linked Trail System
4. Promote Active Transportation
5. Launch an Economic Development Roundtable
6. Create a Small Business Investment Fund
7. Foster Health Promotion and Disease Prevention Programs

Priority Action Plan	Outcome	Action 2013	Action 2014 – 2018
2.(i) Corporate Asset Management Plan	Provide for the sustainable and efficient assessment, maintenance, rehabilitation and replacement of County Assets	<ul style="list-style-type: none"> - Research best asset management practices - Review and apply provincial government's expectations with regard to asset management programs - Identify funding and Human Resources requirements required to develop asset management strategies and secure budget approval for same - Secure asset management software for buildings, fleet, roads, bridges, etc - Confirm asset inventory and initiate condition assessment - Identify desirable service levels and prioritization criteria. Secure standing committee and Council approvals of service levels and prioritization criteria - Develop multi-year asset management program based on sustainable funding 	<ul style="list-style-type: none"> - Amend asset management programs as appropriate to reflect implemented works and revised condition assessments - Continue to pursue provincial & federal funding - Review policies & regulations that may impact long-term management of assets (e.g. Accessibility)

Priority Action Plan	Outcome	Action 2013	Action 2014 – 2018
2. (ii) Long-Term Financial Plan to Manage and Sustain Corporate Assets	Complete a long-term financial plan in order to provide for sustainable and efficient maintenance and replacement of County Assets.	<p>Research best asset management practices.</p> <p>Pursue funding opportunities from provincial and federal governments for asset management.</p>	<p>Prepare an integrated financial plan to sustain our assets.</p> <p>Establish base funding required in support of the multi-year asset management plans.</p> <p>Continue to pursue provincial and federal funding.</p> <p>Develop multi-year asset management program based on sustainable funding.</p>

2019 Budget Alignment With:

Strategic Plan (2013-2018)

 **Asset Management Plan (AMP)**
Long Term Financial Plan (LTFP)

August 2012

Newsroom

Archived News Release

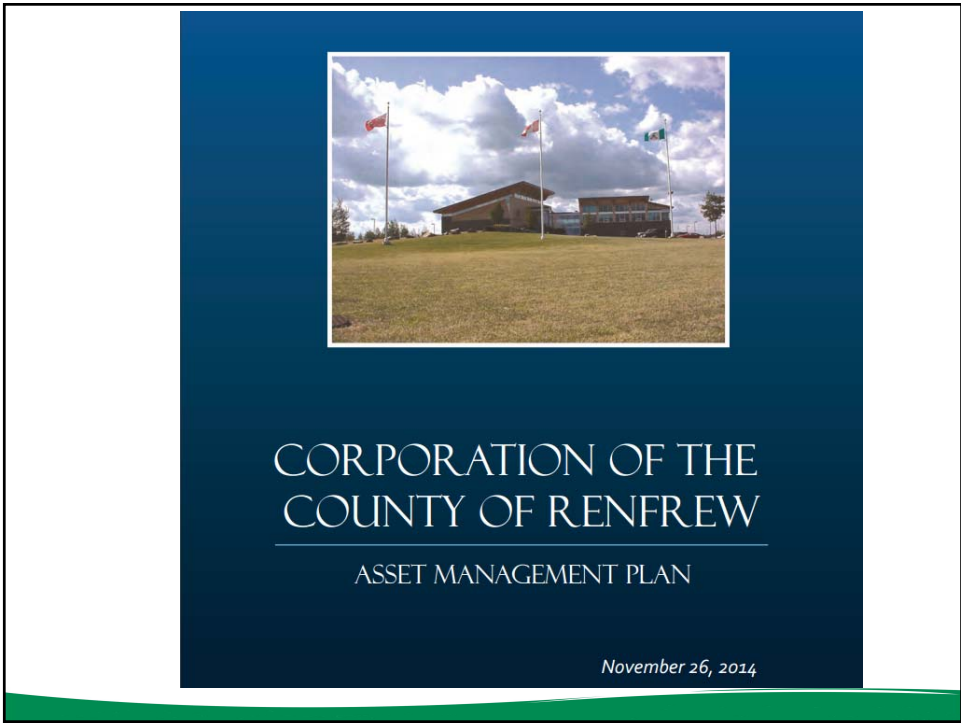
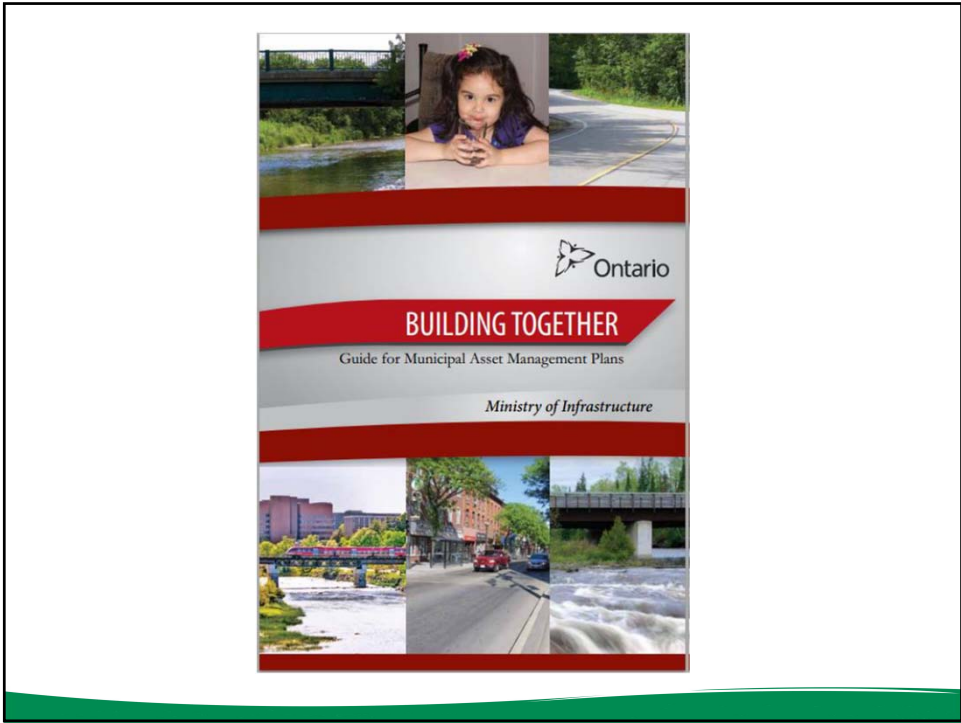
Ontario Launches Municipal Infrastructure Strategy

McGuinty Government Strengthening Local Economies

August 16, 2012 1:30 P.M. | Ministry of Infrastructure

Ontario is helping small, rural and Northern municipalities strategically plan to maintain and build critical infrastructure required by families and businesses to build strong local economies.

The new [Municipal Infrastructure Strategy](#) will require municipalities that request provincial infrastructure funding to show how projects fit within a comprehensive asset management plan. Asset management plans help municipalities make smart planning decisions about building, operating, maintaining, renewing and replacing infrastructure over the long-term.



County Asset Management Plan Progress Report



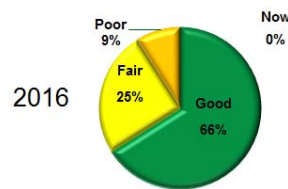
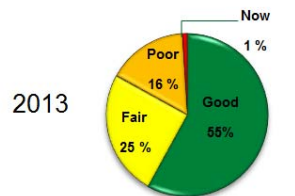
County of Renfrew
November 2017

BUILDINGS

The County of Renfrew Facility Asset Management Program is designed to ensure the effective maintenance of our properties and buildings to meet and/or exceed legislative and regulatory obligations. The staff propose to actively monitor and maintain the building components and equipment to ensure they meet their useful life expectations through diligent and dutiful activities and investing in the right asset at the right time.

County's staff believe that the management of the assets should be fair, open and transparent while ensuring fiscal responsibility by maintaining the appropriate levels of service minimizing risk, ensuring due diligence and protecting the public interest effectively and economically.

The development of this plan enhances our commitment to the County Mission Statement of delivering high quality services to the stakeholders of the County of Renfrew in an efficient and cost-effective manner.



49 Sites

2016 Value -
Investment in the past three years -

\$215,850,954
\$7,534,849

TRANSPORTATION

The County of Renfrew's transportation system consists of a network of roads and structures that provide the primary physical linkage between the various communities, services and industries located within the County. The requirement to provide a safe, efficient, consistent and reliable transportation system is therefore, a primary objective of the County.

The County's transportation system consists of 815.2 km of arterial and collector roadways and 251 major bridge and culvert structures located throughout the geographic County of Renfrew. This includes all major bridges and culverts with a span of three meters or greater located on local roads under the jurisdiction of lower-tier municipalities.

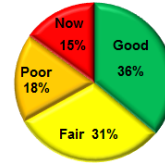
The County's transportation system assets are maintained in a safe condition. As many of the assets are reaching the end of their reasonable service lives, an elevated level of maintenance is required to maintain the safe conditions. It is estimated that 79% of these roadways and 57% of the bridge and culvert structures need some form of capital investment to bring them to a "good" condition.

Renewal investments will continue to be directed to those assets with the highest usage or risk to users. Generally, this means more emphasis on higher volume or arterial roads, as well as towards bridges and major culverts which are more prone to catastrophic failure if not properly maintained or rehabilitated. The County's transportation system continues to experience additional funding pressures due to demands to increase service levels in the more urban areas, and due to the new strategic initiatives related to active transportation.

2013



2016



699 Assets

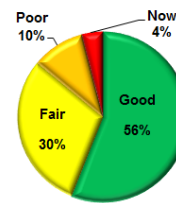
2016 Value - \$716,053,206
Investment in the past three years - \$31,848,470

FLEET

Fleet and equipment assets are an integral component in the County's ability to respond to the needs of the community and provide the levels of service that are requested and mandated. In addition, many aspects of the maintenance and replacement of the County's fixed assets rely on the availability of, and proper and timely replacement of, the various vehicles and equipment assets owned by the County. Generally vehicles and equipment are replaced as required. The life expectancy of the various fleet assets varies from four (4) years to twenty (20) years, depending on the class of asset. The current ages of the various fleet vehicles and pieces of equipment owned by the County ranges from new (i.e. less than one (1) year of service) to twenty-nine (29) years. Approximately 51% of the fleet and equipment assets are considered to be in good condition. Vehicle and equipment assets represent a considerable investment and should be incorporated into the County's long range asset management strategy in order to provide an affordable, systematic, and holistic approach to fleet management that is consistent with the overall asset management goals.



2013



2016



129 units

2016 Value - \$15,756,916
Investment in the past three years - \$3,945,981

2016 Status					
Service	Asset Replacement Value 2016	% of Assets in Critical Condition	% of Assets in Poor Condition	% of Assets in Fair Condition	% of Assets in Good Condition
Buildings	215,250,954	0%	9%	25%	66%
Fleet	15,756,916	15%	19%	15%	51%
Transportation	716,053,206	15%	18%	31%	36%
Total	947,061,076				

2013 Status						
Service	Asset Replacement Value 2013 *	Overall Average Asset Condition Rating	% of Assets in Critical Condition #	% of Assets in Poor Condition	% of Assets in Fair Condition	% of Assets in Good Condition
Building	\$197,000,000	Good	1%	16%	25%	58%
Fleet	\$12,800,000	Good	4%	10%	30%	56%
Transportation	\$583,800,000	Fair	30%	19%	24%	27%
	793,600,000					

O.Reg.588/17: AMP in Municipal Infrastructure

In December 2017, the province passed an asset management planning regulation under the Infrastructure for Jobs and Prosperity Act, 2015.

Pre 2012

Less than 40% of municipalities have an asset management plan

➔

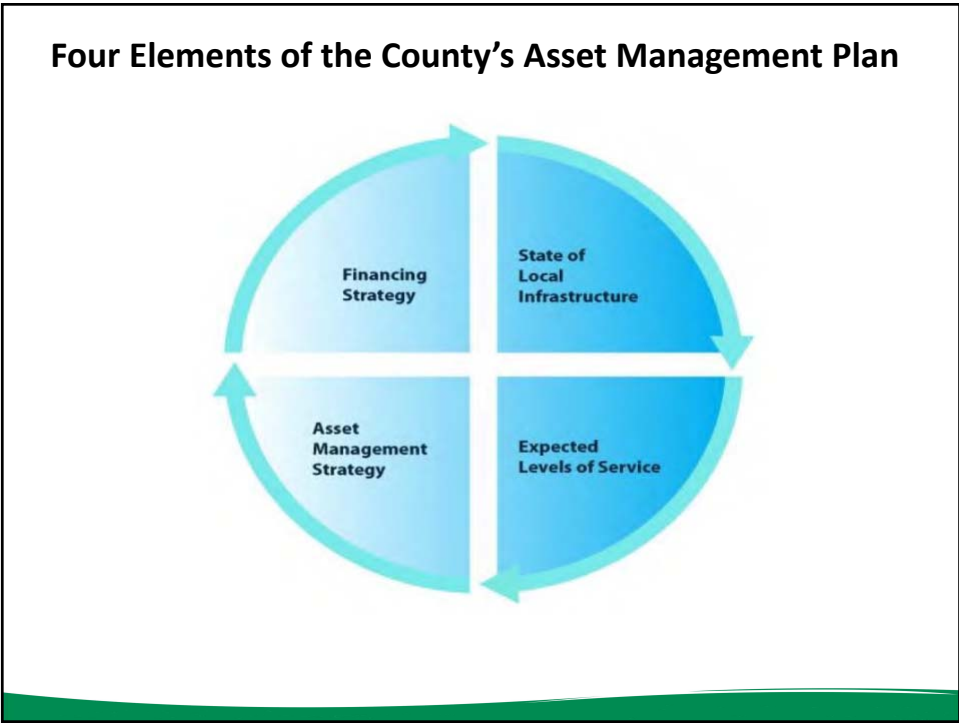
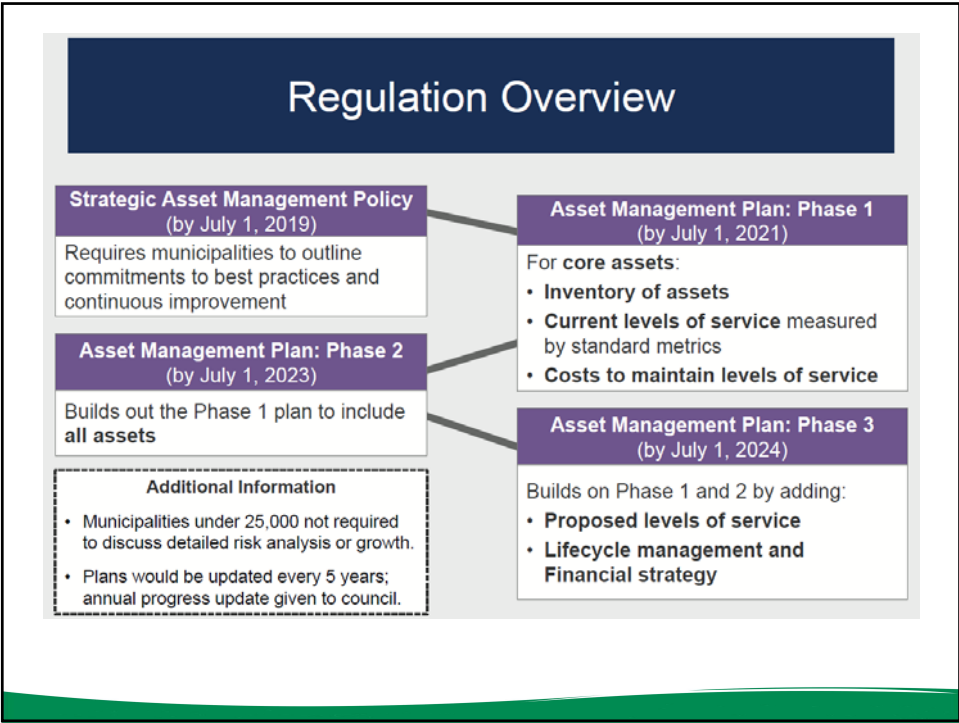
Today

Almost all municipalities have an asset management plan

➔

Next Step

100% of municipalities have up-to-date, robust plans that inform investment decisions



Levels of Service

The establishment of levels of service for each asset category was a key component in the asset management process. The review of levels of service considered mandated (i.e. legislated) requirements and service-level expectations from asset users.

It was acknowledged that establishing higher levels of service would increase financing needs, just as lower levels of service could result in unacceptable service standards for County ratepayers.

Levels of Service

Every effort was made to **develop the levels of service in a consistent manner**. To that end, the levels of service for each asset category are broken down into three mandatory headings:

- **legislative compliance**
- **safety considerations**
- **asset condition**

For certain assets (e.g. roads & bridges), other factors were identified in the determination of the asset's level of service.

Level of Service (LOS) Analysis

County Buildings

Appendix 'A'

Level of Service Objectives	Level of Service Components	Performance Measure	Existing LOS	Recommended LOS	Risk	Comments
Legislative Compliance	Ontario Building Code	Compliance with the Code	100 %	100%	High	Monitor Compliance through audits and inspection programs.
	Accessibility for Ontarians with Disability Act	Compliance with the Act	100 %	100 %	High	
	Ontario Fire Code	Compliance with the Code	100 %	100 %	High	
Safety	OH & S Act	Compliance with the Act	100 %	100 %	High	Monitor Compliance through audits and inspection programs
Asset Condition	Building & System Components in Good Condition	Admin Buildings	70 %	80%	Med-High	Monitor Compliance through audits and inspection programs
		Paramedic Facilities	85%	85%		
		Public Works Yards	32%	50%		

**Level of Service (LOS) Analysis
Renfrew County Housing Corporation – Social Housing**

Level of Service Objectives	Level of Service Components	Performance Measures	Existing LOS	Recommended LOS	Risk	Comments
Legislative Compliance	Housing Services Act 2011	Compliance with Act	100%	100%	High	Monitor compliance through action/audits and inspection programs
	Residential Tenancies Act2006	Compliance with Act	100%	100%	High	
	Ontario Building Code	Compliance with Code	100%	100%	High	
	Ontario Fire Code	Compliance with Code	100%	100%	High	
Safety	Ontario Health & Safety Act	Compliance with Act	100%	100%	High	Monitor compliance through training, audits and inspection programs
Asset Condition	Buildings and System Components	Renfrew County Housing Corporation Units Building Condition Assessments	69%	75%	Medium/High	Repairs/Maintenance performed based on annual operating plan/budget

Level of Service (LOS) Analysis

Appendix 'D'

Roads

Level of Service Objectives	Level of Service Components	Performance Measure	Existing LOS	Recommended LOS (Long-Range)	Risk	Comments
Legislative Compliance	Highway Traffic Act, Municipal Act	Compliance with Acts and Regulations.	100%	100%	High	Roads to be maintained in safe condition, minimum maintenance standards.
Safety	Compliance with industry standards (TAC, OPS, Minimum Maintenance Standards)	Regular patrols, Annual inspections, documentation of conditions and actions.	100%	100%	High	Regular inspection program to track any deterioration of conditions, safety and warning signs, and mitigation measures.
Asset Condition	Roads can be maintained in safe conditions	Roads are open and available for normal use.	100%	100%	High	Ensure public access, Emergency response and service continuity.
	County Roads without seasonal load posting	% km of roads without seasonal load restrictions.	40%	50% (75%)	Medium	Long term objective to remove spring load restrictions on all County Roads. Risk to business continuity.
	Pavement condition	Average PCI (pavement condition index).	65.7	70.0 (72.5)	High	Maintain average PCI (High) Priority to improve average pavement condition on highest volume roads. (Medium)
System Adequacy	Availability	System (roads bridges and culverts) open and passable year round with posted limitations.	100%	100%	High	Ensures access to all areas of County at basic level of service in safe condition. (Roads, bridges and culverts) open and passable year-round
	Overall System Adequacy	Percentage of roads without immediate rehabilitation needs.	58.7%	60% (75%)	High	Achieve established minimum standard for upper tier system, comparable to peer group. Provide good quality, safe, reliable, year-round road system to sustain local economy and provide core services.

Level of Service (LOS) Analysis

Appendix 'E'

Bridges

Level of Service Objectives	Level of Service Components	Performance Measure	Existing LOS	Recommended LOS	Risk	Comments
Legislative Compliance	Canadian Highway Bridge Design Code	Compliance with Acts and Regulations	100%	100%	High	All new bridges to be designed to comply with current design standards.
Safety	Ontario Municipal Act	Bi-annual OSIM Inspections	100%	100%	High	Regular inspection program
Asset Condition	All bridges on County Roads and on local roads with AADT >400	No Load restrictions	100%	100%	High	Ensure Emergency response and business continuity
	Maintains two-way traffic	Sufficient Bridge deck width for two travel lanes	AADT <50 0% 50-200 25% >200 95%	AADT <50 25% 50-201 50% >200 95%	Low Medium High	Temporary and Single Lane Bridges Acceptable if existing and in good condition or when on low volume road.
System Adequacy	All bridges are open and available for use with posted restrictions where applicable.	Restricted Capacity Bridges only on local roads with alternate routes	100%	100%	High	Bridge posting by-law; Bridge rehabilitation or replacement based on BCI
	Overall System condition	Structures without immediate repair or rehabilitation needs	76%	75%	High	Bridge rehabilitation or replacement based on BCI. Includes width deficient temporary single-lane bridges.

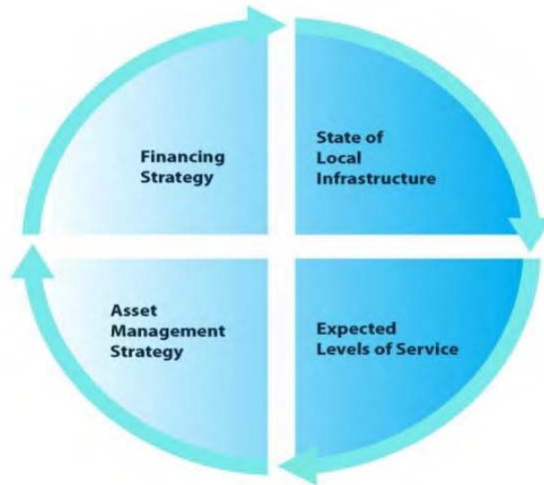
Level of Service (LOS) Analysis
Major Culverts (over 3.0 m in Span)

Level of Service Objectives	Level of Service Components	Performance Measure	Existing LOS	Recommended LOS	Risk	Comments
Legislative Compliance	Canadian Highway Bridge Design Code	Compliance with Acts and Regulations	100%	100%	High	All new bridges to be designed to comply with current design standards. No critical deficiencies on existing bridges.
Safety	Ontario Municipal Act	Bi-annual OSIM Inspections	100%	100%	High	Regular inspection program to confirm structure condition and required repair or maintenance
Asset Condition	Culverts on all County Roads and local roads with AADT >400	No Load restrictions	100%	100%	High	Ensure Emergency response and business continuity
	Platform width and barriers	Compliance with design Standards	AADT <50 25% 50-200 65% >200 92%	AADT <50 25% 50 – 200 75% >200 95%	Low Medium High	Single lane width acceptable as existing or as temporary on low volume road.
System Adequacy	All culverts are open and available for use with posted restrictions where applicable.	Restricted Capacity structures only on local roads with alternate routes.	100%	98%	High	Bridge posting by-law
	Overall System condition	Structures without immediate needs	93%	90%	High	Consider rehabilitation or replacement based on BCI and individual assessment of risk.

Fleet Vehicles and Equipment

Level of Service Objectives	Level of Service Components	Performance Measure	Existing LOS	Recommended LOS	Risk	Comments
Legislative Compliance	Highway Traffic Act (HTA) and Regulations	Compliance with the Acts and Regulations	100%	100%	High	Monitor compliance through mandatory inspections.
	Ambulance Act and Associated Standards					Annual costs in accordance with the 10 Year Asset Management Plan forecasts.
Safety	OH&S Act and Regulations	Compliance with the Acts and Regulations	100%	100%	High	Monitor compliance through mandatory inspections and audits. Annual costs in accordance with the 10 Year Asset Management Plan forecasts.
Asset Condition	Vehicle and Equipment Components	Operational Compliance	100%	100%	Minor	Monitor through routine inspections and audits. Timely and appropriate repairs and maintenance of the fleet.
Capital Replacement	Heavy Duty Trucks	Replace at End of Useful Life (EUL)	14 Years/ 300,000 km	14 Years/ 300,000 km	Moderate	Annual Capital expenditures in accordance with the 10 Year Asset Management Plan forecasts to ensure that Levels of Service delivered to the client base are consistent with policies and legislative requirements.
	Medium Duty Trucks	Replace (EUL)	10 Years/ 300,000 km	10 Years/ 300,000 km	Minor	
	Light Duty Trucks	Replace (EUL)	7 Years/ 300,000 km	6 Years/ 300,000 km	Minor	
	Tractors	Replace (EUL)	15 Years/ 10,000 hours	15 Years/ 10,000 hours	Minor	

Four Elements of the County's Asset Management Plan



Asset Management Strategy

- a) 10 Year Capital Plan to Move Toward Desired Levels of Service **(does not mean we will achieve the LOS within the 10 year period)**
- b) Risk Assessment

b) Risk Assessment

Risk of Asset Failure = Probability x Consequence

**Table 5-1
Consequence of Failure Matrix**

Consequence of Failure	Safety	Cost	Levels of Service	Environmental
Insignificant	No Injury	Negligible or insignificant Cost	No Interruptions	No Impact
Minor	Minor Injury	Small/Minor Cost- within Budget Allocations	Minor Interruptions	Short-term/Minor Impact- Fixable
Moderate	Moderate Injury	Considerable Cost- Requires revisions to Budget	Moderate Interruptions	Medium-term Impact- Fixable
Major	Major Injury	Substantial Cost- Multi-year Budget Impacts	Significant Interruptions	Long-term Impact- Fixable
Catastrophic	Death, Serious Injury	Significant Cost- Difficult to Recover	Major Interruptions	Long-term Impact- Permanent

**Table 5-2
Total Risk of Asset Failure Matrix**

Probability of Failure	Consequence of Failure				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	M	M	M	H
Possible	L	M	M	H	E
Likely	M	M	H	H	E
Almost Certain	M	H	H	E	E

- Extreme Risk (E) : risk well beyond acceptable levels;
- High Risk (H): risk beyond acceptable levels;
- Medium Risk (M): risk at acceptable levels, monitoring required to ensure risk does not become high; and
- Low Risk (L): risk at or below acceptable levels.

a) 10 Year Capital Plan

10 Year Capital Plan

All departments provided their 10 year capital plans (2019-2028) to the Finance Department in Fall 2018 after carefully considering:

- Current Replacement Cost
- Year of Replacement
- Asset Condition
- Level of Service
- Risk

\$234,115,923

County of Renfrew - 10 Year Asset Plan - Data from October 15 2018											
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Totals
County Admin Building	155,000	330,000	170,000	96,425	88,163	25,000	330,000	-	85,000	127,975	1,407,564
Renfrew County Place	55,000	25,000	161,013	50,000	107,855	145,925	35,000	547,119	-	57,000	1,183,912
80 McGonigal	15,000	-	-	-	10,000	-	-	50,950	-	10,000	85,950
Miramichi Lodge	409,960	762,815	325,000	597,760	366,500	569,465	882,306	449,375	652,176	287,000	5,302,357
Bonnechere Manor	446,425	674,000	262,000	371,700	268,000	558,235	518,400	404,465	764,958	347,090	4,615,273
Arnprior Paramedic Base	-	22,000	5,000	25,000	-	-	20,095	10,000	-	12,000	94,095
Barry's Bay Paramedic Base	-	5,000	-	12,000	-	25,000	-	25,000	-	35,095	102,095
Petawawa Paramedic Base	-	5,000	-	12,000	17,000	-	-	20,000	-	35,095	89,095
Deep River Paramedic Base	-	5,000	12,000	-	-	-	5,000	12,000	-	25,000	59,000
OPP Station	8,000	5,000	8,000	-	13,000	-	8,000	5,000	40,083	-	87,083
PW Patrols	176,000	181,000	187,000	192,500	198,500	204,000	210,300	216,000	223,661	229,402	2,018,363
RCHC	2,586,484	1,038,538	428,736	556,373	1,158,133	484,951	834,194	366,060	170,526	174,811	7,798,806
Fleet - PW	842,000	888,000	890,000	912,000	893,000	882,000	975,000	1,100,000	1,118,000	1,055,000	9,555,000
Fleet - D&P	30,000	-	-	-	30,000	30,000	30,000	30,000	-	-	150,000
Fleet - RCHC	5,763	33,412	57,525	58,000	52,079	47,000	97,000	68,533	37,000	49,000	505,312
Fleet - EMS	1,970,000	965,000	415,000	1,430,000	2,270,000	1,030,000	290,000	1,585,000	1,880,000	1,330,000	13,165,000
Roads	8,920,158	10,134,424	10,732,211	12,458,698	13,376,492	14,908,894	14,547,530	14,910,870	14,500,370	15,506,570	129,996,218
Culverts	3,252,500	1,968,000	2,194,000	2,355,500	2,319,000	2,062,000	2,282,500	2,477,500	2,412,000	2,334,000	23,657,000
Bridges	5,513,000	5,220,000	4,603,400	3,053,400	2,812,200	1,640,000	2,836,040	2,356,920	3,216,720	2,992,120	34,243,800
Totals	24,385,290	22,262,189	20,450,885	22,169,356	23,974,922	22,629,470	23,901,365	24,634,792	25,100,495	24,607,159	234,115,923

\$234,115,923

County of Renfrew - 10 Year Asset Plan - Data from October 15 2018											
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Renfrew County Place	55,000	25,000	161,013	50,000	107,855	145,925	35,000	547,119	-	57,000	1,183,912
80 McGonigal	15,000	-	-	-	10,000	-	-	50,950	-	10,000	85,950
Miramichi Lodge	409,960	762,815	325,000	597,760	366,500	569,465	882,306	449,375	652,176	287,000	5,302,357
Bonnechere Manor	446,425	674,000	262,000	371,700	268,000	558,235	518,400	404,465	764,958	347,090	4,615,273
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Barry's Bay Paramedic Base	-	5,000	-	12,000	-	25,000	-	25,000	-	35,095	102,095
Petawawa Paramedic Base	-	5,000	-	-	12,000	17,000	-	20,000	-	35,095	89,095
Deep River Paramedic Base	-	5,000	12,000	-	-	-	5,000	12,000	-	25,000	59,000
OPP Station	8,000	5,000	8,000	-	13,000	-	8,000	5,000	40,083	-	87,083
PW Patrols	176,000	181,000	187,000	192,500	198,500	204,000	210,300	216,000	223,661	229,402	2,018,363
RCHC	2,586,484	1,038,538	428,736	556,373	1,158,133	484,951	834,194	366,060	170,526	174,811	7,798,806
Fleet - PW	842,000	888,000	890,000	912,000	893,000	882,000	975,000	1,100,000	1,118,000	1,055,000	9,555,000
Fleet - D&P	30,000	-	-	-	30,000	30,000	30,000	30,000	-	-	150,000
Fleet - RCHC	5,763	33,412	57,525	58,000	52,079	47,000	97,000	68,533	37,000	49,000	505,312
Fleet - EMS	1,970,000	965,000	415,000	1,430,000	2,270,000	1,030,000	290,000	1,585,000	1,880,000	1,330,000	13,165,000
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Bridges	5,513,000	5,220,000	4,603,400	3,053,400	2,812,200	1,640,000	2,836,040	2,356,920	3,216,720	2,992,120	34,243,800
Totals	24,385,290	22,262,189	20,450,885	22,169,356	23,974,922	22,629,470	23,901,365	24,634,792	25,100,495	24,607,159	234,115,923

There are several changes that have been made to this initial 10 year plan from October 2018 that must be addressed:

1. As the Treasurer and CAO met with each Director during the development of the 2019 capital budget, some changes were made to the first year (2019) of the 10 year capital plan
2. Equipment items were never considered in the AMP listing and must be added to the 2019 capital plan along with a provision for 2020-2028
3. The AMP is sent to the Treasurer in 2018 prices and therefore inflation (@2%) must be added to year 2-10.
4. Staff were directed to add several items to the 10 year capital plan based on "Building Renfrew County Up"

1. As the Treasurer and CAO met with each Director during the development of the 2019 capital budget, some changes were made to the first year (2019) of the 10 year capital plan
2. Equipment items were never considered in the AMP listing and must be added to the 2019 capital plan along with a provision for 2020-2028

Department	Revised	
	10 Year Plan	Budget \$
BM Total	446,425	486,225
Forestry Total	30,000	30,000
GIS Total	0	30,000
IT Total	0	60,000
ML Total	409,960	418,360
Paramedic Total	1,970,000	1,175,000
Property - 80 McGonegal Total	15,000	15,000
Property - CAB Total	155,000	155,000
Property - OPP Total	8,000	0
Property - RCP Total	55,000	555,000
PW Total	18,703,658	14,969,898
RCHC Total	2,592,247	1,457,329
Trails Total	0	68,422
Grand Total	24,385,290	19,420,234

3. The AMP is sent to the Treasurer in 2018 prices and therefore inflation (@2%) must be added to year 2-10.

	Rate	2019B	2020	2021	2022	2023
Capital Plan		18,905,982	22,262,189	20,450,885	22,169,356	23,974,922
Inflation Adjusted	2.0%	18,905,982	22,707,433	21,277,101	23,526,298	25,951,227
Equipment	2.0%	514,252	800,000	816,000	832,320	848,966

	Rate	2024	2025	2026	2027	2028	10 yr Total
Capital Plan		22,629,470	23,901,365	24,634,792	25,100,495	24,607,159	228,636,615
Inflation Adjusted	2.0%	24,984,763	26,916,820	28,297,632	29,409,230	29,407,832	251,384,318
Equipment	2.0%	865,945	883,264	900,929	918,948	937,327	8,317,951

4. Staff were directed to add several items to the 10 year capital plan based on “Building Renfrew County Up”

The Asset Management Plan for the County provides for the needs of our infrastructure inventory at present. It does not consider growth, expansion or new infrastructure.

At the Budget Workshop in January 2018, staff were directed to consider adding a number of potential future projects to this plan.

As a result, in April 2018 staff presented all Committees with a document titled **“Building Renfrew County Up”**.

<u>Project Name</u>	<u>Description</u>	<u>Estimated Costs</u>	<u>Funding Sources</u>	<u>Time Frame</u>
County Road 51 (Petawawa Blvd) Expansion	Expansion of the Road to 4 lanes plus the construction of a new crossing of the Petawawa River	\$20 Million	<ul style="list-style-type: none"> • County of Renfrew • Town of Petawawa • Ontario • Canada 	<ul style="list-style-type: none"> • TBD based on the availability of funding

<u>Project Name</u>	<u>Description</u>	<u>Estimated Costs</u>	<u>Funding Sources</u>	<u>Time Frame</u>
Pembroke Property Study Implementation	Review and potential changes to property occupied for the delivery of County Services	TBD based on needs and recommended changes	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Study in 2018 • Timing of changes TBD

<u>Project Name</u>	<u>Description</u>	<u>Estimated Costs</u>	<u>Funding Sources</u>	<u>Time Frame</u>
Algonquin Trail	Improvements to the Algonquin Trail to support the various users	TBD based on needs	<ul style="list-style-type: none"> • County of Renfrew • Ontario (OMCC) • OFSC • User Groups 	<ul style="list-style-type: none"> • TBD based on needs and the availability of funding

Project Name	Description	Estimated Costs	Funding Sources	Time Frame
EORN Cell Gap and Public Sector Broadcast Network (PSBN)	Project to eliminate cell gaps in Eastern Ontario, improve mobile broadband data and to build PSBN	\$895,237 (Phase 1 – Cell Gap Only) PSBN (Phase 2 costs TBD)	<ul style="list-style-type: none"> • Canada • Ontario • County of Renfrew • Private Sector 	<ul style="list-style-type: none"> • TBD (approx 2019 – 2021)

RESOLUTION NO. FA-CC-18-04-42

Moved by Chair
Seconded by Committee

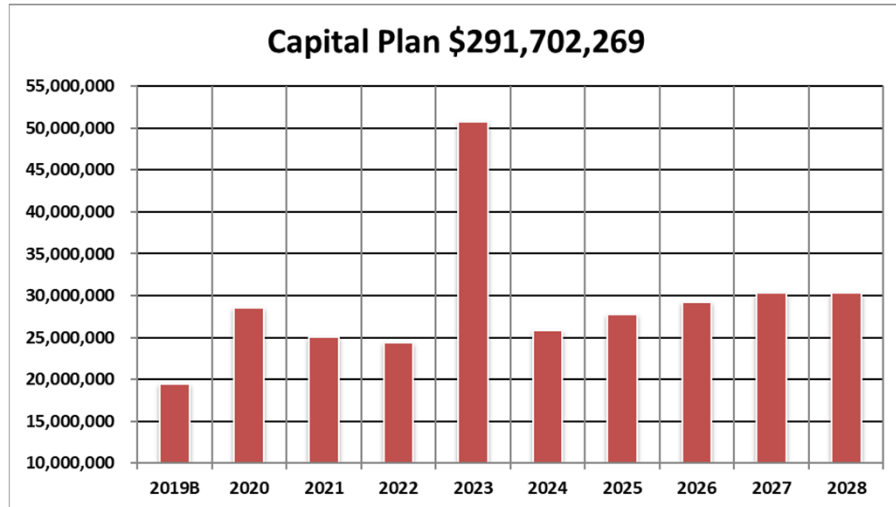
THAT County Council approve that the County of Renfrew's Comprehensive Asset Management Plan (CAMP) be updated to include the section titled Building Renfrew County Up and that the addition to the CAMP be approved at this session of County Council.

\$291,702,269

	Rate	2019B	2020	2021	2022	2023
Capital Plan		18,905,982	22,262,189	20,450,885	22,169,356	23,974,922
Inflation Adjusted	2.0%	18,905,982	22,707,433	21,277,101	23,526,298	25,951,227
Special Projects			5,000,000	3,000,000		24,000,000
Equipment	2.0%	514,252	860,600	816,000	832,320	848,966
Total		19,420,234	28,507,433	25,093,101	24,358,618	50,800,193

	Rate	2024	2025	2026	2027	2028	10 yr Total
Capital Plan		22,629,470	23,901,365	24,634,792	25,100,495	24,607,159	228,636,615
Inflation Adjusted	2.0%	24,984,763	26,916,820	28,297,632	29,409,230	29,407,832	251,384,318
Special Projects							32,000,000
Equipment	2.0%	865,945	883,264	900,929	918,948	937,327	8,317,951
Total		25,850,708	27,800,084	29,198,561	30,328,178	30,345,159	291,702,269

10 Year Capital Plan 2019-2028



**How Do We Pay For \$291
Million Capital Plan Over
the Next 10 Years?**

2019 Budget Alignment With:

Strategic Plan (2013-2018)

Asset Management Plan (AMP)

 **Long Term Financial Plan (LTFP)**

Long Term Financial Plan (LTFP)

April 29, 2015

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

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

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

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

How Do We Pay For the Plan - 2019

		10 Year Totals	
Capital Plan		291,702,269	
New Debt	4,950,000		Madawaska Bridge
Provincial Funding	14,675,465		8mill CR51 OCIF 19/20 then \$500k
Federal Funding	36,417,946		8 mill + gas tax letter to 2023 then froze
Pembroke - RCHC	679,433		% based on WTD CVA
Petawawa – CR#51	2,000,000		Estimate only
Capital Reserve Used	232,979,425	291,702,269	<u>80% of capital funding from reserves</u>
Funding Gap		0	

Capital Reserves

Opening Balance – January 1, 2019	27,110,336
Capital Reserve Needed Over 10 Years	<u>(232,979,425)</u>
Funding Shortfall	<u>(205,869,089)</u>

Where Will The Reserve Increase Come From?

Council Has Already Provided That Answer!!

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

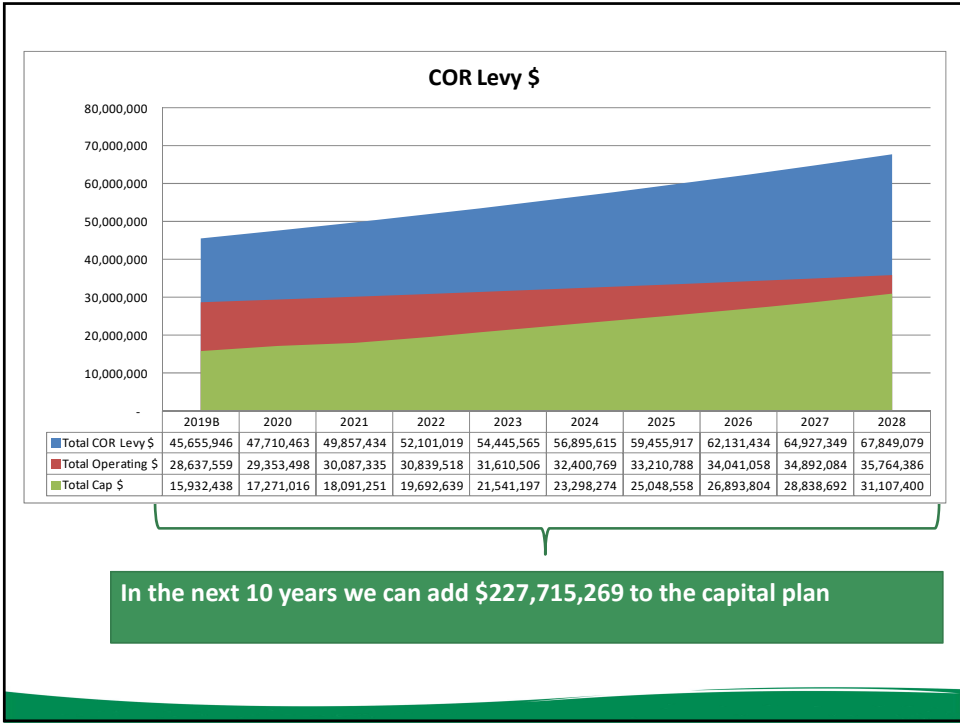
- projected annual levy increase of 3%
- restriction in the use of that levy increase to only 2.5% per year for operating expenses (2.3% in 2019)
- utilization of the annual current value assessment (CVA) weighted growth (1.2% in 2019)



- **3% Plan**
- **Stable, predictable long term plan**
- **Remain focused on today and on the future**
- **Reasonable and prudent approach to finance infrastructure renewal program**

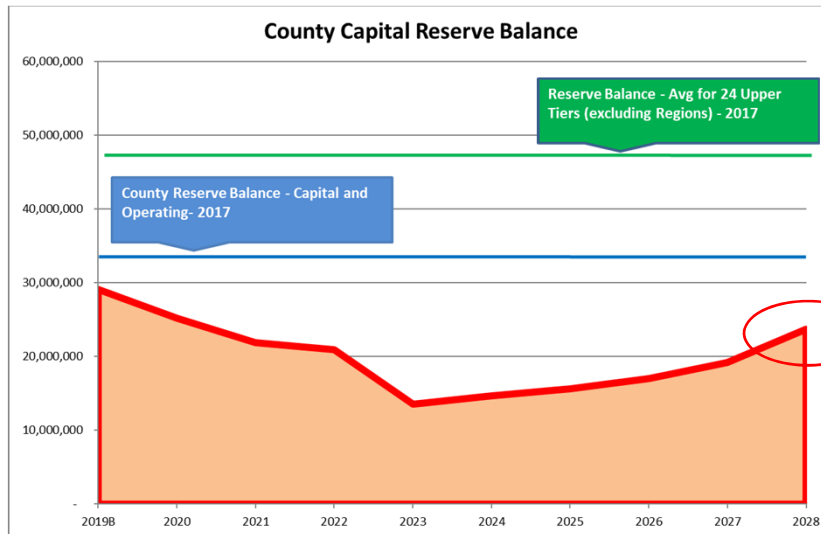
County Levy Increases 3.8% from 2018 to 2019

County Levy 2018		\$43,984,534
CVA Growth 1.2%	527814	
COLA 2.6%	<u>1,143,598</u>	<u>\$1,671,412</u>
County Levy 2019 3.8%		\$45,655,946



10 Year Totals	Capital Reserves
Levy To Capital Reserve	227,715,269
Opening Capital Reserve 2019	27,110,336
Capital Reserve Used For Operating	(819,406)
Reserve Interest 1.5%	<u>2,658,770</u>
Capital Reserve Available	256,664,969
Capital Reserve Used	<u>(232,979,425)</u>
Cap Reserve 2028	23,685,544

Capital Reserve Balance - \$23.7 m in 2028



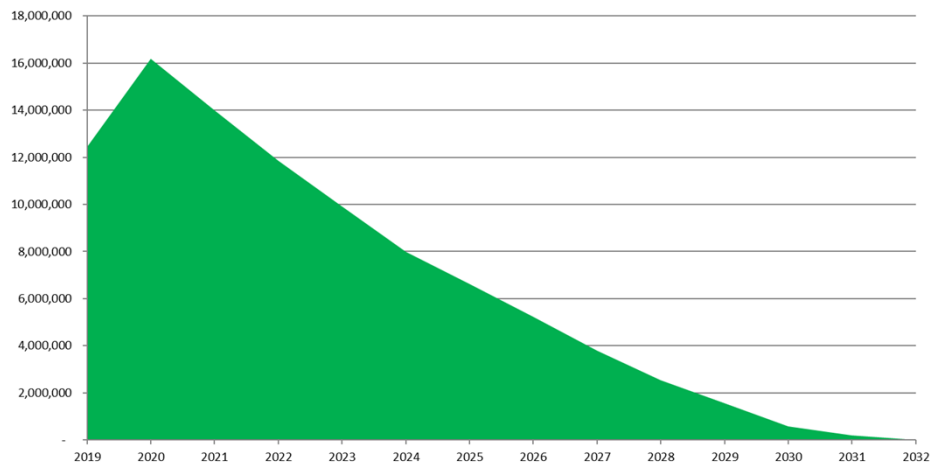
How Do We Pay For the Plan - 2019

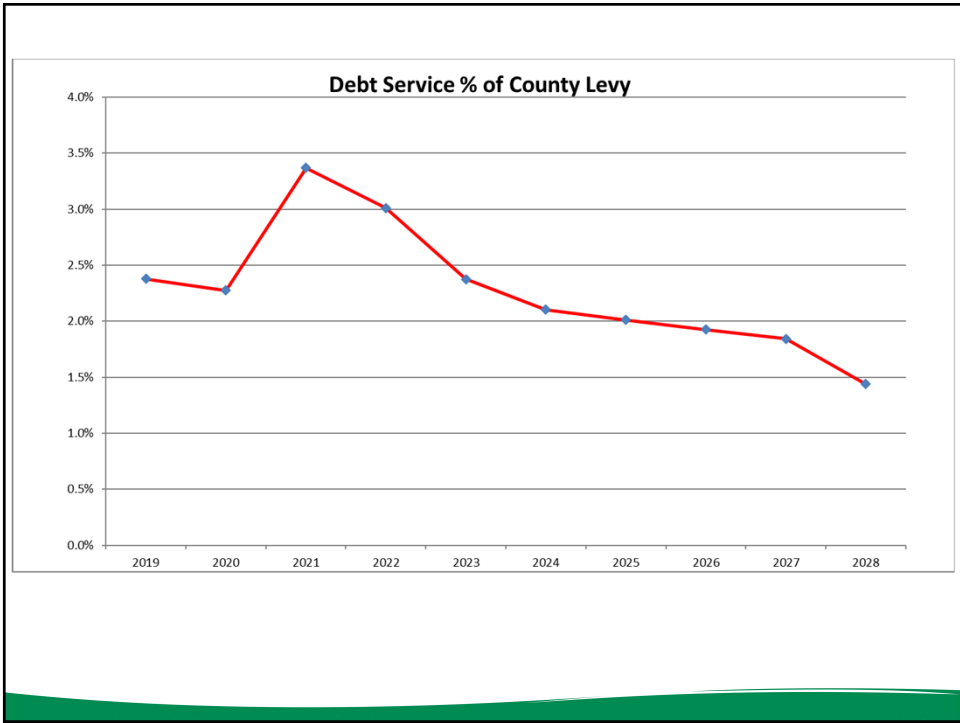
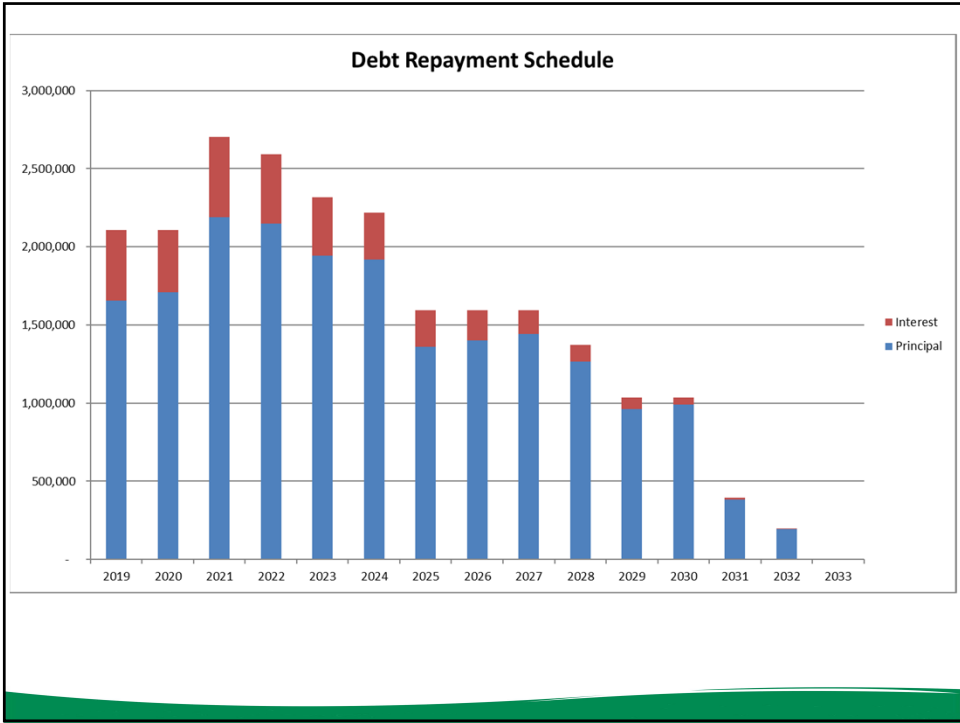
		10 Year Totals	
Capital Plan		291,702,269	
New Debt	4,950,000		2019 + 2020 Madawaska Bridge
Provincial Funding	14,675,465		8mill CR51 OCIF 19/20 then \$500k
Federal Funding	36,417,946		8 mill + gas tax letter to 2023 then froze
Pembroke - RCHC	679,433		% based on WTD CVA
Petawawa – CR#51	2,000,000		Estimate only
Capital Reserve Used	232,979,425	291,702,269	<u>80% of capital funding from reserves</u>
Funding Gap		0	

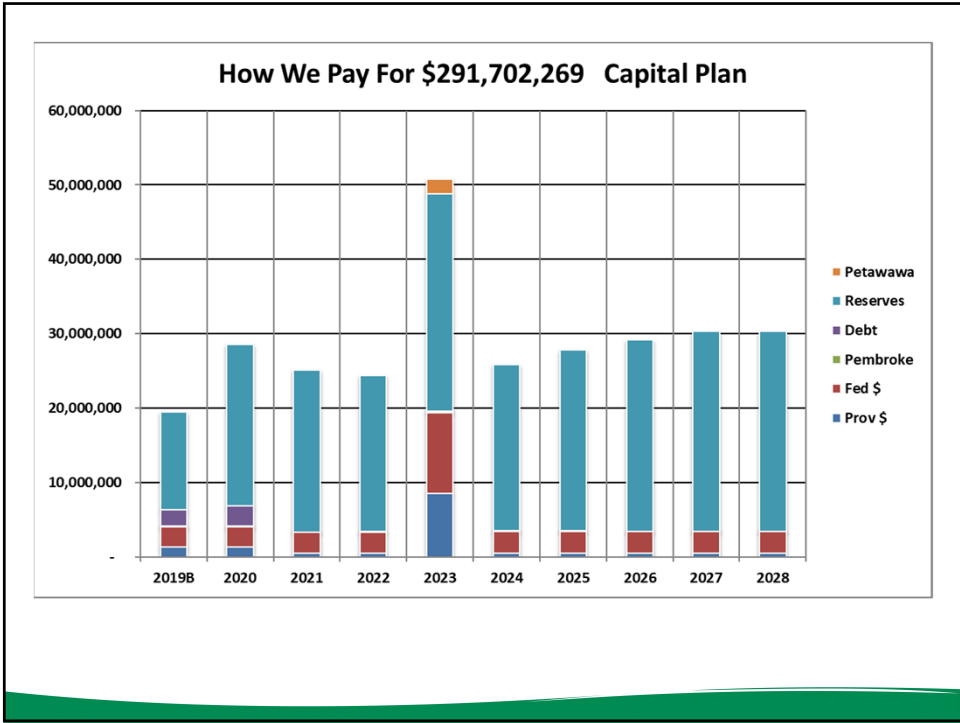
Year End Debt Forecast

Yearend Debt Balance		Maturity	2015	2016	2017	2018	2019	2020	2021
RCHC	63 Russell	2021	265,989	217,896	167,785	116,321	63,468	9,188	
RCHC	200 Caruso	Nov 1/23				450,562	365,032	277,270	187,217
RCHC	26 Spruce	Jun 1/28				1,036,996	944,859	850,326	753,336
Claybank Bridge		Apr 16/28				3,588,466	3,257,898	2,917,070	2,565,663
Madawaska River Bridge		2030	-					5,450,000	4,974,594
Centennial Lake Bridge (Internal)		2022	2,525,000	2,150,000	1,775,000	1,400,000	1,025,000	650,000	275,000
Debt Financed from 10 Yr Plan			2,790,989	2,367,896	1,942,785	6,592,345	5,656,257	10,153,854	8,755,810
OPP		Feb 1/32			4,623,561	4,364,946	4,098,488	3,823,949	3,541,084
ML		Oct 4/24	4,373,773	3,988,978	3,582,112	3,151,908	2,697,028	2,216,057	1,707,496
Debt Financed from Others			4,373,773	3,988,978	8,205,673	7,516,854	6,795,516	6,040,006	5,248,580
Total Debt All Sources			7,164,762	6,356,874	10,148,458	14,109,199	12,451,773	16,193,860	14,004,390

Forecast Year End Debt







Long Term Financial Plan Report Card

County of Renfrew

Indicator	Target	2019
% WTD CVA Growth	1.48%	1.20%
% County Levy Increase	3.00%	2.60%
% Levy Restricted For Operating	2.50%	2.30%
% Interest Earned on Reserves	1.45%	2.40%
% Inflation	2.00%	1.90%
% Interest Paid on New Debt	3.00%	2.98%
Minimum Annual Federal Funding	2,505,628	2,671,773
Minimum Annual Provincial Funding	500,000	1,317,960
Minimum Capital Reserve Balance	2,000,000	13,537,320
10 Year Funding Gap	13,261,129	-

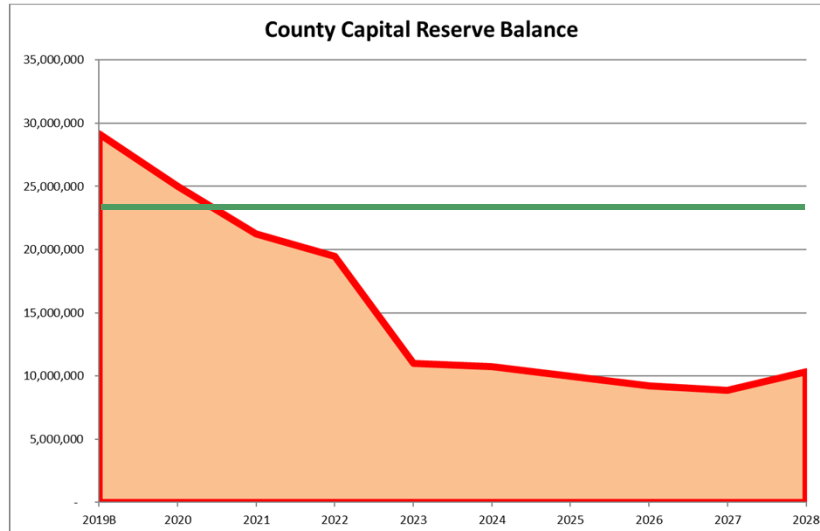
What If?

What If?

	Original	What If?
WTD CVA Growth	1.5%	1%

What are the impacts on our 10 year LTFP?

Reserve Drops \$13.3m (\$23.7 to \$10.4m)

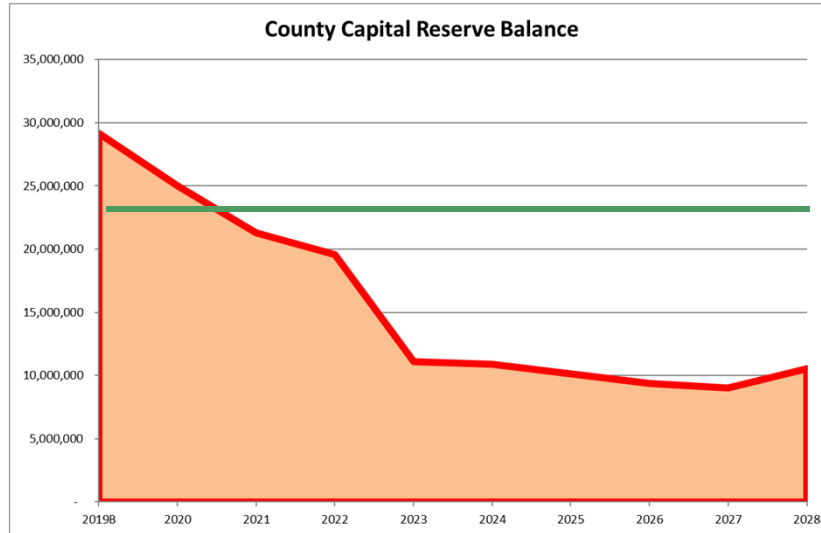


What If?

	Original	What If?
Inflation	2%	3%

What are the impacts on our 10 year LTFP?

Reserve Drops \$13.1m (\$23.7 to \$10.6)

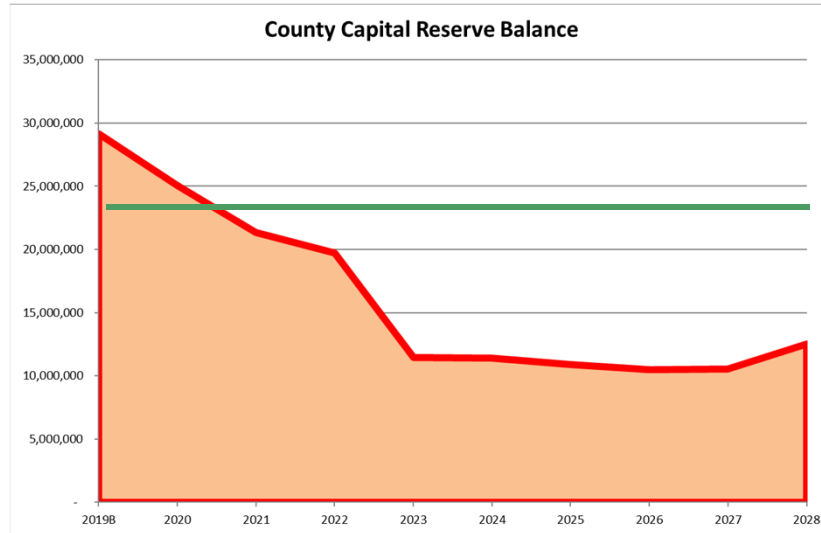


What If?

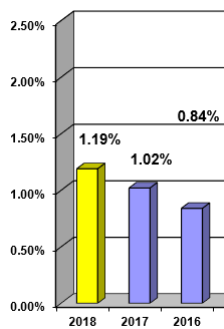
	Original	What If?
COLA	3%	2.6%

What are the impacts on our 10 year LTFP?

Reserve Drops \$11.2m (\$23.7 to \$12.5)



What If?

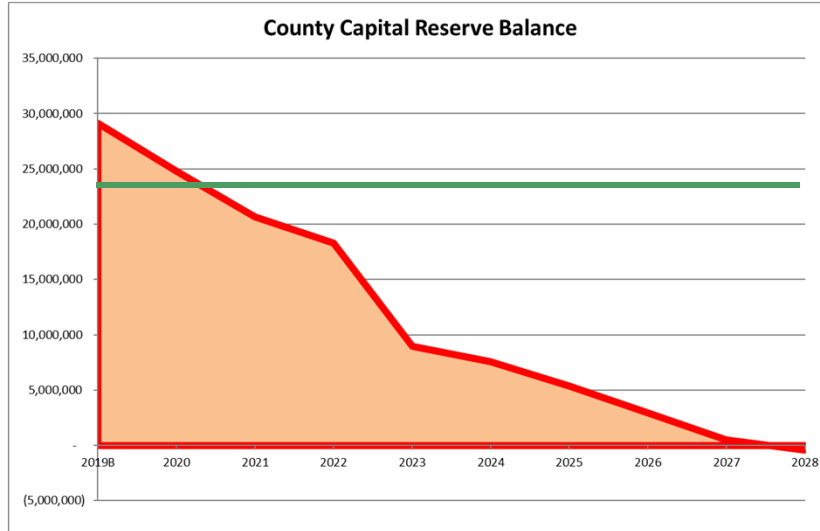


	Original	What If?
COLA - Levy	3%	2.6%
WTD CVA Growth	1.5%	1%

This is where we are today
What if this trend continued!!

What are the impacts on our 10 year LTFP?

Reserve Drops \$24.1m (\$23.7 to -\$0.4m)



2019 Budget Presentation

2019 Consolidated Budget (Net Levy)

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
Operations Committee	0	16,536,999	16,133,658	403,341	2.5%
Development & Property Committee	100,000	1,935,697	1,888,472	47,225	2.5%
Health Committee	349,760	11,480,320	11,207,629	272,691	2.4%
Social Services Committee	0	6,952,471	6,784,769	167,702	2.5%
Finance & Administration Committee	148,938	13,896,608	11,900,573	1,996,035	16.8%
Total Net Expenses	598,698	50,802,095	47,915,101	2,886,994	6.0%
County Levy	598,698	45,655,946	43,984,534	1,671,412	3.8%
Other Revenue	0	5,146,149	3,930,567	1,215,582	30.9%
Total Revenue	598,698	50,802,095	47,915,101	2,886,994	6.0%

County of Renfrew 2019 BUDGET

Department	Revised 10 Year Plan	Budget \$	Sources of Financing						Total
			Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax	Reserves	Debt	
BM Total	446,425	486,225	-	-	-	-	486,225	-	486,225
Forestry Total	30,000	30,000	-	-	-	-	30,000	-	30,000
GIS Total	0	30,000	-	-	-	-	30,000	-	30,000
IT Total	0	60,000	-	-	-	-	60,000	-	60,000
ML Total	409,960	418,360	-	-	-	-	418,360	-	418,360
Paramedic Total	1,970,000	1,175,000	210,000	-	-	-	965,000	-	1,175,000
Property - 80 McGonegal Tc	15,000	15,000	-	-	-	-	15,000	-	15,000
Property - CAB Total	155,000	155,000	-	-	-	-	155,000	-	155,000
Property - OPP Total	8,000	0	-	-	-	-	-	-	0
Property - RCP Total	55,000	555,000	-	-	-	-	555,000	-	555,000
PW Total	18,703,658	14,969,898	8,222,447	-	1,317,960	2,671,773	557,718	2,200,000	14,969,898
RCHC Total	2,592,247	1,457,329	118,368	138,864	-	-	1,200,097	-	1,457,329
Trails Total	0	68,422	-	-	-	-	68,422	-	68,422
Grand Total	24,385,290	19,420,234	8,550,815	138,864	1,317,960	2,671,773	4,540,822	2,200,000	19,420,234

County of Renfrew
Schedule of Reserves
2019 BUDGET

	Budget Balance 31-Dec-18	Net Change	Balance 31-Dec-19
County Of Renfrew	29,746,880	2,724,986	32,471,866
Bonnechere Manor	1,805,134	(344,805)	1,460,329
Miramichi Lodge	1,683,198	(369,336)	1,313,862
Renfrew County Housing Corp	476,255	0	476,255
Total Surplus Adjustment	33,711,467	2,010,845	35,722,312
Capital Reserve Balance for LTFP	27,110,336		29,131,731

County of Renfrew
Debt Schedule
2019 BUDGET

Department	Details	Maturity Date	Budget Balance 31-Dec-18	2019 Issued	2019 Interest Paid	2019 Principal Paid	Balance 31-Dec-19
Miramichi Lodge	Provincial Share (5.656%)	4-Oct-2024	3,151,908		171,930	(454,880)	2,697,028
PW	Centennial Lake Bridge	2022	1,400,000			(375,000)	1,025,000
PW	Claybank Bridge (3.08%)	16-Apr-2028	2,588,466		107,998	(330,568)	2,257,898
Property	OPP Base (3.01%)	1-Feb-2032	4,501,093		129,394	(266,458)	4,234,635
RCHC	63 Russell St (2.435%)	1-Apr-2019	168,624		3,141	(52,853)	115,771
RCHC	200 Caruso St (2.61%)	1-Nov-2023	450,562		11,760	(85,530)	365,032
RCHC	26 Spruce St (2.60%)	1-Jun-2028	1,036,996		26,962	(92,137)	944,859
			13,297,649	0	451,185	(1,657,426)	11,640,223

Staffing Hours

<u>Division</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance</u>
	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
BM Total	362,695	358,305	4,390
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,860	(400)
Enterprise Center Total	3,640	3,640	-
Finance Total	20,020	18,200	1,820
Forestry Total	4,240	5,005	(765)
GIS Total	3,640	3,640	-
Human Resources Total	10,570	12,390	(1,820)
IT Total	10,920	10,920	-
ML Total	330,536	329,559	977
OVTA Total	5,460	5,460	-
Paramedic Total	249,625	245,945	3,680
Planning Total	15,621	14,560	1,061
POA Total	9,878	9,878	-
Property Total	9,457	9,457	-
Public Works Total	102,300	102,300	-
RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,902	1,277,959	8,943

Budget Overview

.By Committee

- Departmental Budget

Committee Order

- **Social Services**
- **Health**
- **Development & Property**
- **Operations**
- **Finance & Administration**

Social Services Committee

Ontario Works

- Governed by the Ontario Works Act, 1997
- Ontario Works offers social, employment and financial assistance to low income individuals and families in Renfrew County including employment assistance for non-disabled spouses and dependent adults on Ontario Disability Support Program (ODSP)
- 4 office locations: Pembroke, Renfrew, Arnprior & Killaloe
- 25 staff members
- 2018 Average Caseload - 1350 (a 'case' is a family unit - it could be a single person, a recipient with a spouse and/or dependent children)
- In 2018 staff completed:
 - 961 new applications for Ontario Works (verification interviews);
 - 552 applications for the Homelessness Prevention Program;
 - 328 applications for the Ontario Electricity Support Program;
 - 212 applications for Low-Income Energy Assistance Program (LEAP)

Ontario Works Upcoming Changes in 2019

- Modernization of the Ontario Works Program – risk-based intake and granting, electronic document management, digital tools and on-line reporting of changes
- Implementation of recommendations from the 100 day plan for social assistance reform (released on November 22/18) – increased focus on employment outcomes for clients and working collaboratively with Employment Ontario to match clients to employment and training opportunities in the community
- Human Services Integration – common counter for social services – reducing administration, ensuring clients receive the financial, housing, and child care supports they need from one office location, while providing a very people-focused service

Child Care

- Governed by the Child Care and Early Years Act, 2014 (Ministry of Education)
- 15 full-time staff
- Directly operate or manage:
 - Licensed Family Home Program -7 homes (31 children)
 - Special Needs Resourcing (175 children)
 - Fee Subsidy (500 children)
 - Expansion Plan and Early Learning and Child Care funding new
 - Management of 6 EarlyON Centres new 2018
 - Management of 1 Journey Together Indigenous EarlyON program new 2018
 - Service Agreements with 29 licensed child care programs and 5 recreation programs

Social Housing

- Governed by Housing Services Act, 2011
- Reports to the Renfrew County Housing Corporation (RCHC) Board of Directors
- 31 full-time staff, 2 part-time staff (unionized environment)
- 3 office locations
- Accept, process and manage applications for Rent-Geared-to-Income (RGI) housing for RCHC and Non-Profit Housing Providers
- Property Management services including: rent calculations, lease signings, rent collection, unit inspections, etc.

Social Housing Cont'd

- **Maintain physical assets for 19 apartment buildings, 150 family duplex units, 175 family row housing – 978 units in total**
- **Waiting list average: 1040**
- **1151 Tenants:**

Age	Under 50	50-54	55-59	60-64	65 & Over
RCHC Tenants	460	106	131	147	307

- **Partnership with non-profit housing providers who provide 267 units of low income housing**




Housing Challenges in 2019 - 2020

- **County Council adopted on November 27, 2013 the County of Renfrew 10-Year Housing and Homelessness Plan – 5-Year review is due June 2019**
- **Modernization of Social Housing**
- **Human Services Integration**
- **Canada's National Housing Strategy announces Ontario will receive \$4.2 billion more over the next 10 years for Affordable Housing**
- **Programs:**
 - **Investment in Affordable Housing Program (IAH) 2014 Extension by the Ministry of Municipal Affairs and Housing ends March 2020**
 - **Poverty Reduction Strategy (2014-2019), Phase 2 of Ontario's Comprehensive Mental Health and Addictions Strategy administered by the Ministry of Health and Long-Term Care**
 - **Social Housing Infrastructure Fund (SIF and SHIP) ends March 2019**

Social Services Committee (Net County \$'s)

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
ONTARIO WORKS	0	1,202,868	1,170,974	31,894	2.7%
CHILD CARE	0	511,991	510,706	1,285	0.3%
SOCIAL HOUSING	0	5,237,612	5,103,089	134,523	2.6%
Social Services Committee	0	6,952,471	6,784,769	167,702	2.5%

Staffing Hours

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance</u>
<u>Division</u>	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
 BM Total	362,695	358,305	4,390
Child Care Total	27,300	27,300	-
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Finance Total	20,020	18,200	1,820
Forestry Total	4,240	5,005	(765)
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IT Total	10,920	10,920	-
ML Total	330,536	329,559	977
OVTA Total	5,460	5,460	-
Paramedic Total	249,625	245,945	3,680
Planning Total	15,621	14,560	1,061
POA Total	9,878	9,878	-
Property Total	9,457	9,457	-
Public Works Total	102,300	102,300	-
RCHC Total	66,400	66,400	-
  Social Services Total	49,140	49,140	-
Grand Total	1,286,902	1,277,959	8,943

Social Services Committee (Net County \$'s)

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
ONTARIO WORKS	0	1,202,868	1,170,974	31,894	2.7%
CHILD CARE	0	511,991	510,706	1,285	0.3%
SOCIAL HOUSING	0	5,237,612	5,103,089	134,523	2.6%
Social Services Committee	0	6,952,471	6,784,769	167,702	2.5%

Ontario Works

August 2007 - Premier Announces the Social Assistance Upload of Costs Back to the Province

2008 ODSP Ontario Drug Benefits

2009 ODSP Administration

2010 ODSP Benefits from 80% to 90%

2011 ODSP Benefits from 90% to 100%

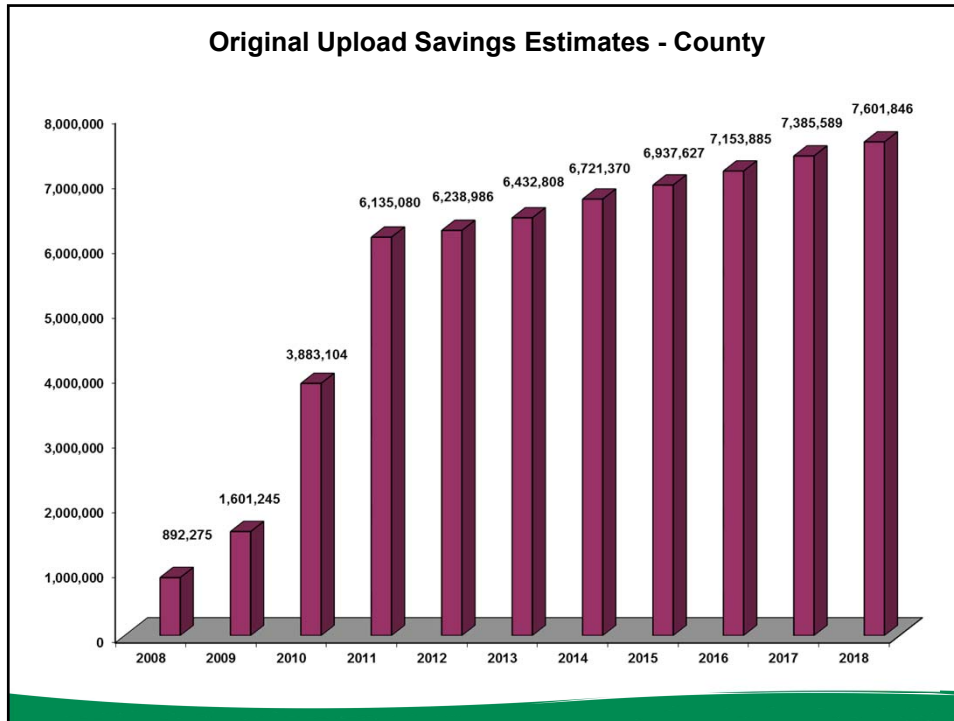
2010 SA Costs Begin to Upload (+80%)

2018 SA Costs Upload Complete (to 100%)

2016 was 94.2% Province

2017 was 97.2% Province

2018 is 100% Province



Upload Savings Estimate for 2019

2018 SA Costs Upload Complete (to 100%)

2018 is 100% Province vs 97.2% Province in 2017

2019 is the 1st time since 2008 that we have not received any OW savings due to the Provincial upload of costs!!

Ontario Works

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
ONTARIO WORKS	<u>0</u>	<u>1,202,868</u>	<u>1,170,974</u>	<u>31,894</u>	<u>2.7%</u>
Social Assistance - Admin		4,287,761	4,151,373	136,388	3.3%
Social Assistance - Benefits		12,843,000	12,158,000	685,000	5.6%
Homelessness		5,000	5,000	0	0.0%
Emergency Energy Fund		0	0	0	
SDMT Replacement Project		0	0	0	
Depreciation		24,500	27,000	(2,500)	-9.3%
Provincial Subsidy - Social Assistance Admin		(2,674,831)	(2,606,619)	(68,212)	2.6%
Provincial Subsidy - Social Assistance - Benefits		(12,811,000)	(12,126,000)	(685,000)	5.6%
Provincial Subsidy - Homelessness			0	0	
Prov Subsidy - SDMT Replacement Project			0	0	
Revenue - Other		(5,000)	(5,000)	0	0.0%
Surplus Adjustment - Capital		0	0	0	
Surplus Adjustment - Trf From Reserves		0	0	0	
Surplus Adjustment - Trf To Reserves		0	0	0	
Surplus Adjustment - Depreciation		(24,500)	(27,000)	2,500	-9.3%
Municipal Contribution - City of Pembroke		(442,062)	(405,780)	(36,282)	8.9%

Ontario Works - Benefits

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
SOCIAL ASSISTANCE	12,115,000	11,500,000	615,000	5.3%
SOCIAL ASSISTANCE - RECOVERIES	(315,000)	(315,000)	0	0.0%
SPECIAL ASSISTANCE - HEALTH	225,000	215,000	10,000	4.7%
SPECIAL ASSISTANCE - NON HEALTH	10,000	10,000	0	0.0%
FUNERALS & BURIALS	160,000	130,000	30,000	23.1%
FUNERALS 100% MUNIC.	32,000	32,000	0	0.0%
TRANSITION CHILD BENEFIT	66,000	73,000	(7,000)	-9.6%
Mandatory Special Necessities	550,000	513,000	37,000	7.2%
CHILDREN'S DENTAL			0	
SOCIAL ASSISTANCE BENEFITS	12,843,000	12,158,000	685,000	5.6%
CITY OF PEMBROKE REVENUE	(8,600)	(8,235)	(365)	4.4%
PROVINCIAL CHILD BENEFIT REV	0	(73,000)	73,000	-100.0%
PROVINCIAL SA SUBSIDY	(12,811,000)	(12,053,000)	(758,000)	6.3%
Social Assistance - Recoveries	(12,819,600)	(12,134,235)	(685,365)	5.6%
Social Assistance Benefit - Totals	23,400	23,765	(365)	-1.5%

City of Pembroke

Municipal Funerals	\$32,000
County	\$23,400
Pembroke	\$8,600

80% of cost * 31% caseload	7936
20% of cost * 10.371% based on wtd cva	663.744
<u>pembroke share</u>	<u>8599.744</u>

Ontario Works

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
ONTARIO WORKS	<u>0</u>	<u>1,202,868</u>	<u>1,170,974</u>	<u>31,894</u>	<u>2.7%</u>
Social Assistance - Admin		4,287,761	4,151,373	136,388	3.3%
Social Assistance - Benefits		12,843,000	12,158,000	685,000	5.6%
Homelessness		5,000	5,000	0	0.0%
Emergency Energy Fund		0	0	0	
SDMT Replacement Project		0	0	0	
Depreciation		24,500	27,000	(2,500)	-9.3%
Provincial Subsidy - Social Assistance Admin		(2,674,831)	(2,606,619)	(68,212)	2.6%
Provincial Subsidy - Social Assistance - Benefits		(12,811,000)	(12,126,000)	(685,000)	5.6%
Provincial Subsidy - Homelessness			0	0	
Prov Subsidy - SDMT Replacement Project			0	0	
Revenue - Other		(5,000)	(5,000)	0	0.0%
Surplus Adjustment - Capital		0	0	0	
Surplus Adjustment - Trf From Reserves		0	0	0	
Surplus Adjustment - Trf To Reserves		0	0	0	
Surplus Adjustment - Depreciation		(24,500)	(27,000)	2,500	-9.3%
Municipal Contribution - City of Pembroke		(442,062)	(405,780)	(36,282)	8.9%

Social Services Committee (Net County \$'s)

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
ONTARIO WORKS	0	1,202,868	1,170,974	31,894	2.7%
CHILD CARE	0	511,991	510,706	1,285	0.3%
SOCIAL HOUSING	0	5,237,612	5,103,089	134,523	2.6%
Social Services Committee	0	6,952,471	6,784,769	167,702	2.5%

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
CHILD CARE	0	511,991	510,706	1,285	0.3%
Administration		574,113	576,843	(2,730)	-0.5%
Fee Subsidy		3,250,000	3,060,000	190,000	6.2%
General Operating		1,205,547	1,288,914	(83,367)	-6.5%
OW Child Care		75,000	100,195	(25,195)	-25.1%
Family Support		0	0	0	
Healthy Kids		0	206,250	(206,250)	-100.0%
Special Needs Resourcing		1,023,157	1,027,731	(4,574)	-0.4%
Depreciation		6,624	10,200	(3,576)	-35.1%
Special Project		0	0	0	
Special Purpose		3,514,056	2,876,257	637,799	22.2%
Pay Equity		122,957	124,326	(1,369)	-1.1%
Licensed Family Home Day Care		315,000	379,482	(64,482)	-17.0%
Rev-Licensed Family Home Day Care		(315,000)	(379,482)	64,482	-17.0%
Early Years Centres		1,521,052	1,308,957	212,095	16.2%
Expansion Plan				0	
Provincial Subsidy		(5,679,540)	(5,813,025)	133,485	-2.3%
Provincial Subsidy Special Purpose		(3,514,056)	(2,876,257)	(637,799)	22.2%
Provincial Subsidy Early Years		(1,521,052)	(1,308,957)	(212,095)	
Provincial Subsidy - Family Support		0	0	0	
Provincial Subsidy - Mitigation Grant		0	0	0	
Recoveries		0	0	0	
Surplus Adjustment - Capital		0	0	0	
Surplus Adjustment - Depreciation		(6,624)	(10,200)	3,576	-35.1%
Surplus Adjustment - Trf To Reserves		0	0	0	
Municipal Contribution - City of Pembroke		(59,243)	(60,528)	1,285	-2.1%

County of Renfrew
Schedule of Reserves
2019 BUDGET

		Budget Balance 31-Dec-18	Transfers Between	Net Change	Balance 31-Dec-19
Child Care	Child Care	200,994	(200,994)	(200,994)	0
Child Care	Mitigation	1,376,972		0	1,376,972
Ec Dev	Contingency	0		0	0
Ec Dev	RED	0		0	0
Expo 150	150th Anniversary	0		0	0
Forestry	Algonquin Trail	0		0	0
General	Building Reserve	2,362,683	200,994	141,261	2,503,944

Social Services Committee
(Net County \$'s)


	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
ONTARIO WORKS	0	1,202,868	1,170,974	31,894	2.7%
CHILD CARE	0	511,991	510,706	1,285	0.3%
SOCIAL HOUSING	0	5,237,612	5,103,089	134,523	2.6%
Social Services Committee	0	6,952,471	6,784,769	167,702	2.5%

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
SOCIAL HOUSING	0	5,237,612	5,103,089	134,523	2.6%
Admin Charges		112,855	112,078	777	0.7%
Tax Rebate (Eganville, Arnprior)		12,000	12,000	0	0.0%
HR Charges		90,392	87,453	2,939	3.4%
IT Charges		33,161	32,588	573	1.8%
Purchased Service (HHP 5 Year Update)		50,000	0	50,000	
Non Profit Housing		1,650,000	1,770,000	(120,000)	-6.8%
Office Supplies		1,000	1,000	0	0.0%
RCHC - Transfer - AHP Rent Supplement		0	0	0	
RCHC - Transfer - Asset Management		0	0	0	
RCHC - Transfer - Base		5,346,561	5,216,157	130,404	2.5%
RCHC - Transfer - Capital		1,338,961	654,683	684,278	104.5%
RCHC - Transfer - CHPI		1,401,059	1,261,412	139,647	11.1%
RCHC - Transfer - IAH		505,100	1,059,800	(554,700)	-52.3%
RCHC - Transfer - SDV - PHB		0	87,000	(87,000)	-100.0%
RCHC - Transfer - SHIP		0	0	0	
RCHC - Transfer - SIF (5%)		0	0	0	
RCHC - Transfer - SHRRP		0	0	0	
RCHC - Transfer - Strong Communities		140,086	140,086	0	0.0%
Special Projects - Petawawa IAH		0	0	0	
Revenue - Province - Petawawa IAH		0	0	0	
Special Projects - SIF (95%)		0	521,300	(521,300)	-100.0%
Revenue - Province - SIF		0	(521,300)	521,300	-100.0%

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
Revenue - Federal (Provincial) - Public Housing		(1,234,311)	(1,305,378)	71,067	-5.4%
Revenue - Outside		(220,000)	(220,000)	0	0.0%
Revenue - Province - AHP Rent Supplement		0	0	0	
Revenue - Province - Affordable Housing Projects		0	0	0	
Revenue - Province - Asset Management		0	0	0	
Revenue - Province - CHPI		(1,401,059)	(1,261,412)	(139,647)	11.1%
Revenue - Province - IAH		(505,100)	(1,059,800)	554,700	-52.3%
Revenue - Province - SDV - PHB		0	(87,000)	87,000	-100.0%
Revenue - Province - SHIP		0	0	0	
Revenue - Province - SHRRP		0	0	0	
Revenue - Province - Strong Communities		(140,086)	(140,086)	0	0.0%
Special Projects		0	0	0	
Surplus Adjustment - Trf From Reserves		(1,200,097)	(585,313)	(614,784)	105.0%
Surplus Adjustment - Trf To Reserves		0	0	0	
Travel		2,000	2,000	0	0.0%
Municipal Contribution - City of Pembroke Capital		(138,864)	(69,370)	(69,494)	100.2%
Municipal Contribution - City of Pembroke		(606,046)	(604,809)	(1,237)	0.2%

October 31, 2017

Mr. Paul Moreau
Director, Social Services
County of Renfrew
9 International Drive
Pembroke, Ontario
K8A 6W5

Dear Mr.  Moreau:

Re: Service Manager Federal Funding for Social Housing for the Years 2021-2032

As stated in the *Housing Services Act 2011*, (HSA), the Minister of Housing is required to publish a notice in *The Ontario Gazette* of the annual amount of federal funding payable to each Service Manager.

The annual allocations for 2021 to 2032 for each Service Manager were published in the October 28, 2017 issue of *The Ontario Gazette*. This is being done to facilitate effective budget planning to the end of the operating agreements and to help Service Manager understand the implications of federal funding declining to zero.

.....

.....

As you are aware, federal funding for social housing will decline to zero and your allocation for the period from 2021 to 2032 reflects the ending of federal funding for social housing. We recognize the significant impact this decline in federal funding may have on Service Managers and housing providers' ability to deliver much needed housing. Ontario continues to work closely with the federal government as it develops the National Housing Strategy. As options to reinvest baseline federal social housing savings are being considered, we have communicated with CMHC the increasing challenges Service Managers face in the sustainability for households and social housing providers across Ontario.

If you have any questions, please contact Robert Diao, Team Lead, Program Financial Management (416) 585-6443 or robert.diao@ontario.ca.

Sincerely,



Janet Hope
Assistant Deputy Minister
Housing Division

Appendix 1
 Ministry of Municipal Affairs & Housing
 Annual Apportionment of Federal Funds by Social Housing Program
 County of Renfrew

Programs	2021	2022	2023	2024	2025	2026	2027	2028	2029
Previously Provincial Administered and Federal/Provincial Cost Shared									
Non-profit (Non-Profit and Coop housing)	908,373	908,373	870,945	508,865	382,249	178,094	116,146	67,752	-
Public Housing	582,783	515,673	379,959	243,785	115,470	-	-	-	-
Rent Supplement - Commercial (LHC)	68,261	36,205	35,215	26,303	26,303	20,303	22,767	-	-
Rent Supplement - (RS units within Non-profit building)	-	-	-	-	-	-	-	-	-
Toronto Community Housing Company	-	-	-	-	-	-	-	-	-
Sub-total Provincial Lead Programs(1)	1,559,416	1,460,251	1,286,119	778,953	524,031	204,397	138,912	67,752	-
Prior Federal Administered and Funded									
Private Non-profit (Section 95)	-	-	-	-	-	-	-	-	-
Municipal Non-profit	-	-	-	-	-	-	-	-	-
Urban Native Post85	-	-	-	-	-	-	-	-	-
Urban Native Pre'86	-	-	-	-	-	-	-	-	-
Municipal NP - Override Assistance	-	-	-	-	-	-	-	-	-
Sub-total Federal Lead Programs(2)	-	-	-	-	-	-	-	-	-
Untargeted SHA Funding(3)	325,252	268,145	421,970	281,187	162,476	41,940	60,794	34,093	-
Total Federal Funding Published (1)+(2)+(3)	1,884,668	1,728,396	1,708,089	1,059,140	686,507	246,337	199,707	101,845	-
Public Housing Debentures	682,146	619,986	474,077	319,730	126,070	-	-	-	-
Public Housing FP Debentures/Loans	-	-	-	-	-	-	-	-	-
Debenture Credit	-156	-	-	-	-	-	-	-	-
Sub-total OHC Net Debenture Costs:	681,990	619,986	474,077	319,730	126,070	-	-	-	-
Net Annual Federal Funding Disbursed	1,202,678	1,108,410	1,234,012	738,409	560,436	246,337	199,707	101,845	-

On November 22, 2017 the Federal Government Announced the National Housing Strategy

National Housing Strategy Targets

530,000 households removed from housing need

100,000 new housing units created representing 4x as many units built under federal programs from 2005 to 2015*

300,000 existing housing units repaired and renewed representing 3x as many units repaired and renewed under federal programs from 2005 to 2015*

385,000 households protected from losing an affordable home and another 50,000 benefiting from an expansion of community housing

50% reduction in estimated number of chronically homeless shelter users

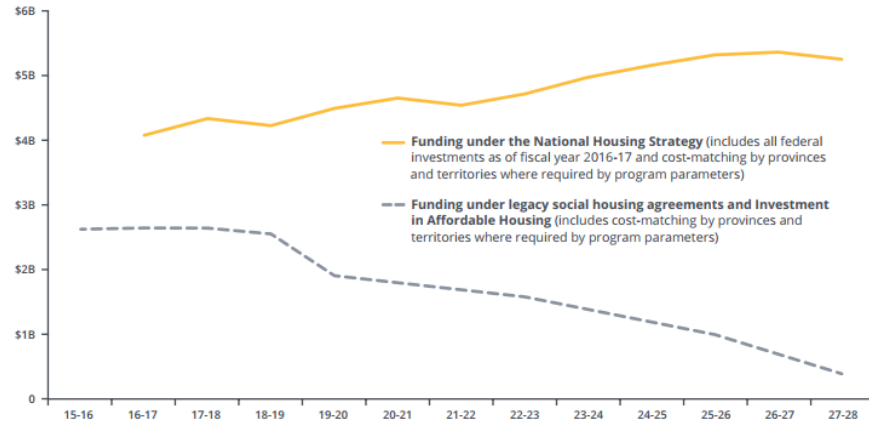
300,000 households provided with affordability support through the Canada Housing Benefit



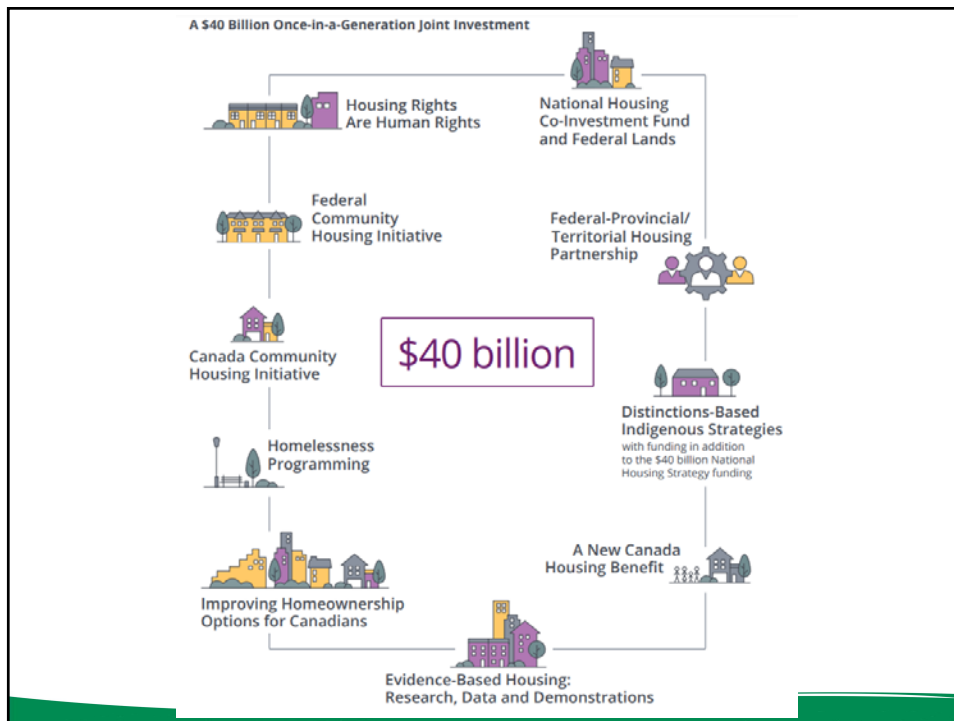
* Compared to units built and repaired through the Affordable Housing Initiative (AHI), Renovation Programs and the Investment in Affordable Housing (IAH).

On November 22, 2017 the Federal Government Announced the National Housing Strategy

Investments under the National Housing Strategy vs. Baseline Housing Investments



6



April 30, 2018

Ontario signs bilateral agreement under the National Housing Strategy Français

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April 30, 2018

TORONTO, April 30, 2018 /CNW/ - A new milestone under the National Housing Strategy (NHS) has been reached. Families and vulnerable Canadians in need of an affordable place to call home can count on long-term funding for community housing in Ontario.

The 10-year agreement will invest more than \$4.2 billion to protect, renew and expand social and community housing, and support Ontario's priorities related to housing repair, construction, and affordability. The governments of Canada and Ontario will also work together on the design and implementation of a new Canada Housing Benefit in Ontario. This new agreement marks the beginning of a partnership that will be supported by long-term and predictable funding starting April 1, 2019.

- Ontario will develop and publish a three-year Action Plan, beginning in 2019-2020, setting targets and outlining how they will use federal and cost-matched funding to achieve the desired outcomes.

As recent as December 2018 the Province has advised that there will be no details on the action plan until the spring 2019 Provincial Budget

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
SOCIAL HOUSING	0	5,237,612	5,103,089	134,523	2.6%
Admin Charges		112,855	112,078	777	0.7%
Tax Rebate (Eganville, Arnprior)		12,000	12,000	0	0.0%
HR Charges		90,392	87,453	2,939	3.4%
IT Charges		33,161	32,588	573	1.8%
Purchased Service (HHP 5 Year Update)		50,000	0	50,000	
Non Profit Housing		1,650,000	1,770,000	(120,000)	-6.8%
Office Supplies		1,000	1,000	0	0.0%
RCHC - Transfer - AHP Rent Supplement		0	0	0	
RCHC - Transfer - Asset Management		0	0	0	
RCHC - Transfer - Base		5,346,561	5,216,157	130,404	2.5%
RCHC - Transfer - Capital		1,338,961	654,683	684,278	104.5%
RCHC - Transfer - CHPI		1,401,059	1,261,412	139,647	11.1%
RCHC - Transfer - IAH		505,100	1,059,800	(554,700)	-52.3%
RCHC - Transfer - SDV - PHB		0	87,000	(87,000)	-100.0%
RCHC - Transfer - SHIP		0	0	0	
RCHC - Transfer - SIF (5%)		0	0	0	
RCHC - Transfer - SHRRP		0	0	0	
RCHC - Transfer - Strong Communities		140,086	140,086	0	0.0%
Special Projects - Petawawa IAH		0	0	0	
Revenue - Province - Petawawa IAH		0	0	0	
Special Projects - SIF (95%)		0	521,300	(521,300)	-100.0%
Revenue - Province - SIF		0	(521,300)	521,300	-100.0%

RCHC - Revenues

	<u>2019 BUDGET</u>	<u>2018 BUDGET</u>	<u>Variance \$</u>	<u>Variance %</u>
Gain / (Loss) on Disposal of Assets			0	
Interest on Investments	25,000	22,000	3,000	13.6%
Miscellaneous Revenue	80,100	79,000	1,100	1.4%
Federal Subsidy	0	0	0	
Insurance Proceeds - 41 Vimy	0	0	0	
Insurance Proceeds - Rental Loss	0	0	0	
Provincial Subsidy - Debentures	1,010,047	1,009,834	213	0.0%
Surplus Adjustment - From Reserves	0	54,536	(54,536)	-100.0%
Tenant Revenue	4,135,846	4,036,842	99,004	2.5%
County Transfer - Base	5,346,561	5,216,157	130,404	2.5%
County Transfer - Capital	1,338,961	654,683	684,278	104.5%
County Transfer - Affordable Housing	0	0	0	
County Transfer - CHPI	1,260,953	1,135,271	125,682	11.1%
County Transfer - CHPI Admin	140,106	126,141	13,965	11.1%
County Transfer - Asset Mgt	0	0	0	
County Transfer - IAH	479,845	1,059,800	(579,955)	-54.7%
County Transfer - IAH Admin	25,255	0	25,255	
County Transfer - SHIP	0	0	0	
County Transfer - SIF Admin	0	0	0	
County Transfer - SDV - PHB	0	87,000	(87,000)	-100.0%
County Transfer - SHRRP	0	0	0	
County Transfer - Strong Communities	140,086	140,086	0	0.0%
Total Revenues	13,982,760	13,621,350	361,410	2.7%

	2019	2018		
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Variance \$</u>	<u>Variance %</u>
Salaries	1,876,943	1,835,760	41,183	2.2%
Benefits	460,511	454,857	5,654	1.2%
Administration	1,170,971	1,149,804	21,167	1.8%
Building - Heat, Light & Power	1,000,000	1,114,965	(114,965)	-10.3%
Building - Repairs & Maintenance	378,250	341,453	36,797	10.8%
Building - Natural Gas	206,000	197,762	8,238	4.2%
Building - Heating & Plumbing	92,200	86,700	5,500	6.3%
Building - Taxes	1,575,252	1,544,721	30,531	2.0%
Building - Water	654,149	647,283	6,866	1.1%
Building - Elevator	65,000	65,000	0	0.0%
Building - Painting	234,000	200,000	34,000	17.0%
Building - Garbage Removal	62,124	65,000	(2,876)	-4.4%
Building - Snow Removal	193,620	181,200	12,420	6.9%
Building - Grounds Keeping	60,000	60,000	0	0.0%
Building - Repairs - non TCA	818,670	808,504	10,166	1.3%
Financial - Depreciation	994,000	940,000	54,000	5.7%
Financial - Rent Waiver	223,324	233,595	(10,271)	-4.4%
Financial - Mortgage Interest	1,055,811	1,072,209	(16,398)	-1.5%
Financial - Rent Supplement	284,502	284,502	0	0.0%
Financial - Rent Supplement - Strong Communities	140,086	140,086	0	0.0%
Financial - Rent Supplement - Affordable Housing	0	0	0	0.0%
Financial - CHPI	1,260,953	1,135,271	125,682	11.1%
Financial - Asset Management	0	0	0	0.0%
Financial - SDV - PHB (90%)	0	72,000	(72,000)	-100.0%
Financial - SHIP	0	0	0	0.0%
Financial - IAH Home Ownership	0	386,810	(386,810)	-100.0%
Financial - IAH Ontario Renovates	359,845	500,000	(140,155)	-28.0%
Financial - IAH HADD	120,000	120,000	0	0.0%
Financial - IAH Project Costs	0	0	0	0.0%
Surplus Adjustment - To Reserves	0	45,186	(45,186)	-100.0%
Surplus Adjustment - TCA Capital	1,457,329	654,683	802,646	122.6%
Surplus Adjustment - Depreciation	(994,000)	(940,000)	(54,000)	5.7%
Surplus Adjustment - Principal	233,220	223,999	9,221	4.1%
Total Expenditures	13,982,760	13,621,350	361,410	2.7%
Municipal Surplus / (Deficit)	0	0	0	

RCHC – Building Repairs Under Threshold

Non-TCA		
0711_510 MacKay Street	A10 - Foundations	15,000
0711_510 MacKay Street	B10 - Superstructure	5,000
0715_435-481 Nelson St - (6) Townhome Blocks	A20 - Basement Construction	36,000
0715_435-481 Nelson St - (6) Townhome Blocks	B1013 - Balcony Construction	50,000
0715_435-481 Nelson St - Site	G2030 - Pedestrian Paving	20,000
0716_1030-1106 Lea St - (4) Townhome Blocks	A10 - Foundations	30,000
0716_1030-1106 Lea St - (4) Townhome Blocks	A20 - Basement Construction	12,500
0716_1030-1106 Lea St - (4) Townhome Blocks	A20 - Basement Construction	17,500
0717_1110-1144 Lea St - (2) Townhome Blocks	A10 - Foundations	20,000
0717_1110-1144 Lea St - (2) Townhome Blocks	A20 - Basement Construction	5,000
0717_1110-1144 Lea St - (2) Townhome Blocks	B2010 - Exterior Walls	10,000
0717_1110-1144 Lea St - (2) Townhome Blocks	D3045 - Exhaust Ventilation S	9,600
0719_204/206-240/242 Cecil Street - (18) Duplex	A10 - Foundations	30,000
0723_130-144 Fraser, 135-147 Arnolds, 520-546 Nelson - (6) Townhome Blocks	A10 - Foundations	9,000
0723_130-144 Fraser, 135-147 Arnolds, 520-546 Nelson - (6) Townhome Blocks	A20 - Basement Construction	20,000
0724_200-240 Reynolds Ave, 966-982 Bronx St - (9) Townhome Blocks	A20 - Basement Construction	15,000
0724_200-240 Reynolds Ave, 966-982 Bronx St - (9) Townhome Blocks	B2010 - Exterior Walls	30,000
0724_Bronx Street/Reynolds Avenue - Site	G2030 - Pedestrian Paving	6,000
0724_Bronx Street/Reynolds Avenue - Site	G2030 - Pedestrian Paving	6,000
0725_202 Cecil Street	G2030 - Pedestrian Paving	12,000
0730_Allan Ave, Archibald Ave, Francis St, George Ave - (31) Single Family	A20 - Basement Construction	27,000
0732_174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1) Single Fam	G2030 - Pedestrian Paving	10,000
0741_177-213 Allan Dr, 178-244 Wilfred Cres - (10) Duplex	G2030 - Pedestrian Paving	20,000
0741_177-213 Allan Dr, 178-244 Wilfred Cres - (10) Duplex	G2030 - Pedestrian Paving	35,000
0742_44-72 Sullivan Crescent - (9) Duplex	G2030 - Pedestrian Paving	9,000
0743_199-201 Wilfred Cres, 208-307 Edward St - (10) Duplex	G2040 - Site Development	9,000
0749_26 Spruce Street - (3) Townhome Blocks	A10 - Foundations	15,000
0749_26 Spruce Street - (3) Townhome Blocks	B2020 - Exterior Windows	8,570
		492,170

RCHC – Building Repairs Under Threshold

Engineering

0714_59 Wallace Street	D2030 - Sanitary Waste	2,500
0749_26 Spruce Street - (3) Townhome Blocks	B10 - Superstructure	3,000
0715_435-481 Nelson St - (6) Townhome Blocks	A20 - Basement Construction	3,500
0741_177-213 Allan Dr, 178-244 Wilfred Cres - (10) Duplex	A20 - Basement Construction	3,500
0748_200 Caruso Street - (6) Townhome Blocks	A10 - Foundations	5,000
0723_130-144 Fraser, 135-147 Arnolds, 520-546 Nelson - (6) Townhome Blocks	A20 - Basement Construction	5,000
0724_200-240 Reynolds Ave, 966-982 Bronx St - (9) Townhome Blocks	A20 - Basement Construction	5,000
0732_174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1) Single Fam	A20 - Basement Construction	5,000
0730_Allan Ave, Archibald Ave, Francis St, George Ave - (31) Single Family	A20 - Basement Construction	12,000
		44,500

Contingency

Accessibility	Installation/Repairs/Replacem	20,000
Appliances	Replacement	57,000
Bathrooms	Replacement/Repairs	40,000
Flooring	Replacement	120,000
Kitchens	Replacement	35,000
Parking lot repairs and crack sealing	Repairs	10,000
		282,000

Total Non TCA **818,670**

Detail	Asset Purchase Descript	Unit #	Risk	Revised 10 Year Plan	Budget \$	Sources of Financing						Total
						Pembroke Taxation/Other	Provincial Share	Grant	Gas Tax	Reserves	Debt	
0713_150 Elizabeth Street North	B1013 - Balcony Construction		M	274,000	12,000		1,245			10,755		12,000
0713_150 Elizabeth Street North	C1060 - Kitchen Refurbishment		M		20,000		2,074			17,926		20,000
0713_150 Elizabeth Street North	C1060 - Kitchen Refurbishment		M		175,000	118,368	5,873			50,759		175,000
0713_150 Elizabeth Street North	D2070 - Domestic water distribution		H		15,000		1,556			13,444		15,000
0710_425 Nelson Street	Various			113,000								0
0711_510 & 515 MacKay Street - S	Various			65,000								0
0714_59 Wallace Street	B2030 - Exterior Doors		H	108,000	12,500		1,296			11,204		12,500
0714_59 Wallace Street	D6038 - Security Systems		H		12,000		1,245			10,755		12,000
0714_59 Wallace Street - Site	G2030 - Pedestrian Paving		H		10,000		1,037			8,963		10,000
0714_59 Wallace Street - Site	G2040 - B - Sheds		H		4,500		467			4,033		4,500
0715_435-481 Nelson St - (6) Tow	Various			150,000								0
0718_1 MacKercher Drive	Various			25,000								0
0720_400 Nelson Street	B2020 - Exterior Windows		M	58,552	25,000		2,593			22,407		25,000
0720_400 Nelson Street	A10 - Foundations		M		3,000		311			2,689		3,000
0720_400 Nelson Street	B30 - Roofing		H		3,500		363			3,137		3,500
0720_400 Nelson Street	D6038 - Security Systems		H		6,552		680			5,872		6,552
0721_75 Stafford Street	B1013 - Balcony Construction		L	212,750	6,000		622			5,378		6,000
0721_75 Stafford Street	B2020 - Exterior Windows		M		7,000		726			6,274		7,000
0721_75 Stafford Street	B2030 - Exterior Doors		M		30,000		3,111			26,889		30,000
0722_19 Smith Street - Site	G3020 - Sanitary Sewer		H	55,000	65,000		6,741			58,259		65,000
0724_200-240 Reynolds Ave, 966-C1060	Kitchen Refurbishment		L	207,997	207,997		5,711			198,426		207,997
0726_260 Elizabeth Street North	B2010 - Exterior Walls		M	332,000	8,000		830			7,170		8,000
0726_260 Elizabeth Street North	B30 - Roofing		M		6,000		622			5,378		6,000
0726_260 Elizabeth Street North	C1050 - Interior Doors - Common Area		M		4,000		415			3,585		4,000
0726_260 Elizabeth Street North	C3070 - Floor Finishes - Common Area		L		15,000		1,556			13,444		15,000
0726_260 Elizabeth Street North	D1010 - Elevators & Lifts		H		16,000		1,659			14,341		16,000
0727_5967 Palmer Rapids Road	B2020 - Exterior Windows		M	83,000	3,000		311			2,689		3,000
0727_5967 Palmer Rapids Road	C3070 - Floor Finishes - Common Area		M		12,000		1,245			10,755		12,000
0727_5967 Palmer Rapids Road	D2040 - Rain Water Drainage		M		5,000		519			4,481		5,000
0727_5967 Palmer Rapids Road	D2099 - Water Treatment Systems		H		10,000		1,037			8,963		10,000
0727_5967 Palmer Rapids Road	D6038 - Security Systems		H		8,000		830			7,170		8,000
0727_5967 Palmer Rapids Road - E	G3010 - Water Supply		H		40,000		4,148			35,852		40,000

Detail	Asset Purchase Descrip	Unit #	Risk	Revised 10 Year Plan	Budget \$	Sources of Financing						Total
						Pembroke		Provincial		Reserves	Debt	
						Taxation/Other	Share	Grant	Gas Tax			
0733_44 Lorne Street	D5038 - Security Systems		H	9,500	9,500		985			8,515		9,500
0734_41 Viny Boulevard	D1010 - Elevators & Lifts		H	48,220	12,720		1,319			11,401		12,720
0734_41 Viny Boulevard - Site	G2040 - Site Development		H		9,500		985			8,515		9,500
0735_236 Hall Avenue	A10 - Foundations		M	363,294	8,000		830			7,170		8,000
0735_236 Hall Avenue	A20 - Basement Construction		M		15,000		1,556			13,444		15,000
0735_236 Hall Avenue	B2010 - Exterior Walls		M		32,500		3,371			29,129		32,500
0735_236 Hall Avenue	B1013 - Balcony Construction		H		5,000		519			4,481		5,000
0735_236 Hall Avenue	B30 - Roofing		M		74,000		7,675			66,325		74,000
0735_236 Hall Avenue	C1070 - Bathroom Refurbishment		M		50,000		5,186			44,814		50,000
0735_236 Hall Avenue	D3060 - Controls And Instrumentation		H		161,000		16,697			144,303		161,000
0735_236 Hall Avenue	D1010 - Elevators & Lifts		H		17,794		1,845			15,949		17,794
0746_8 Burwash Street	B1013 - Balcony Construction		H	183,600	73,600		7,633			65,967		73,600
0746_8 Burwash Street	D3060 - Controls And Instrumentation		H		110,000		11,408			98,592		110,000
0747_63 Russell Street	A10 - Foundations		M	178,571	5,000		519			4,481		5,000
0747_63 Russell Street	B1013 - Balcony Construction		M		6,000		622			5,378		6,000
0747_63 Russell Street	D1010 - Elevators & Lifts		H		16,000		1,659			14,341		16,000
0747_63 Russell Street	B2010 - Exterior Walls		H		50,000		5,186			44,814		50,000
0749_26 Spruce Street - Apartment B2030	D3060 - Controls And Instrumentation		H	119,000	41,000		4,252			36,748		41,000
0749_26 Spruce Street - Apartment D5038	D5038 - Security Systems		H		8,000		830			7,170		8,000
0711_510 & 515 MacKay Street - EB30 - Roofing			H		4,902		508			4,394		4,902
TRAC04-0002106	Law n tractor 26 Spruce		L		5,763		596			5,167		5,763
				2,992,247	1,457,329	118,368	138,864	-	-	1,200,097	-	1,457,329

RCHC - Reserves

		Budget Balance 31-Dec-18	Transfers Between	Net Change	Balance 31-Dec-19
Ottawaska	Ottawaska - Capital	0		0	0
RCHC	Capital	273,627		0	273,627
RCHC	AHP Reserve	0		0	0
RCHC	AHP Admin Reserve	0		0	0
RCHC	Home Ownership	0		0	0
RCHC	Working Capital	50,000		0	50,000
RCHC	WSIB Sched 2	152,628		0	152,628
Renfrew County Housing Corp		476,255	0	0	476,255

Health Committee



Long Term Care (LTC) in Ontario

Quick Facts

(as at December 2018)

Current Average Provincial Funding Per Diem	\$175.75
Current Basic Co-Payment Fee (set by the MoHLTC)	Private:* \$79.52 to \$86.82 Semi: \$69.11 to \$73.27 Basic: \$60.78

* Homes are entitled to keep 100% of the preferred accommodation payments in excess of the basic co- payment.

Long-Term Care Homes In Renfrew County

Type of Home	Name of Home	# of Beds
Municipal	Bonnechere Manor*	178 LTC + 2 Respite
	Miramichi Lodge*	164 LTC + 2 Respite
Non-Profit	North Renfrew (Deep River)*	20 LTC + 1 Respite
	Valley Manor (Barry's Bay)	90 LTC
	Marianhill (Pembroke)	167 LTC + 2 Respite + 21 Complex Care + 10 Dementia Respite
	Four Seasons (Deep River)	10 LTC + 4 Interim LTC
	The Grove (Arnprior)	60 LTC
For-Profit	Caessant Care (Cobden)	60 LTC
	Groves Park Lodge (Renfrew)	90 LTC

* County of Renfrew / City of Pembroke contributes financially

Funding: Ministry of Health and Long-Term Care (MOHLTC) Level of Care Funding Envelopes

Each envelope, with the exception of 'raw food', generally funds salaries & benefits, supplies and equipment and purchased services

- Nursing and Personal Care
- Programs & Support Services
- Raw Food
- Other Accommodation (Admin, Housekeeping, Laundry, Maintenance)

*LTC Bed Occupancy target of 97% required to receive 100% of the level of care funding

Level of Care Funding – Nursing and Personal Services (NPC)

NPC envelope is the only acuity adjusted envelope; meaning it is adjusted based on the residents' assessed level of acuity relative to all other homes.

A case mix index system (CMI) is used to adjust the home-level NPC per diem in recognition of relative resource use (RAI-MDS) based on the acuity of the residents.

The MOHLTC re-indexes each LTC Home's CMI annually.

Case Mix Index (CMI)

Ontario adopted the Alberta Resident Classification System for funding nursing homes and homes for the aged in 1993. **It classifies patients into one of seven groups based on four activities of daily living (eating, toileting, transferring, and dressing), two behavior of daily living indicators (potential for injury to self or others and ineffective coping), and two continence indicators (urinary and bowel continence).** The seven categories are labeled A through G, with A requiring the least resources and G requiring the most.

Reports based on these classifications are used to create a Case Mix Index (CMI). The annual CMI report is usually released in December. **The province-wide CMI average is always set at 100. The CMI for individual facilities varies according to the level of acuity in the facility compared to the provincial average. The CMI results affect only the Nursing and Personal Care portion of the funding. If a facility has a CMI higher than 100 it gets more money than the base rate, if it is less than 100, it gets less.**

Level of Care Funding – Nursing and Personal Services (NPC)

Jan 2, 2019 – The MOHLTC has advised that, due to the change in Provincial Government, the adjusted CMI reports will be delayed until the release of the 2019/20 spring budget.

RESIDENT PROFILE

- average age 85 years old
- multi-health problems; majority have some degree of cognitive impairment
- complex nursing care i.e. Intravenous therapy, complex wound care and/or palliative care
- assistance with personal care activities such as eating, dressing, bathing, using the bathroom and ambulating
- 24-hour supervision

**While the majority of residents are elderly,
there are a number of younger residents
who present unique challenges**

LTC PROGRAMS & SERVICES

Department	Program / Services
Nursing	<ul style="list-style-type: none"> • Nursing and personal care to meet increasing complex care needs, staffed 24/7 • Approx. 50% of Homes' budget • Nurse Practitioner is shared between both Homes • Home infection prevention & control program • Quality Improvement Plan
Food Services	<ul style="list-style-type: none"> • Nutritious and appetizing meals and snacks, as approved by staff Dietitian
Environmental Services	<ul style="list-style-type: none"> • Housekeeping, laundry and maintenance • Capital Asset Management Program
Client Programs	<ul style="list-style-type: none"> • Rehabilitation, Recreation and Volunteer Coordination • Pastoral Care program • Adult Day Program
Administration	<ul style="list-style-type: none"> • Resident financial matters, staff payroll and administrative functions (HR, IT)
Medical Services	<ul style="list-style-type: none"> • Medical Director and attending physicians • Consultative specialty services

Interesting Facts ~ Bonnechere Manor

- Originally built in 1958 at 782 Raglan St. S.
- Redeveloped in 1995 at 450 Albert Street
- 178 Long-Term Care beds and two short-stay beds
- Six Resident Home Areas: four home areas of 35 residents (mix level of nursing care) and two dementia home areas of 20 residents
- Approximately 150 active volunteers including Auxiliary and Foundation Board
- Community Adult Day Programs in Renfrew and Cobden
- Approximately 260 staff members (Management, Non-union, CUPE and ONA Unions)
- Accreditation from Accreditation Canada (Next: 2019)

Interesting Facts ~ Miramichi Lodge

- Originally built in 1969 at 400 Bell Street, Pembroke
- Redeveloped in 2005 at 725 Pembroke Street West, Pembroke
- 6 Resident Home Areas (RHAs); 2 are Dementia Units
- Approximately 150 active volunteers including Auxiliary and Foundation Board
- Community Programs
 - ✓ Meals on Wheels in Pembroke and Petawawa
 - ✓ "Get WITH It" Heart Wise Walking Program
 - ✓ Chronic Disease Self-Management Workshops
 - ✓ Family Support Group for Dementia
 - ✓ Paramedic Wellness Clinics
- Approximately 250 staff members (Management, Non-union, CUPE and ONA Unions)
- 2018 Accreditation with Exemplary Standing Award from Accreditation Canada (highest award)

Challenges Facing LTC Homes

- **Excess Demand**

Long-Term Care Home	Number of Clients on Waitlist October 2017
Bonnechere Manor	approximately 200
Miramichi Lodge	approximately 300

- **Under Funded**

- Increasingly complex resident needs

- **Over Regulated**

- 528 legislated items within the LTCH Act/Regs.
- staffing: increase demand/decrease supply

Health Committee (Net County \$'s)

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
BONNECHERE MANOR	0	1,324,167	1,291,870	32,297	2.5%
MIRAMICHI LODGE	0	1,144,520	1,116,605	27,915	2.5%
OTHER LONG TERM CARE	0	86,718	86,718	0	0.0%
HEALTH UNIT	0	1,452,730	1,421,259	31,471	2.2%
PARAMEDIC SERVICE	349,760	7,289,992	7,111,647	178,345	2.5%
EMERGENCY MANAGEMENT	0	182,193	179,530	2,663	1.5%
Health Committee	349,760	11,480,320	11,207,629	272,691	2.4%


Bonnechere Manor – County \$

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
BONNECHERE MANOR	<u>0</u>	<u>1,324,167</u>	<u>1,291,870</u>	<u>32,297</u>	<u>2.5%</u>
Total Municipal Cost		2,152,417	2,099,919	52,498	2.5%
Recoveries - City of Pembroke		(828,250)	(808,049)	(20,201)	2.5%

Municipal Cost is shared between the City of Pembroke and the County of Renfrew based on the Resident Population at December 31st each year

For 2018 the split was 38.48% Pembroke and 61.52% County

Staffing Hours

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance</u>
<u>Division</u>	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
 BM Total	362,695	358,305	4,390
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,860	(400)
Enterprise Center Total	3,640	3,640	-
Finance Total	20,020	18,200	1,820
Forestry Total	4,240	5,005	(765)
GIS Total	3,640	3,640	-
Human Resources Total	10,570	12,390	(1,820)
IT Total	10,920	10,920	-
ML Total	330,536	329,559	977
OVTA Total	5,460	5,460	-
Paramedic Total	249,625	245,945	3,680
Planning Total	15,621	14,560	1,061
POA Total	9,878	9,878	-
Property Total	9,457	9,457	-
Public Works Total	102,300	102,300	-
RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,902	1,277,959	8,943

Bonnechere Manor– Hours

<u>Division</u>	<u>Department</u>	<u>Union</u>	<u>Job Title</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance</u>
				<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
BM	Admin	N	Community Relations Coordinator	1,820	1,040	780
BM	Dietary	C	Cooks	5,304	5,264	40
BM	Maintenance	C	Maintenance Person	4,973	4,573	400
BM	Nurse Admin	C	Unit Clerk	3,203	3,168	35
BM	Nursing Direct	C	PSW	159,745	156,429	3,316
BM	Nursing Direct	O	Registered Nurses	18,632	18,557	75
BM	Nursing Direct	C	RPN	42,444	42,284	160

Bonnechere Manor – Expense

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
BONNECHERE MANOR TOTALS	14,955,806	14,636,742	319,063	2.2%
NON-SUBSIDIZABLE EXPENSE	172,791	254,689	(81,898)	-32.2%
Homes for Aged Committee		0	0	
Loan Repayment - to General Fund	123,767	123,767		
Surplus Adjustment - To Reserves	49,024	130,922	(81,898)	-62.6%
CAPITAL	486,225	337,000	149,225	44.3%
Surplus Adjustment - Capital	486,225	337,000	149,225	44.3%
TOTAL EXPENDITURE	15,614,822	15,228,431	386,390	2.5%

Bonnechere Manor – Capital

Detail	Asset Purchase Descript	Unit #	Risk	Revised	
				10 Year Plan	Budget \$
D2030 - Sanitary Waste	Municipal sanitary Lift station		L	10,000	10,000
C3020 - Floor Finishes	Resident rooms		H	30,000	30,000
C3020 - Floor Finishes	rolled vinyl		H	30,000	30,000
D4010 - Sprinklers	Sprinklers		M	30,000	30,000
C3010 - Wall Finishes	stairwell walls		H	36,425	36,425
B10 - Superstructure	Interior Handrails		M	40,000	40,000
D1010 - Elevators & Lifts	17 ceiling motors & power tilt spreader bars		M	40,000	40,000
D3034 - Packaged Air Conditioning	movencool ac units		H	10,000	10,000
D3034 - Packaged Air Conditioning	HVAC replacement engineering report		H	10,000	10,000
D5038 - Security Systems	Security Cameras		M	10,000	10,000
Vending Machine	staff meals - revenue recoveries		L		8,000
Information Technology	Wireless Access Points (replacement)		L		15,000
Server	VMWare Server (replacement)		L		16,800
B30 - Roofing	washed river stone over single EPDM roof mem		H	200,000	200,000
				446,425	486,225

Bonnechere Manor – Reserves

**County of Renfrew
Schedule of Reserves
2019 BUDGET**

		Budget	Transfers	Net	Balance
		Balance	Between	Change	31-Dec-19
		31-Dec-18			
BM	WSIB Sched 2	273,696		49,024	322,720
BM	Unallocated	1,337,027		(486,225)	850,802
BM	LTC CMI Stabilization	94,411		92,396	186,807
BM	Equip	100,000		0	100,000
BM	Inventory	0		0	0
Bonnechere Manor		1,805,134	0	(344,805)	1,460,329

Bonnechere Manor - Revenue

	2019 <u>Budget</u>	2018 <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>MUNICIPAL SUBSIDY</u>	<u>2,152,417</u>	<u>2,099,919</u>	<u>52,498</u>	<u>2.5%</u>
<u>RESIDENTS REVENUE</u>	<u>3,944,538</u>	<u>3,863,275</u>	<u>81,263</u>	<u>2.1%</u>
<u>OTHER REVENUE</u>	<u>153,767</u>	<u>143,767</u>	<u>10,000</u>	<u>7.0%</u>
<u>PROVINCIAL SUBSIDY</u>	<u>8,877,875</u>	<u>8,781,995</u>	<u>95,880</u>	<u>1.1%</u>
<u>SURPLUS ADJUSTMENT</u>	<u>486,225</u>	<u>339,475</u>	<u>146,750</u>	<u>43.2%</u>
<u>GRAND TOTAL REVENUES</u>	<u>15,614,822</u>	<u>15,228,431</u>	<u>386,391</u>	<u>2.5%</u>
<u>Municipal Surplus / (Deficit)</u>	<u>0</u>	<u>0</u>	<u>0</u>	

LTC Provincial Subsidy Assumption

- **Decrease in CMI level by 2.0%**
(100.85 to 98.8) effective April 1
- No Increase in MOHLTC funding envelopes for Nursing & Personal Care and Programs & Support expected in April 2019 (has been 2% last 3 years)

Miramichi Lodge – County \$

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
MIRAMICHI LODGE	<u>0</u>	<u>1,144,520</u>	<u>1,116,605</u>	<u>27,915</u>	<u>2.5%</u>
Total Municipal Cost		1,860,403	1,815,027	45,376	2.5%
Recoveries - City of Pembroke		(715,883)	(698,422)	(17,461)	2.5%

Municipal Cost is shared between the City of Pembroke and the County of Renfrew based on the Resident Population at December 31st each year

For 2018 the split was 38.48% Pembroke and 61.52% County

Staffing Hours

<u>Division</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance</u>
	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
BM Total	362,695	358,305	4,390
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,860	(400)
Enterprise Center Total	3,640	3,640	-
Finance Total	20,020	18,200	1,820
Forestry Total	4,240	5,005	(765)
GIS Total	3,640	3,640	-
Human Resources Total	10,570	12,390	(1,820)
IT Total	10,920	10,920	-
ML Total	330,536	329,559	977
OVTA Total	5,460	5,460	-
Paramedic Total	249,625	245,945	3,680
Planning Total	15,621	14,560	1,061
POA Total	9,878	9,878	-
Property Total	9,457	9,457	-
Public Works Total	102,300	102,300	-
RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,902	1,277,959	8,943

Miramichi Lodge – Hours

<u>Division</u>	<u>Department</u>	<u>Union</u>	<u>Job Title</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance</u>
				<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
ML	Administration	N	Admin Ass't- Admin	-	1,820	(1,820)
ML	Administration	N	Community Relations Coordinator	-	1,040	(1,040)
ML	Nurse Direct	C	Personal Support Workers	138,179	134,422	3,757
ML	Nurse Direct	C	Registered Practical Nurses	52,416	52,336	80

Miramichi Lodge – Expense

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
MIRAMICHI LODGE TOTALS	14,106,138	13,947,828	158,310	1.1%
NON-SUBSIDIZABLE EXPENSE	768,229	675,833	92,396	13.7%
Homes for Aged Committee	0	0	0	
Transfer to BM	0	0	0	
Valley Manor Capital	0	0	0	
Surplus Adjustment - Trf To Reserves	141,420	49,024	92,396	188.5%
Surplus Adjustment - Principal	454,880	430,204	24,676	5.7%
Debenture Payment Interest Only (2024)	171,929	196,605	(24,676)	-12.6%
EQUIPMENT ACQUISITIONS	418,360	406,710	11,650	2.9%
Surplus Adjustment - Capital	418,360	406,710	11,650	2.9%
GRAND TOTAL EXPENDITURE	15,292,727	15,030,371	262,356	1.7%

Miramichi Lodge – Capital

Detail	Asset Purchase Description	Unit #	Risk	Revised	
				10 Year Plan	Budget \$
D5022 - Lighting Equipment	Changing to LED lights		H	30,000	30,000
D3024 - Boiler Room Piping And Sp			M	36,960	36,960
C3020 - Floor Finishes	Carpet Removal / replacement to Vinyl		H	40,000	40,000
D1010 - Elevators & Lifts	elevator door component repairs		H	48,000	48,000
D1010 - Elevators & Lifts	New Tracks (resident rooms)		M	50,000	50,000
D2010 - Plumbing Fixtures	3 x New Tubs		H	90,000	90,000
D5022 - Lighting Equipment	Mainly T-8 1 A & B (LED) (trf from 2021)		M	100,000	100,000
Server	VM Ware Server (replacement)(50% child care)		L		8,400
G2010 - Roadways	Repair Curbs in Parking Lots		H	15,000	15,000
				409,960	418,360

Miramichi Lodge – Revenue

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
MUNICIPAL SUBSIDY	1,860,403	1,815,027	45,376	2.5%
RESIDENT REVENUE	4,081,815	3,966,698	115,117	2.9%
OTHER REVENUE	35,000	29,000	6,000	20.7%
PROVINCIAL SUBSIDY	8,897,149	8,661,580	235,569	2.7%
SURPLUS ADJUSTMENT - From Reserves	418,360	558,066	(139,706)	-25.0%
Surplus Adjustment - Trf From Reserves	418,360	558,066	(139,706)	-25.0%
GRAND TOTAL REVENUES	15,292,727	15,030,371	262,356	1.7%
Municipal Surplus / (Deficit)	0	0	0	

LTC Provincial Subsidy Assumption

- **Increase in CMI level by 2.0%** (103.06 to 105.14) effective April 1
- No Increase in MOHLTC funding envelopes for Nursing & Personal Care and Programs & Support expected in April 2019 (has been 2% last 3 years)

Miramichi Lodge – Reserves

		Budget Balance 31-Dec-18	Transfers Between	Net Change	Balance 31-Dec-19
BM	WSIB Sched 2	273,696		49,024	322,720
BM	Unallocated	1,337,027		(486,225)	850,802
BM	LTC CMI Stabilization	94,411		92,396	186,807
BM	Equip	100,000		0	100,000
BM	Inventory	0		0	0
Bonnechere Manor		1,805,134	0	(344,805)	1,460,329
ML	Contingency	0		0	0
ML	WSIB Sched 2	277,466		49,024	326,490
ML	Unallocated	1,180,548		(418,360)	762,188
ML	Equip	38,782		0	38,782
ML	Sick leave	186,402		0	186,402
ML	Inventory	0		0	0
Miramichi Lodge		1,683,198	0	(369,336)	1,313,862

North Renfrew Long-Term Care Inc.

- Transfer of 21 beds from Bonnechere Manor
- Municipal Contribution (Letter of Understanding)
 - Lesser of:
 - (i) \$18.39 per resident day
 - (ii) Municipal per diem for B/M adjusted for Capital related expenses
 - (iii) net per diem funding shortfall for NRLTC
- 2019 Budget based on \$18.39/resident day for 365 days
- Cost shared with City of Pembroke based on resident population

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
OTHER LONG TERM CARE	0	86,718	86,718	0	0.0%
North Renfrew Long Term Care		140,959	140,959	0	0.0%
Recoveries - City of Pembroke		(54,241)	(54,241)	0	0.0%

Renfrew County & District Health Unit

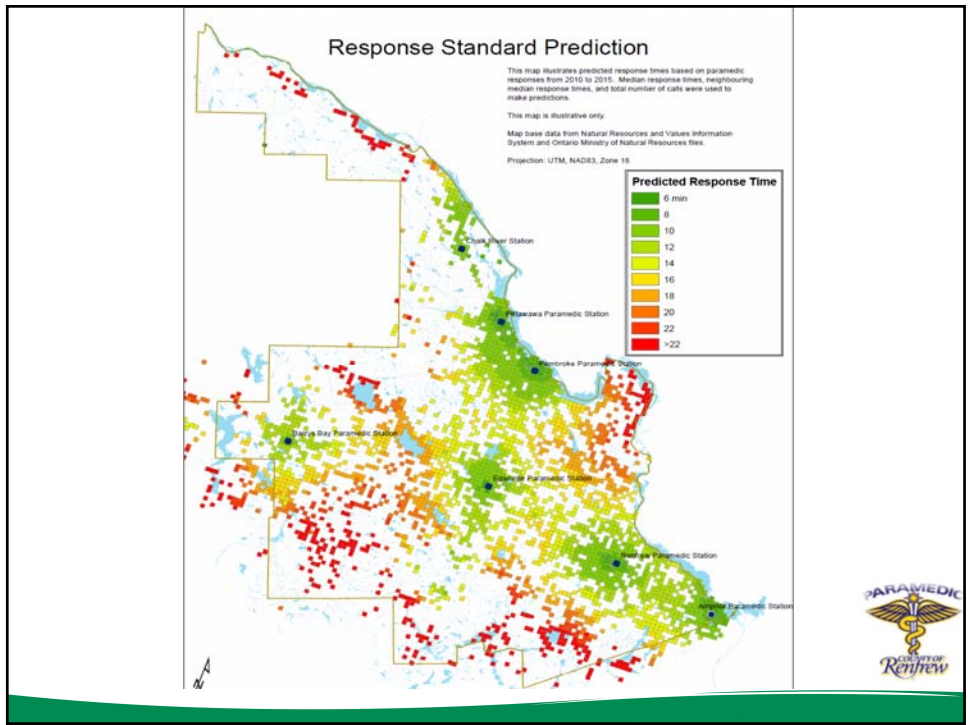
	2019	2018	Difference \$	Difference %
Contribution	\$1,452,730	\$1,421,259	\$31,471	2.2%

• Obligated Municipalities	
• County of Renfrew (86.44%)	\$1,452,730
• City of Pembroke (12.41%)	\$ 208,653
• Twp. Of South Algonquin (1.15%)	<u>\$ 19,283</u>
	<u>\$1,680,666</u>

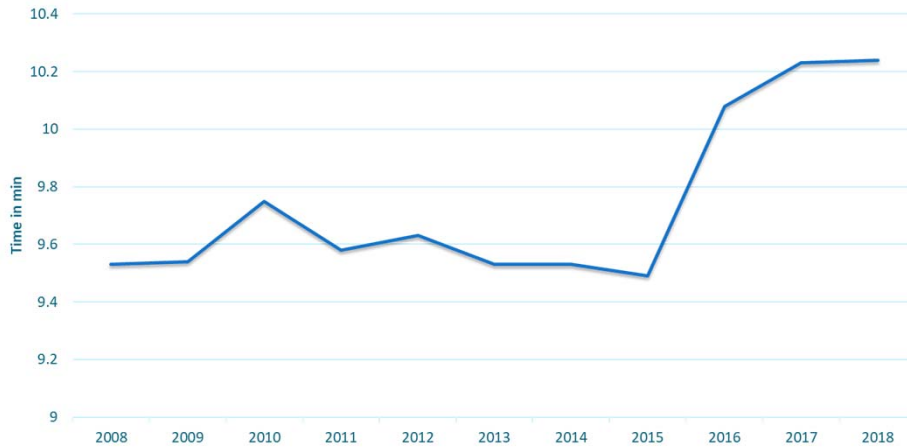


County of Renfrew Paramedic Service

2019 Budget Workshop Presentation



Response Time - 2008-2018

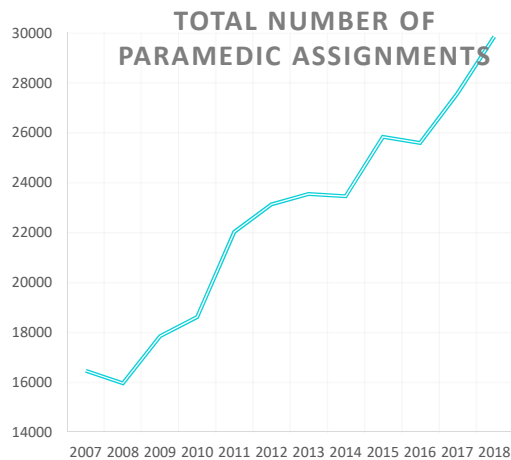


Total number of paramedic assignments per year

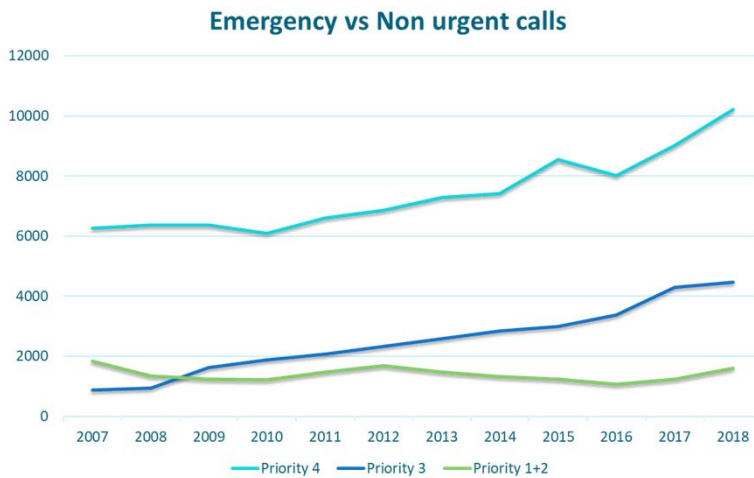
2007
– Total of 16,450
Paramedic assignments

2018
– Total of 29,852
Paramedic assignments

The difference of 13402
Paramedic assignments
between 2007 and 2018
represents a total change of
81%.



Emergency vs. Non urgent calls per year



Glossary of Terms

Provincial Call Assignment Categories

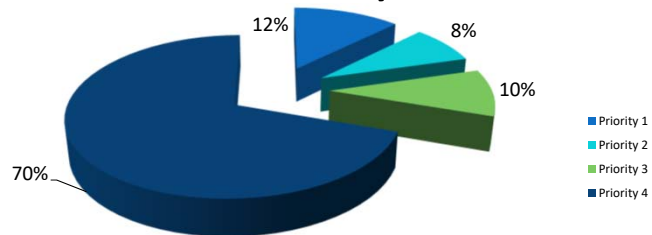
- Priority 1 – Non – Emergency
- Priority 2 – Non – Emergency (Scheduled)
- Priority 3 – Serious
- Priority 4 – Life Threatening

Canadian Acuity Triage Score (CTAS)

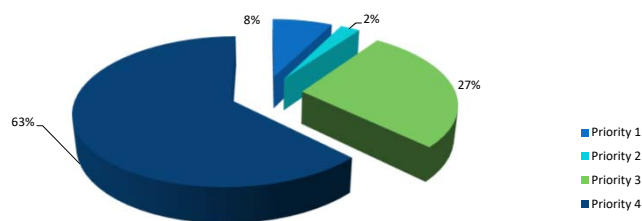
- CTAS 1 Life Threatening i.e. Cardiac Arrest
- CTAS 2 Potentially Life Threatening i.e. Heart Attack
- CTAS 3 Serious – Fractured Hip
- CTAS 4 Non - Emergent



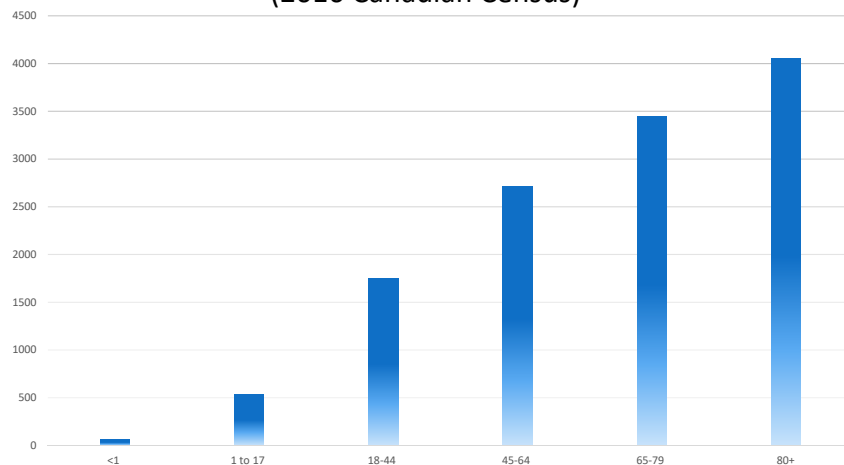
2007 Call Priority Breakdown



2018 Call Priority Breakdown

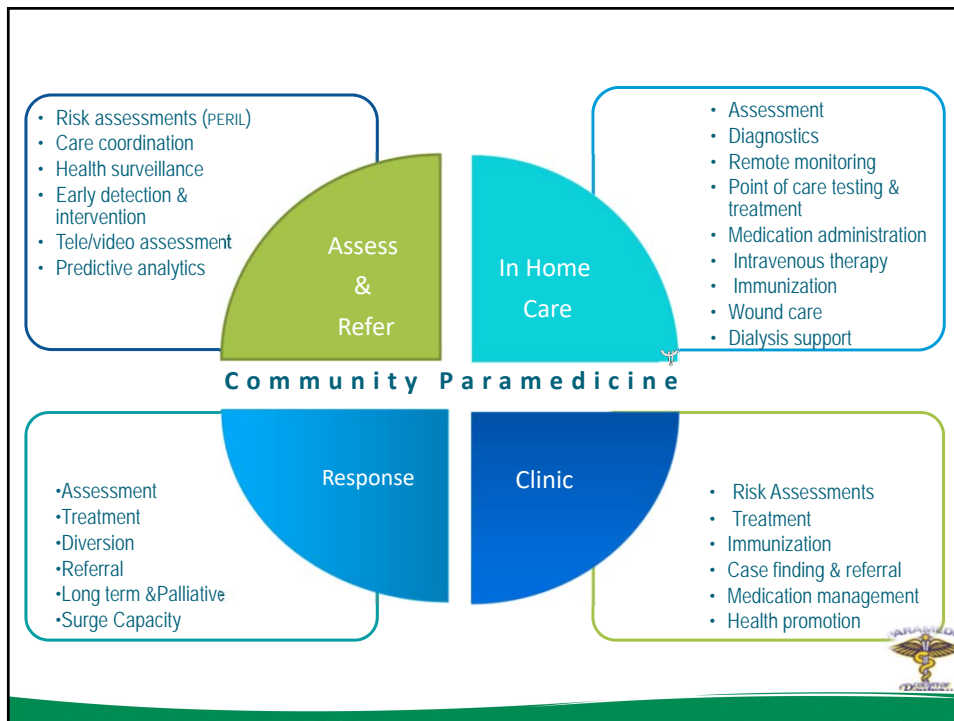


COUNTY OF RENFREW POPULATION BY AGE (2016 Canadian Census)



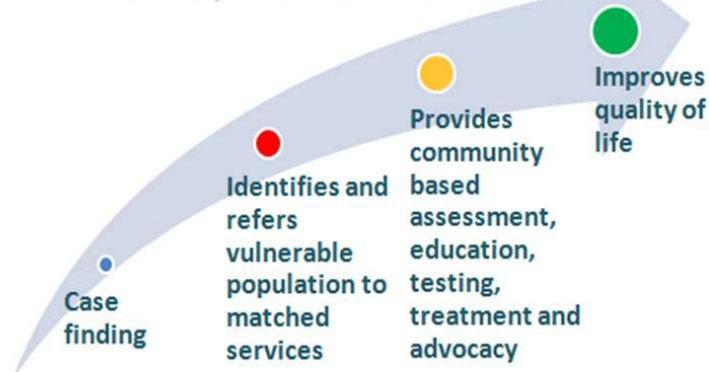
Transfers to Ottawa

Hospital	Time in Ottawa (Returns Not Included) In hours
Arnprior and District Memorial Hospital	548:51
St. Francis Memorial Hospital	212:47
Renfrew Victoria Hospital	569:44
Deep River and District Hospital	103:47
Pembroke Regional Hospital	923:58



How Community Paramedicine Benefits our Communities

Community Paramedicine



The Community Paramedic Response Unit

The Community Paramedics provided care for more than 1000 residents of Renfrew County

- Address system demands through prevention.
- Support system through emergency response when needed,
- 987 individual people received care through regular ongoing home visits and treatment.
 - 63% were over the age of 75
 - 5365 separate home visits were conducted
 - 6625 healthcare tasks were conducted during those visits
- 37 people were remotely monitored
- Hundreds of people attended our monthly Wellness Clinics
- More than 400 people received their annual flu shot for the 2018/2019 flu season.



Paramedic Service Pressure

1. Shift overrun-Overtime costs
2. Ageing population/acuity of population/increasing demand for services (Increased call volume)
3. Geography and distance (mileage, operational costs)
4. PTSD Legislation
5. Intermunicipal agreements (Ottawa pressure)

Paramedic – County \$

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>PARAMEDIC SERVICE</u>	<u>349,760</u>	<u>7,289,992</u>	<u>7,111,647</u>	<u>178,345</u>	<u>2.5%</u>

Municipal Cost is shared between the City of Pembroke and the County of Renfrew based on MPAC Population at latest enumeration - 2018

For 2019 the split was 12.56% Pembroke and 87.44% County

Staffing Hours

<u>Division</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance</u>
	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
BM Total	362,695	358,305	4,390
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,860	(400)
Enterprise Center Total	3,640	3,640	-
Finance Total	20,020	18,200	1,820
Forestry Total	4,240	5,005	(765)
GIS Total	3,640	3,640	-
Human Resources Total	10,570	12,390	(1,820)
IT Total	10,920	10,920	-
ML Total	330,536	329,559	977
OVTA Total	5,460	5,460	-
Paramedic Total	249,625	245,945	3,680
Planning Total	15,621	14,560	1,061
POA Total	9,878	9,878	-
Property Total	9,457	9,457	-
Public Works Total	102,300	102,300	-
RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,902	1,277,959	8,943



Paramedic Service – Staffing Changes

<u>Division</u>	<u>Department</u>	<u>Union</u>	<u>Job Title</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance</u>
				<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
Paramedic	Administration	N	Commanders-Secondment	1,600		1,600
Paramedic	Administration	N	Commanders-Secondment	2,080		2,080

Paramedic Services

	2019	2018	Change
Admin Staffing	1,924,290	1,684,911	239,379
Other Admin Costs	1,399,940	767,495	632,445
Paramedic Staffing	12,211,375	11,981,869	229,506
Paramedic Other	1,906,032	1,776,876	129,156
Amortization	800,000	750,000	50,000
Prov Funding	(8,271,139)	(8,108,960)	(162,179)
Other Funding	(1,843,361)	(832,080)	(1,011,281)
Trf To Reserves	800,000	750,000	50,000
Trf From Reserves	(965,000)	(1,743,000)	778,000
Capital	1,175,000	1,885,000	(710,000)
Amortization Adj	(800,000)	(750,000)	(50,000)
Pembroke Funding	(1,047,144)	(1,050,464)	3,319
Net County Cost	7,289,992	7,111,647	178,345

Paramedic Service

2019 Municipal Cost

• County	7,289,992		
• City	<u>1,047,144</u>		
		8,337,136	50.2%
2019 Estimated Prov. Subsidy		<u>8,271,139</u>	49.8%
Difference		<u>\$ 65,997</u>	

Paramedic Capital

Detail	Asset Purchase Description	Unit #	Risk	Revised	
				10 Year Plan	Budget \$
AMBU-12-5683996	AMBULANCE DEMERS TYPE II	4572-12		235,000	235,000
AMBU-12833606	AMBULANCE DEMERS TYPE II	4595-14		235,000	235,000
AMBU-14-5921494	AMBULANCE DEMERS TYPE II	4902-14		235,000	235,000
AMBU-15-1189020	AMBULANCE DEMERS TYPE III	4914-15		235,000	235,000
AMBU-15-1189150	AMBULANCE DEMERS TYPE III	4912-15		235,000	235,000
AMBU-16-1117421	AMBULANCE DEMERS TYPE III	4570-16		235,000	
AMBU-16-1184324	AMBULANCE DEMERS TYPE III	4568-16		235,000	
AMBU-16-1184897	AMBULANCE DEMERS TYPE III	4569-16		235,000	
ERV-16-	Ford Expedition	4398-16		90,000	
				1,970,000	1,175,000

Paramedic Reserve

**County of Renfrew
Schedule of Reserves
2019 BUDGET**

		Budget	Transfers	Net	Balance
		Balance	Between	Change	31-Dec-19
		31-Dec-18			
Paramedic	Infrastructure	1,398,373		(165,000)	1,233,373
Paramedic	Severance	1,378,862		0	1,378,862
Paramedic	WSIB (County/City)	23,391		0	23,391
Paramedic	WSIB Sched 2	790,355		0	790,355

Emergency Management

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
EMERGENCY MANAGEMENT	<u>0</u>	<u>182,193</u>	<u>179,530</u>	<u>2,663</u>	<u>1.5%</u>
911		60,000	60,000	0	0.0%
Admin Charge (Paramedic Service)		27,193	26,530	663	2.5%
Emergency Management		50,000	48,000	2,000	4.2%
Fire Services Charges		110,000	92,000	18,000	19.6%
Purchased Service		50,000	50,000	0	0.0%
Recoveries - Other		(115,000)	(97,000)	(18,000)	18.6%

Paramedic Service - Pressure

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
PARAMEDIC SERVICE	<u>349,760</u>	<u>7,289,992</u>	<u>7,111,647</u>	<u>178,345</u>	<u>2.5%</u>

- Bill 163 – 2016 Presumptive PTSD Legislation
- Late 2017 County began to see WSIB \$ pressure
- County is Schedule 2 WSIB employer
- August 2018 - Budget Revision - \$800,00 more cost
 - \$400k WSIB
 - \$100k PEL
 - \$300 shift overrun, patient transfers, etc
- Warden letter to Premier requesting WSIB costs be funded at 100% not 50/50
- August Resolution – fund 2018 costs from General Surplus, if available
- **Options for 2019**
 - Fund WSIB from PS WSIB Reserve (\$800K available)
 - Service Reductions to offset these pressures
 - Increase levy \$349,760

Development and Property Committee

Development and Property Responsible for:

- Forestry – 6,500 ha on 53 tracts
- Geographic Information Systems (GIS)
- Trails:
 - Algonquin Trail – 219 km (Renfrew County portion)
 - K & P – 21 km
- Civic Addressing & Road Naming
- Weed Control
- Property Assets:
 - 8 locations
 - Approximately 123,000 sq. ft.
- Asset Management Plan Coordination

Development and Property

Responsible for:

- Planning Services:
 - Official Plans
 - Zoning By-laws
 - Development Approvals (e.g., plans of subdivision, severances)
 - Advice to Local Municipalities
- Economic Development:
 - Business Retention, Investment Attraction & Expansion
 - Ottawa Valley Tourist Association (OVTA)
 - Enterprise Renfrew County (ERC)
 - Summer Company
 - Starter Company PLUS
- 24 Staff located at 2 locations (Pembroke & Renfrew)

Development and Property

2018 Highlights

- Planning Services:
 - Legislative changes to *Planning Act*
- Economic Development:
 - Economic Development Summit
- Forestry, GIS and Trails:
 - Upgrades to Algonquin Trail
- Property:
 - LED Lighting
 - Landscaping

Development and Property

2019 Plans

- Planning Services:
 - Official Plan 5-year Update
 - Planning Assistant Position
 - Comprehensive Zoning By-law updates
- Economic Development:
 - Workforce Development, Resident & Investment Attraction
 - OSUM Conference (May), Teeny Tiny Summit (April)
 - Ride Share program
 - County-wide Community Improvement Plan (CIP)
 - Twinning program
- Forestry, GIS and Trails:
 - Algonquin Trail and K&P Trail build-out
 - Forestry Conference
 - MNRF Consultation Meetings
 - DRAPE upgrades
- Property:
 - Pembroke Property Study outcomes
 - Renovations at Renfrew County Place
 - LED lighting
 - Review of the Energy Management Plan / Climate Change Plan

Development and Property

Economic Impact of Trails

- \$773 million – Cycling Economic Benefit
- \$36 million – Equestrian Economic Benefit
- \$720 million – Mountain Biking Economic Benefit
- \$70 million – Off-Road Motorcycling Economic Benefit
- \$6.9 billion - ATV Economic Importance (North America)
- \$853 million - 2013-2014 Ontario snowmobile season
- \$77 million - 2013-2014 Expenditures by snowmobilers in District 6 (Renfrew County/Ottawa Valley)

Staffing Hours

Division	2019 Budget	2018 Budget	Variance
	Hours	Hours	Hours
BM Total	362,695	358,305	4,390
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,860	(400)
Enterprise Center Total	3,640	3,640	-
Finance Total	20,020	18,200	1,820
Forestry Total	4,240	5,005	(765)
GIS Total	3,640	3,640	-
Human Resources Total	10,570	12,390	(1,820)
IT Total	10,920	10,920	-
ML Total	330,536	329,559	977
OVTA Total	5,460	5,460	-
Paramedic Total	249,625	245,945	3,680
Planning Total	15,621	14,560	1,061
POA Total	9,878	9,878	-
Property Total	9,457	9,457	-
Public Works Total	102,300	102,300	-
RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,902	1,277,959	8,943

D&P Staffing Changes

Division	Department	Union	Job Title	2019 Budget	2018 Budget	Variance
				Hours	Hours	Hours
Ec Dev	Ec Dev	N	Student	-	400	(400)
Forestry	Forestry	N	Trails Coordinator	600	1,365	(765)
Planning	Planning	N	Planner-Contract	1,061		1,061

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
PROPERTY - Pembroke	0	336,496	330,000	6,496	2.0%
PROPERTY - Renfrew County Place	0	(216,852)	(221,990)	5,138	-2.3%
PROPERTY - Base Stations (4)	0	0	0	0	
PROPERTY - Arnprior Office	0	0	0	0	
PROPERTY - Renfrew OPP	0	0	0	0	
FORESTRY	0	26,775	26,278	497	1.9%
TRAILS	100,000	208,000	202,943	5,057	2.5%
GEOGRAPHIC INFORMATION SYSTEMS	0	231,260	225,770	5,490	2.4%
ECONOMIC DEVELOPMENT	0	419,103	409,917	9,186	2.2%
ENTERPRISE CENTRE	0	28,055	28,055	0	0.0%
OTTAWA VALLEY TOURIST ASSOCIATION	0	262,975	256,561	6,414	2.5%
PLANNING DEPARTMENT	0	639,885	630,938	8,947	1.4%
Development & Property Committee	100,000	1,935,697	1,888,472	47,225	2.5%

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
PROPERTY - Pembroke	0	336,496	330,000	6,496	2.0%
Advertising		1,000	1,000	0	0.0%
Capital - under threshold		22,000	23,450	(1,450)	-6.2%
Computer Supplies		12,300	12,000	300	2.5%
Depreciation		237,150	245,000	(7,850)	-3.2%
Elevator Maintenance		7,310	7,131	179	2.5%
Employee Benefits		64,201	63,889	312	0.5%
Garbage Disposal		4,920	4,800	120	2.5%
Groundskeeping		5,652	5,514	138	2.5%
Insurance		30,000	31,000	(1,000)	-3.2%
Janitorial Contract		111,000	95,000	16,000	16.8%
Legal		1,000	1,000	0	0.0%
Lights, Heat & Power		128,000	145,000	(17,000)	-11.7%
Mechanical		19,500	20,873	(1,373)	-6.6%
Memberships/Subscriptions		2,500	2,500	0	0.0%
Miscellaneous Bldg		2,800	2,800	0	0.0%
Office Supplies		12,000	6,856	5,144	75.0%
Professional Development		5,000	5,000	0	0.0%
Recoveries - Internal Charges		(16,300)	(17,000)	700	-4.1%
Recoveries - Other		(11,503)	(17,530)	6,027	-34.4%
Recruitment		750	750	0	0.0%
Repairs & Maintenance		36,220	35,337	883	2.5%
Revenue - Lease		(345,409)	(337,368)	(8,041)	2.4%
Salaries		227,755	222,298	5,457	2.5%
Security & Monitoring		6,000	6,000	0	0.0%
Special Projects		0	0	0	
Surplus Adjustment - Capital	240,000	155,000	205,000	(50,000)	-24.4%
Surplus Adjustment - Depreciation		(237,150)	(245,000)	7,850	-3.2%
Surplus Adjustment - Trf From Reserves	(240,000)	(155,000)	(205,000)	50,000	-24.4%
Telephone		1,500	1,500	0	0.0%
Travel		4,800	4,700	100	2.1%
Vehicle Expenses		3,500	3,500	0	0.0%

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
PROPERTY - Renfrew County Place	0	(216,852)	(221,990)	5,138	-2.3%
Capital - Under Threshold		18,450	18,000	450	2.5%
Depreciation		179,000	195,000	(16,000)	-8.2%
Elevator Maintenance		6,550	6,391	159	2.5%
Garbage Removal		3,680	3,590	90	2.5%
Groundskeeping / Snow Removal		21,080	20,566	514	2.5%
Insurance		15,500	15,500	0	0.0%
Janitorial Contract		93,350	89,760	3,590	4.0%
Lease Revenue- Outside		(296,286)	(297,447)	1,161	-0.4%
Legal		4,000	4,000	0	0.0%
Lights,Heat & Power		95,000	95,000	0	0.0%
Mechanical		16,000	16,560	(560)	-3.4%
Miscellaneous Bldg		2,000	2,040	(40)	-2.0%
Municipal Taxes		16,000	16,000	0	0.0%
Office Supplies / Admin Costs		4,000	4,000	0	0.0%
Revenue Lease - Internal		(597,528)	(289,930)	(307,598)	106.1%
Recoveries - OPP		(18,392)	(18,392)	0	0.0%
Recoverable - Outside		(16,000)	(16,000)	0	0.0%
Repairs & Maintenance		20,412	19,915	497	2.5%
Salaries / Benefits		86,733	80,067	6,666	8.3%
Security & Monitoring		5,627	5,490	137	2.5%
Surplus Adjustment - Capital		555,000	42,000	513,000	1221.4%
Surplus Adjustment - Depreciation		(179,000)	(195,000)	16,000	-8.2%
Surplus Adjustment - Trf From Reserves		(555,000)	(42,000)	(513,000)	1221.4%
Surplus Adjustment - Trf To Reserves		300,000	0	300,000	
Vehicle Expenses		2,972	2,900	72	2.5%

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
PROPERTY - Base Stations (4)	0	0	0	0	
Depreciation		61,750	61,000	750	1.2%
Capital - Under Threshold		0	0	0	
Groundskeeping/Snow Removal		43,750	43,106	644	1.5%
Janitorial Contract		30,800	30,700	100	0.3%
Lights,Heat & Power		36,900	37,200	(300)	-0.8%
Mechanical		10,262	10,200	62	0.6%
Miscellaneous Bldg		2,000	2,000	0	0.0%
Revenue - Internal Lease		(318,717)	(313,668)	(5,049)	1.6%
Repairs & Maintenance		32,800	32,000	800	2.5%
Security & Monitoring		4,080	4,080	0	0.0%
Surplus Adjustment - Depreciation		(61,750)	(61,000)	(750)	1.2%
Surplus Adjustment- Capital	1,400,000	0	12,000	(12,000)	-100.0%
Surplus Adjustment - Trf From Reserves	(1,400,000)	0	(12,000)	12,000	-100.0%
Surplus Adjustment - Trf To Reserves		158,125	154,382	3,743	2.4%

	<u>Budget</u>				
	<u>Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
TRAILS	100,000	208,000	202,943	5,057	2.5%
Salary/Benefit		16,500	48,609	(32,109)	-66.1%
Salary Allocation		47,000	44,034	2,966	6.7%
Office Supplies		500	1,000	(500)	-50.0%
Recoveries - Other		0		0	
Recoveries - Donations		0		0	
Recoveries - Donations In Kind		(6,703,190)		(6,703,190)	
Recruitment		1,000	500	500	100.0%
Surplus Adjustment - Capital		6,771,612	200,000	6,571,612	3285.8%
Surplus Adjustment - Trf From Reserves		(68,422)	(200,000)	131,578	-65.8%
Surplus Adjustment - Trf To Reserves			0	0	
Surplus Adjustment - Trf From Reserves			(22,500)	22,500	-100.0%
Trail - K&P Rail Line Development		21,000	71,000	(50,000)	-70.4%
Trail - K&P Rail Line Revenue		0	(50,000)	50,000	-100.0%
Trail - CN Rail Line Development		5,000	5,000	0	0.0%
Trail - Algonquin Trail Development	100,000	142,000	710,160	(568,160)	-80.0%
Trail - Algonquin Trail Federal Recoveries		0	(32,500)	32,500	-100.0%
Trail - Algonquin Trail Prov Recoveries		0	(372,360)	372,360	-100.0%
Trail - Algonquin Trail Municipal Recoveries		0	(175,000)	175,000	-100.0%
Trail - Algonquin Trail Other Recoveries		(25,000)	(25,000)	0	0.0%

Department	Detail	Asset Purchase Description	Unit #	Risk	Revised	
					10 Year Plan	Budget \$
Forestry	LDTR-12-S287312	DODGE RAM 1500 4X4	197-12	H	30,000	30,000
Forestry Total					30,000	30,000
GIS	Software - DRAPE III	Digital Imagery		H		30,000
GIS Total					0	30,000
Property - 80 McC	D3060 - Controls And Instrumental	Local control, a number of thermal stats.		M	15,000	15,000
Property - 80 McGonegal Total					15,000	15,000
Property - CAB	B2010 - Exterior Walls	Caulking/ repointing		M	60,000	85,000
Property - CAB	C3050 - Wall Finishes - Common A	Painted dryw all.		L	25,000	0
Property - CAB	D3051 - Terminal Self-Contained Ur	Humidifiers (4 of 11 units)		L	50,000	50,000
Property - CAB	G2020 - Parking Lots	Crack filling - sealing		L	20,000	20,000
Property - CAB Total					155,000	155,000
Property - OPP	G2020 - Parking Lots	line painting		L	5,000	0
Property - OPP	G2050 - Landscaping	Landscaping		L	3,000	0
Property - OPP Total					8,000	0
Property - RCP	B2010 - Exterior Walls	Caulking around w indow s EFIS		L	25,000	25,000
Property - RCP	Renovations	One Counter (OW, Child, Housing)		L		500,000
Property - RCP	C3060 - Floor Finishes - Units	new drain (Paramedic garage)		M	30,000	30,000
Property - RCP Total					55,000	555,000

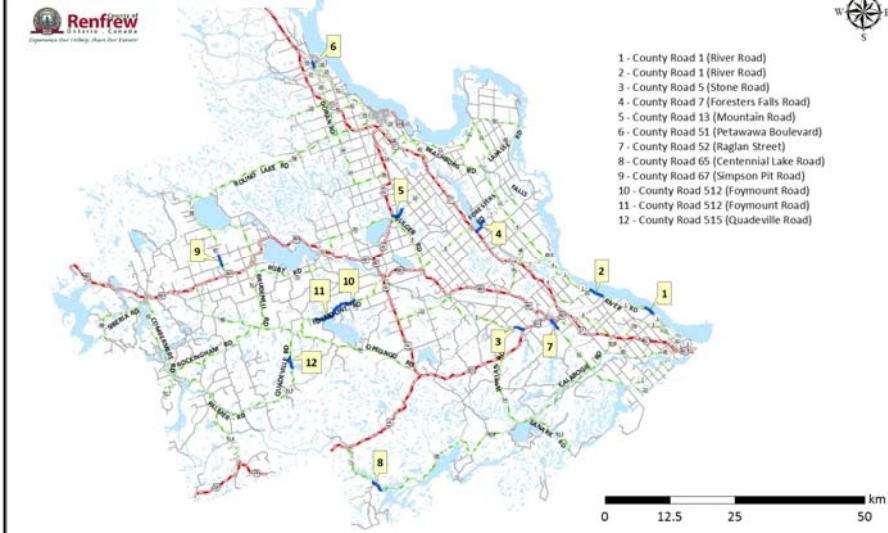
Operations Committee

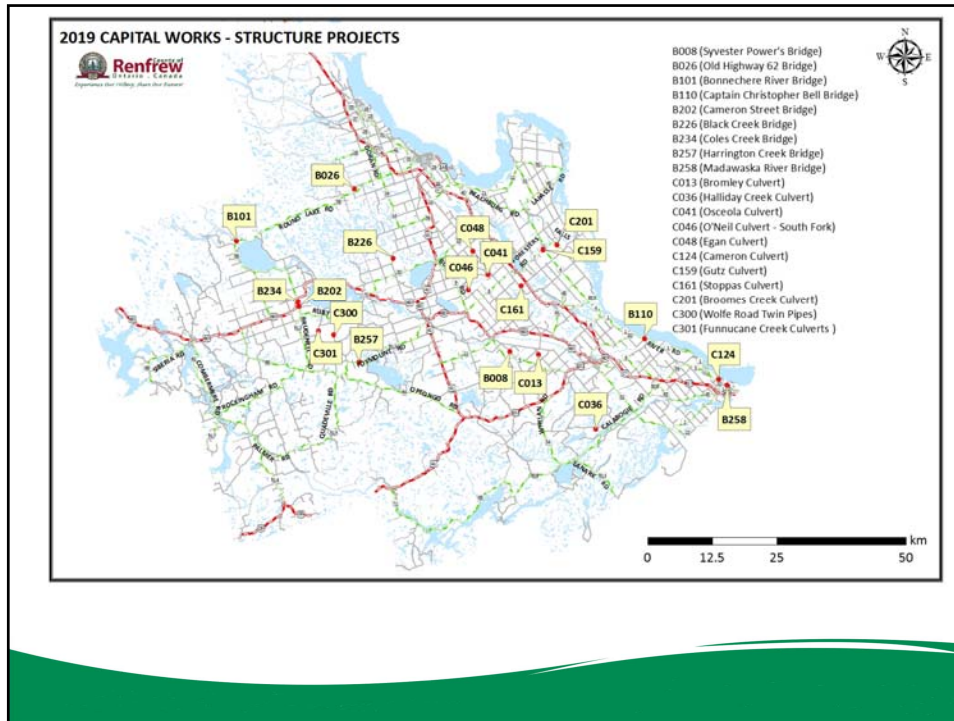


Department of Public Works & Engineering is responsible for:

- 816 centerline km of County Roads
- 251 Bridges & Large Culverts (over 3 m span)
- 20 Traffic Signals
- Annual Capital \$15 M (Capital Program \$13.95 M, Equipment \$868,000, Housing \$172,000 ± in 2019)
- Annual Maintenance Program (\$6.4 M in 2019)
- 45 Staff located at 7 year-round and 2 winter only locations
- 73 Vehicles & Large Equipment Pieces
- 20 Plow Beats
- Approximately 18,000 tonnes of salt used annually
- Approximately 8,000 tonnes of sand used annually

2019 CAPITAL WORKS - ROAD PROJECTS





No Change for Operations

Staffing Hours

Division	2019 Budget	2018 Budget	Variance
	Hours	Hours	Hours
BM Total	362,695	358,305	4,390
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,860	(400)
Enterprise Center Total	3,640	3,640	-
Finance Total	20,020	18,200	1,820
Forestry Total	4,240	5,005	(765)
GIS Total	3,640	3,640	-
Human Resources Total	10,570	12,390	(1,820)
IT Total	10,920	10,920	-
ML Total	330,536	329,559	977
OVTA Total	5,460	5,460	-
Paramedic Total	249,625	245,945	3,680
Planning Total	15,621	14,560	1,061
POA Total	9,878	9,878	-
Property Total	9,457	9,457	-
Public Works Total	102,300	102,300	-
RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,902	1,277,959	8,943

Operations Committee

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
PUBLIC WORKS	0	16,536,999	16,133,658	403,341	2.5%
Operations Committee	0	16,536,999	16,133,658	403,341	2.5%

Operations Committee

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
PUBLIC WORKS	0	16,536,999	16,133,658	403,341	2.5%
Administration		1,084,127	1,104,843	(20,716)	-1.9%
Infrastructure Management		566,443	557,492	8,951	1.6%
Depreciation		9,000,000	8,500,000	500,000	5.9%
Equipment		1,148,970	1,089,297	59,673	5.5%
Housing		182,000	223,000	(41,000)	-18.4%
Maintenance		5,433,012	5,244,146	188,866	3.6%
Donations In Kind		0	0	0	
Recoveries - Federal		(25,000)	(120,000)	95,000	-79.2%
Recoveries - Other		(75,000)	(75,000)	0	0.0%
Recoveries - Provincial		(1,317,960)	(857,790)	(460,170)	53.6%
Surplus Adjustment - Trf To Reserves		0	0	0	
Surplus Adjustment - Capital		14,969,898	16,894,724	(1,924,826)	-11.4%
Surplus Adjustment - Donations in Kind (Capital)		0	0	0	
Surplus Adjustment - Debt Financing		(2,200,000)	(1,500,000)	(700,000)	46.7%
Surplus Adjustment - Depreciation		(9,000,000)	(8,500,000)	(500,000)	5.9%
Surplus Adjustment - Trf From Reserves		(3,229,491)	(6,427,054)	3,197,563	-49.8%

Operations Committee

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>MAINTENANCE</u>	<u>5,433,012</u>	<u>5,244,146</u>	<u>188,866</u>	<u>3.6%</u>
Salaries	1,826,659	1,801,305	25,354	1.4%
Benefits	498,353	478,841	19,512	4.1%
Bridges and Culverts	20,000	20,000	0	0.0%
Roadside Maintenance	200,000	200,000	0	0.0%
Hard Top Maintenance	360,000	360,000	0	0.0%
Loose Top Maintenance	0	0	0	
Winter Control	2,058,000	1,944,000	114,000	5.9%
Safety Devices	570,000	535,000	35,000	6.5%
Misc		0	0	
Surplus Adjustment - Trf To Reserves		0	0	
Recoveries	(100,000)	(95,000)	(5,000)	5.3%

Operations Committee - Capital

Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised	
					10 Year Plan	Budget \$
Bridge	B026	Old Hwy 62 Bridge		H	500,000	500,000
Bridge	B180	Hurds Creek Bridge		M	300,000	0
Bridge	B226	Black Creek Bridge		M	500,000	500,000
Bridge	B234	Coles Creek Bridge		H	800,000	50,000
Bridge	B257	Harrington Creek Bridge		M	800,000	80,000
Bridge	B258	Madawaska River Bridge		H	2,200,000	2,200,000
Bridge	B008	Sylvester Power's Bridge		H	38,000	38,000
Bridge	B110	Captain Bell Bridge (2018 carryover)		L		50,000
Bridge	B101	Bonnechere River Bridge		M	95,000	95,000
Bridge	B202	Cameron Street Bridge		M	80,000	80,000
Bridge	General Bridge Repairs	Various			200,000	200,000
Culvert	C041	Osceola Culvert		M	900,000	700,000
Culvert	C124	Cameron Culvert		M	1,200,000	1,200,000
Culvert	C159	Gutz Culvert		M	240,000	24,000
Culvert	C161	Stoppas Culvert		M	270,000	270,000
Culvert	C300	Wolf Road Tw in pipes		M	200,000	200,000
Culvert	C301	Funnucane Creek Culverts		M	260,000	260,000
Culvert	C013	Bromley Culvert		M	28,000	28,000
Culvert	C036	Halliday Creek Culvert		M	25,500	25,500
Culvert	C046	O'Neil Culvert (South Fork)		M	38,000	38,000
Culvert	C048	Egan Culvert		M	25,500	25,500
Culvert	C201	Broomes Creek Culvert		M	65,500	65,500

Operations Committee - Capital

Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised	
					10 Year Plan	Budget \$
Building	Cobden-Walls	Repair rear window lintels		H	15,000	0
Building	Cobden-Foundation-Salt	Concrete Patching		M	20,500	20,500
Building	Cobden-Foundation-Sand	Concrete Patching		M	42,500	42,500
Building	Goshen - Sand Building	Dome Repairs		H	30,000	50,000
Building	Palmer-Salt Building	B10 - Superstructure		H	6,000	0
Building	Palmer-Sand Building	B10 - Superstructure		H	6,000	0
Building	Cobden-Sand Building	B10 - Superstructure		L	6,000	0
Roof	Palmer-Garage	Roof Membrane (flat)		H	14,000	58,000
Roof	Cobden-Roofing	Repair leak in roof		H	10,000	10,000
Roof	Foymount-Salt	Replacing 'Cover All'		M	6,000	0
Roof	Goshen - Sand Building	Dome Repairs		H	20,000	0
Vehicle	LDTR-11-Z367619	Pickup Truck	118-11	M	34,000	34,000
Vehicle	LDTR-12-S260774	Pickup Truck	109-12	L	34,000	34,000
Vehicle	LDTR-14-S351839	Pickup Truck	101-14	L	34,000	34,000
Vehicle	HDTR-00-H345759	TRUCK 6 TON INTER-FLOW	605-01	E	300,000	310,000
Vehicle	TRAC-02-L25026	Tractor	801-02	H	90,000	90,000
Vehicle	BACX-99-0484047	BACKHOE/LOADER JCB	411-99	H	150,000	150,000
Vehicle	GRAD-03-9615939	GRADER CHAMPION	721-84	E	200,000	200,000

Operations Committee - Capital

Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised	
					10 Year Plan	Budget \$
Roads	1-River Road	Sand Point East Limit-to-Mast Rd		H	1,133,000	1,133,000
Roads	1-River Road	Castleford Edge N Exp Jnt-to-City Rd 20 (Castleford Rd)		H	450,340	450,340
Roads	5-Stone Road	Hwy 132-to-Reid Rd		H	590,400	590,400
Roads	7-Forresters Falls Rd	Hwy 17-to-Gypsy Lane		E	211,120	211,120
Roads	7-Forresters Falls Rd	Gypsy Lane-to-Marjorie Rd		E	336,980	336,980
Roads	7-Forresters Falls Rd	Marjorie Rd-to-Zion Line		E	365,400	0
Roads	7-Forresters Falls Rd	Zion Line-to-City Rd 4 (Queens Line)		E	472,990	0
Roads	13-Mountain Rd	Hwy 41-to-Wilberforce/Stafford Line		M	689,060	689,060
Roads	51-Petawawa Blv	Victoria Street to Base Eng for Widening		L	100,000	100,000
Roads	52-Burnstown Rd	Pucker St-to-Graham Ave		E	140,740	140,740
Roads	52-Raglan St S	Graham Ave-to-Hwy 60 (Cumbes St)		E	276,713	276,713
Roads	65-Centennial Lake Rd	Matawatchan Rd-to-Doyle Drive		M	368,460	368,460
Roads	65-Centennial Lake Rd	Doyle Drive-to-Centennial Lake Bdge N Exp Jnt		M	412,910	0
Roads	67-Simpson Pt Rd	Scenic Rd-to-Mask Rd		H	662,560	662,560
Roads	512-Foymount Rd	Silver Lake Rd to Miller Rd		H	654,500	909,920
Roads	515-Quadeville Rd	1400 Quadeville Rd-to-Yukes Dr		M	1,129,680	496,800
Roads	512-Foymount Rd	Lake Clear Rd-to-Buelow Rd		H	50,000	50,000
Roads	512-Foymount Rd	Buelow Rd-to-Verch Rd		H	50,000	50,000
Roads	Scratch Coating	Various			675,305	675,305
Roads	Active Transportation	Various Shoulder Hardening			150,000	150,000
					18,703,658	14,969,898

County of Renfrew
Schedule of Reserves
2019 BUDGET

		Budget Balance 31-Dec-18	PW	Net Change	Balance 31-Dec-19
Child Care	Child Care	200,994		(200,994)	0
Child Care	Mitigation	1,376,972		0	1,376,972
Ec Dev	Contingency	0		0	0
Ec Dev	RED	0		0	0
Expo 150	150th Anniversary	0		0	0
Forestry	Algonquin Trail	0		0	0
General	Building Reserve	2,362,683		141,261	2,503,944
General	Development Reserve	8,163		0	8,163
General	Federal Gas Tax Reserve	0	(2,671,773)	0	0
General	Insurance	150,000		0	150,000
General	Reforestation Reserve	155,160		(24,900)	130,260
General	OPP Bldg	278,940		57,305	336,245
General	Sick leave	69,458		0	69,458
General	TCA Renewal Reserve	10,033,731	(557,718)	3,985,736	14,019,467
General	Working Capital	9,600,659		(1,068,422)	8,532,237
General	WSIB Sched 2	643,057		0	643,057
Housing	DOOR	0		0	0
Housing	Non Profit Capital	116,222		0	116,222
Housing	Severance	208,635		0	208,635
Paramedic	Infrastructure	1,398,373		(165,000)	1,233,373
Paramedic	Severance	1,378,862		0	1,378,862
Paramedic	WSIB (County/City)	23,391		0	23,391
Paramedic	WSIB Sched 2	790,355		0	790,355
Public Works	Equip	0		0	0
Public Works	Inventory	0		0	0
Public Works	Capital	292,643		0	292,643
Public Works	Winter Control	342,535		0	342,535
Social Services	Sick leave	0		0	0
Social Services	Fiscal Pressure	316,047		0	316,047
County Of Renfrew		29,746,880	(3,229,491)	2,724,986	32,471,866

Finance & Administration Committee

Finance

- 8 full time staff
- Payroll and Benefit Administration
- 967 2017 T4's \$42 million
- 26,000 Pay Stubs
- 30,000 Accounts Payable Invoices
- 70% of Accounts Payable Vendors are EFT
- Monthly and Annual Financial Reporting – Financial Report & FIR
- County-Wide Property Tax Policy
- Insurance Portfolio
- Research Financial Matters as Requested by Council and Staff
- Tangible Capital Asset System Maintenance
- Policy Development, Reporting and Transaction Maintenance
- Banking Relationships
- Audit Relationships
- Investments Portfolio and Strategy
- Primary Lead for Corporate Budget Development and Long-Term Financial Plan

Information Technology

- 6 full time employees
- Supports the following number of hardware devices and user accounts:
 - 480+ computers
 - 22+ Servers
 - 170 Smart Phones
 - 40 Tablet computers
 - 823 email accounts
 - 937 network user accounts
 - 3 managed wireless networks
- Management of over 5.6 Terabytes (TB) of County Data
- Management of the County's email system
- Deliver in-house IT training courses offered to all County and Lower Tier staff
- Management of the County's Corporate website
- Average 8,300 service requests yearly

Provincial Offences





- 5.4 FTE Staff
- Administration of Part I, Part II, and Part III Offences of the Provincial Offences Act in accordance with the Memorandum of Understanding
 - Part I – Highway Traffic Act Certificates of Offences (maximum fine of \$1,000), By-law Infractions (excluding parking) and Liquor Offences etc.
 - Part II – Parking Offences (set fines established by By-law)
 - Part III – Charges under the Ontario Statutes, Municipal By-laws and Federal Contraventions Act – summons requiring court appearance, no set fine but within the minimum to maximum range set out in the Statute under which the charge was laid
- Governed by strict conflict of interest guidelines overseen by the Attorney General through compliance and performance reports and audits
- 7,246 Payments Processed (362 Extensions of Time to Pay, 671 Pre-Authorized Debits) 110 (Pre-Authorized Credit Card Payments)
- 3,578 Payfine Payments Processed
- 1,288 Licences Suspended
- 1,105 Collection Notices Issued
- 1,010 Files sent to Collection Agency for Collection
- 1,128 Final Notices mailed
- 11,764 Charges Received
- 436 Trial Notices Issued
- 1,178 Early Resolution Notices Issued

Human Resources

5 FT and 1 PT Staff

- Privacy Coordinator
- Employee Relations
- Labour Relations
- Corporate Recruiting
- Grievance Management/Resolution
- Pay Equity/Job Evaluation
- Corporate Investigations
- Health and Safety Programs
- WSIB Claims Management
- Municipal Benefits Plan Design
- HR Services to Local Municipalities
- Corporate HR Policy Development
- Wellness Programs
- Legal Interventions
- Collective Bargaining
- Municipal Administration Program Training
- In-House Workshop Coordination
- Local Wage Surveys
- Councillor Remuneration/Benefits Coordination
- Guidance on Corrective Action/Discipline
- Workplace Accommodations

Staffing Hours

<u>Division</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance</u>
	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
BM Total	362,695	358,305	4,390
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,860	(400)
Enterprise Center Total	3,640	3,640	-
 Finance Total	20,020	18,200	1,820
Forestry Total	4,240	5,005	(765)
GIS Total	3,640	3,640	-
 Human Resources Total	10,570	12,390	(1,820)
 IT Total	10,920	10,920	-
ML Total	330,536	329,559	977
OVTA Total	5,460	5,460	-
Paramedic Total	249,625	245,945	3,680
Planning Total	15,621	14,560	1,061
 POA Total	9,878	9,878	-
Property Total	9,457	9,457	-
Public Works Total	102,300	102,300	-
RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,902	1,277,959	8,943

Finance & Administration

<u>Department</u>	<u>Union</u>	<u>Job Title</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance</u>
			<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
Finance	N	Media Relations	1,820		1,820
Human Resources	N	Media Relations		1,820	(1,820)

Finance & Administration

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
MEMBERS OF COUNCIL	86,438	446,808	442,418	4,390	1.0%
GENERAL - ADMINISTRATION	42,500	826,540	787,504	39,036	5.0%
INFORMATION TECHNOLOGY	0	457,927	447,270	10,657	2.4%
HUMAN RESOURCES DEPARTMENT	20,000	224,158	238,632	(14,474)	-6.1%
EXPO 150	0	0	0	0	
PUBLICITY/PUBLIC RELATIONS SERVICE	0	15,000	15,000	0	0.0%
AGRICULTURE & REFORESTATION	0	20,000	20,000	0	0.0%
PROVINCIAL OFFENCES ADMINISTRATION	0	(688,425)	(694,573)	6,149	-0.9%
MPAC	0	1,549,942	1,542,141	7,801	0.5%
FINANCIAL EXPENSE	0	11,044,657	9,102,181	1,942,476	21.3%
Finance & Administration Committee	148,938	13,896,608	11,900,573	1,996,035	16.8%

Finance & Administration

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
MEMBERS OF COUNCIL	86,438	446,808	442,418	4,390	1.0%
GENERAL - ADMINISTRATION	42,500	826,540	787,504	39,036	5.0%
INFORMATION TECHNOLOGY	0	457,927	447,270	10,657	2.4%
HUMAN RESOURCES DEPARTMENT	20,000	224,158	238,632	(14,474)	-6.1%
EXPO 150	0	0	0	0	
PUBLICITY/PUBLIC RELATIONS SERVICE	0	15,000	15,000	0	0.0%
AGRICULTURE & REFORESTATION	0	20,000	20,000	0	0.0%
PROVINCIAL OFFENCES ADMINISTRATION	0	(688,425)	(694,573)	6,149	-0.9%
MPAC	0	1,549,942	1,542,141	7,801	0.5%
FINANCIAL EXPENSE	0	11,044,657	9,102,181	1,942,476	21.3%
Finance & Administration Committee	148,938	13,896,608	11,900,573	1,996,035	16.8%

** excluding LTFP Impact of Reserve and Debt Pmt

(10,442,657) (8,448,681) (1,993,976)

Finance & Administration Committee	148,938	3,453,951	3,451,892	2,059	0.1%
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Members of Council

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
MEMBERS OF COUNCIL	86,438	446,808	442,418	4,390	1.0%
Computer Supplies		5,000	10,000	(5,000)	-50.0%
Special Events	8,000		0	0	
Council Benefits - EHC/Dental		60,000	52,000	8,000	15.4%
Council Conventions	14,400	48,000	48,000	0	0.0%
Council CPP,Employer Health Tax	3,285	10,500	10,000	500	5.0%
Council Group Insurance		5,500	5,500	0	0.0%
Council Liability Insurance		7,800	7,800	0	0.0%
Council Mileage		37,000	36,000	1,000	2.8%
Council Hospitality		20,000	20,000	0	0.0%
Council - Former Payment System		0	0	0	
Office Expenses		5,000	3,500	1,500	42.9%
Legal - Integrity Commissioner		2,000	2,000	0	0.0%
Ad Hoc Per Diem Payments	6,892	21,378	20,857	521	2.5%
Salary - Council	48,890	189,625	185,000	4,625	2.5%
Salary & Ad Hoc - Warden	4,971	67,405	65,761	1,644	2.5%
AMO Board of Directors		10,000	10,000	0	0.0%
FCM Board of Directors		8,000	6,000	2,000	33.3%
Warden Banquet		0	6,000	(6,000)	-100.0%
Warden Expenses		9,000	10,000	(1,000)	-10.0%
Recoveries - County		(59,400)	(56,000)	(3,400)	6.1%

General Administration

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
GENERAL - ADMINISTRATION	42,500	826,540	787,504	39,036	5.0%
Bank Charges - Moneris		1,300	1,300	0	0.0%
Computer Expense		38,000	38,000	0	0.0%
Conferences & Conventions		4,000	4,000	0	0.0%
Depreciation		4,400	6,700	(2,300)	-34.3%
Employee Benefits	7,500	265,677	251,508	14,169	5.6%
General Legal & Audit		26,000	26,000	0	0.0%
Membership Fees		29,200	27,000	2,200	8.1%
Office Expense		26,000	26,000	0	0.0%
Professional Development - Department Staff		5,000	5,000	0	0.0%
Professional Development - Mgt Team (41)		15,000	5,000	10,000	200.0%
Recovery - Other Departments		(620,189)	(550,983)	(69,206)	12.6%
Recovery - Outside		(500)	(500)	0	0.0%
Recruitment	3,000	0	0	0	
Salaries	25,000	988,052	921,179	66,873	7.3%
Special Projects - Strategic Plan	7,000	8,000	0	8,000	
Special Projects - EOWC		14,000	13,000	1,000	7.7%
Surplus Adjustment - Capital		0	0	0	
Surplus Adjustment - Trf From Reserves		0	0	0	
Surplus Adjustment - Depreciation		(4,400)	(6,700)	2,300	-34.3%
Telephone		6,000	6,000	0	0.0%
Travel		21,000	15,000	6,000	40.0%

Human Resources

	<u>Budget</u>				
	<u>Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
HUMAN RESOURCES DEPARTMENT	20,000	224,158	238,632	(14,474)	-6.1%
Benefits		123,040	135,983	(12,943)	-9.5%
Capital Under Threshold		0	0	0	
Conference & Convention		4,000	4,000	0	0.0%
Depreciation		500	500	0	0.0%
Expenses Recoverable From Others		10,000	0	10,000	
Legal Fees		10,000	10,000	0	0.0%
Membership Fees		1,300	2,500	(1,200)	-48.0%
Office Expense		31,000	31,000	0	0.0%
Professional Development		5,000	5,000	0	0.0%
Purchased Services	20,000	89,000	92,000	(3,000)	-3.3%
Special Project - Salary Review		0	0	0	
Recovery - County Departments		(513,221)	(568,084)	54,863	-9.7%
Recovery - Federal		(3,000)	(3,000)	0	0.0%
Recovery - Outside Agencies		(32,000)	(22,000)	(10,000)	45.5%
Recruitment		0	0	0	
Salaries		480,039	531,233	(51,194)	-9.6%
Surplus Adjustment - Capital		0	0	0	
Surplus Adjustment - Depreciation		(500)	(500)	0	0.0%
Travel		19,000	20,000	(1,000)	-5.0%

Financial Expenses

	<u>Budget</u>				
	<u>Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
FINANCIAL EXPENSE	0	11,044,657	9,102,181	1,942,476	21.3%
Capping Costs (ends 2020)		2,000	3,500	(1,500)	-42.9%
County Share - Taxes Written Off		300,000	300,000	0	0.0%
Interest Expense		0	0	0	
Provision for Unallocated Funds		300,000	300,000	0	0.0%
OW Sick Leave Liability				0	
Post Employment Expenses - Reg 284/09		1,165,963	1,165,963	0	0.0%
Post Employment Expenses (Contra)		(1,165,963)	(1,165,963)	0	0.0%
Special Project - Transfer to BM		0	0	0	
EOWC Broadband Contribution (ends 2013)		0	0	0	
EOWC Cell Project - Starts 2019		1,000,000	0	1,000,000	
Claybank Debt Interest (2028)		107,998	104,131	3,867	3.7%
Surplus Adj-Principal-Claybank Bridge (2028)		330,568	302,783	27,785	9.2%
Surplus Adjustment - Trf to Gas Tax Reserve		2,671,773	2,756,191	(84,418)	-3.1%
Surplus Adjustment - Trf to TCA Renewal Reserve		5,833,551	4,786,809	1,046,742	21.9%
Surplus Adjustment - Trf to WSIB Sched 2 Reserve		0	0	0	
Surplus Adjustment - Trf to Building Reserve (FIT)		123,767	123,767	0	0.0%
Surplus Adj. Unfinanced Cap (Centennial Lake Bridge 2023)		375,000	375,000	0	0.0%
Surplus Adjustment - Principal - ML (2014)		0	0	0	
Debenture Interest - Miramichi Lodge (2014)		0	0	0	
Vacant Building Rebates (ends 2018)		0	50,000	(50,000)	-100.0%

Finance & Administration – Revenue

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
COUNTY LEVY <i>(2.6% + 1.2% growth)</i>	598,698	45,655,946	43,984,534	1,671,412	3.80%
PIL ADJUSTMENTS	0	(150,000)	(150,000)	0	0.0%
WATERPOWER GENERATING STATION	0	394,109	394,109	0	0.0%
RAILWAY/HYDRO RIGHTS-OF-WAY	0	5,000	5,000	0	0.0%
SUPPLEMENTARY REVENUE	0	500,000	500,000	0	0.0%
OTHER REVENUE	0	4,397,040	3,181,458	1,215,582	38.2%
Interest Revenue		600,000	300,000	300,000	100.0%
Other Revenue		0	0	0	
Gain / (Loss) Sale of Assets		0	0	0	
BM Repayment of Loan (ends 2019)		123,767	123,767	0	0.0%
Gas Tax Funding		2,671,773	2,756,191	(84,418)	-3.1%
Surplus Adjustment - From Reserve		1,000,000	0	1,000,000	
Licenses		1,500	1,500	0	0.0%
TOTAL REVENUES	598,698	50,802,095	47,915,101	2,886,994	6.0%
Municipal Surplus / (Deficit)	0	(0)	0	(0)	0.0%

2018 Consolidated Budget (Net Levy)

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
Operations Committee	0	16,536,999	16,133,658	403,341	2.5%
Development & Property Committee	100,000	1,935,697	1,888,472	47,225	2.5%
Health Committee	349,760	11,480,320	11,207,629	272,691	2.4%
Social Services Committee	0	6,952,471	6,784,769	167,702	2.5%
Finance & Administration Committee	148,938	13,896,608	11,900,573	1,996,035	16.8%
Total Net Expenses	598,698	50,802,095	47,915,101	2,886,994	6.0%
County Levy	598,698	45,655,946	43,984,534	1,671,412	3.8%
Other Revenue	0	5,146,149	3,930,567	1,215,582	30.9%
Total Revenue	598,698	50,802,095	47,915,101	2,886,994	6.0%

Changes Made At Committee Meetings

Health Committee - Paramedic Service

	2019	2019 Revised	Change \$
Insurance Proceeds	(235,000)	(210,000)	25,000
Vehicle Operation	507,264	482,264	(25,000)

No Impact on County Levy

Changes Made After Committee Meetings

Results from Dec 31st census was received Friday January 11th

	2019	2018	BM Municipal \$	ML Municipal \$	NRLTC
Pembroke	30.63%	38.48%	(168,965)	(146,042)	(11,065)
County	69.37%	61.52%	168,965	146,042	11,065
Total	100.00%	100.00%	\$0	\$0	\$0

County Cost Increasing By \$326,072 – Negative Impact on County Levy

LTC Cost Sharing Agreement

	Original 2019 Budget	Revised 2019 Budget	Change
<u>BONNECHERE MANOR</u>	<u>1,324,167</u>	<u>1,493,132</u>	<u>168,965</u>
Total Municipal Cost	2,152,417	2,152,417	0
Recoveries - City of Pembroke	(828,250)	(659,285)	(168,965)
<u>MIRAMICHI LODGE</u>	<u>1,144,520</u>	<u>1,290,562</u>	<u>146,042</u>
Total Municipal Cost	1,860,403	1,860,403	0
Recoveries - City of Pembroke	(715,883)	(569,841)	(146,042)
<u>OTHER LONG TERM CARE</u>	<u>86,718</u>	<u>97,783</u>	<u>11,065</u>
North Renfrew Long Term Care	140,959	140,959	0
Recoveries - City of Pembroke	(54,241)	(43,176)	(11,065)
Total County Expense	2,555,405	2,881,477	326,072
Total Pembroke Expense	1,598,374	1,272,302	(326,072)
Total LTC Expense	4,153,779	4,153,779	0

Options to Offset County Cost Increase

1. Eliminate transfer to CMI Stabilization Reserve for ML surplus of \$92,396
2. Increase MOH Subsidy with the assumption that they will increase the Nursing and Client Program per diem allowance by 2% starting April 1/19
 1. ML Prov Subsidy Increase \$105,181
 2. BM Prov Subsidy Increase \$107,702

Total Municipal Contribution Savings = \$305,279

Pembroke Share	30.63%	\$93,507
County Share	69.37%	\$211,772

Shortfall = \$326,072 less \$211,772 = \$114,300

Pressure	Levy Impact \$	Funding Source	Funding \$	Balance \$
County Admin Building – Study	\$240,000	Building Reserve	\$240,000	\$0
Pembroke Paramedic Building	\$1,400,000	Building Reserve	\$1,400,000	\$0
HR – EFAP	\$20,000	Prov For Unallocated or Reduce Cost	\$20,000	\$0
Council	\$86,438	Prov For Unallocated or Reduce Cost	\$86,438	\$0
Admin – FSO Position + Strat Plan	\$42,500	Prov For Unallocated or Reduce Cost	\$42,500	\$0
Algonquin Trail	\$100,000	Prov For Unallocated or Reduce Cost or Working Cap Reserve	\$100,000	\$0
Paramedic	\$349,760	WSIB Reserve and Reduce Costs	\$349,760	\$0
Long Term Care	\$326,072	Per Diem Increase & Reduce CMI Reserve/Reduce RCHC Transfer \$118,368 & RCHC Res / Prov Unallocated	\$211,772 \$106,092 \$8,208	\$0
Total	\$2,564,770		\$2,564,770	\$0

Option – Could Use 3.0% Levy per LTFP vs 2.6% Target
 (using less from Provision From Unallocated Funds Account)

2018 Levy	43,984,534	
2.6% COLA		1,143,598
3.0% COLA LTFP		1,319,536
Shortfall vs LTFP		175,938

Option – Could Reduce Transfer to TCA Reserve

	2019 Budget	2019 Budget Revised	Difference
2019 Transfer to TCA Renewal Reserve (per LTFP)	\$5,833,551	\$5,576,405	(\$257,146)
Provision for Unallocated Funds to Cover Budget Pressures	(\$257,146)	\$0	\$257,146

(Balance in Prov for Unallocated Funds Returns to \$300,000)

2019 County of Renfrew Budget

2018 Levy	2019 Levy	Difference	%
\$43,984,534	\$45,655,946	\$1,671,412	3.8%

2019 County of Renfrew Budget

2019 Levy %	2018 Growth %	Real Impact on Taxpayers
3.8%	(1.2%)	2.6%

1%

1% of 2018 levy = \$439,845

2019 Tax Rate Assuming Status Quo Tax Policy From 2018



Year	Rate per \$100,000	Median Property Value	County Taxes per Median Property
2018	362.19	201,500	729.81
2019	363.88	201,500	733.22
	1.69		3.41
			0.47%

Resolution to Approve 2019 Budget

Moved by:
Seconded by:

THAT a By-law to adopt the estimates of the sums required during the year for 2019 for general, capital and all purposes of the County of Renfrew in the amount of \$_____ be adopted at this session of County Council; AND FURTHER THAT the 2019 tax rates for County purposes be adopted by by-law after the adoption of the 2019 tax policy by-laws.



County of
Renfrew
Ontario . Canada

Experience Our History, Share Our Future!

Thank you!

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
MEMBERS OF COUNCIL	86,438	446,808	442,418	4,390	1.0%	427,964	437,121	408,209	358,891	336,182
Computer Supplies		5,000	10,000	(5,000)	-50.0%	4,000	3,234	3,717	188	7,779
Special Events	8,000		0	0		0	12,214			
Council Benefits - EHC/Dental		60,000	52,000	8,000	15.4%	61,000	60,639	52,586	35,806	54,145
Council Conventions	14,400	48,000	48,000	0	0.0%	44,000	44,207	37,112	22,947	19,195
Council CPP,Employer Health Tax	3,285	10,500	10,000	500	5.0%	11,500	11,698	11,729	10,990	5,902
Council Group Insurance		5,500	5,500	0	0.0%	5,500	5,304	5,896	5,896	5,549
Council Liability Insurance		7,800	7,800	0	0.0%	7,703	7,703	7,812	7,662	14,909
Council Mileage		37,000	36,000	1,000	2.8%	38,000	35,822	40,321	40,627	0
Council Hospitality		20,000	20,000	0	0.0%	18,000	20,767	21,804	17,930	0
Council - Former Payment System		0	0	0		0	0	0	0	268,349
Office Expenses		5,000	3,500	1,500	42.9%	7,000	6,337	7,870	3,681	
Legal - Integrity Commissioner		2,000	2,000	0	0.0%	2,000	7,575			
Ad Hoc Per Diem Payments	6,892	21,378	20,857	521	2.5%	22,000	20,489	20,209	17,935	0
Salary - Council	48,890	189,625	185,000	4,625	2.5%	180,000	169,520	166,008	169,179	0
Salary & Ad Hoc - Warden	4,971	67,405	65,761	1,644	2.5%	65,761	63,624	67,019	55,000	0
AMO Board of Directors		10,000	10,000	0	0.0%	5,000	8,517	2,824	13,955	0
FCM Board of Directors		8,000	6,000	2,000	33.3%	6,500	7,991	4,642	5,537	0
Warden Banquet		0	6,000	(6,000)	-100.0%	0	0	4,205		7,379
Warden Expenses		9,000	10,000	(1,000)	-10.0%	6,000	7,169	13,569	6,624	
Recoveries - County		(59,400)	(56,000)	(3,400)	6.1%	(56,000)	(55,228)	(57,383)	(54,916)	(45,490)
Recoveries - Outside		0	0	0		0	(461)	(1,731)	(150)	(1,535)
GENERAL - ADMINISTRATION	42,500	826,540	787,504	39,036	5.0%	817,304	717,617	811,130	775,138	754,875
Bank Charges - Moneris		1,300	1,300	0	0.0%	1,400	1,207	1,448	1,065	960
Computer Expense		38,000	38,000	0	0.0%	35,000	43,960	24,346	25,062	26,957
Conferences & Conventions		4,000	4,000	0	0.0%	4,000	3,131	2,259	1,342	2,682
Depreciation		4,400	6,700	(2,300)	-34.3%	4,400	6,328	5,647	5,084	4,418
Employee Benefits	7,500	265,677	251,508	14,169	5.6%	251,508	245,188	264,887	251,215	241,711
General Legal & Audit		26,000	26,000	0	0.0%	26,000	22,429	23,291	27,696	19,557
Membership Fees		29,200	27,000	2,200	8.1%	28,000	27,852	27,319	27,404	26,628
Office Expense		26,000	26,000	0	0.0%	22,000	15,942	20,304	21,831	19,531
Professional Development - Department Staff		5,000	5,000	0	0.0%	2,000	284	496	1,518	5,736
Professional Development - Mgt Team (41)		15,000	5,000	10,000	200.0%	0	0	0	3,551	0
Recovery - Other Departments		(620,189)	(550,983)	(69,206)	12.6%	(550,983)	(570,791)	(591,617)	(580,565)	(567,603)
Recovery - Outside		(500)	(500)	0	0.0%	(200)	(53)	(1,567)	(358)	(1,185)
Recruitment	3,000	0	0	0		44,400	554	0		1,329
Salaries	25,000	988,052	921,179	66,873	7.3%	921,179	902,806	997,619	968,098	947,724
Special Projects - Strategic Plan	7,000	8,000	0	8,000		0				
Special Projects - EOWC		14,000	13,000	1,000	7.7%	15,000	9,594	12,260	12,938	10,320
Surplus Adjustment - Capital		0	0	0		0	0	16,422		13,524
Surplus Adjustment - Trf From Reserves		0	0	0		0	0	0		(12,000)
Surplus Adjustment - Depreciation		(4,400)	(6,700)	2,300	-34.3%	(4,400)	(6,328)	(5,647)	(5,084)	(4,418)
Telephone		6,000	6,000	0	0.0%	6,000	5,428	4,702	5,688	6,183
Travel		21,000	15,000	6,000	40.0%	12,000	10,086	8,961	8,653	12,821

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
PROPERTY - Pembroke	0	336,496	330,000	6,496	2.0%	330,000	300,171	313,746	327,343	337,998
Advertising		1,000	1,000	0	0.0%	1,000	0	0	535	493
Capital - under threshold		22,000	23,450	(1,450)	-6.2%	23,450	18,954	16,721	28,415	31,875
Computer Supplies		12,300	12,000	300	2.5%	12,000	0	0		7,989
Depreciation		237,150	245,000	(7,850)	-3.2%	245,000	202,240	200,698	211,092	211,092
Elevator Maintenance		7,310	7,131	179	2.5%	7,131	5,964	6,450	5,951	5,512
Employee Benefits		64,201	63,889	312	0.5%	63,889	59,148	60,284	54,467	53,815
Garbage Disposal		4,920	4,800	120	2.5%	4,800	4,708	4,169	4,060	3,894
Groundskeeping		5,652	5,514	138	2.5%	5,514	3,715	4,603	5,245	3,999
Insurance		30,000	31,000	(1,000)	-3.2%	31,000	29,788	31,804	29,908	48,353
Janitorial Contract		111,000	95,000	16,000	16.8%	95,000	84,631	87,156	93,551	94,606
Legal		1,000	1,000	0	0.0%	1,000	1,685	0		0
Lights,Heat & Power		128,000	145,000	(17,000)	-11.7%	145,000	130,005	155,022	152,867	145,055
Mechanical		19,500	20,873	(1,373)	-6.6%	20,873	5,509	15,081	18,948	17,996
Memberships/Subscriptions		2,500	2,500	0	0.0%	2,500	1,821	2,257	1,476	1,371
Miscellaneous Bldg		2,800	2,800	0	0.0%	2,800	2,676	2,458	2,896	3,420
Office Supplies		12,000	6,856	5,144	75.0%	6,856	14,726	12,437	10,775	4,029
Professional Development		5,000	5,000	0	0.0%	5,000	636	1,257	3,671	4,895
Recoveries - Internal Charges		(16,300)	(17,000)	700	-4.1%	(17,000)	(16,159)	(24,925)	(15,842)	(16,100)
Recoveries - Other		(11,503)	(17,530)	6,027	-34.4%	(17,530)	(30,806)	(3,470)	(1,550)	(1,503)
Recruitment		750	750	0	0.0%	750	772	547	502	291
Repairs & Maintenance		36,220	35,337	883	2.5%	35,337	36,033	29,426	30,378	28,514
Revenue - Lease		(345,409)	(337,368)	(8,041)	2.4%	(337,368)	(329,171)	(322,904)	(322,938)	(322,386)
Salaries		227,755	222,298	5,457	2.5%	222,298	221,949	219,258	208,613	202,768
Security & Monitoring		6,000	6,000	0	0.0%	6,000	2,544	2,937	5,746	3,603
Special Projects		0	0	0		0	15,000	41		0
Surplus Adjustment - Capital	240,000	155,000	205,000	(50,000)	-24.4%	205,000	861,204	65,364	25,898	0
Surplus Adjustment - Depreciation		(237,150)	(245,000)	7,850	-3.2%	(245,000)	(202,240)	(200,698)	(211,092)	(211,092)
Surplus Adjustment - Trf From Reserves	(240,000)	(155,000)	(205,000)	50,000	-24.4%	(205,000)	(834,340)	(65,364)	(25,898)	0
Telephone		1,500	1,500	0	0.0%	1,500	2,768	2,207	2,333	2,830
Travel		4,800	4,700	100	2.1%	4,700	3,942	6,177	4,360	2,691
Vehicle Expenses		3,500	3,500	0	0.0%	3,500	2,469	4,753	2,976	9,988

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
PROPERTY - Renfrew County Place	0	(216,852)	(221,990)	5,138	-2.3%	(221,990)	(221,140)	(208,605)	(194,979)	(186,935)
Capital - Under Threshold		18,450	18,000	450	2.5%	18,000	9,158	32,503	9,380	7,002
Depreciation		179,000	195,000	(16,000)	-8.2%	195,000	186,873	192,934	192,407	192,407
Elevator Maintenance		6,550	6,391	159	2.5%	6,391	3,671	6,227	5,633	5,107
Garbage Removal		3,680	3,590	90	2.5%	3,590	3,294	3,261	3,243	3,175
Groundskeeping / Snow Removal		21,080	20,566	514	2.5%	20,566	17,445	16,638	16,017	16,278
Insurance		15,500	15,500	0	0.0%	15,500	14,979	16,218	15,723	14,655
Janitorial Contract		93,350	89,760	3,590	4.0%	89,760	78,444	76,390	74,319	74,278
Lease Revenue- Outside		(296,286)	(297,447)	1,161	-0.4%	(297,447)	(345,589)	(338,917)	(330,039)	(325,685)
Legal		4,000	4,000	0	0.0%	4,000	0	0	0	4,385
Lights,Heat & Power		95,000	95,000	0	0.0%	95,000	85,781	90,929	87,559	85,543
Mechanical		16,000	16,560	(560)	-3.4%	16,560	6,426	10,596	9,975	8,717
Miscellaneous Bldg		2,000	2,040	(40)	-2.0%	2,040	3,638	9,493	13,151	2,237
Municipal Taxes		16,000	16,000	0	0.0%	16,000	15,837	15,166	14,823	14,654
Office Supplies / Admin Costs		4,000	4,000	0	0.0%	4,000	10,062	3,492	3,481	914
Revenue Lease - Internal Recoveries - OPP		(597,528)	(289,930)	(307,598)	106.1%	(289,930)	(282,529)	(274,644)	(266,645)	(258,879)
Recoveries - OPP		(18,392)	(18,392)	0	0.0%	(18,392)	0	0	0	0
Recoverable - Outside		(16,000)	(16,000)	0	0.0%	(16,000)	(16,856)	(22,059)	(25,987)	(17,017)
Repairs & Maintenance		20,412	19,915	497	2.5%	19,915	23,406	19,639	18,170	16,220
Salaries / Benefits		86,733	80,067	6,666	8.3%	80,067	69,201	64,238	66,182	63,127
Security & Monitoring		5,627	5,490	137	2.5%	5,490	3,847	4,837	2,775	2,337
Surplus Adjustment - Capital		555,000	42,000	513,000	1221.4%	42,000	0	0	0	0
Surplus Adjustment - Depreciation		(179,000)	(195,000)	16,000	-8.2%	(195,000)	(186,873)	(192,934)	(192,407)	(192,407)
Surplus Adjustment - Trf From Reserves		(555,000)	(42,000)	(513,000)	1221.4%	(42,000)	0	0	0	0
Surplus Adjustment - Trf To Reserves		300,000	0	300,000		0	78,645	57,388	87,261	94,597
Vehicle Expenses		2,972	2,900	72	2.5%	2,900	0	0	0	1,420
PROPERTY - Base Stations (4)	0	0	0	0		0	0	0	0	0
Depreciation		61,750	61,000	750	1.2%	61,000	61,725	60,984	60,001	60,161
Capital - Under Threshold		0	0	0		0	11,220	0	20,820	14,916
Groundskeeping/Snow Removal		43,750	43,106	644	1.5%	43,106	30,912	28,422	27,631	27,766
Janitorial Contract		30,800	30,700	100	0.3%	30,700	23,564	18,071	18,505	21,432
Lights,Heat & Power		36,900	37,200	(300)	-0.8%	37,200	28,059	28,397	29,080	29,244
Mechanical		10,262	10,200	62	0.6%	10,200	3,920	3,549	8,564	3,197
Miscellaneous Bldg		2,000	2,000	0	0.0%	2,000	3,663	415	3,969	4,729
Revenue - Internal Lease		(318,717)	(313,668)	(5,049)	1.6%	(313,668)	(308,937)	(304,344)	(310,708)	(296,696)
Repairs & Maintenance		32,800	32,000	800	2.5%	32,000	28,082	29,616	16,997	24,261
Security & Monitoring		4,080	4,080	0	0.0%	4,080	3,012	3,012	0	0
Surplus Adjustment - Depreciation		(61,750)	(61,000)	(750)	1.2%	(61,000)	(61,725)	(60,984)	(60,001)	(60,161)
Surplus Adjustment - Capital	1,400,000	0	12,000	(12,000)	-100.0%	12,000	0	9,932	10,666	
Surplus Adjustment - Trf From Reserves	(1,400,000)	0	(12,000)	12,000	-100.0%	(12,000)	0	(9,932)	(20,820)	(14,916)
Surplus Adjustment - Trf To Reserves		158,125	154,382	3,743	2.4%	154,382	179,517	192,862	195,296	186,067

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
PROPERTY - Arnprior Office	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>3,144</u>	<u>0</u>
Capital Under Threshold		0	0	0		0	0	0	3,144	0
Depreciation		37,000	37,000	0	0.0%	37,000	36,926	37,027	36,926	36,926
Groundskeeping / Snow Removal		4,023	4,023	0	0.0%	4,023	2,087	2,031	2,069	1,832
Insurance		2,678	2,678	0	0.0%	2,678	2,510	2,690	2,602	0
Janitorial Contract		27,000	27,000	0	0.0%	27,000	27,833	26,692	25,018	24,691
Lights,Heat & Power		13,249	13,249	0	0.0%	13,249	10,289	11,329	10,038	8,861
Mechanical		2,000	2,000	0	0.0%	2,000	1,030	2,014	1,948	588
Miscellaneous Bldg		500	500	0	0.0%	500	41	77	13	106
Revenue - Internal Lease		(139,825)	(139,825)	0	0.0%	(139,825)	(134,081)	(129,089)	(120,814)	(138,192)
Repairs & Maintenance		5,500	5,500	0	0.0%	5,500	4,025	4,381	3,496	1,102
Security & Monitoring		1,500	1,500	0	0.0%	1,500	1,095	1,493	567	239
Surplus Adjustment- Capital		15,000	10,000	5,000	50.0%	10,000		78,382		0
Surplus Adjustment- Depreciation		(37,000)	(37,000)	0	0.0%	(37,000)	(36,926)	(37,027)	(36,926)	(36,926)
Surplus Adjustment - Trf From Building Reserve		(15,000)	(10,000)	(5,000)	50.0%	(10,000)			(8,312)	
Surplus Adjustment - Trf To Building Reserve		83,375	83,375	0	0.0%	83,375	85,171		83,375	100,773
PROPERTY - Renfrew OPP	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Garbage Removal		2,000	3,500	(1,500)	-42.9%	3,500	1,632	0	0	0
Groundskeeping / Snow Removal		29,420	33,920	(4,500)	-13.3%	33,920	22,136	5,427	0	0
Capital Under Threshold		8,000	0	8,000						
Depreciation		115,176	0	115,176			9,782			
Heat, Light & Power		0	0	0		0	1,984	1,251		
Insurance		13,000	13,000	0	0.0%	13,000	12,830	0	0	0
Internal Chg - County		11,503	17,530	(6,027)	-34.4%	17,530	1,171	9,180	0	0
LTD Interest Expense		129,394	137,239	(7,845)	-5.7%	137,239	128,971	0		
Municipal Taxes		43,000	0	43,000			34,040			
Office Expense		0	3,500	(3,500)	-100.0%	3,500	3,710	1,146		
Recovery - Capital Lease		(461,158)	(461,158)	0	0.0%	(461,158)	(461,158)	(193,027)		
Recovery - Operating Lease		(146,315)	(116,950)	(29,365)	25.1%	(116,950)	(113,643)	(17,307)	0	0
Repairs & Maintenance		29,000	24,208	4,792	19.8%	24,208	12,408	0	0	0
Salary & Benefits		18,392	18,392	0	0.0%	18,392	20,147	0	0	0
Security/Monitoring		0	2,900	(2,900)	-100.0%	2,900	3,585			
Surplus Adjustment- Capital			45,000	(45,000)	-100.0%	45,000	336,811	3,338,533	891,081	91,059
Surplus Adjustment- Depreciation		(115,176)		(115,176)			(9,782)			
Surplus Adjustment- Proceeds From Debt			0	0		0	(520,386)	(3,338,533)	(891,081)	0
Surplus Adjustment - LTD Principal Pmts		266,459	258,614	7,845	3.0%	258,614	126,439			
Surplus Adjustment - Trf From Reserves		(8,000)	(45,000)	37,000	-82.2%	(45,000)	0	0		(91,059)
Surplus Adjustment - Trf To Reserves		65,305	65,305			65,305	389,323	193,330		

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
INFORMATION TECHNOLOGY	<u>0</u>	<u>457,927</u>	<u>447,270</u>	<u>10,657</u>	<u>2.4%</u>	<u>423,070</u>	<u>391,747</u>	<u>409,116</u>	<u>429,242</u>	<u>426,648</u>
Annual Software Maintenance Fees		98,950	90,950	8,000	8.8%	75,000	54,472	62,714	61,371	40,131
Benefits		126,102	126,932	(830)	-0.7%	126,932	117,406	115,318	108,874	107,177
Communication Fees		23,000	12,000	11,000	91.7%	12,000	15,587	20,673	20,828	37,789
Computer Technology Supplies		10,000	10,800	(800)	-7.4%	10,800	8,143	10,048	6,930	5,097
Corporate Software		9,000	8,900	100	1.1%	8,900	2,909	6,918	15,244	59,057
Depreciation		36,000	39,000	(3,000)	-7.7%	39,000	37,202	38,477	30,213	35,973
Office Expense		1,100	1,100	0	0.0%	1,100	2,363	4,470	2,306	2,142
Professional Development		5,950	6,250	(300)	-4.8%	4,000	6,245	3,930	4,558	438
Purchased Services		10,000	4,000	6,000	150.0%	0	4,350	7,957	5,368	6,340
Recoveries - County		(319,266)	(313,787)	(5,479)	1.7%	(313,787)	(308,481)	(300,821)	(292,608)	(287,200)
Recoveries - Province		0	0	0		0	0	0		0
Recoveries - Outside		(2,000)	(2,000)	0	0.0%	(2,000)	(1,190)	(3,726)	(2,625)	(5,188)
Salaries		476,291	465,125	11,166	2.4%	465,125	451,017	444,437	428,941	420,455
Surplus Adjustment - Capital		60,000	18,000	42,000	233.3%	17,000	35,434	18,336	94,053	26,811
Surplus Adjustment - Depreciation		(36,000)	(39,000)	3,000	-7.7%	(39,000)	(37,202)	(38,477)	(30,213)	(35,973)
Surplus Adjustment - Trf From Reserves		(60,000)	0	(60,000)		0	(14,307)	0	(42,347)	0
Telephone Costs		6,800	7,000	(200)	-2.9%	7,000	7,188	6,836	5,518	5,632
Travel		12,000	12,000	0	0.0%	11,000	10,611	12,026	12,831	7,967
HUMAN RESOURCES DEPARTMENT	<u>20,000</u>	<u>224,158</u>	<u>238,632</u>	<u>(14,474)</u>	<u>-6.1%</u>	<u>261,632</u>	<u>220,880</u>	<u>216,895</u>	<u>192,216</u>	<u>199,646</u>
Benefits		123,040	135,983	(12,943)	-9.5%	135,983	122,270	119,179	108,054	109,905
Capital Under Threshold		0	0	0		0	0	3,435	4,493	0
Conference & Convention		4,000	4,000	0	0.0%	4,000	819	2,403		1,816
Depreciation		500	500	0	0.0%	500	461	462	461	309
Expenses Recoverable From Others		10,000	0	10,000		0	18,515	14,968	37,158	130,861
Legal Fees		10,000	10,000	0	0.0%	10,000	15,198	11,962	12,477	24,641
Membership Fees		1,300	2,500	(1,200)	-48.0%	2,500	2,959	1,224	1,791	2,264
Office Expense		31,000	31,000	0	0.0%	31,000	35,341	32,685	28,301	28,681
Professional Development		5,000	5,000	0	0.0%	5,000	6,898	8,384	8,849	6,799
Purchased Services	20,000	89,000	92,000	(3,000)	-3.3%	110,000	99,656	69,539	53,751	65,556
Special Project - Salary Review		0	0	0		0	0	0		0
Recovery - County Departments		(513,221)	(568,084)	54,863	-9.7%	(568,084)	(558,868)	(549,201)	(537,438)	(527,494)
Recovery - Federal		(3,000)	(3,000)	0	0.0%	(3,000)	0	(1,577)		0
Recovery - Outside Agencies		(32,000)	(22,000)	(10,000)	45.5%	(22,000)	(37,664)	(29,433)	(46,526)	(159,934)
Recruitment		0	0	0		0	3,526	701	1,834	2,944
Salaries		480,039	531,233	(51,194)	-9.6%	531,233	487,503	510,949	499,653	489,857
Surplus Adjustment - Capital		0	0	0		0	0	0		4,612
Surplus Adjustment - Depreciation		(500)	(500)	0	0.0%	(500)	(461)	(462)	(461)	(309)
Travel		19,000	20,000	(1,000)	-5.0%	25,000	24,727	21,677	19,819	19,138

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
FORESTRY	0	26,775	26,278	497	1.9%	21,278	872	6,832	(33,028)	93,998
Advertising		300	300	0	0.0%	300	340	247	139	256
Conventions		1,800	1,800	0	0.0%	1,800	908	1,257	842	274
Depreciation		16,500	16,500	0	0.0%	16,500	16,524	16,149	15,681	15,681
Legal		900	900	0	0.0%	900	0	0	204	15,753
Memberships/Subscriptions		8,900	8,900	0	0.0%	8,900	7,989	7,923	7,794	7,218
Miscellaneous		1,000	1,000	0	0.0%	1,000	1,700	1,214	1,326	1,138
Office Supplies		2,400	1,300	1,100	84.6%	1,300	2,356	8,573	1,649	4,304
Professional Development		1,500	1,500	0	0.0%	1,500	1,575	1,000	568	278
Recoveries - Federal		0	0	0		0	0	0		0
Recoveries - Other		(2,000)	(2,000)	0	0.0%	(2,000)	(4,923)	(51)	(22,756)	(830)
Recoveries - Timber Sales		(180,000)	(180,000)	0	0.0%	(185,000)	(205,932)	(200,428)	(204,690)	(89,743)
Recruitment		0	0	0		0	0	0		5,114
Salary Allocation		(47,000)	(44,034)	(2,966)	6.7%	(44,034)	0			
Salary/Benefit		205,975	192,612	13,363	6.9%	192,612	180,484	173,027	157,654	131,496
Small Tools / Supplies		1,000	1,000	0	0.0%	1,000	504	0	1,167	1,443
Special Project-Signs		2,000	2,000	0	0.0%	2,000	35	916		0
Special Project - Well Remediation		5,000	5,000	0	0.0%	5,000	0			
Surplus Adjustment - Capital		30,000	0	30,000		0		30,906		3,053
Surplus Adjustment - Depreciation		(16,500)	(16,500)	0	0.0%	(16,500)	(16,524)	(16,149)	(15,681)	(15,681)
Surplus Adjustment - Trf From Reserves		(12,400)	(12,500)	100	-0.8%	(12,500)	(17,030)	(12,130)	0	0
Surplus Adjustment - Trf From Reserves		(30,000)	0	0		0		(30,906)		
Surplus Adjustment - Trf To Reserves		17,500	27,000	(9,500)	-35.2%	27,000				
Travel		5,000	5,000	0	0.0%	5,000	2,766	2,932	3,012	3,648
Tree Marking		5,400	1,500	3,900	260.0%	1,500	998	1,144	1,321	407
Tree Planting		2,000	7,500	(5,500)	-73.3%	7,500	17,030	12,130	11,242	0
Vehicle Expenses		7,500	7,500	0	0.0%	7,500	12,072	9,078	7,500	10,190

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
TRAILS	<u>100,000</u>	<u>208,000</u>	<u>202,943</u>	<u>5,057</u>	<u>2.5%</u>	<u>202,943</u>	<u>92,333</u>	<u>19,955</u>	<u>21,331</u>	<u>10,303</u>
Salary/Benefit		16,500	48,609	(32,109)	-66.1%	48,609	0			
Salary Allocation		47,000	44,034	2,966	6.7%	44,034	0			
Office Supplies		500	1,000	(500)	-50.0%	1,000	0			
Recoveries - Other		0		0			(12,792)		(7,550)	
Recoveries - Donations		0		0			(24,100)			
Recoveries - Donations In Kind		(6,703,190)		(6,703,190)		(13,968,792)	(34,952,600)			
Recruitment		1,000	500	500	100.0%	500				
Surplus Adjustment - Capital		6,771,612	200,000	6,571,612	3285.8%	14,051,823	35,184,819	97,078	0	0
Surplus Adjustment - Trf From Reserves		(68,422)	(200,000)	131,578	-65.8%	(83,031)		(97,078)		
Surplus Adjustment - Trf To Reserves			0	0		0	34,125			
Surplus Adjustment - Trf From Reserves			(22,500)	22,500	-100.0%	(22,500)	(232,219)	(13,608)	(9,349)	
Trail - K&P Rail Line Development		21,000	71,000	(50,000)	-70.4%	71,000	20,386	22,158	41,331	10,303
Trail - K&P Rail Line Revenue		0	(50,000)	50,000	-100.0%	(50,000)	0	(2,203)	(20,000)	0
Trail - CN Rail Line Development		5,000	5,000	0	0.0%	5,000	0	0		0
Trail - Algonquin Trail Development	100,000	142,000	710,160	(568,160)	-80.0%	710,160	192,067	13,608	16,899	42,110
Trail - Algonquin Trail Federal Recoveries		0	(32,500)	32,500	-100.0%	(32,500)	0	0		(30,000)
Trail - Algonquin Trail Prov Recoveries		0	(372,360)	372,360	-100.0%	(372,360)	(38,548)			
Trail - Algonquin Trail Municipal Recoveries		0	(175,000)	175,000	-100.0%	(175,000)	(47,205)			
Trail - Algonquin Trail Other Recoveries		(25,000)	(25,000)	0	0.0%	(25,000)	(31,600)	0		(12,110)
GEOGRAPHIC INFORMATION SYSTEMS	<u>0</u>	<u>231,260</u>	<u>225,770</u>	<u>5,490</u>	<u>2.4%</u>	<u>225,770</u>	<u>218,145</u>	<u>213,155</u>	<u>199,458</u>	<u>0</u>
Salaries		169,895	165,751	4,144	2.5%	165,751	162,980	156,262	149,595	0
Benefits		43,365	43,719	(354)	-0.8%	43,719	40,439	38,254	36,276	0
Computer Supplies		22,000	18,800	3,200	17.0%	18,800	11,883	18,935	11,455	0
Conventions		500	500	0	0.0%	500	344	102	279	0
Office Supplies		2,000	2,000	0	0.0%	2,000	2,585	1,689	1,688	0
Professional Development		500	500	0	0.0%	500	49	0	1,508	0
Special Project		0	0	0		0	3,445	0		
Travel		500	500	0	0.0%	500	864	338	336	
Weed Inspection		2,000	1,500	500	33.3%	1,500	1,680	861		
Surplus Adjustment - Capital		30,000	0	30,000		0				
Surplus Adjustment - Trf From Reserves		(30,000)	0	(30,000)		0				
Recoveries - Municipal		(6,000)	(4,000)	(2,000)	50.0%	(4,000)	0	0		
Recoveries - Other		(3,500)	(3,500)	0	0.0%	(3,500)	(6,124)	(3,286)	(1,679)	0

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
PUBLIC WORKS	<u>0</u>	<u>16,536,999</u>	<u>16,133,658</u>	<u>403,341</u>	<u>2.5%</u>	<u>14,583,591</u>	<u>14,532,147</u>	<u>13,675,530</u>	<u>15,043,880</u>	<u>14,748,902</u>
Administration		1,084,127	1,104,843	(20,716)	-1.9%	1,023,500	1,048,633	979,212	1,020,332	1,282,342
Infrastructure Management		566,443	557,492	8,951	1.6%	507,492	399,559	506,581	388,189	361,027
Depreciation		9,000,000	8,500,000	500,000	5.9%	8,500,000	8,507,225	8,267,825	7,786,980	7,908,627
Equipment		1,148,970	1,089,297	59,673	5.5%	1,189,297	1,079,395	1,033,860	984,190	1,052,772
Housing		182,000	223,000	(41,000)	-18.4%	180,000	189,161	153,698	211,195	171,259
Maintenance		5,433,012	5,244,146	188,866	3.6%	5,300,146	5,361,023	5,005,022	4,468,886	4,563,383
Donations In Kind		0	0	0		0	185,250	0		(1,079,154)
Recoveries - Federal		(25,000)	(120,000)	95,000	-79.2%	0	0	(3,153)		0
Recoveries - Other		(75,000)	(75,000)	0	0.0%	(75,000)	(50,428)	(88,249)	(85,253)	(51,458)
Recoveries - Provincial		(1,317,960)	(857,790)	(460,170)	53.6%	(857,790)	(605,519)	(317,806)	(1,567,806)	(450,000)
Surplus Adjustment - Trf To Reserves		0	0	0		0	0	531,900	1,898,647	1,377,687
Surplus Adjustment - Capital		14,969,898	16,894,724	(1,924,826)	-11.4%	13,903,000	13,261,934	10,456,151	11,583,318	11,308,207
Surplus Adjustment - Donations in Kind (Capital)		0	0	0		0	(185,250)	0		1,079,154
Surplus Adjustment - Debt Financing		(2,200,000)	(1,500,000)	(700,000)	46.7%	(160,000)	(2,186,650)	(1,508,058)		(1,644,453)
Surplus Adjustment - Depreciation		(9,000,000)	(8,500,000)	(500,000)	5.9%	(8,500,000)	(8,507,225)	(8,267,825)	(7,786,980)	(7,908,627)
Surplus Adjustment - Trf From Reserves		(3,229,491)	(6,427,054)	3,197,563	-49.8%	(6,427,054)	(3,964,961)	(3,073,628)	(3,857,818)	(3,221,864)
EXPO 150	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Special Projects		0	0	0		0	0	5,500	5,500	5,500
Surplus Adjustment - Trf From Reserves		0	0	0		0	0	(5,500)	(5,500)	(5,500)
BONNECHERE MANOR	<u>0</u>	<u>1,324,167</u>	<u>1,291,870</u>	<u>32,297</u>	<u>2.5%</u>	<u>1,291,870</u>	<u>1,320,890</u>	<u>1,284,899</u>	<u>1,198,427</u>	<u>1,083,143</u>
Total Municipal Cost		2,152,417	2,099,919	52,498	2.5%	2,099,919	2,058,744	2,018,377	1,850,999	1,815,792
Recoveries - City of Pembroke		(828,250)	(808,049)	(20,201)	2.5%	(808,049)	(737,854)	(733,478)	(652,572)	(732,649)
MIRAMICHI LODGE	<u>0</u>	<u>1,144,520</u>	<u>1,116,605</u>	<u>27,915</u>	<u>2.5%</u>	<u>1,116,605</u>	<u>1,130,176</u>	<u>1,111,151</u>	<u>1,251,290</u>	<u>1,130,950</u>
Total Municipal Cost		1,860,403	1,815,027	45,376	2.5%	1,815,027	1,761,548	1,745,446	1,932,515	1,895,804
Recoveries - City of Pembroke		(715,883)	(698,422)	(17,461)	2.5%	(698,422)	(631,372)	(634,295)	(681,225)	(764,854)
OTHER LONG TERM CARE	<u>0</u>	<u>86,718</u>	<u>86,718</u>	<u>0</u>	<u>0.0%</u>	<u>86,718</u>	<u>90,439</u>	<u>89,981</u>	<u>91,412</u>	<u>84,223</u>
North Renfrew Long Term Care		140,959	140,959	0	0.0%	140,959	140,959	141,346	140,959	140,959
Recoveries - City of Pembroke		(54,241)	(54,241)	0	0.0%	(54,241)	(50,520)	(51,365)	(49,547)	(56,736)
HEALTH SERVICES	<u>0</u>	<u>1,452,730</u>	<u>1,421,259</u>	<u>31,471</u>	<u>2.2%</u>	<u>1,421,259</u>	<u>1,421,259</u>	<u>1,143,995</u>	<u>1,171,594</u>	<u>1,095,105</u>
Renfrew County & District Health Unit		1,452,730	1,421,259	31,471	2.2%	1,421,259	1,421,259	1,421,259	1,459,535	1,425,267
Renfrew County & District Health Unit - Rebate		0	0	0		0	0	(277,264)	(287,941)	(330,162)
PUBLICITY/PUBLIC RELATIONS SERVICE	<u>0</u>	<u>15,000</u>	<u>15,000</u>	<u>0</u>	<u>0.0%</u>	<u>10,000</u>	<u>9,958</u>	<u>11,794</u>	<u>12,502</u>	<u>9,799</u>
Publicity/Public Relations Service		15,000	15,000	0	0.0%	10,000	9,958	11,794	12,622	9,902
Recoveries		0	0	0		0	0	0	(120)	(103)

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>ECONOMIC DEVELOPMENT</u>	<u>0</u>	<u>419,103</u>	<u>409,917</u>	<u>9,186</u>	<u>2.2%</u>	<u>409,917</u>	<u>404,709</u>	<u>400,499</u>	<u>384,786</u>	<u>357,345</u>
Benefits		64,597	64,802	(205)	-0.3%	64,802	58,728	57,402	53,657	51,785
Computer Expense		2,000	1,000	1,000	100.0%	1,000	1,949	504	7,568	634
Conventions		3,500	3,100	400	12.9%	3,100	4,412	2,158	1,710	1,827
Hospitality		1,300	1,300	0	0.0%	1,300	401	1,367	893	624
Legal		0	0	0		0	0	0		0
Marketing Program		64,500	64,500	0	0.0%	64,500	57,016	33,727	29,160	11,285
Memberships/Subscriptions		2,500	4,500	(2,000)	-44.4%	4,500	11,355	7,148	7,361	7,269
Office Expense		9,000	9,000	0	0.0%	9,000	10,039	7,744	8,462	11,548
Professional Development/Staff Training		1,500	1,500	0	0.0%	1,500	2,086	756	660	1,800
Recoveries - Federal		0	(25,000)	25,000	-100.0%	(25,000)	(4,376)	0	(2,122)	(1,880)
Recoveries-Other		(15,000)	(2,750)	(12,250)	445.5%	(2,750)	(6,543)	(1,870)	(6,662)	(20,867)
Recoveries-Provincial		0	(9,500)	9,500	-100.0%	(9,500)	0	0		(1,497)
Recruitment		0	0	0		0	0	2,367		4,067
Salaries		245,736	240,995	4,741	2.0%	240,995	232,215	225,393	216,271	196,445
Special Projects - Heritage 150		0	0	0		0	88	0		
Special Projects - Heritage River		0	25,000	(25,000)	-100.0%	25,000				
Special Projects		33,470	10,000	23,470	234.7%	10,000	2,000	32,043	37,302	62,014
Special Projects - Agriculture		0	22,470	(22,470)	-100.0%	22,470	22,470	22,470	22,470	22,470
Surplus Adjustment - Transfer From Reserves		0	(10,000)	10,000	-100.0%	(10,000)	0	0		0
Travel		6,000	9,000	(3,000)	-33.3%	9,000	12,869	9,290	8,056	9,821
<u>ENTERPRISE CENTRE</u>	<u>0</u>	<u>28,055</u>	<u>28,055</u>	<u>0</u>	<u>0.0%</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>
Benefits		33,513	33,806	(293)	-0.9%	33,806	19,184	26,164	26,577	27,213
Marketing		8,500	8,500	0	0.0%	8,500	5,146	250		1,094
Office Expenses		5,000	5,500	(500)	-9.1%	5,500	6,071	3,039	4,524	6,651
Professional Development		1,000	1,000	0	0.0%	1,000	0	0	417	270
County Charges - IT		6,022	5,920	102	1.7%	5,920	5,819	5,674	5,521	5,420
Recoveries - Federal		0	(10,000)	10,000	-100.0%	(10,000)	(750)	(1,000)	(2,000)	(2,257)
Recoveries - Municipalities		(6,000)	(6,000)	0	0.0%	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Recoveries - Other		(8,000)	(8,000)	0	0.0%	(8,000)	(3,589)	(4,670)	(2,250)	(8,016)
Recoveries - Provincial - Starter Company		(130,000)	(130,000)	0	0.0%	(130,000)	(85,918)	(72,858)	(54,187)	(20,716)
Recoveries - Provincial - Summer Company		(18,000)	0	(18,000)		0	(32,000)			
Recoveries - Provincial		(152,543)	(170,543)	18,000	-10.6%	(170,543)	(85,357)	(140,633)	(129,671)	(147,060)
Salaries		134,657	131,372	3,285	2.5%	131,372	76,601	109,828	108,119	113,243
Special Projects - Starter Company		119,406	130,000	(10,594)	-8.1%	130,000	85,918	72,858	54,187	22,959
Special Projects		8,000	8,000	0	0.0%	8,000	5,097	27,175	14,725	24,202
Special Projects - Summer Company		18,000	18,000	0	0.0%	18,000	32,000			
Telephone/Internet Access		4,500	5,500	(1,000)	-18.2%	5,500	2,756	4,050	3,151	5,702
Travel		4,000	5,000	(1,000)	-20.0%	5,000	3,077	4,178	4,942	5,350

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>OTTAWA VALLEY TOURIST ASSOCIATION</u>	<u>0</u>	<u>262,975</u>	<u>256,561</u>	<u>6,414</u>	<u>2.5%</u>	<u>256,561</u>	<u>251,530</u>	<u>246,598</u>	<u>241,763</u>	<u>237,023</u>
Salaries		181,671	177,262	4,409	2.5%	177,262	167,543	166,500	165,066	155,218
Benefits		54,835	54,848	(13)	0.0%	54,848	50,011	46,704	47,565	42,627
Transfer To / (From) OVTA		26,469	24,451	2,018	8.3%	24,451	33,976	33,394	29,132	39,178
<u>PLANNING DEPARTMENT</u>	<u>0</u>	<u>639,885</u>	<u>630,938</u>	<u>8,947</u>	<u>1.4%</u>	<u>600,818</u>	<u>594,375</u>	<u>516,847</u>	<u>658,708</u>	<u>779,780</u>
Computer Supplies / Maintenance		7,500	7,500	0	0.0%	7,500	6,390	4,539	4,901	20,205
Conventions		3,000	3,000	0	0.0%	3,000	2,463	1,323	1,606	1,476
County Official Plan		0	8,000	(8,000)	-100.0%	8,000	200	7,102		0
Depreciation		0	0	0		0	0	1,733	2,592	2,592
Employee Benefits		170,071	166,457	3,614	2.2%	166,457	160,738	146,537	162,292	181,774
Legal Fees		1,500	4,000	(2,500)	-62.5%	4,000	0	2,442		947
Memberships		3,500	3,500	0	0.0%	3,500	2,439	2,897	3,897	2,917
Office Expense		16,500	16,500	0	0.0%	20,000	19,100	20,213	20,240	21,920
Professional Development		3,000	3,000	0	0.0%	3,000	2,790	2,841	3,585	8,499
Recruitment		2,500	0	2,500		0	0	9,396	1,135	0
Revenue - Municipal Projects		(50,000)	(2,000)	(48,000)	2400.0%	(2,000)	(4,902)	(461)	(2,650)	(1,200)
Revenue - Other		(1,000)	(1,000)	0	0.0%	(1,000)	(2,599)	(2,188)	(3,098)	(6,415)
Revenue - Service Charges		(35,000)	(32,500)	(2,500)	7.7%	(45,270)	(35,910)	(33,700)	(25,105)	(31,388)
Revenue - Severance Applications		(148,500)	(160,000)	11,500	-7.2%	(144,000)	(132,050)	(147,950)	(100,250)	(116,290)
Revenues - Subdivision Applications		(25,000)	(20,000)	(5,000)	25.0%	(56,850)	(19,200)	(33,100)	(32,600)	(46,400)
Salaries		679,314	621,981	57,333	9.2%	621,981	582,792	523,522	609,839	728,386
Special Projects		0	0	0		0	1,413	723	26,792	1,573
Surplus Adjustment - Depreciation		0	0	0		0	0	(1,733)	(2,592)	(2,592)
Surplus Adjustment - Trf From Reserves		0	0	0		0	0	0	(25,880)	0
Travel		12,500	12,500	0	0.0%	12,500	10,711	12,711	14,004	13,776
<u>AGRICULTURE & REFORESTATION</u>	<u>0</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.0%</u>	<u>18,000</u>	<u>12,674</u>	<u>21,784</u>	<u>12,487</u>	<u>10,882</u>
Reforestation - Grants in Lieu		15,000	15,000	0	0.0%	15,000	11,154	18,419	11,835	9,643
Forest Fire Protection		5,000	5,000	0	0.0%	3,000	1,520	3,365	652	1,239

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	
ONTARIO WORKS	0	1,202,868	1,170,974	31,894	2.7%	1,031,023	1,287,601	1,593,794	1,683,518	1,828,560
Social Assistance - Admin	4,287,761	4,151,373	136,388	3.3%	3,761,159	3,777,641	3,895,661	3,553,116	3,561,506	
Social Assistance - Benefits	12,843,000	12,158,000	685,000	5.6%	12,158,000	12,043,085	10,653,939	10,457,618	9,396,573	
Homelessness	5,000	5,000	0	0.0%	5,000	5,000	5,000	5,000	5,000	
Emergency Energy Fund	0	0	0		0	0	0	3,600	26,996	
SDMT Replacement Project	0	0	0		0	0	0		0	
Depreciation	24,500	27,000	(2,500)	-9.3%	27,000	25,787	30,715	31,608	37,060	
Provincial Subsidy - Social Assistance Admin	(2,674,831)	(2,606,619)	(68,212)	2.6%	(2,411,512)	(2,390,250)	(2,397,077)	(2,252,861)	(2,205,662)	
Provincial Subsidy - Social Assistance - Benefits	(12,811,000)	(12,126,000)	(685,000)	5.6%	(12,126,000)	(11,707,283)	(10,034,914)	(9,557,354)	(8,335,959)	
Provincial Subsidy - Homelessness		0	0		0	(5,000)	(5,000)		0	
Prov Subsidy - SDMT Replacement Project		0	0		0	0	0		0	
Revenue - Other	(5,000)	(5,000)	0	0.0%	(5,000)	0	0	(8,600)	(31,996)	
Surplus Adjustment - Capital	0	0	0		0	18,943	29,039	30,704	49,632	
Surplus Adjustment - Trf From Reserves	0	0	0		0		0	(6,602)	(9,905)	
Surplus Adjustment - Trf To Reserves	0	0	0		0		0		0	
Surplus Adjustment - Depreciation	(24,500)	(27,000)	2,500	-9.3%	(27,000)	(25,787)	(30,715)	(31,608)	(37,060)	
Municipal Contribution - City of Pembroke	(442,062)	(405,780)	(36,282)	8.9%	(350,624)	(454,535)	(552,854)	(541,103)	(627,625)	
CHILD CARE	0	511,991	510,706	1,285	0.3%	510,706	506,709	492,711	479,822	470,411
Administration	574,113	576,843	(2,730)	-0.5%	576,843	721,760	578,178	422,662	362,441	
Fee Subsidy	3,250,000	3,060,000	190,000	6.2%	3,060,000	2,982,520	3,094,748	3,079,207	3,022,149	
General Operating	1,205,547	1,288,914	(83,367)	-6.5%	1,288,914	1,649,899	1,284,702	1,198,514	1,159,133	
OW Child Care	75,000	100,195	(25,195)	-25.1%	100,195	85,817	106,410	92,416	132,162	
Family Support	0	0	0		0	18,241	26,983	26,512	31,490	
Healthy Kids	0	206,250	(206,250)	-100.0%	206,250	275,941	384,110	10,523	0	
Special Needs Resourcing	1,023,157	1,027,731	(4,574)	-0.4%	1,027,731	792,845	1,045,453	1,214,092	1,118,842	
Depreciation	6,624	10,200	(3,576)	-35.1%	10,200	9,944	10,053	10,025	10,025	
Special Project	0	0	0		0	0	0		0	
Special Purpose	3,514,056	2,876,257	637,799	22.2%	2,876,257	1,122,837	856,097	493,780	149,977	
Pay Equity	122,957	124,326	(1,369)	-1.1%	124,326	124,325	124,325	124,325	124,325	
Licenced Family Home Day Care	315,000	379,482	(64,482)	-17.0%	379,482	103,053				
Rev-Licenced Family Home Day Care	(315,000)	(379,482)	64,482	-17.0%	(379,482)	(103,053)				
Early Years Centres	1,521,052	1,308,957	212,095	16.2%	1,308,957	0				
Expansion Plan			0			337,724				
Provincial Subsidy	(5,679,540)	(5,813,025)	133,485	-2.3%	(5,813,025)	(7,545,146)	(6,948,383)	(6,123,305)	(5,551,022)	
Provincial Subsidy Special Purpose	(3,514,056)	(2,876,257)	(637,799)	22.2%	(2,876,257)		0		0	
Provincial Subsidy Early Years	(1,521,052)	(1,308,957)	(212,095)		(1,308,957)					
Provincial Subsidy - Family Support	0	0	0		0		0		(31,490)	
Provincial Subsidy - Mitigation Grant	0	0	0		0		0		0	
Recoveries	0	0	0		0		0		(4,000)	
Surplus Adjustment - Capital	0	0	0		0		0		0	
Surplus Adjustment - Depreciation	(6,624)	(10,200)	3,576	-35.1%	(10,200)	(9,944)	(10,053)	(10,025)	(10,025)	
Surplus Adjustment - Trf To Reserves	0	0	0		0		0		14,426	
Municipal Contribution - City of Pembroke	(59,243)	(60,528)	1,285	-2.1%	(60,528)	(60,054)	(59,912)	(58,904)	(58,022)	

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
SOCIAL HOUSING	0	5,237,612	5,103,089	134,523	2.6%	4,951,102	4,699,652	4,617,607	4,364,981	4,258,666
Admin Charges		112,855	112,078	777	0.7%	112,078	113,191	113,579	111,070	109,052
Tax Rebate (Eganville, Arnprior)		12,000	12,000	0	0.0%	12,000	10,259	9,546	12,313	5,878
HR Charges		90,392	87,453	2,939	3.4%	87,453	86,030	84,373	82,317	80,676
IT Charges		33,161	32,588	573	1.8%	32,588	32,042	31,249	30,516	29,953
Purchased Service (HHP 5 Year Update)		50,000	0	50,000		0	0	0		0
Non Profit Housing		1,650,000	1,770,000	(120,000)	-6.8%	1,600,000	1,651,245	1,655,407	1,625,648	1,641,010
Office Supplies		1,000	1,000	0	0.0%	1,000	1,033	1,254	976	1,408
RCHC - Transfer - AHP Rent Supplement		0	0	0		0	0	0		0
RCHC - Transfer - Asset Management		0	0	0		0	0	0		6,548
RCHC - Transfer - Base		5,346,561	5,216,157	130,404	2.5%	5,216,157	4,952,707	5,169,882	4,621,696	4,412,588
RCHC - Transfer - Capital		1,338,961	654,683	684,278	104.5%	654,683	687,161	0		
RCHC - Transfer - CHPI		1,401,059	1,261,412	139,647	11.1%	1,500,000	1,037,999	644,760	1,079,522	1,005,317
RCHC - Transfer - IAH		505,100	1,059,800	(554,700)	-52.3%	1,059,800	670,941	204,718	296,184	186,462
RCHC - Transfer - SDV - PHB		0	87,000	(87,000)	-100.0%	170,000	365,423	108,292		
RCHC - Transfer - SHIP		0	0	0		0	1,022,056	0		
RCHC - Transfer - SIF (5%)		0	0	0		0	55,265	0		
RCHC - Transfer - SHRRP		0	0	0		0	0	0		0
RCHC - Transfer - Strong Communities		140,086	140,086	0	0.0%	140,086	140,086	140,086	134,041	140,086
Special Projects - Petawawa IAH		0	0	0		0	800,006	1,000,008		
Revenue - Province - Petawawa IAH		0	0	0		0	(800,006)	(1,000,008)		
Special Projects - SIF (95%)		0	521,300	(521,300)	-100.0%	521,300	1,850,032	0		
Revenue - Province - SIF		0	(521,300)	521,300	-100.0%	(521,300)	(1,905,297)	0		
Revenue - Federal (Provincial) - Public Housing		(1,234,311)	(1,305,378)	71,067	-5.4%	(1,305,378)	(1,368,884)	(1,352,184)	(1,321,544)	(1,266,408)
Revenue - Outside		(220,000)	(220,000)	0	0.0%	(220,000)	(222,772)	(222,083)	(217,383)	(214,198)
Revenue - Province - AHP Rent Supplement		0	0	0		0	0	0		0
Revenue - Province - Affordable Housing Projects		0	0	0		0	0	0		0
Revenue - Province - Asset Management		0	0	0		0	0	0		(6,548)
Revenue - Province - CHPI		(1,401,059)	(1,261,412)	(139,647)	11.1%	(1,500,000)	(1,037,999)	(644,760)	(1,079,522)	(590,479)
Revenue - Province - IAH		(505,100)	(1,059,800)	554,700	-52.3%	(1,059,800)	(670,941)	(204,718)	(296,184)	(86,462)
Revenue - Province - SDV - PHB		0	(87,000)	87,000	-100.0%	(170,000)	(365,423)	(108,292)		
Revenue - Province - SHIP		0	0	0		0	(1,022,056)	0	0	0
Revenue - Province - SHRRP		0	0	0		0	0	0		0
Revenue - Province - Strong Communities		(140,086)	(140,086)	0	0.0%	(140,086)	(140,086)	(140,086)	(134,041)	(140,086)
Special Projects		0	0	0		0	0	0	0	0
Surplus Adjustment - Trf From Reserves		(1,200,097)	(585,313)	(614,784)	105.0%	(585,313)	(614,349)	(314,765)	(48,381)	(534,868)
Surplus Adjustment - Trf To Reserves		0	0	0		0	0	0		0
Travel		2,000	2,000	0	0.0%	2,000	1,795	2,986	3,611	4,014
Municipal Contribution - City of Pembroke Capital		(138,864)	(69,370)	(69,494)	100.2%	(69,370)	(72,812)	0		
Municipal Contribution - City of Pembroke		(606,046)	(604,809)	(1,237)	0.2%	(586,796)	(556,994)	(561,637)	(535,858)	(525,277)

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	
PARAMEDIC SERVICE	349,760	7,289,992	7,111,647	178,345	2.5%	7,528,368	7,244,161	6,843,623	6,629,969	6,484,441
Admin - Admin Charge	83,551	85,257	(1,706)	-2.0%	85,257	92,841	100,589	98,137	96,356	
Admin - Medications	60,000	33,150	26,850	81.0%	60,000	56,525	41,153	33,001	26,226	
Admin - Communication & Computing	235,000	216,795	18,205	8.4%	225,000	191,315	197,044	189,465	168,632	
Admin - Conferences & Conventions	5,000	5,000	0	0.0%	5,000	1,724	4,112	3,399	197	
Admin - Employee Benefits	397,243	354,568	42,675	12.0%	400,000	365,531	305,225	274,732	279,846	
Admin - HR Charge	175,954	170,230	5,724	3.4%	170,230	167,464	164,394	160,769	155,147	
Admin - IT Charge	47,435	46,649	786	1.7%	46,649	45,835	44,702	43,926	43,120	
Admin - Legal	20,000	30,000	(10,000)	-33.3%	30,000	44,919	22,370	26,040	43,957	
Admin - Office Expenses	39,000	39,000	0	0.0%	39,000	46,837	48,101	52,457	36,610	
Admin - Professional Development	40,000	40,000	0	0.0%	40,000	41,386	39,870	32,955	43,608	
Admin - Purchased Service	30,000		30,000			14,246				
Admin - Salaries	1,527,047	1,330,343	196,704	14.8%	1,450,000	1,459,669	1,275,462	1,147,500	1,212,700	
Admin - Special Projects	65,000	55,000	10,000	18.2%	55,000	38,274	34,038	6,836	116,821	
Admin - Travel	40,000	36,414	3,586	9.8%	36,414	41,807	33,233	45,880	39,729	
Admin - PTSI Prevention	400,000	0	400,000							
Admin - Fatigue Risk Mgt Standard	159,000	0	159,000							
Capital - Under Threshold	0	10,000	(10,000)	-100.0%	10,000	9,206	0	23,372	0	
Depreciation	800,000	750,000	50,000	6.7%	750,000	706,219	755,463	780,939	687,524	
Paramedic - Base Station Costs-Internal	410,243	383,526	26,717	7.0%	383,526	376,761	370,193	374,482	358,646	
Paramedic - Base Station Costs-External	47,000	47,000	0	0.0%	47,000	48,290	41,557	40,121	42,059	
Paramedic - Base Station Costs - Expenses	86,000	51,000	35,000	68.6%	51,000	45,376	38,286	54,015	50,892	
Paramedic - Benefits	800,000	2,248,587	2,204,166	44,421	2.0%	2,500,000	2,223,317	1,967,353	1,847,449	1,746,711
Paramedic - Insurance	125,000	125,000	0	0.0%	125,000	121,103	138,529	135,022	323,476	
Paramedic - Insurance Claims Costs	10,000	10,000	0	0.0%	10,000	1,519	6,359	641	15,903	
Paramedic - Leased Equipment	145,000	128,092	16,908	13.2%	128,092	127,787	127,787	127,787	127,787	
Paramedic - Uniform/Laundry	127,000	119,720	7,280	6.1%	119,720	125,527	155,793	103,487	108,219	
Paramedic - Salaries	9,547,788	9,362,703	185,085	2.0%	9,800,000	9,672,103	9,181,088	9,212,692	8,900,891	
Paramedic - LHIN	0	0	0		0	8,848	28,083	39,380	0	
Paramedic - CSS	0	0	0		0	0	14,529	107,874	0	
Paramedic - Community Paramed	415,000	415,000	0	0.0%	0	48,531	259,664	247,914	0	
Paramedic - Small Equipment & Supplies	361,540	329,941	31,599	9.6%	329,941	316,254	323,428	310,083	260,887	
Paramedic - Vehicle Operation & Maintenance	507,264	496,297	10,967	2.2%	496,297	486,532	462,811	413,429	455,605	
Paramedic - PW Salary Allocations	86,985	86,300	685	0.8%	86,300	84,212	82,037	80,361	87,246	
Federal Rev - Can. Safety and Security Program	0	0	0		0	0	(14,529)	(107,874)	0	
Federal Revenue - DND	(153,239)	(150,550)	(2,689)	1.8%	(150,550)	(148,046)	(93,626)			
Federal Revenue - Indigenous Services	(119,742)		(119,742)							
Federal Revenue - PTSI Prevention	(400,000)		(400,000)							
Fed Revenue - Fatigue Risk Mgt Standard	(159,000)		(159,000)							
Provincial Revenue - Comm Paramed	(415,000)	(415,000)	0	0.0%	(415,000)	(275,610)	(259,664)	(247,914)	0	
Provincial Revenue - LHIN	0	0	0		0	(8,848)	(28,083)	(39,380)	(40,751)	
Provincial Subsidy - Operating	(400,000)	(8,271,139)	(8,108,960)	(162,179)	2.0%	(8,108,960)	(7,940,026)	(7,738,198)	(7,682,063)	(7,428,450)
Provincial Subsidy - Other		0	0		0		(10,103)		(114,396)	
Recovery - County	(27,193)	(26,530)	(663)	2.5%	(26,530)	(26,010)	(25,500)	(25,000)	(55,450)	
Recovery - Cross Border	(30,000)	(30,000)	0	0.0%	(30,000)	0	(651)	(50,832)	(121,061)	
Recovery - Donations	0	0	0		0	(4,100)	(15,000)		(300)	
Recovery - Interest	(70,000)	(70,000)	0	0.0%	(70,000)	(65,670)	(56,362)	(63,032)	(72,453)	
Recovery - Other Agency	(89,187)	0	(89,187)		0	(50,200)	(30,641)	(34,025)	(15,680)	
Recovery - Insurance Proceeds	(235,000)	0	(235,000)							
Revenue - Other	(145,000)	(140,000)	(5,000)	3.6%	(180,000)	(177,250)	(136,399)	(154,741)	(112,281)	
Surplus Adjustment - Trf To Reserves	800,000	750,000	50,000	6.7%	750,000	706,219	755,463	780,939	687,524	
Surplus Adjustment - Capital	1,175,000	1,885,000	(710,000)	-37.7%	1,885,000	1,121,669	653,106	890,019	605,309	
Surplus Adjustment - Depreciation	(800,000)	(750,000)	(50,000)	6.7%	(750,000)	(706,219)	(755,463)	(780,939)	(687,524)	
Surplus Adjustment - Trf From Reserves	(965,000)	(1,743,000)	778,000	-44.6%	(1,743,000)	(1,121,669)	(653,106)	(890,019)	(605,309)	
Municipal Contribution - City of Pembroke	(50,240)	(1,047,144)	(1,050,464)	3,319	-0.3%	(1,112,018)	(1,070,037)	(1,010,874)	(979,315)	(983,532)

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
EMERGENCY MANAGEMENT	0	182,193	179,530	2,663	1.5%	116,530	113,515	101,444	94,592	107,835
911		60,000	60,000	0	0.0%	60,000	51,919	51,919	51,919	51,919
Admin Charge (Paramedic Service)		27,193	26,530	663	2.5%	26,530	26,010	25,500	25,000	55,450
Emergency Management		50,000	48,000	2,000	4.2%	30,000	16,758	4,398	4,783	7,917
Fire Services Charges		110,000	92,000	18,000	19.6%	110,000	107,679	104,961	104,629	96,793
Purchased Service		50,000	50,000	0	0.0%	5,000	26,278	27,078	20,340	0
Recoveries - Other		(115,000)	(97,000)	(18,000)	18.6%	(115,000)	(115,129)	(112,412)	(112,079)	(104,244)
PROVINCIAL OFFENCES ADMINISTRATION	0	(688,425)	(694,573)	6,149	-0.9%	(729,025)	(516,336)	(631,405)	(815,228)	(735,801)
Adjudication		80,850	80,850	0	0.0%	80,850	80,544	71,990	63,116	55,982
Admin Charges		38,810	39,075	(265)	-0.7%	39,075	42,484	47,738	46,577	45,739
Bank Charges (Visa/Mastercard)		26,000	26,000	0	0.0%	25,000	22,749	25,175	23,494	21,235
Benefits		85,477	88,002	(2,525)	-2.9%	83,000	79,831	78,496	74,865	62,371
Capital Under Threshold		0	0	0		0	0	0		5,235
Certificates of Offence		10,000	10,000	0	0.0%	2,000	5,545	5,849	3,048	8,305
City of Pembroke - Share of Net Revenue		98,886	102,596	(3,709)	-3.6%	107,684	76,268	93,265	120,418	111,603
Collection Costs		25,000	25,000	0	0.0%	20,000	25,655	23,121	12,714	5,327
Computer & Technology		14,336	9,000	5,336	59.3%	9,000	12,124	13,267	7,551	16,938
Conventions		3,150	3,100	50	1.6%	3,100	2,798	1,652	1,462	400
Court Transcripts		3,000	4,000	(1,000)	-25.0%	2,000	4,280	922	2,857	515
Depreciation		9,540	6,300	3,240	51.4%	6,300	6,865	3,894	6,045	7,862
ICON Charges		25,350	29,250	(3,900)	-13.3%	29,250	20,186	22,041	25,046	26,715
Interpreter Fees		3,000	3,000	0	0.0%	1,000	2,456	3,220	2,149	4,577
IT Charges		17,364	17,066	298	1.7%	17,066	16,777	16,362	15,916	15,619
Lease Costs		100,000	100,000	0	0.0%	100,000	100,142	97,018	94,520	93,433
Legal Costs		1,000	1,000	0	0.0%	0	830	1,323	1,697	565
Miscellaneous		1,000	1,000	0	0.0%	500	364	728	449	314
Monitoring / Enforcement Fees		8,200	8,200	0	0.0%	8,200	7,780	7,780	4,056	4,056
Office Equipment / Furniture		4,050	2,050	2,000	97.6%	2,050	6,396	8,468	1,729	1,742
Office Supplies		6,500	6,300	200	3.2%	6,300	6,598	7,239	6,333	5,829
Part III Prosecution		16,500	16,500	0	0.0%	16,500	17,456	12,147	13,614	15,566
Postage		6,800	6,800	0	0.0%	6,800	5,241	4,665	4,179	5,325
Purchase of Service - Notice of Fines		4,000	4,000	0	0.0%	4,000	3,738	4,117	4,452	4,583
Purchase of Service - Prosecution		2,000	0	2,000		4,000	5,034	877		
Recoveries - Other		0	0	0		0	(910)	(8,536)	(1,050)	0
Revenues - Fees and Charges		(1,630,000)	(1,630,000)	0	0.0%	(1,630,000)	(1,403,172)	(1,518,892)	(1,661,806)	(1,555,653)
Salaries		334,077	327,538	6,539	2.0%	315,000	307,041	311,903	298,164	288,224
Satellite Courtroom Costs		4,925	4,200	725	17.3%	4,200	3,297	3,472	3,536	3,536
Staff Training/Development		4,350	4,350	0	0.0%	2,000	2,373	1,836	2,294	2,622
Surplus Adjustment - Capital		0	0	0		0	16,094	18,820		0
Surplus Adjustment - Depreciation		(9,540)	(6,300)	(3,240)	51.4%	(6,300)	(6,865)	(3,894)	(6,045)	(7,862)
Telephone		6,100	5,700	400	7.0%	5,700	5,163	4,561	5,130	4,980
Travel		9,050	9,050	0	0.0%	6,500	6,520	7,275	7,440	6,762
Witness Fees		1,800	1,800	0	0.0%	200	1,982	696	822	1,754

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
MPAC	<u>0</u>	<u>1,549,942</u>	<u>1,542,141</u>	<u>7,801</u>	<u>0.5%</u>	<u>1,542,141</u>	<u>1,527,720</u>	<u>1,525,386</u>	<u>1,514,289</u>	<u>1,507,017</u>
Property Assessment		1,549,942	1,542,141	7,801	0.5%	1,542,141	1,527,720	1,525,386	1,514,289	1,507,017
FINANCIAL EXPENSE	<u>0</u>	<u>11,044,657</u>	<u>9,102,181</u>	<u>1,942,476</u>	<u>21.3%</u>	<u>8,637,551</u>	<u>7,888,038</u>	<u>6,234,643</u>	<u>5,514,311</u>	<u>5,341,483</u>
Capping Costs (ends 2020)		2,000	3,500	(1,500)	-42.9%	1,500	815	(3,579)	6,559	(19,289)
County Share - Taxes Written Off		300,000	300,000	0	0.0%	300,000	322,416	278,781	228,449	380,027
Interest Expense		0	0	0		0		0		
Provision for Unallocated Funds		300,000	300,000	0	0.0%	50,000	198,333	26,681	12,614	25,581
OW Sick Leave Liability				0				(229,482)	229,482	0
Post Employment Expenses - Reg 284/09		1,165,963	1,165,963	0	0.0%	0		0		0
Post Employment Expenses (Contra)		(1,165,963)	(1,165,963)	0	0.0%	0		0		0
Special Project - Transfer to BM		0	0	0		0		0		592,800
EOWC Broadband Contribution (ends 2013)		0	0	0		0		0		0
EOWC Cell Project - Starts 2019		1,000,000	0	1,000,000		0				
Claybank Debt Interest (2028)		107,998	104,131	3,867	3.7%	57,750				
Surplus Adj-Principal-Claybank Bridge (2028)		330,568	302,783	27,785	9.2%	161,534				
Surplus Adjustment - Trf to Gas Tax Reserve		2,671,773	2,756,191	(84,418)	-3.1%	2,756,191	2,677,485	2,630,909	2,505,628	2,573,820
Surplus Adjustment - Trf to TCA Renewal Reserve		5,833,551	4,786,809	1,046,742	21.9%	4,786,809	4,168,552	3,013,946	1,971,617	351,510
Surplus Adjustment - Trf to WSIB Sched 2 Reserve		0	0	0		0	0	0	21,510	0
Surplus Adjustment - Trf to Building Reserve (FIT)		123,767	123,767	0	0.0%	123,767	123,767	123,767	123,767	0
Surplus Adj. Unfinanced Cap (Centennial Lake Bridge 2023)		375,000	375,000	0	0.0%	375,000	375,000	375,000	375,000	0
Surplus Adjustment - Principal - ML (2014)		0	0	0		0	0	0		1,393,000
Debenture Interest - Miramichi Lodge (2014)		0	0	0		0	0	0		8,070
Vacant Building Rebates (ends 2018)		0	50,000	(50,000)	-100.0%	25,000	21,670	18,620	39,685	35,964
TOTAL EXPENSES	598,698	50,802,095	47,915,101	2,886,994	6.0%	45,899,762	44,705,018	41,499,369	41,639,914	40,800,534

**COUNTY OF RENFREW
2019 BUDGET
GENERAL REVENUE FUND**

	<u>Budget Pressure</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
COUNTY LEVY <i>(2.6% + 1.2% growth)</i>	598,698	45,655,946	43,984,534	1,671,412	3.80%	43,984,534	42,292,821	40,728,834	38,697,229	37,406,801
PIL ADJUSTMENTS	0	(150,000)	(150,000)	0	0.0%	(150,000)	(136,460)	(130,367)	497,112	(64,115)
WATERPOWER GENERATING STATION	0	394,109	394,109	0	0.0%	394,109	394,109	394,109	394,109	394,109
RAILWAY/HYDRO RIGHTS-OF-WAY	0	5,000	5,000	0	0.0%	5,000	0	4,067	4,121	63,494
SUPPLEMENTARY REVENUE	0	500,000	500,000	0	0.0%	500,000	421,676	297,965	454,412	502,136
OTHER REVENUE	0	4,397,040	3,181,458	1,215,582	38.2%	3,481,458	3,158,723	2,880,779	2,608,883	3,390,124
Interest Revenue		600,000	300,000	300,000	100.0%	600,000	384,962	281,687	232,708	211,999
Other Revenue		0	0	0		0	10	15	45	3,026
Gain / (Loss) Sale of Assets		0	0	0		0	(28,807)	(156,470)	(254,425)	7,174
BM Repayment of Loan (ends 2019)		123,767	123,767	0	0.0%	123,767	123,767	123,767	123,767	0
Gas Tax Funding		2,671,773	2,756,191	(84,418)	-3.1%	2,756,191	2,677,485	2,630,909	2,505,628	2,573,820
Surplus Adjustment - From Reserve		1,000,000	0	1,000,000		0				592,800
Licenses		1,500	1,500	0	0.0%	1,500	1,306	871	1,160	1,305
TOTAL REVENUES	598,698	50,802,095	47,915,101	2,886,994	6.0%	48,215,101	46,130,869	44,175,387	42,655,866	41,692,549
Municipal Surplus / (Deficit)	0	(0)	0	(0)	-133.7%	2,315,340	1,425,851	2,676,018	1,015,952	892,015

**COUNTY OF RENFREW
2019 Budget
Bonnechere Manor**

	2019	2018			2018	2017	2016	2015	2014	2013
	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>802,662</u>	<u>796,803</u>	<u>5,859</u>	<u>0.7%</u>	<u>796,803</u>	<u>789,444</u>	<u>772,051</u>	<u>754,438</u>	<u>736,229</u>	<u>626,914</u>
Salaries	627,235	610,981	16,254	2.7%	601,175	640,402	581,712	571,698	433,973	420,206
Employee Benefits	117,277	122,079	(4,802)	-3.9%	112,000	124,718	111,958	92,656	81,810	67,989
Salary Allocations	36,985	33,464	3,521	10.5%	54,509	0	0	0	0	0
Computers - Operation/Maint	900	5,120	(4,220)	-82.4%	5,120	2,453	5,135	7,841	2,834	3,769
Depreciation	1,000	1,000	0	0.0%	1,000	774	776	774	774	66
Equipment - Replacements	1,000	1,000	0	0.0%	1,000	1,252	1,695	5,206	6,348	1,573
Equipment Operation/Maint.	900	900	0	0.0%	900	152	487	495	94	436
Hobby Crafts	612	612	0	0.0%	612	714	503	528	858	694
New Horizons	0	0	0		0	3,280	0	0	24,874	0
New Horizons - Federal Subsidy	0	0	0		0	(3,642)	0	0	(24,874)	0
Office Supplies	0	0	0		80	141	1,603	322	675	1,418
Other - Cable TV	3,443	3,443	0	0.0%	3,443	2,198	3,135	3,930	3,657	2,445
Physio	0	0	0		0	0	0	0	154,647	45,771
Purchased Services	5,400	4,774	626	13.1%	4,919	4,407	46,333	45,918	28,835	74,502
Recoveries - Other	(9,950)	(9,324)	(626)	6.7%	(12,800)	(11,411)	(15,179)	(19,191)	(16,472)	(14,464)
Recreation & Entertainment	9,112	11,545	(2,433)	-21.1%	11,545	11,578	14,608	18,911	22,248	5,895
Special Events	9,748	12,209	(2,461)	-20.2%	14,300	13,202	19,537	25,949	16,460	16,510
Staff Education	0	0	0		0	0	524	175	262	170
Surplus Adjustment - Depreciation	(1,000)	(1,000)	0	0.0%	(1,000)	(774)	(776)	(774)	(774)	(66)

**COUNTY OF RENFREW
2019 Budget
Bonnechere Manor**

	2019	2018			2018	2017	2016	2015	2014	2013
	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
<u>NURSING SERVICES</u>	<u>8,329,167</u>	<u>8,079,937</u>	<u>249,230</u>	<u>3.1%</u>	<u>7,947,414</u>	<u>7,715,369</u>	<u>7,576,818</u>	<u>7,344,954</u>	<u>7,255,481</u>	<u>6,931,682</u>
Salaries - Direct Care	6,333,522	6,114,392	219,130	3.6%	6,070,782	5,853,680	5,733,338	5,670,640	5,576,917	5,425,186
Employee Benefits - Direct Care	1,123,925	1,092,779	31,146	2.9%	1,065,804	1,093,559	1,126,731	964,134	993,375	877,164
Salaries - Nursing Administration	476,379	458,404	17,975	3.9%	443,404	434,382	433,897	380,655	345,737	358,187
Employee Benefits - Nursing Administ	126,505	124,901	1,604	1.3%	118,867	110,595	115,057	95,078	86,882	81,433
Salary Allocation	0	(2,890)	2,890	-100.0%	(23,935)	0	0	0	0	0
Computers - Operation/Maint	19,500	19,500	0	0.0%	21,500	14,548	12,669	45,532	26,668	11,476
Depreciation	58,250	57,000	1,250	2.2%	58,233	57,989	56,172	53,656	55,552	56,061
Equipment Operation/Maint.	1,900	2,400	(500)	-20.8%	2,400	0	61	332	574	46
Equipment Replacement	9,150	10,650	(1,500)	-14.1%	19,650	17,963	2,018	4,104	7,229	23,139
Furniture Replacements	0	0	0		0	0	1,476	0	0	140
High Intensity Needs - Claims Based	15,000	15,000	0	0.0%	15,000	24,473	5,418	3,047	2,331	4,162
High Intensity Needs -Non Claims Ba	42,705	41,391	1,314	3.2%	37,000	14,922	11,766	13,910	30,032	22,813
High Intensity Needs - Prov Subsidy	(14,250)	(14,250)	0	0.0%	(14,250)	(23,249)	(5,148)	(2,895)	(2,214)	(3,954)
Incontinent Products (@\$1.20)	76,980	76,980	0	0.0%	76,980	79,973	83,388	97,422	94,507	91,801
Fall Prevention	18,000		18,000		14,784					
Fall Prevention - Subsidy	(18,000)		(18,000)		(13,500)					
Lab Fees	8,000	8,000	0	0.0%	5,244	7,180	7,240	8,255	8,010	0
Lab Fees - Prov Subsidy	(8,000)	(8,000)	0	0.0%	(4,982)	(7,180)	(7,240)	(8,255)	(8,010)	0
Medical Director (@\$0.30)	19,710	19,710	0	0.0%	19,710	19,710	19,764	19,710	19,710	19,710
Medical Nursing Supplies	68,500	78,000	(9,500)	-12.2%	80,000	72,806	74,423	85,417	68,339	75,306
Memberships	0	2,000	(2,000)	-100.0%	2,000	806	396	679	1,239	360
Misc	1,223	0	1,223		0	1,181	1,241	1,801	1,705	675
Phys On Call - Expenses (@\$100/bed	17,100	17,100	0	0.0%	18,000	18,000	18,000	18,000	18,000	18,000
Phys On Call - Prov Subsidy	(17,100)	(17,100)	0	0.0%	(17,432)	(17,433)	(17,432)	(17,633)	(17,910)	(17,931)
Professional Development	0	0	0		0	0	2,554	6,650	33,553	26,327
Purchased Services	0	0	0		0	2,071	362	1,110	1,578	4,227
Purchased Services - Nurse Practition	22,874	25,424	(2,550)	-10.0%	25,424	18,415	18,391	10,236	7,914	0
RAI / MDS Expenses	87,344	97,346	(10,002)	-10.3%	82,555	94,851	84,018	82,316	87,353	81,862
RAI/MDS - Prov Subsidy	(81,800)	(81,800)	0	0.0%	(81,800)	(81,804)	(81,804)	(81,804)	(81,804)	(81,804)
Recoveries	0	0	0		(17,024)	(34,080)	(63,766)	(53,487)	(46,234)	(86,643)
Surplus Adjustment - Depreciation	(58,250)	(57,000)	(1,250)	2.2%	(57,000)	(57,989)	(56,172)	(53,656)	(55,552)	(56,061)

**COUNTY OF RENFREW
2019 Budget
Bonnechere Manor**

	2019	2018			2018	2017	2016	2015	2014	2013
	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
<u>DIETARY SERVICES</u>	<u>2,115,445</u>	<u>2,012,883</u>	<u>102,562</u>	<u>5.1%</u>	<u>2,038,884</u>	<u>1,915,385</u>	<u>1,968,860</u>	<u>1,877,548</u>	<u>1,817,597</u>	<u>1,781,388</u>
Salaries	1,221,346	1,160,763	60,583	5.2%	1,181,091	1,094,463	1,093,563	1,065,915	1,042,258	1,036,838
Employee Benefits	250,480	235,851	14,629	6.2%	220,957	214,865	240,167	197,218	202,249	182,117
Salary Allocations	(68,107)	(60,929)	(7,178)	11.8%	(60,929)	0	0	0	0	0
Depreciation	12,000	11,000	1,000	9.1%	11,000	11,038	10,704	10,287	10,287	6,833
Dietary Supplies	71,957	72,335	(378)	-0.5%	76,574	80,430	74,485	66,527	65,812	67,490
Equipment - Operation/Maint.	8,860	8,860	0	0.0%	8,000	4,048	3,916	4,001	4,014	4,753
Computers - Operation/Maint	3,000	3,000	0	0.0%	2,500	1,725	1,649	4,577	916	916
Equipment - Replacements	19,500	23,500	(4,000)	-17.0%	22,500	12,761	2,253	13,758	14,442	13,552
Other Expenses	1,750	1,750	0	0.0%	1,900	2,064	915	1,807	1,079	1,227
Professional Development	0	0	0		0	0	172	0	0	0
Purchased Services	600	600	0	0.0%	600	366	336	425	506	367
Surplus Adjustment - Depreciation	(12,000)	(11,000)	(1,000)	9.1%	(11,000)	(11,038)	(10,704)	(10,287)	(10,287)	(6,833)
Raw Food Costs	647,574	612,096	35,478	5.8%	634,185	574,366	623,559	585,233	538,540	497,836
Raw Food Recoveries	(20,796)	(20,796)	0	0.0%	(25,000)	(27,614)	(39,768)	(34,397)	(24,891)	0
Recoveries - Charge to ML - Supervis	(17,828)	(15,795)	(2,033)	12.9%	(21,509)	(14,720)	(14,700)	0	0	0
Recoveries	(11,624)	(11,485)	(139)	1.2%	(11,485)	(26,732)	(18,653)	(30,168)	(30,342)	(25,973)
Replacement - Dishes / Cutlery	9,633	9,633	0	0.0%	9,500	3,791	6,192	7,859	7,458	4,416
Vending - Net	(900)	(6,500)	5,600	-86.2%	0	(4,428)	(5,226)	(5,207)	(4,444)	(2,151)
<u>HOUSEKEEPING SERVICES</u>	<u>914,943</u>	<u>903,670</u>	<u>11,273</u>	<u>1.2%</u>	<u>877,019</u>	<u>880,949</u>	<u>922,068</u>	<u>838,155</u>	<u>827,386</u>	<u>803,518</u>
Salaries	692,456	679,077	13,379	2.0%	679,077	666,148	662,750	643,095	631,757	623,290
Employee Benefits	155,028	160,703	(5,675)	-3.5%	140,641	151,714	159,872	131,678	137,394	125,679
Salary Allocations	(8,814)	(8,772)	(42)	0.5%	(8,772)	0	0	0	0	0
Depreciation	2,223	2,223	0	0.0%	2,223	2,217	2,223	2,217	2,217	2,217
Equipment - Operation/Maint.	2,500	2,500	0	0.0%	1,845	0	0	235	0	1,094
Equipment - Replacements	2,100	2,100	0	0.0%	691	1,965	35,946	1,650	1,343	357
Housekeeping Supplies	71,673	70,562	1,111	1.6%	72,500	70,387	73,313	69,655	68,027	66,523
Professional Development	0	0	0		0	0	0	0	50	0
Purchased Services	0	0	0		0	0	0	0	0	2,824
Surplus Adjustment - Depreciation	(2,223)	(2,223)	0	0.0%	(2,223)	(2,217)	(2,223)	(2,217)	(2,217)	(2,217)
Recoveries	0	0	0		(8,963)	(9,265)	(9,813)	(8,158)	(11,185)	(16,249)

**COUNTY OF RENFREW
2019 Budget
Bonnechere Manor**

	2019	2018			2018	2017	2016	2015	2014	2013
	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
<u>LAUNDRY AND LINEN SERVICES</u>	<u>458,634</u>	<u>449,491</u>	<u>9,143</u>	<u>2.0%</u>	<u>487,879</u>	<u>499,166</u>	<u>453,950</u>	<u>408,083</u>	<u>420,962</u>	<u>391,584</u>
Salaries	329,713	323,268	6,445	2.0%	356,737	331,309	334,121	313,467	321,601	301,940
Employee Benefits	77,705	75,994	1,711	2.3%	78,043	76,701	82,593	66,323	67,924	55,272
Salary Allocations	(3,327)	(3,261)	(66)	2.0%	(3,261)	0	0			
Bedding Etc Replacements	18,760	18,760	0	0.0%	19,560	60,965	23,841	14,201	14,674	27,364
Depreciation	7,000	6,000	1,000	16.7%	6,000	6,281	5,885	5,287	5,287	4,921
Equipment Operation/Maint.	10,800	10,800	0	0.0%	9,100	11,500	4,769	1,675	1,869	382
Equipment Replacements	0	0	0		800	1,200	2,616	935	456	0
Laundry Supplies	24,983	23,930	1,053	4.4%	32,600	25,930	22,101	21,052	24,208	18,221
Professional Development	0	0	0		0	0	65	0	50	0
Recoveries	0	0	0		(5,700)	(8,439)	(16,156)	(9,570)	(9,820)	(11,595)
Surplus Adjustment - Depreciation	(7,000)	(6,000)	(1,000)	16.7%	(6,000)	(6,281)	(5,885)	(5,287)	(5,287)	(4,921)
<u>BUILDINGS AND PROPERTY MAIN</u>	<u>1,193,177</u>	<u>1,242,731</u>	<u>(49,555)</u>	<u>-4.0%</u>	<u>1,102,672</u>	<u>1,135,737</u>	<u>1,140,189</u>	<u>1,169,899</u>	<u>1,068,258</u>	<u>960,855</u>
Salaries	327,782	310,226	17,556	5.7%	307,951	300,535	297,325	298,842	271,278	261,293
Employee Benefits	87,185	82,824	4,361	5.3%	76,859	75,554	78,579	68,037	60,512	51,523
Salary Allocations	(3,327)	(3,503)			(3,503)	0	0			
Depreciation	555,800	540,000	15,800	2.9%	540,000	508,361	498,491	470,065	451,175	442,628
Equipment - Operation/Maint.	0	0	0		0	55,202	63,316	90,595	84,874	81,974
Computers - Operation/Maint	2,900	2,650	250	9.4%	0	0	0			2,842
Equipment - Replacements	53,500	53,500	0	0.0%	41,500	5,241	3,489	5,157	8,475	
Furniture - Replacements	44,064	44,064	0	0.0%	44,000	41,308	0	27,764	40,033	21,523
Hydro	210,000	280,000	(70,000)	-25.0%	200,000	235,237	281,330	229,984	226,057	220,423
Natural Gas	105,000	110,000	(5,000)	-4.5%	95,200	92,572	93,090	97,955	96,831	107,304
Insurance	55,873	56,145	(273)	-0.5%	53,347	54,510	58,414	56,313	54,767	52,150
Office Expenses	0	0	0			1,052				
Purchased Services	167,350	167,350	0	0.0%	162,000	137,995	139,201	135,668	129,442	89,152
Special Project - Phone / Cable Syster	32,000	32,000	0	0.0%	31,261	31,384	31,442	30,796	28,697	44,004
Recoveries - Residents (cable/phone)	(63,000)	(63,000)	0	0.0%	(63,144)	(60,218)	(61,803)	(61,188)	(60,123)	(53,995)
Recoveries	(20,610)	(23,985)	3,375	-14.1%	(29,259)	(32,333)	(29,397)	(40,749)	(47,936)	(28,653)
Repairs & Maint -Bldgs & Grounds	74,460	74,460	0	0.0%	66,460	83,076	64,003	127,935	80,000	19,161
Surplus Adjustment - Depreciation	(555,800)	(540,000)	(15,800)	2.9%	(540,000)	(508,361)	(498,491)	(470,065)	(451,175)	(442,628)
Water / Wastewater	120,000	120,000	0	0.0%	120,000	114,622	121,200	102,790	95,351	92,154
						<u>0</u>				

**COUNTY OF RENFREW
2019 Budget
Bonnechere Manor**

	2019	2018			2018	2017	2016	2015	2014	2013
	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
GENERAL AND ADMINISTRATIVE	1,141,778	1,151,227	(9,449)	-0.8%	1,048,468	1,045,418	1,237,767	1,158,804	1,126,374	1,041,697
Salaries	500,460	484,788	15,672	3.2%	439,526	438,081	597,931	468,561	486,691	470,474
Employee Benefits	134,514	127,887	6,627	5.2%	115,456	119,062	142,013	107,790	105,958	97,739
Salary Allocation	(25,154)	(25,214)	60	-0.2%	(25,214)	0	0	0	0	0
Accreditation Fees	5,825	5,200	625	12.0%	5,333	5,156	5,127	7,646	5,157	5,078
Admin Charges	94,673	94,872	(199)	-0.2%	94,872	96,005	96,745	94,515	92,803	92,000
Advertising/Awards Dinner	23,000	31,000	(8,000)	-25.8%	20,000	22,658	19,656	26,211	23,362	29,549
Audit	8,500	8,200	300	3.7%	8,385	8,141	7,996	7,903	7,717	7,641
Computer / Internet	77,106	72,945	4,161	5.7%	78,945	54,375	35,495	47,292	49,466	78,635
Conventions	3,000	3,000	0	0.0%	3,000	2,679	0	0	1,193	1,177
Depreciation	19,500	22,000	(2,500)	-11.4%	22,000	21,142	20,554	21,286	21,856	18,578
Equipment - Operation/Maint.	8,340	8,224	116	1.4%	7,100	9,019	7,545	7,400	7,326	7,053
Equipment - Replacements	400	400	0	0.0%	400	0	553	4,672	997	2,645
Gain / Loss from Disposal of Assets	0	0	0		0	3,965	0	87,217	0	0
Health & Safety Program	2,000	1,100	900	81.8%	1,100	1,155	763	302	2,182	8,696
HR Charges	122,824	118,827	3,997	3.4%	118,827	116,896	114,572	112,557	111,704	107,353
Insurance	42,000	42,000	0	0.0%	41,386	41,386	42,910	42,425	146,660	40,706
IT Charges	66,257	65,114	1,143	1.8%	65,114	64,018	62,422	60,450	59,324	41,962
Legal & Labour Contract Costs	25,000	35,000	(10,000)	-28.6%	15,000	28,204	28,782	33,192	35,782	14,771
Memberships	15,760	12,760	3,000	23.5%	12,760	12,847	12,567	13,629	12,302	13,155
Postage / Courier	7,065	7,700	(635)	-8.2%	5,000	4,719	6,271	5,516	6,351	6,117
Office Supplies	19,300	16,500	2,800	17.0%	18,000	15,715	17,272	15,048	15,378	14,404
Purchased Services	1,520	1,220	300	24.6%	2,000	928	1,832	1,551	48,772	1,620
Recoveries - Other	(69,912)	(39,296)	(30,616)	77.9%	(55,000)	(57,541)	(23,549)	(49,155)	(161,970)	(68,194)
Resident Transportation	0	0	0		0	0	4,986	8,531	9,961	8,768
Staff Training	27,000	27,000	0	0.0%	24,000	10,345	5,813	7,173	11,892	14,671
Surplus Adjustment - Depreciation	(19,500)	(22,000)	2,500	-11.4%	(22,000)	(21,142)	(20,554)	(21,286)	(21,856)	(18,578)
Telephone	15,300	15,000	300	2.0%	15,478	14,680	13,229	13,786	12,940	11,899
Travel	17,000	17,000	0	0.0%	17,000	15,956	18,145	14,053	15,996	15,413
Uniform Allowance	20,000	20,000	0	0.0%	20,000	16,969	18,691	20,539	18,430	18,365
BONNECHERE MANOR TOTALS	14,955,806	14,636,742	319,063	2.2%	14,299,139	13,981,468	14,071,703	13,551,881	13,252,287	12,537,638

**COUNTY OF RENFREW
2019 Budget
Bonnechere Manor**

	2019 <u>Budget</u>	2018 <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	2018 <u>Forecast</u>	2017 <u>Actual</u>	2016 <u>Actual</u>	2015 <u>Actual</u>	2014 <u>Actual</u>	2013 <u>Actual</u>
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>172,791</u>	<u>254,689</u>	<u>(81,898)</u>	<u>-32.2%</u>	<u>254,689</u>	<u>339,135</u>	<u>172,791</u>	<u>193,453</u>	<u>17,327</u>	<u>79,016</u>
Homes for Aged Committee		0	0		0	0	0	0	1,536	1,416
Loan Repayment - to General Fund	123,767	123,767			123,767	123,767	123,767	123,767		
Surplus Adjustment - To Reserves	49,024	130,922	(81,898)	-62.6%	130,922	215,368	49,024	69,686	15,791	77,600
<u>CAPITAL</u>	<u>486,225</u>	<u>337,000</u>	<u>149,225</u>	<u>44.3%</u>	<u>337,000</u>	<u>569,650</u>	<u>351,384</u>	<u>352,659</u>	<u>1,121,894</u>	<u>426,528</u>
Surplus Adjustment - Capital	486,225	337,000	149,225	44.3%	337,000	569,650	351,384	352,659	1,121,894	426,528
TOTAL EXPENDITURE	15,614,822	15,228,431	386,390	2.5%	14,890,828	14,890,253	14,595,878	14,097,993	14,391,508	13,043,182

**COUNTY OF RENFREW
2019 Budget
Bonnehchere Manor**

	2019 Budget	2018 Budget	Variance \$	Variance %	2018 Forecast	2017 Actual	2016 Actual	2015 Actual	2014 Actual	2013 Actual
<u>MUNICIPAL SUBSIDY</u>	<u>2,152,417</u>	<u>2,099,919</u>	<u>52,498</u>	<u>2.5%</u>	<u>2,099,919</u>	<u>2,058,744</u>	<u>2,018,377</u>	<u>1,847,999</u>	<u>1,814,328</u>	<u>1,786,710</u>
City of Pembroke - 38.48%	828,250	808,049	20,201	2.5%	808,049	737,854	733,478	649,572	731,185	782,483
County of Renfrew - 61.52%	1,324,167	1,291,870	32,297	2.5%	1,291,870	1,320,890	1,284,899	1,198,427	1,083,143	1,004,227
<u>RESIDENTS REVENUE</u>	<u>3,944,538</u>	<u>3,863,275</u>	<u>81,263</u>	<u>2.1%</u>	<u>3,932,275</u>	<u>3,922,614</u>	<u>3,821,678</u>	<u>3,636,966</u>	<u>3,479,294</u>	<u>3,365,659</u>
Basic Accommodation	3,470,638	3,436,275	34,363	1.0%	3,436,275	3,422,138	3,371,257	3,280,130	3,161,524	3,067,676
Bad Debts Expense	0	0	0		0	23,950	2,484	95	1,270	(1,745)
Preferred Accommodation	458,500	416,000	42,500	10.2%	480,000	464,537	411,486	344,304	293,378	272,334
Respite Care	15,400	11,000	4,400	40.0%	16,000	11,989	12,434	12,437	23,122	27,394
Estate Recoveries - Provincial		0	0		0	0	16,813	0	0	0
Estate Recoveries - Municipal		0	0		0	0	7,204	0	0	0
<u>OTHER REVENUE</u>	<u>153,767</u>	<u>143,767</u>	<u>10,000</u>	<u>7.0%</u>	<u>158,767</u>	<u>237,436</u>	<u>149,584</u>	<u>151,646</u>	<u>619,240</u>	<u>15,484</u>
Donations	0	0	0		0	0		0		0
Donations In Kind	0	0	0		0	0		0		7,742
Interest Income	30,000	20,000	10,000	50.0%	35,000	22,034	19,302	22,907		
Solar Panel FIT Revenue	123,767	123,767	0	0.0%	123,767	115,402	130,282	128,739	26,440	7,742
Transfer from Other Funds	0	0	0		0	100,000	0	0	592,800	0
Other	0	0	0		0	0		0		0
<u>PROVINCIAL SUBSIDY</u>	<u>8,877,875</u>	<u>8,781,995</u>	<u>95,880</u>	<u>1.1%</u>	<u>8,781,995</u>	<u>8,545,975</u>	<u>8,375,091</u>	<u>8,218,821</u>	<u>8,191,438</u>	<u>8,108,137</u>
Operating Subsidy	8,877,875	8,647,031	230,844	2.7%	8,647,031	8,411,728	8,242,656	8,086,551	8,034,751	7,938,507
Recovery - RPN Funding- MOH	0	134,964	(134,964)	-100.0%	134,964	134,247	132,435	132,270	133,287	133,821
One Time Funding			0					0	23,400	35,809
<u>SURPLUS ADJUSTMENT</u>	<u>486,225</u>	<u>339,475</u>	<u>146,750</u>	<u>43.2%</u>	<u>339,475</u>	<u>569,650</u>	<u>351,384</u>	<u>352,659</u>	<u>497,074</u>	<u>437,367</u>
Surplus Adjustment - Debt			0							
Surplus Adjustment - From Reserves	486,225	339,475	146,750	43.2%	339,475	569,650	351,384	352,659	497,074	437,367
GRAND TOTAL REVENUES	15,614,822	15,228,431	386,391	2.5%	15,312,431	15,334,419	14,716,114	14,208,091	14,601,374	13,713,357
Municipal Surplus / (Deficit)	0	0	0		421,603	444,166	120,236	110,098	209,866	670,175

**COUNTY OF RENFREW
2019 Budget
Miramichi Lodge**

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	<u>2013 Actual</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>741,846</u>	<u>736,443</u>	<u>5,403</u>	<u>0.7%</u>	<u>736,443</u>	<u>676,665</u>	<u>690,436</u>	<u>665,548</u>	<u>657,850</u>	<u>574,026</u>
Salaries	485,428	475,548	9,880	2.1%	475,548	514,554	529,564	529,428	403,391	386,273
Employee Benefits	110,776	109,064	1,712	1.6%	109,064	105,656	105,311	53,618	83,771	74,069
Salary Allocations	69,892	76,471	(6,579)	-8.6%	76,471	0	0			
Computers Operation/Maint.	3,000	3,110	(110)	-3.5%	3,110	955	381	858	1,384	5,535
Depreciation	1,200	1,200	0	0.0%	1,200	1,139	1,143	1,139	5,856	5,856
Equipment - Replacements	3,000	0	3,000		0	636	0		542	387
Equipment Operation/Maint.	2,400	2,400	0	0.0%	2,400	1,007	1,156	2,228	1,606	1,372
Hobby Crafts	5,000	5,000	0	0.0%	5,000	2,875	2,564	4,165	3,438	4,388
Purchased Service - Physio	47,850	47,850	0	0.0%	47,850	34,700	36,504	17,535	103,308	37,150
Purchased Service	0	0	0		0	2,024	0	44,347	52,577	53,985
Recoveries	0	0	0		0	(405)	0	(1,003)	(5,066)	(4,434)
Recreation & Entertainment	11,000	13,500	(2,500)	-18.5%	13,500	13,271	12,174	12,209	11,175	12,653
Special Events	3,500	3,500	0	0.0%	3,500	1,392	2,782	2,163	1,724	2,648
Surplus Adjustment - Depreciation	(1,200)	(1,200)	0	0.0%	(1,200)	(1,139)	(1,143)	(1,139)	(5,856)	(5,856)

**COUNTY OF RENFREW
2019 Budget
Miramichi Lodge**

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	<u>2013 Actual</u>
<u>NURSING SERVICES</u>	<u>8,122,966</u>	<u>7,909,690</u>	<u>213,276</u>	<u>2.7%</u>	<u>7,909,690</u>	<u>7,676,308</u>	<u>7,538,719</u>	<u>6,772,004</u>	<u>7,247,798</u>	<u>6,955,335</u>
Salaries - Direct Care	6,236,903	6,017,102	219,801	3.7%	6,017,102	5,891,142	5,735,860	5,629,935	5,523,965	5,368,527
Employee Benefits - Direct Care	1,079,666	1,080,283	(617)	-0.1%	1,080,283	1,029,973	1,024,540	443,101	999,505	900,207
Salary Allocations	(14,368)	(21,954)	7,586	-34.6%	(21,954)	0	0	0	0	0
Salaries - Administration	401,478	400,390	1,088	0.3%	400,390	390,029	364,331	382,582	372,589	364,551
Employee Benefits - Administration	112,404	112,552	(148)	-0.1%	112,552	105,433	108,364	68,456	102,707	91,582
Computers-Operation/Maint.	17,724	17,724	0	0.0%	17,724	19,277	17,707	15,926	26,133	17,912
Depreciation	30,000	28,000	2,000	7.1%	28,000	29,208	23,291	21,873	65,972	70,974
Equipment - Replacements	0	13,000	(13,000)	-100.0%	13,000	3,864	23,733	1,246	1,865	2,148
Equipment-Operation/Maint.	3,940	4,510	(570)	-12.6%	4,510	2,802	6,847	7,359	6,422	6,634
High Intensity Needs Claims Based	7,000	7,000	0	0.0%	7,000	59,605	54,419	47,204	19,680	11,938
High Intensity Needs -Non Claims Based (0.64'	38,778	38,778	0	0.0%	38,778	36,040	41,015	43,519	40,612	35,809
High Intensity Needs - Prov Subsidy (95%)	(6,650)	(6,650)	0	0.0%	(6,650)	(56,625)	(51,698)	(44,843)	(18,696)	(11,341)
Incontinent Products (@\$1.20)	72,700	72,000	700	1.0%	72,000	95,328	93,251	87,224	84,261	86,913
Fall Prevention Equip	16,600	0	16,600		0					
Fall Prevention Prov Subsidy	(16,600)	0	(16,600)		0					
Lab Fees	10,000	10,000	0	0.0%	10,000	7,135	7,525	8,740	7,870	7,880
Lab Fees - Prov Subsidy	(10,000)	(10,000)	0	0.0%	(10,000)	(7,135)	(7,525)	(8,740)	(7,870)	(7,880)
Medical Director (@\$0.30)	18,177	18,177	0	0.0%	18,177	18,177	18,177	18,177	18,177	18,177
Medical Nursing Supplies	100,000	100,000	0	0.0%	100,000	95,126	117,562	156,268	113,943	102,802
Nurse Practitioner	168,600	173,701	(5,101)	-2.9%	173,701	152,449	153,447	131,039	130,757	113,578
Nurse Practitioner - Prov Subsidy	(122,853)	(122,853)	0	0.0%	(122,853)	(115,618)	(116,666)	(120,803)	(118,656)	(116,548)
Phys On Call - Expense (@\$100 per bed)	16,515	16,515	0	0.0%	16,515	16,517	16,517	16,517	16,517	16,600
Phys On Call - Prov Subsidy	(16,515)	(16,515)	0	0.0%	(16,515)	(16,077)	(16,075)	(16,263)	(16,517)	(16,535)
Professional Development	0	0	0		0	0	0		23,300	23,378
RAI-MDS - Expenses	111,040	110,054	986	0.9%	110,054	95,023	82,210	79,826	102,367	102,009
RAI-MDS - Prov Subsidy	(79,700)	(79,700)	0	0.0%	(79,700)	(79,704)	(79,704)	(79,704)	(79,704)	(79,704)
Recoveries - BM	(22,874)	(25,424)	2,551	-10.0%	(25,424)	(18,415)	(18,391)	(57,399)	(64,446)	(56,075)
Recovery	0	0	0		0	(48,230)	(37,585)	(37,880)	(37,816)	(27,542)
Subscriptions and Memberships	1,000	1,000	0	0.0%	1,000	192	858	517	833	315
Surplus Adjustment - Depreciation	(30,000)	(28,000)	(2,000)	7.1%	(28,000)	(29,208)	(23,291)	(21,873)	(65,972)	(70,974)

COUNTY OF RENFREW
2019 Budget
Miramichi Lodge

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	<u>2013 Actual</u>
<u>FOOD SERVICES</u>	<u>1,947,064</u>	<u>1,905,269</u>	<u>41,795</u>	<u>2.2%</u>	<u>1,905,269</u>	<u>1,819,298</u>	<u>1,762,791</u>	<u>1,622,671</u>	<u>1,777,471</u>	<u>1,686,559</u>
Salaries	1,156,900	1,133,191	23,709	2.1%	1,133,191	1,071,753	1,026,961	1,013,761	1,049,255	999,839
Employee Benefits	261,337	252,275	9,062	3.6%	252,275	216,202	214,382	103,257	221,567	199,663
Salary Allocations	(67,025)	(43,297)	(23,728)	54.8%	(43,297)	0	0	0	0	0
Dietary Supplies	17,695	17,500	195	1.1%	17,500	17,571	15,350	17,577	17,767	14,815
Computer - Operation/Maintenance	500	500	0	0.0%	500	0	153	916	2,628	916
Depreciation	20,250	16,000	4,250	26.6%	16,000	16,786	15,812	15,448	14,660	14,606
Equipment - Operation/Repalcement	6,500	6,000	500	8.3%	6,000	5,879	10,260	3,439	5,434	2,885
Food Wrap & Disposable Items	7,800	7,550	250	3.3%	7,550	7,747	6,669	7,345	7,087	7,178
Meals on Wheels	3,000	3,000	0	0.0%	3,000	2,769	1,936	2,849	2,003	2,741
Memberships & Subscriptions	0	1,525	(1,525)	-100.0%	1,525	1,379	852	1,337	1,368	1,368
Purchased Service - Supervisor from BM	17,828	15,795	2,033	12.9%	15,795	14,720	17,331	15,905	14,058	11,615
Raw Food Costs	578,029	545,310	32,719	6.0%	545,310	519,206	508,883	494,928	481,664	472,665
Recoveries	(27,000)	(27,000)	0	0.0%	(27,000)	(29,144)	(35,187)	(34,154)	(29,318)	(27,996)
Replacement - Dishes/Cutlery	9,500	8,920	580	6.5%	8,920	8,750	8,481	9,596	10,262	7,928
Surplus Adjustment - Depreciation	(20,250)	(16,000)	(4,250)	26.6%	(16,000)	(16,786)	(15,812)	(15,448)	(14,660)	(14,606)
Café M	(14,000)	(12,000)	(2,000)	16.7%	(12,000)	(13,155)	(10,824)	(11,086)	0	0
Vending Machine Operation (Net)	(4,000)	(4,000)	0	0.0%	(4,000)	(4,379)	(2,456)	(2,999)	(6,304)	(7,058)
<u>HOUSEKEEPING SERVICES</u>	<u>883,777</u>	<u>859,877</u>	<u>23,900</u>	<u>2.8%</u>	<u>859,877</u>	<u>854,622</u>	<u>837,378</u>	<u>759,828</u>	<u>799,734</u>	<u>797,342</u>
Salaries	682,332	669,118	13,214	2.0%	669,118	669,046	663,137	646,277	629,677	616,111
Employee Benefits	147,995	138,184	9,811	7.1%	138,184	135,399	134,720	58,882	121,842	122,167
Depreciation	3,000	3,000	0	0.0%	3,000	3,104	2,875	2,867	2,867	2,867
Equipment - Operation/Maint.	750	575	175	30.4%	575	2,899	1,018	1,800	2,088	572
Equipment - Replacements	2,700	2,000	700	35.0%	2,000	2,809	279	0	45	2,804
Furniture - Replacements			0			0	0		0	0
Housekeeping Supplies	50,000	50,000	0	0.0%	50,000	47,824	44,296	56,104	46,835	56,487
Other		0	0		0	0			0	952
Recoveries			0			(3,355)	(6,072)	(3,235)	(753)	(1,751)
Surplus Adjustment - Depreciation	(3,000)	(3,000)	0	0.0%	(3,000)	(3,104)	(2,875)	(2,867)	(2,867)	(2,867)

COUNTY OF RENFREW
2019 Budget
Miramichi Lodge

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	<u>2013 Actual</u>
<u>LAUNDRY AND LINEN SERVICES</u>	<u>274,303</u>	<u>268,977</u>	<u>5,326</u>	<u>2.0%</u>	<u>268,977</u>	<u>262,044</u>	<u>271,142</u>	<u>260,295</u>	<u>246,150</u>	<u>247,839</u>
Salaries	197,380	193,513	3,867	2.0%	193,513	191,019	198,020	207,129	181,576	183,586
Employee Benefits	46,268	45,307	961	2.1%	45,307	42,358	40,777	24,155	39,836	38,975
Depreciation	4,600	4,600	0	0.0%	4,600	4,561	4,574	4,561	4,561	4,561
Equipment - Operation/Maint.	2,105	2,300	(195)	-8.5%	2,300	3,690	643	3,888	1,669	1,574
Equipment Replacement	0	0	0		0	0	0	0	0	0
Laundry Supplies	15,000	14,605	395	2.7%	14,605	13,203	14,745	13,819	10,848	12,133
Purchased Services - Other	0	0	0		0	0	0	0	0	0
Recoveries	0	0	0		0	(1,256)	(1,010)	(1,785)	(108)	(150)
Replacement - Bedding	13,550	13,252	298	2.2%	13,252	13,030	17,967	13,089	12,329	11,721
Surplus Adjustment - Depreciation	(4,600)	(4,600)	0	0.0%	(4,600)	(4,561)	(4,574)	(4,561)	(4,561)	(4,561)
<u>BUILDINGS AND PROPERTY</u>										
<u>OPERATION & MAINTENANCE</u>	<u>1,059,567</u>	<u>1,104,834</u>	<u>(45,267)</u>	<u>-4.1%</u>	<u>1,104,834</u>	<u>1,045,489</u>	<u>1,160,781</u>	<u>1,028,812</u>	<u>1,021,481</u>	<u>1,063,078</u>
Salaries	247,271	242,310	4,961	2.0%	242,310	245,104	236,867	234,396	233,079	227,933
Employee Benefits	68,299	69,608	(1,309)	-1.9%	69,608	64,330	62,957	32,379	62,154	57,887
Depreciation	755,000	750,000	5,000	0.7%	750,000	695,388	666,167	661,703	670,379	666,185
Computers - Operation/Maint.	800	800	0	0.0%	800	591	563	899	1,410	1,239
Equipment - Replacements	80,000	110,000	(30,000)	-27.3%	110,000	62,650	91,262	113,581	99,549	129,955
Furniture - Replacements	40,380	20,380	20,000	98.1%	20,380	6,169	35,330	5,647	5,647	17,246
Insurance	68,300	68,300	0	0.0%	68,300	66,383	71,138	68,588	67,162	64,587
Hydro	210,000	255,000	(45,000)	-17.6%	255,000	238,956	288,675	231,362	217,385	213,894
Natural Gas	70,000	78,000	(8,000)	-10.3%	78,000	72,595	68,287	90,761	75,749	75,602
Purchased Services	198,368	197,023	1,345	0.7%	197,023	195,988	206,128	223,138	162,292	151,902
Recoveries - Cable/Phone (Net)	(30,000)	(30,000)	0	0.0%	(30,000)	0				
Recoveries	(20,264)	(20,000)	(264)	1.3%	(20,000)	(18,111)	(12,784)	(108,473)	(20,198)	(16,483)
Repairs & Maint-Bldgs & Grounds	86,413	73,413	13,000	17.7%	73,413	86,397	67,358	92,707	69,258	97,296
Surplus Adjustment - Depreciation	(755,000)	(750,000)	(5,000)	0.7%	(750,000)	(695,388)	(666,167)	(661,703)	(670,379)	(666,185)
Water / Wastewater	40,000	40,000	0	0.0%	40,000	24,437	45,000	49,474	47,994	42,020

**COUNTY OF RENFREW
2019 Budget
Miramichi Lodge**

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	<u>2013 Actual</u>
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,076,615</u>	<u>1,162,738</u>	<u>(86,123)</u>	<u>-7.4%</u>	<u>1,162,738</u>	<u>1,174,852</u>	<u>1,089,474</u>	<u>1,062,324</u>	<u>1,097,472</u>	<u>947,970</u>
Salaries	368,163	461,393	(93,230)	-20.2%	461,393	438,843	431,832	429,366	399,499	396,568
Employee Benefits	106,598	131,109	(24,511)	-18.7%	131,109	124,093	120,561	78,269	107,700	99,876
Salary Allocations	(11,501)	(11,220)	(281)	2.5%	(11,220)	0	0			
Accreditation	5,825	5,300	525	9.9%	5,300	5,207	5,030	4,863	0	4,406
Admin Charges	94,673	94,872	(199)	-0.2%	94,872	96,005	96,745	94,515	92,803	90,100
Advertising & Awards	15,000	17,000	(2,000)	-11.8%	17,000	12,557	16,470	16,370	13,722	13,540
Audit	8,500	8,229	271	3.3%	8,229	8,141	7,995	7,903	7,717	7,640
Computer - Internet	46,640	46,233	407	0.9%	46,233	48,284	21,062	21,664	20,501	23,547
Conventions	3,000	3,000	0	0.0%	3,000	737	2,202	2,335	3,316	1,621
Depreciation	19,000	15,000	4,000	26.7%	15,000	15,118	13,623	14,103	25,196	25,703
Equipment - Replacements	0	0	0		0	0	499		0	0
Equipment-Operation/Maint.	7,000	7,000	0	0.0%	7,000	6,964	6,777	7,153	7,283	8,395
Gain / Loss from Disposal of Asset	0	0	0		0	5,643	978		0	0
Health & Safety Program	1,000	1,000	0	0.0%	1,000	819	2,504	1,567	1,854	3,184
HR Charges	121,443	117,492	3,951	3.4%	117,492	115,582	113,752	111,737	111,704	106,553
Insurance	39,000	39,000	0	0.0%	39,000	38,370	39,783	39,308	138,955	37,715
IT Charges	66,257	65,114	1,143	1.8%	65,114	64,018	62,422	60,450	59,324	41,962
Legal & Labour Contract Costs	40,000	40,800	(800)	-2.0%	40,800	87,239	72,200	76,716	41,193	29,561
Memberships	15,285	11,100	4,185	37.7%	11,100	12,921	12,546	13,212	14,506	12,611
Postage	6,500	6,500	0	0.0%	6,500	6,864	5,879	6,773	5,850	6,521
Office Supplies	16,520	16,520	0	0.0%	16,520	17,883	16,496	19,358	15,025	20,464
Staff Training	20,000	20,000	0	0.0%	20,000	11,276	14,495	22,510	19,448	13,967
Purchased Services	69,912	40,496	29,416	72.6%	40,496	41,086	1,647	1,537	6,024	8,402
Recoveries	(5,000)	(5,000)	0	0.0%	(5,000)	(15,676)	(10,377)	(6,341)	(25,915)	(33,487)
Surplus Adjustment - Depreciation	(19,000)	(15,000)	(4,000)	26.7%	(15,000)	(15,118)	(13,623)	(14,103)	(25,196)	(25,703)
Telephone	23,300	28,300	(5,000)	-17.7%	28,300	29,500	28,312	28,848	36,469	34,179
Travel	2,000	2,000	0	0.0%	2,000	1,841	3,276	7,016	4,484	4,075
Uniform Allowance	16,500	16,500	0	0.0%	16,500	16,655	16,388	17,195	16,010	16,570
<u>MIRAMICHI LODGE TOTALS</u>	<u>14,106,138</u>	<u>13,947,828</u>	<u>158,310</u>	<u>1.1%</u>	<u>13,947,828</u>	<u>13,509,278</u>	<u>13,350,721</u>	<u>12,171,482</u>	<u>12,847,956</u>	<u>12,272,149</u>

**COUNTY OF RENFREW
2019 Budget
Miramichi Lodge**

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	<u>2013 Actual</u>
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>768,229</u>	<u>675,833</u>	<u>92,396</u>	<u>13.7%</u>	<u>675,833</u>	<u>823,615</u>	<u>701,170</u>	<u>702,407</u>	<u>654,153</u>	<u>735,660</u>
Homes for Aged Committee	0	0	0		0	0	0	0	1,536	1,417
Transfer to BM	0		0			100,000				
Valley Manor Capital	0	0	0		0	12,624	30,598	30,514	30,514	30,514
Surplus Adjustment - Trf To Reserves	141,420	49,024	92,396	188.5%	49,024	89,745	49,024	50,059	0	81,370
Surplus Adjustment - Principal	454,880	430,204	24,676	5.7%	430,204	406,866	384,794	363,920	344,178	325,507
Debenture Payment Interest Only (2024)	171,929	196,605	(24,676)	-12.6%	196,605	214,380	236,754	257,914	277,925	296,852
<u>EQUIPMENT ACQUISITIONS</u>	<u>418,360</u>	<u>406,710</u>	<u>11,650</u>	<u>2.9%</u>	<u>406,710</u>	<u>299,011</u>	<u>375,696</u>	<u>205,608</u>	<u>139,322</u>	<u>77,130</u>
Surplus Adjustment - Capital	418,360	406,710	11,650	2.9%	406,710	299,011	375,696	205,608	139,322	77,130
GRAND TOTAL EXPENDITURE	15,292,727	15,030,371	262,356	1.7%	15,030,371	14,631,904	14,427,587	13,079,497	13,641,431	13,084,939

**COUNTY OF RENFREW
2019 Budget
Miramichi Lodge**

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	<u>2013 Actual</u>
<u>MUNICIPAL SUBSIDY</u>	<u>1,860,403</u>	<u>1,815,027</u>	<u>45,376</u>	<u>2.5%</u>	<u>1,815,027</u>	<u>1,761,548</u>	<u>1,745,446</u>	<u>1,929,515</u>	<u>1,894,340</u>	<u>1,866,208</u>
City of Pembroke - 38.48%	715,883	698,422	17,461	2.5%	698,422	631,372	634,295	678,225	763,390	817,263
County of Renfrew - 61.52%	1,144,520	1,116,605	27,915	2.5%	1,116,605	1,130,176	1,111,151	1,251,290	1,130,950	1,048,945
<u>REVENUE - MIRAMICHI LODGE</u>	<u>4,081,815</u>	<u>3,966,698</u>	<u>115,117</u>	<u>2.9%</u>	<u>3,966,698</u>	<u>4,030,253</u>	<u>3,973,392</u>	<u>3,875,719</u>	<u>3,769,915</u>	<u>3,672,389</u>
Basic Accommodation	3,250,486	3,196,000	54,486	1.7%	3,196,000	3,201,917	3,191,343	3,157,295	3,100,242	3,046,202
Bad Debt (Expense) / Recovery	0	0	0		0	5,217	(4,183)	0	(6,635)	0
Estate Recoveries - Municipal	0	0	0		0	0	0	65	0	0
Estate Recoveries - Provincial	0	0	0		0	0	0	152	0	0
Preferred Accommodation	815,175	755,698	59,477	7.9%	755,698	804,612	769,849	704,893	664,995	614,837
Respite Care	16,154	15,000	1,154	7.7%	15,000	18,507	16,383	13,314	11,313	11,350
<u>OTHER REVENUE</u>	<u>35,000</u>	<u>29,000</u>	<u>6,000</u>	<u>20.7%</u>	<u>29,000</u>	<u>113,984</u>	<u>23,830</u>	<u>30,715</u>	<u>3,314</u>	<u>0</u>
Donations		0	0		0	46,532	0	11,344		0
Other		0	0		0	40,721	0		3,314	0
Interest Income	35,000	29,000	6,000	20.7%	29,000	26,731	23,830	19,371		
Federal - Revenue		0	0		0	0	0			0
<u>PROVINCIAL SUBSIDY</u>	<u>8,897,149</u>	<u>8,661,580</u>	<u>235,569</u>	<u>2.7%</u>	<u>8,661,580</u>	<u>8,585,303</u>	<u>8,688,417</u>	<u>8,258,800</u>	<u>7,848,257</u>	<u>7,584,301</u>
Operating Subsidy	8,270,042	7,911,473	358,569	4.5%	7,911,473	7,826,309	7,923,009	7,493,943	7,096,544	6,797,687
One Time Funding	0	0	0		0	0	0	5,989	0	38,327
RPN Subsidy	0	123,000	(123,000)	-100.0%	123,000	131,898	136,594	131,772	124,617	121,191
Capital Facility Subsidy (2024)	627,107	627,107	0	0.0%	627,107	627,096	628,814	627,096	627,096	627,096
<u>SURPLUS ADJUSTMENT - From Reserves</u>	<u>418,360</u>	<u>558,066</u>	<u>(139,706)</u>	<u>-25.0%</u>	<u>558,066</u>	<u>399,011</u>	<u>180,921</u>	<u>159,558</u>	<u>202,767</u>	<u>151,266</u>
Surplus Adjustment - Trf From Reserves	418,360	558,066	(139,706)	-25.0%	558,066	399,011	180,921	159,558	202,767	151,266
GRAND TOTAL REVENUES	15,292,727	15,030,371	262,356	1.7%	15,030,371	14,890,099	14,612,006	14,254,307	13,718,593	13,274,164
Municipal Surplus / (Deficit)	0	0	0		0	258,195	184,419	1,174,810	77,162	189,225

**COUNTY OF RENFREW
2019 BUDGET
Public Works**

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	<u>2013 Actual</u>
<u>INFRASTRUCTURE MANAGEMEN</u>	<u>566,443</u>	<u>557,492</u>	<u>8,951</u>	<u>1.6%</u>	<u>507,492</u>	<u>399,559</u>	<u>506,581</u>	<u>388,189</u>	<u>361,028</u>	<u>499,153</u>
Salaries	278,073	269,124	8,949	3.3%	269,124	263,360	244,067	221,603	241,805	233,601
Benefits	67,120	67,368	(248)	-0.4%	67,368	65,128	61,350	51,563	60,363	45,494
Capital Projects - Under Threshold	0	0	0		0	21,544	41,275	16,549	(7,837)	78,884
Legal - Right of Way	0	0	0		0	0	0		583	2,787
Misc	10,000	21,000	(11,000)	-52.4%	21,000	14,326	18,368	12,579	9,445	9,736
Recoveries	0	0	0		0	0	0	(840)	(1,890)	(4,854)
Infrastructure Management	191,250	180,000	11,250	6.3%	130,000	32,353	119,497	56,082	50,869	125,419
Supplies	20,000	20,000	0	0.0%	20,000	2,848	22,024	30,653	7,690	8,086
<u>ADMINISTRATION</u>	<u>1,084,127</u>	<u>1,104,843</u>	<u>(20,716)</u>	<u>-1.9%</u>	<u>1,023,500</u>	<u>1,064,727</u>	<u>979,066</u>	<u>1,020,332</u>	<u>1,295,867</u>	<u>1,037,039</u>
Salaries	503,769	532,564	(28,795)	-5.4%	460,000	510,832	487,731	488,981	474,068	510,616
Benefits	138,758	148,779	(10,021)	-6.7%	140,000	152,909	146,300	151,770	138,827	123,960
Advertising	10,000	10,000	0	0.0%	10,000	9,709	12,629	8,811	9,304	13,739
Bad Debts	0	0	0		0	0	0		0	4,588
Answering Service	4,500	4,500	0	0.0%	4,500	4,419	4,141	3,932	3,595	2,681
Cell Telephone/Pager	10,000	12,000	(2,000)	-16.7%	12,000	11,771	10,210	11,428	11,815	10,488
Communications (Radio System)	70,000	70,000	0	0.0%	70,000	62,915	45,306	43,300	48,590	51,516
Computer Supplies	53,200	45,000	8,200	18.2%	45,000	39,147	31,716	35,231	43,479	31,036
Conferences & Conventions	6,200	6,000	200	3.3%	6,000	6,432	2,717	4,041	3,619	5,262
Courier	750	750	0	0.0%	750	332	533	534	496	226
Health & Safety (Protection)	34,500	34,500	0	0.0%	34,500	33,661	33,297	31,887	32,445	28,223
Insurance	104,000	103,000	1,000	1.0%	103,000	101,490	105,226	100,435	343,348	96,365
Insurance Claims	30,000	30,000	0	0.0%	30,000	30,027	17,742	46,676	10,755	5,590
Internet	3,500	3,500	0	0.0%	3,500	3,350	3,347	2,912	3,223	3,359
Legal Fees	20,000	20,000	0	0.0%	20,000	6,918	5,322	21,084	76,486	60,001
Membership Fees	8,000	8,000	0	0.0%	8,000	7,949	7,683	8,062	7,193	4,825
Office Equipment Replacement	4,000	4,000	0	0.0%	4,000	3,965	3,973	3,161	2,980	0
Office Supplies/Publications/Awarar	13,500	13,500	0	0.0%	13,500	13,287	12,531	9,419	14,895	14,033
Photocopier Supplies/Maint	4,200	3,500	700	20.0%	3,500	2,878	3,452	2,975	2,368	1,684
Postage	750	750	0	0.0%	750	817	559	646	576	281
Recoveries	0	0	0		0	0	(3,000)	(11,598)	(95)	(325)
Recoveries - County	0	0	0		0	(8,257)	0			
Recruitment	25,000	15,000	10,000	66.7%	15,000	13,994	12,180	22,939	13,112	29,764
Surplus Adjustment - Capital Equip	0	0	0		0	16,094	0		13,524	0
Staff Training	20,000	20,000	0	0.0%	20,000	19,888	16,266	15,727	18,854	15,492
Telephone	11,000	11,000	0	0.0%	11,000	11,054	12,032	11,969	13,155	11,263
Travel	8,500	8,500	0	0.0%	8,500	9,146	7,173	6,010	9,255	12,372

**COUNTY OF RENFREW
2019 BUDGET
Public Works**

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	<u>2013 Actual</u>
<u>MAINTENANCE</u>	<u>5,433,012</u>	<u>5,244,146</u>	<u>188,866</u>	<u>3.6%</u>	<u>5,300,146</u>	<u>5,361,023</u>	<u>5,005,022</u>	<u>4,468,886</u>	<u>4,686,226</u>	<u>5,147,701</u>
Salaries	1,826,659	1,801,305	25,354	1.4%	1,801,305	1,782,044	1,743,150	1,723,563	1,623,345	1,643,720
Benefits	498,353	478,841	19,512	4.1%	478,841	457,378	454,040	424,981	412,790	367,318
Bridges and Culverts	20,000	20,000	0	0.0%	20,000	38,954	22,664	1,899	3,114	33,891
Roadside Maintenance	200,000	200,000	0	0.0%	100,000	144,959	92,677	162,139	168,844	207,746
Hard Top Maintenance	360,000	360,000	0	0.0%	260,000	176,354	94,709	231,694	302,972	319,778
Loose Top Maintenance	0	0	0		0	0	0		1,606	2,024
Winter Control	2,058,000	1,944,000	114,000	5.9%	2,200,000	2,383,152	2,213,120	1,480,951	1,728,285	2,132,957
Safety Devices	570,000	535,000	35,000	6.5%	535,000	502,571	476,194	536,543	413,737	553,082
Misc		0	0		0	0	0	6,981	7,075	5,151
Surplus Adjustment - Trf To Reserves		0	0		0	0	0	0	122,843	0
Recoveries	(100,000)	(95,000)	(5,000)	5.3%	(95,000)	(124,389)	(91,532)	(99,865)	(98,385)	(117,966)
<u>EQUIPMENT</u>	<u>2,016,970</u>	<u>1,089,297</u>	<u>927,673</u>	<u>85.2%</u>	<u>1,189,297</u>	<u>1,079,395</u>	<u>1,931,807</u>	<u>1,704,634</u>	<u>1,827,772</u>	<u>1,772,644</u>
Salaries	204,291	199,323	4,968	2.5%	199,323	204,519	193,455	194,066	196,216	222,299
Benefits	56,664	59,574	(2,910)	-4.9%	59,574	54,240	52,642	50,126	48,762	36,465
Salary Allocations	(86,985)	(86,300)	(685)	0.8%	(86,300)	(84,212)	(82,037)	(80,361)	(87,246)	(73,327)
Small Equipment, Misc	64,000	53,700	10,300	19.2%	53,700	7,177	12,806	8,854	15,035	8,943
Vehicle Operating Costs - Fuel	400,000	350,000	50,000	14.3%	450,000	383,637	349,814	347,394	434,666	502,931
Vehicle Operating Costs-Insurance	42,000	40,000	2,000	5.0%	40,000	37,322	50,957	49,451	51,347	49,390
Vehicle Operating Costs-Repairs	444,000	444,000	0	0.0%	444,000	451,744	445,812	390,198	378,739	462,310
Vehicle Operating Costs-Licence	55,000	55,000	0	0.0%	55,000	53,404	50,665	50,508	46,090	37,767
Vehicle Operating Revenue	(20,000)	(20,000)	0	0.0%	(20,000)	(16,580)	(28,915)	(14,465)	(17,080)	(37,250)
Surplus Adjustment - Capital Equip	868,000	800,000	68,000	8.5%	800,000	745,378	808,767	932,285	498,044	564,507
Surplus Adjustment - Trf To Reser	0	0	0		0	0	531,900	575,000	775,000	580,772
Surplus Adjustment - Trf From Res	0	(800,000)	800,000	-100.0%	(800,000)	(745,378)	(442,719)	(786,841)	(498,044)	(564,507)
Recoveries	(10,000)	(6,000)	(4,000)	66.7%	(6,000)	(11,856)	(11,340)	(11,581)	(13,757)	(17,656)
<u>HOUSING</u>	<u>295,000</u>	<u>223,000</u>	<u>72,000</u>	<u>32.3%</u>	<u>180,000</u>	<u>189,161</u>	<u>229,466</u>	<u>276,951</u>	<u>171,257</u>	<u>199,017</u>
Salaries	0	0	0		0	0	0	0	0	15,445
Benefits	0	0	0		0	0	0	0	0	4,166
Operating Expenses	160,000	160,000	0	0.0%	160,000	142,765	134,157	181,552	150,813	136,336
Surplus Adjustment - Capital	113,000	103,000	10,000	9.7%	103,000	82,020	75,767	65,756	0	0
Surplus Adjustment - Trf From Res	0	(103,000)	103,000	-100.0%	(103,000)	(82,020)	0			
Major Repairs - Under Threshold	22,000	63,000	(41,000)	-65.1%	20,000	47,191	19,798	29,923	22,756	43,070
Recoveries	0	0	0		0	(795)	(256)	(280)	(2,312)	0

**COUNTY OF RENFREW
2019 BUDGET
Public Works**

	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2018 Forecast</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	<u>2013 Actual</u>
OTHER	13,988,898	15,991,724	(2,002,826)	-12.5%	13,000,000	12,603,692	9,571,617	11,908,924	12,355,637	12,093,948
Depreciation	9,000,000	8,500,000	500,000	5.9%	8,500,000	8,507,225	8,267,825	7,786,980	7,908,627	7,713,796
Surplus Adjustment - Depreciation	(9,000,000)	(8,500,000)	(500,000)	5.9%	(8,500,000)	(8,507,225)	(8,267,825)	(7,786,980)	(7,908,627)	(7,713,796)
Surplus Adjustment - Capital Cons	13,988,898	15,991,724	(2,002,826)	-12.5%	13,000,000	12,603,692	9,571,617	10,585,277	11,875,793	12,093,948
Surplus Adjustment - TRF to Reserves-Const			0			0	0	1,323,647	479,844	0
CONSTRUCTION - LABOUR CLERICAL	0	0	0		0	0	0	0	0	0
Salaries	420,706	412,446	8,260	2.0%	412,446	405,521	374,521	395,450	497,690	362,334
Benefits	104,935	96,880	8,055	8.3%	96,880	79,731	75,119	71,699	99,202	64,960
Charge to Capital Construction ab	(525,641)	(509,326)	(16,315)	3.2%	(509,326)	(485,252)	(449,640)	(467,149)	(596,892)	(427,294)
TOTAL EXPENDITURES	23,384,450	24,210,502	(826,052)	-3.4%	21,200,435	20,697,557	18,223,559	19,767,916	20,697,787	20,749,502

ROADS REVENUES

Municipal Contribution	16,536,999	16,133,658	403,341	2.5%	14,583,591	14,532,147	13,675,384	15,043,880	14,748,902	14,455,318
Provincial Grants & Subsidies	1,317,960	857,790	460,170	53.6%	857,790	605,519	317,806	1,567,806	450,000	0
Surplus Adjustment - TRF from Re	3,229,491	5,524,054	(2,294,563)	-41.5%	5,524,054	3,137,563	2,630,909	3,070,977	2,723,820	4,994,549
Surplus Adjustment - Debt Procee	2,200,000	1,500,000	700,000	46.7%	160,000	2,186,650	1,508,058		1,644,453	1,198,615
Federal Grants & Subsidies	25,000	120,000	(95,000)	-79.2%	0		3,153		0	0
Donations in Kind		0	0		0	185,250	0		1,079,154	0
Other Revenue - Capital Asset		0	0		0		0		0	37,670
Misc	75,000	75,000	0	0.0%	75,000	50,428	88,249	85,253	51,458	63,350
TOTAL REVENUES	23,384,450	24,210,502	(826,052)	-3.4%	21,200,435	20,697,557	18,223,559	19,767,916	20,697,787	20,749,502

Municipal Surplus / (Deficit)	0	0	0		0	0	0	0	0	0
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**Renfrew County Housing Corporation
2019 Budget**

	2019	2018			2018	2017	2016	2015	2014	2013
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Gain / (Loss) on Disposal of Assets			0			6,586	(34,658)	(5,180)	(5,366)	(18,303)
Interest on Investments	25,000	22,000	3,000	13.6%	22,000	22,793	24,694	46,230	69,526	50,355
Miscellaneous Revenue	80,100	79,000	1,100	1.4%	79,000	85,081	85,544	87,610	55,187	38,741
Federal Subsidy	0	0	0		0	0	0	31,450		
Insurance Proceeds - 41 Vimy	0	0	0		0	0	0	1,550,775		
Insurance Proceeds - Rental Loss	0	0	0		0	0	0	104,567		
Provincial Subsidy - Debentures	1,010,047	1,009,834	213	0.0%	1,009,834	1,114,413	1,114,413	1,132,144	1,153,199	1,153,199
Surplus Adjustment - From Reserves	0	54,536	(54,536)	-100.0%	54,536	116,593	540,446	1,845,145	556,182	571,917
Tenant Revenue	4,135,846	4,036,842	99,004	2.5%	4,036,842	4,026,506	4,015,478	3,778,274	3,808,327	3,743,854
County Transfer - Base	5,346,561	5,216,157	130,404	2.5%	5,216,157	4,952,707	5,169,882	4,621,696	4,412,588	4,417,470
County Transfer - Capital	1,338,961	654,683	684,278	104.5%	654,683	687,161	0			
County Transfer - Affordable Housing	0	0	0		0					8,425
County Transfer - CHPI	1,260,953	1,135,271	125,682	11.1%	1,135,271	935,205	556,010	969,414	899,138	563,174
County Transfer - CHPI Admin	140,106	126,141	13,965	11.1%	126,141	102,794	88,750	110,108	106,179	56,413
County Transfer - Asset Mgt	0	0	0		0	0	0	6,331	6,657	6,657
County Transfer - IAH	479,845	1,059,800	(579,955)	-54.7%	1,059,800	672,571	232,257	296,184	186,465	441,220
County Transfer - IAH Admin	25,255	0	25,255		0					
County Transfer - SHIP	0	0	0		0	1,022,056				
County Transfer - SIF Admin	0	0	0		0	55,265				
County Transfer - SDV - PHB	0	87,000	(87,000)	-100.0%	87,000	365,422	108,291			
County Transfer - SHRRP	0	0	0		0	0				5,804
County Transfer - Strong Communities	140,086	140,086	0	0.0%	140,086	140,086	140,086	174,474	158,709	129,946
Total Revenues	13,982,760	13,621,350	361,410	2.7%	13,621,350	14,305,239	12,041,193	14,749,222	11,406,791	11,168,872

**Renfrew County Housing Corporation
2019 Budget**

	2019	2018			2018	2017	2016	2015	2014	2013
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Salaries	1,876,943	1,835,760	41,183	2.2%	1,835,760	1,778,554	1,769,964	1,708,889	1,643,262	1,548,072
Benefits	460,511	454,857	5,654	1.2%	454,857	404,520	404,456	304,810	366,479	312,933
Administration	1,170,971	1,149,804	21,167	1.8%	1,149,804	1,123,556	1,117,413	965,563	956,320	962,830
Building - Heat, Light & Power	1,000,000	1,114,965	(114,965)	-10.3%	1,114,965	992,932	1,173,086	1,070,233	1,031,555	887,420
Building - Repairs & Maintenance	378,250	341,453	36,797	10.8%	341,453	364,026	331,354	355,484	299,093	303,654
Building - Natural Gas	206,000	197,762	8,238	4.2%	197,762	189,604	170,154	179,721	177,805	168,103
Building - Heating & Plumbing	92,200	86,700	5,500	6.3%	86,700	102,953	103,014	99,681	72,208	75,776
Building - Taxes	1,575,252	1,544,721	30,531	2.0%	1,544,721	1,487,267	1,465,061	1,387,902	1,291,196	1,228,518
Building - Water	654,149	647,283	6,866	1.1%	647,283	669,998	653,065	616,986	618,192	594,565
Building - Elevator	65,000	65,000	0	0.0%	65,000	46,049	41,648	47,099	40,112	31,056
Building - Painting	234,000	200,000	34,000	17.0%	200,000	184,480	177,568	209,555	142,418	165,382
Building - Garbage Removal	62,124	65,000	(2,876)	-4.4%	65,000	53,667	51,706	52,421	46,700	46,943
Building - Snow Removal	193,620	181,200	12,420	6.9%	181,200	171,833	130,430	109,400		
Building - Grounds Keeping	60,000	60,000	0	0.0%	60,000	52,170	55,507	94,868	149,973	137,362
Building - Repairs - non TCA	818,670	808,504	10,166	1.3%	808,504	497,016	604,383	1,136,810	638,940	972,692
Financial - Depreciation	994,000	940,000	54,000	5.7%	940,000	938,197	806,155	773,605	750,014	739,090
Financial - Rent Waiver	223,324	233,595	(10,271)	-4.4%	233,595	210,054	270,162	303,467	229,986	220,099
Financial - Mortgage Interest	1,055,811	1,072,209	(16,398)	-1.5%	1,072,209	1,182,856	1,190,056	1,214,727	1,242,781	1,250,346
Financial - Rent Supplement	284,502	284,502	0	0.0%	284,502	248,611	285,543	284,381	281,134	281,428
Financial - Rent Supplement - Strong Communities	140,086	140,086	0	0.0%	140,086	151,064	167,182	174,474	158,709	129,946
Financial - Rent Supplement - Affordable Housing	0	0	0		0	0	0		0	4,550
Financial - CHPI	1,260,953	1,135,271	125,682	11.1%	1,135,271	935,205	556,010	969,414	899,138	563,174
Financial - Asset Management	0	0	0		0	0	0	6,657	6,657	6,657
Financial - SDV - PHB (90%)	0	72,000	(72,000)	-100.0%	72,000	347,143	92,176			
Financial - SHIP	0	0	0		0	442,401	0			
Financial - IAH Home Ownership		386,810	(386,810)	-100.0%	386,810	250,910	0			
Financial - IAH Ontario Renovates	359,845	500,000	(140,155)	-28.0%	500,000	344,533	167,098	229,115	170,660	405,458
Financial - IAH HADD	120,000	120,000	0	0.0%	120,000	23,750	12,000	750		
Financial - IAH Project Costs		0	0		0	0	0	0	10,328	5,816
Surplus Adjustment - To Reserves	0	45,186	(45,186)	-100.0%	45,186	44,571	43,749	47,482	47,610	164,863
Surplus Adjustment - TCA Capital	1,457,329	654,683	802,646	122.6%	654,683	1,275,902	830,547	2,957,135	295,949	345,849
Surplus Adjustment - Depreciation	(994,000)	(940,000)	(54,000)	5.7%	(940,000)	(938,197)	(806,155)	(773,605)	(750,014)	(739,090)
Surplus Adjustment - Principal	233,220	223,999	9,221	4.1%	223,999	217,327	210,117	203,213	196,331	189,361
Total Expenditures	13,982,760	13,621,350	361,410	2.7%	13,621,350	13,792,952	12,073,449	14,730,237	11,013,536	11,002,853
Municipal Surplus / (Deficit)	0	0	0		0	512,287	(32,256)	18,985	393,255	166,019

County of Renfrew
Schedule of Reserves
2019 BUDGET

		Budget Balance 31-Dec-18	Prop-Pembroke	Property-RCP	Property - Base	Prop- Arnprior	Housing	GIS	Trails	PW	Forestry	Transfers To	Transfers From	Transfers Between	Net Change	Balance 31-Dec-19
Child Care	Child Care	200,994												(200,994)	(200,994)	0
Child Care	Mitigation	1,376,972													0	1,376,972
Ec Dev	Contingency	0													0	0
Ec Dev	RED	0													0	0
Expo 150	150th Anniversary	0													0	0
Forestry	Algonquin Trail	0													0	0
General	Building Reserve	2,362,683	(155,000)	(255,000)	158,125	68,375						123,767		200,994	141,261	2,503,944
General	Development Reserve	8,163													0	8,163
General	Federal Gas Tax Reserve	0										2,671,773	(2,671,773)		0	0
General	Insurance	150,000													0	150,000
General	Reforestation Reserve	155,160									(42,400)	17,500			(24,900)	130,260
General	OPP Bldg	278,940										65,305	(8,000)		57,305	336,245
General	Sick leave	69,458													0	69,458
General	TCA Renewal Reserve	10,033,731					(1,200,097)	(30,000)		(557,718)		5,833,551	(60,000)		3,985,736	14,019,467
General	Working Capital	9,600,659							(68,422)				(1,000,000)		(1,068,422)	8,532,237
General	WSIB Sched 2	643,057													0	643,057
Housing	DOOR	0													0	0
Housing	Non Profit Capital	116,222													0	116,222
Housing	Severance	208,635													0	208,635
Paramedic	Infrastructure	1,398,373										800,000	(965,000)		(165,000)	1,233,373
Paramedic	Severance	1,378,862													0	1,378,862
Paramedic	WSIB (County/City)	23,391													0	23,391
Paramedic	WSIB Sched 2	790,355													0	790,355
Public Works	Equip	0													0	0
Public Works	Inventory	0													0	0
Public Works	Capital	292,643													0	292,643
Public Works	Winter Control	342,535													0	342,535
Social Services	Sick leave	0													0	0
Social Services	Fiscal Pressure	316,047													0	316,047
County Of Renfrew		29,746,880	(155,000)	(255,000)	158,125	68,375	(1,200,097)	(30,000)	(68,422)	(557,718)	(42,400)	9,511,896	(4,704,773)	0	2,724,986	32,471,866
BM	WSIB Sched 2	273,696										49,024			49,024	322,720
BM	Unallocated	1,337,027											(486,225)		(486,225)	850,802
BM	LTC CMI Stabilization	94,411										92,396			92,396	186,807
BM	Equip	100,000													0	100,000
BM	Inventory	0													0	0
Bonnechere Manor		1,805,134	0	0	0	0	0	0	0	0	0	141,420	(486,225)	0	(344,805)	1,460,329
ML	Contingency	0													0	0
ML	WSIB Sched 2	277,466										49,024			49,024	326,490
ML	Unallocated	1,180,548											(418,360)		(418,360)	762,188
ML	Equip	38,782													0	38,782
ML	Sick leave	186,402													0	186,402
ML	Inventory	0													0	0
Miramichi Lodge		1,683,198	0	0	0	0	0	0	0	0	0	49,024	(418,360)	0	(369,336)	1,313,862
Ottawaska	Ottawaska - Capital	0													0	0
RCHC	Capital	273,627													0	273,627
RCHC	AHP Reserve	0													0	0
RCHC	AHP Admin Reserve	0													0	0
RCHC	Home Ownership	0													0	0
RCHC	Working Capital	50,000													0	50,000
RCHC	WSIB Sched 2	152,628													0	152,628
Renfrew County Housing Corp		476,255	0	0	0	0	0	0	0	0	0	0	0	0	0	476,255
Total Surplus Adjustment		33,711,467	(155,000)	(255,000)	158,125	68,375	(1,200,097)	(30,000)	(68,422)	(557,718)	(42,400)	9,702,340	(5,609,358)	0	2,010,845	35,722,312

County of Renfrew
Debt Schedule
2019 BUDGET

Department	Details	Maturity Date	Budget Balance 31-Dec-18	2019 Issued	2019 Interest Paid	2019 Principal Paid	Balance 31-Dec-19
Miramichi Lodge	Provincial Share (5.656%)	4-Oct-2024	3,151,908		171,930	(454,880)	2,697,028
PW	Centennial Lake Bridge	2022	1,400,000			(375,000)	1,025,000
PW	Claybank Bridge (3.08%)	16-Apr-2028	2,588,466		107,998	(330,568)	2,257,898
Property	OPP Base (3.01%)	1-Feb-2032	4,501,093		129,394	(266,458)	4,234,635
RCHC	63 Russell St (2.435%)	1-Apr-2019	168,624		3,141	(52,853)	115,771
RCHC	200 Caruso St (2.61%)	1-Nov-2023	450,562		11,760	(85,530)	365,032
RCHC	26 Spruce St (2.60%)	1-Jun-2028	1,036,996		26,962	(92,137)	944,859
			13,297,649	0	451,185	(1,657,426)	11,640,223

County of Renfrew
2019 BUDGET

Department	Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised 10 Year Plan	Budget \$	Sources of Financing					Total
								Taxation	Share	Grant	Gas Tax	Reserves	
BM	Building	D2030 - Sanitary Waste	Municipal sanitary Lift station		L	10,000	10,000					10,000	10,000
BM	Building	C3020 - Floor Finishes	Resident rooms		H	30,000	30,000					30,000	30,000
BM	Building	C3020 - Floor Finishes	rolled vinyl		H	30,000	30,000					30,000	30,000
BM	Building	D4010 - Sprinklers	Sprinklers		M	30,000	30,000					30,000	30,000
BM	Building	C3010 - Wall Finishes	stairwell walls		H	36,425	36,425					36,425	36,425
BM	Building	B10 - Superstructure	Interior Handrails		M	40,000	40,000					40,000	40,000
BM	Building	D1010 - Elevators & Lifts	17 ceiling motors & power tilt spreader bars		M	40,000	40,000					40,000	40,000
BM	Equip	D3034 - Packaged Air Conditioning	movencool ac units		H	10,000	10,000					10,000	10,000
BM	Equip	D3034 - Packaged Air Conditioning	HVAC replacement engineering report		H	10,000	10,000					10,000	10,000
BM	Equip	D5038 - Security Systems	Security Cameras		M	10,000	10,000					10,000	10,000
BM	Equip	Vending Machine	staff meals - revenue recoveries		L		8,000					8,000	8,000
BM	Equip	Information Technology	Wireless Access Points (replacement)		L		15,000					15,000	15,000
BM	Equip	Server	VM Ware Server (replacement)		L		16,800					16,800	16,800
BM	Roof	B30 - Roofing	washed river stone over single EPDM roof membrane		H	200,000	200,000					200,000	200,000
BM Total						446,425	486,225	-	-	-	-	486,225	486,225
Forestry	Vehicle	LDTR-12-S287312	DODGE RAM 1500 4X4	197-12	H	30,000	30,000					30,000	30,000
Forestry Total						30,000	30,000	-	-	-	-	30,000	30,000
GIS	Equip	Software - DRAPE III	Digital Imagery		H		30,000					30,000	30,000
GIS Total						0	30,000	-	-	-	-	30,000	30,000
IT	Equip	Software	Website Redevelopment and Licence		H		60,000					60,000	60,000
IT Total						0	60,000	-	-	-	-	60,000	60,000
ML	Building	D5022 - Lighting Equipment	Changing to LED lights		H	30,000	30,000					30,000	30,000
ML	Building	D3024 - Boiler Room Piping And S			M	36,960	36,960					36,960	36,960
ML	Building	C3020 - Floor Finishes	Carpet Removal / replacement to Vinyl		H	40,000	40,000					40,000	40,000
ML	Building	D1010 - Elevators & Lifts	elevator door component repairs		H	48,000	48,000					48,000	48,000
ML	Building	D1010 - Elevators & Lifts	New Tracks (resident rooms)		M	50,000	50,000					50,000	50,000
ML	Building	D2010 - Plumbing Fixtures	2 x New Tubs		H	90,000	90,000					90,000	90,000
ML	Building	D5022 - Lighting Equipment	Mainly T-8 1 A & B (LED) (trf from 2021)		M	100,000	100,000					100,000	100,000
ML	Equip	Server	VM Ware Server (replacement)(50% child care)		L		8,400					8,400	8,400
ML	Land Imp	G2010 - Roadways	Repair Curbs in Parking Lots		H	15,000	15,000					15,000	15,000
ML Total						409,960	418,360	-	-	-	-	418,360	418,360
Paramedic	Vehicle	AMBU-12-5683996	AMBULANCE DEMERS TYPE II	4572-12		235,000	235,000	210,000				25,000	235,000
Paramedic	Vehicle	AMBU-12833606	AMBULANCE DEMERS TYPE II	4595-14		235,000	235,000					235,000	235,000
Paramedic	Vehicle	AMBU-14-5921494	AMBULANCE DEMERS TYPE II	4902-14		235,000	235,000					235,000	235,000
Paramedic	Vehicle	AMBU-15-1189020	AMBULANCE DEMERS TYPE III	4914-15		235,000	235,000					235,000	235,000
Paramedic	Vehicle	AMBU-15-1189150	AMBULANCE DEMERS TYPE III	4912-15		235,000	235,000					235,000	235,000
Paramedic	Vehicle	AMBU-16-1117421	AMBULANCE DEMERS TYPE III	4570-16		235,000							0
Paramedic	Vehicle	AMBU-16-1184324	AMBULANCE DEMERS TYPE III	4568-16		235,000							0
Paramedic	Vehicle	AMBU-16-1184897	AMBULANCE DEMERS TYPE III	4569-16		235,000							0
Paramedic	Vehicle	ERV-16-	Ford Expedition	4398-16		90,000							0
Paramedic Total						1,970,000	1,175,000	210,000	-	-	-	965,000	1,175,000
Property - 80 McGonegal	Equip	D3060 - Controls And Instrumentat	Local control, a number of thermal stats.		M	15,000	15,000					15,000	15,000
Property - 80 McGonegal Total						15,000	15,000	-	-	-	-	15,000	15,000
Property - CAB	Building	B2010 - Exterior Walls	Caulking/ repointing		M	60,000	85,000					85,000	85,000
Property - CAB	Building	C3050 - Wall Finishes - Common A	Painted drywall.		L	25,000	0					-	0
Property - CAB	HVAC	D3051 - Terminal Self-Contained U	Humidifiers (4 of 11 units)		L	50,000	50,000					50,000	50,000
Property - CAB	Land Imp	G2020 - Parking Lots	Crack filling - sealing		L	20,000	20,000					20,000	20,000
Property - CAB Total						155,000	155,000	-	-	-	-	155,000	155,000
Property - OPP	Land Imp	G2020 - Parking Lots	line painting		L	5,000	0						0
Property - OPP	Land Imp	G2050 - Landscaping	Landscaping		L	3,000	0						0
Property - OPP Total						8,000	0	-	-	-	-	-	0
Property - RCP	Building	B2010 - Exterior Walls	Caulking around windows EFIS		L	25,000	25,000					25,000	25,000
Property - RCP	Building	Renovations	One Counter (OW, Child, Housing)		L		500,000					500,000	500,000
Property - RCP	Building	C3060 - Floor Finishes - Units	new drain (Paramedic garage)		M	30,000	30,000					30,000	30,000
Property - RCP Total						55,000	555,000	-	-	-	-	555,000	555,000

County of Renfrew
2019 BUDGET

Department	Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised 10 Year Plan	Budget \$	Sources of Financing					Total
								Taxation	Pembroke Share	Provincial Grant	Gas Tax	Reserves	
PW	Bridge	B026	Old Hwy 62 Bridge		H	500,000	500,000	500,000					500,000
PW	Bridge	B180	Hurds Creek Bridge		M	300,000	0	-					0
PW	Bridge	B226	Black Creek Bridge		M	500,000	500,000	-			500,000		500,000
PW	Bridge	B234	Coles Creek Bridge		H	800,000	50,000	50,000					50,000
PW	Bridge	B257	Harrington Creek Bridge		M	800,000	80,000	22,282			57,718		80,000
PW	Bridge	B258	Madawaska River Bridge		H	2,200,000	2,200,000	-				2,200,000	2,200,000
PW	Bridge	B008	Sylvester Power's Bridge		H	38,000	38,000	38,000					38,000
PW	Bridge	B110	Captain Bell Bridge (2018 carryover)		L		50,000	50,000					50,000
PW	Bridge	B101	Bonnechere River Bridge		M	95,000	95,000	95,000					95,000
PW	Bridge	B202	Cameron Street Bridge		M	80,000	80,000	80,000					80,000
PW	Bridge	General Bridge Repairs	Various			200,000	200,000	200,000					200,000
PW	Building	Cobden-Walls	Repair rear window lintels		H	15,000	0	-					0
PW	Building	Cobden-Foundation-Salt	Concrete Patching		M	20,500	20,500	20,500					20,500
PW	Building	Cobden-Foundation-Sand	Concrete Patching		M	42,500	42,500	42,500					42,500
PW	Building	Goshen - Sand Building	Dome Repairs		H	30,000	50,000	50,000					50,000
PW	Building	Palmer-Salt Building	B10 - Superstructure		H	6,000	0	-					0
PW	Building	Palmer-Sand Building	B10 - Superstructure		H	6,000	0	-					0
PW	Building	Cobden-Sand Building	B10 - Superstructure		L	6,000	0	-					0
PW	Culvert	C041	Osceola Culvert		M	900,000	700,000	24,695			675,305		700,000
PW	Culvert	C124	Cameron Culvert		M	1,200,000	1,200,000	1,200,000					1,200,000
PW	Culvert	C159	Gutz Culvert		M	240,000	24,000	24,000					24,000
PW	Culvert	C161	Stoppas Culvert		M	270,000	270,000	270,000					270,000
PW	Culvert	C300	Wolf Road Twin pipes		M	200,000	200,000	200,000					200,000
PW	Culvert	C301	Funnucane Creek Culverts		M	260,000	260,000	260,000					260,000
PW	Culvert	C013	Bromley Culvert		M	28,000	28,000	28,000					28,000
PW	Culvert	C036	Halliday Creek Culvert		M	25,500	25,500	25,500					25,500
PW	Culvert	C046	O'Neil Culvert (South Fork)		M	38,000	38,000	38,000					38,000
PW	Culvert	C048	Egan Culvert		M	25,500	25,500	25,500					25,500
PW	Culvert	C201	Broomes Creek Culvert		M	65,500	65,500	65,500					65,500
PW	Equip	SMEQ-12-GA0621-1	RETROREFLECTOMETER (signs)		L		16,000	16,000					16,000
PW	Roads	1-River Road	Sand Point East Limit-to-Mast Rd		H	1,133,000	1,133,000	1,133,000					1,133,000
PW	Roads	1-River Road	Castleford Bdge N Exp Jnt-to-Cty Rd 20 (Castleford Rd)		H	450,340	450,340	100,000			350,340		450,340
PW	Roads	5-Stone Road	Hwy 132-to-Reid Rd		H	590,400	590,400	100,000			490,400		590,400
PW	Roads	7-Forresters Falls Rd	Hwy 17-to-Gypsy Lane		E	211,120	211,120	11,120			200,000		211,120
PW	Roads	7-Forresters Falls Rd	Gypsy Lane-to-Marjorie Rd		E	336,980	336,980	36,980			300,000		336,980
PW	Roads	7-Forresters Falls Rd	Marjorie Rd-to-Zion Line		E	365,400	0	-					0
PW	Roads	7-Forresters Falls Rd	Zion Line-to-Cty Rd 4 (Queens Line)		E	472,990	0	-					0
PW	Roads	13-Mountain Rd	Hwy 41-to-Wilberforce/Stafford Line		M	689,060	689,060	189,060		500,000			689,060
PW	Roads	51-Petawawa Blv	Victoria Street to Base Eng for Widening		L	100,000	100,000	100,000					100,000
PW	Roads	52-Burnstown Rd	Pucker St-to-Graham Ave		E	140,740	140,740	15,740			125,000		140,740
PW	Roads	52-Raglan St S	Graham Ave-to-Hwy 60 (Couples St)		E	276,713	276,713	26,713			250,000		276,713
PW	Roads	65-Centennial Lake Rd	Matawatchan Rd-to-Doyle Drive		M	368,460	368,460	168,460		200,000			368,460
PW	Roads	65-Centennial Lake Rd	Doyle Drive-to-Centennial Lake Bdge N Exp Int		M	412,910	0	-					0
PW	Roads	67-Simpson Pit Rd	Scenic Rd-to-Mask Rd		H	662,560	662,560	44,600		617,960			662,560
PW	Roads	512-Foymount Rd	Silver Lake Rd to Miller Rd		H	654,500	909,920	909,920					909,920
PW	Roads	515-Quadeville Rd	1400 Quadeville Rd-to-Yukes Dr		M	1,129,680	496,800	216,072			280,728		496,800
PW	Roads	512-Foymount Rd	Lake Clear Rd-to-Buelow Rd		H	50,000	50,000	50,000					50,000
PW	Roads	512-Foymount Rd	Buelow Rd-to-Verch Rd		H	50,000	50,000	50,000					50,000
PW	Roads	Scratch Coating	Various			675,305	675,305	675,305					675,305
PW	Roads	Active Transportation	Various Shoulder Hardening			150,000	150,000	150,000					150,000
PW	Roof	Palmer-Garage	Roof Membrane (flat)		H	14,000	58,000	58,000					58,000
PW	Roof	Cobden-Roofing	Repair leak in roof		H	10,000	10,000	10,000					10,000
PW	Roof	Foymount-Salt	Replacing 'Cover All'		M	6,000	0	-					0

County of Renfrew
2019 BUDGET

Department	Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised 10 Year Plan	Budget \$	Sources of Financing					Total	
								Pembroke	Provincial	Gas Tax	Reserves	Debt		
								Taxation	Share	Grant				
PW	Roof	Goshen - Sand Building	Dome Repairs		H	20,000	0	-					0	
PW	Vehicle	LDTR-11-Z367619	Pickup Truck	118-11	M	34,000	34,000	34,000					34,000	
PW	Vehicle	LDTR-12-S260774	Pickup Truck	109-12	L	34,000	34,000	34,000					34,000	
PW	Vehicle	LDTR-14-S351839	Pickup Truck	101-14	L	34,000	34,000	34,000					34,000	
PW	Vehicle	HDTR-00-H345759	TRUCK 6 TON INTER-PLOW	605-01	E	300,000	310,000	310,000					310,000	
PW	Vehicle	TRAC-02-L25026	Tractor	801-02	H	90,000	90,000	90,000					90,000	
PW	Vehicle	BACK-99-0484047	BACKHOE/LOADER JCB	411-99	H	150,000	150,000	150,000					150,000	
PW	Vehicle	GRAD-03-9615939	GRADER CHAMPION	721-84	E	200,000	200,000	200,000					200,000	
PW Total						18,703,658	14,969,898	8,222,447	-	1,317,960	2,671,773	557,718	2,200,000	14,969,898
RCHC	Building	0713_150 Elizabeth Street North	B1013 - Balcony Construction		M	274,000	12,000		1,245			10,755		12,000
RCHC	Building	0713_150 Elizabeth Street North	C1060 - Kitchen Refurbishment		M		20,000		2,074			17,926		20,000
RCHC	Building	0713_150 Elizabeth Street North	C1060 - Kitchen Refurbishment		M		175,000	118,368	5,873			50,759		175,000
RCHC	Building	0713_150 Elizabeth Street North	D2070 - Domestic water distribution		H		15,000		1,556			13,444		15,000
RCHC	Building	0710_425 Nelson Street	Various			113,000								0
RCHC	Building	0711_510 & 515 MacKay Street -	Various			65,000								0
RCHC	Building	0714_59 Wallace Street	B2030 - Exterior Doors		H	108,000	12,500		1,296			11,204		12,500
RCHC	Equip	0714_59 Wallace Street	D5038 - Security Systems		H		12,000		1,245			10,755		12,000
RCHC	Land Imp	0714_59 Wallace Street - Site	G2030 - Pedestrian Paving		H		10,000		1,037			8,963		10,000
RCHC	Building	0714_59 Wallace Street - Site	G2040 - B - Sheds		H		4,500		467			4,033		4,500
RCHC	Building	0715_435-481 Nelson St - (6) Tow	Various			150,000								0
RCHC	Building	0718_1 MacKercher Drive	Various			25,000								0
RCHC	Building	0720_400 Nelson Street	B2020 - Exterior Windows		M	58,552	25,000		2,593			22,407		25,000
RCHC	Building	0720_400 Nelson Street	A10 - Foundations		M		3,000		311			2,689		3,000
RCHC	Roof	0720_400 Nelson Street	B30 - Roofing		H		3,500		363			3,137		3,500
RCHC	Equip	0720_400 Nelson Street	D5038 - Security Systems		H		6,552		680			5,872		6,552
RCHC	Building	0721_75 Stafford Street	B1013 - Balcony Construction		L	212,750	6,000		622			5,378		6,000
RCHC	Building	0721_75 Stafford Street	B2020 - Exterior Windows		M		7,000		726			6,274		7,000
RCHC	Building	0721_75 Stafford Street	B2030 - Exterior Doors		M		30,000		3,111			26,889		30,000
RCHC	Building	0722_19 Smith Street - Site	G3020 - Sanitary Sewer		H	55,000	65,000		6,741			58,259		65,000
RCHC	Building	0724_200-240 Reynolds Ave, 966-	C1060 - Kitchen Refurbishment		L	207,997	207,997		21,571			186,426		207,997
RCHC	Building	0726_260 Elizabeth Street North	B2010 - Exterior Walls		M	332,000	8,000		830			7,170		8,000
RCHC	Roof	0726_260 Elizabeth Street North	B30 - Roofing		M		6,000		622			5,378		6,000
RCHC	Building	0726_260 Elizabeth Street North	C1050 - Interior Doors - Common Area		M		4,000		415			3,585		4,000
RCHC	Building	0726_260 Elizabeth Street North	C3070 - Floor Finishes - Common Area		L		15,000		1,556			13,444		15,000
RCHC	Building	0726_260 Elizabeth Street North	D1010 - Elevators & Lifts		H		16,000		1,659			14,341		16,000
RCHC	Building	0727_5967 Palmer Rapids Road	B2020 - Exterior Windows		M	83,000	3,000		311			2,689		3,000
RCHC	Building	0727_5967 Palmer Rapids Road	C3070 - Floor Finishes - Common Area		M		12,000		1,245			10,755		12,000
RCHC	Building	0727_5967 Palmer Rapids Road	D2040 - Rain Water Drainage		M		5,000		519			4,481		5,000
RCHC	Building	0727_5967 Palmer Rapids Road	D2099 - Water Treatment Systems		L		10,000		1,037			8,963		10,000
RCHC	Equip	0727_5967 Palmer Rapids Road	D5038 - Security Systems		H		8,000		830			7,170		8,000
RCHC	Building	0727_5967 Palmer Rapids Road -	G3010 - Water Supply		H		40,000		4,148			35,852		40,000
RCHC	Equip	0733_44 Lorne Street	D5038 - Security Systems		H	9,500	9,500		985			8,515		9,500
RCHC	Building	0734_41 Vimy Boulevard	D1010 - Elevators & Lifts		H	48,220	12,720		1,319			11,401		12,720
RCHC	Land Imp	0734_41 Vimy Boulevard - Site	G2040 - Site Development		H		9,500		985			8,515		9,500
RCHC	Building	0735_236 Hall Avenue	A10 - Foundations		M	363,294	8,000		830			7,170		8,000
RCHC	Building	0735_236 Hall Avenue	A20 - Basement Construction		M		15,000		1,556			13,444		15,000
RCHC	Building	0735_236 Hall Avenue	B2010 - Exterior Walls		M		32,500		3,371			29,129		32,500
RCHC	Building	0735_236 Hall Avenue	B1013 - Balcony Construction		H		5,000		519			4,481		5,000
RCHC	Roof	0735_236 Hall Avenue	B30 - Roofing		M		74,000		7,675			66,325		74,000
RCHC	Building	0735_236 Hall Avenue	C1070 - Bathroom Refurbishment		M		50,000		5,186			44,814		50,000
RCHC	Equip	0735_236 Hall Avenue	D3060 - Controls And Instrumentation		H		161,000		16,697			144,303		161,000
RCHC	Building	0735_236 Hall Avenue	D1010 - Elevators & Lifts		H		17,794		1,845			15,949		17,794
RCHC	Building	0746_8 Burwash Street	B1013 - Balcony Construction		H	183,600	73,600		7,633			65,967		73,600
RCHC	Equip	0746_8 Burwash Street	D3060 - Controls And Instrumentation		H		110,000		11,408			98,592		110,000

County of Renfrew
2019 BUDGET

Department	Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised 10 Year Plan	Budget \$	Sources of Financing						Total	
								Taxation	Pembroke Share	Provincial Grant	Gas Tax	Reserves	Debt		
RCHC	Building	0747_63 Russell Street	A10 - Foundations		M	178,571	5,000		519				4,481		5,000
RCHC	Building	0747_63 Russell Street	B1013 - Balcony Construction		M		6,000		622				5,378		6,000
RCHC	Building	0747_63 Russell Street	D1010 - Elevators & Lifts		H		16,000		1,659				14,341		16,000
RCHC	Building	0747_63 Russell Street	B2010 - Exterior Walls		H		50,000		5,186				44,814		50,000
RCHC	Building	0749_26 Spruce Street - Apartmen B2030	Exterior Doors		H	119,000	41,000		4,252				36,748		41,000
RCHC	Equip	0749_26 Spruce Street - Apartmen D5038	Security Systems		H		8,000		830				7,170		8,000
RCHC	Roof	0711_510 & 515 MacKay Street - £B30	Roofing		H		4,902		508				4,394		4,902
RCHC	Vehicle	TRAC-04-B002106	Lawn tractor 26 Spruce		L	5,763	5,763		596				5,167		5,763
RCHC Total						2,592,247	1,457,329	118,368	138,864	-	-	1,200,097	-	-	1,457,329
Trails	Land Imp	Phase III Final Transfer	Former CP Rail Transfer		L		68,422						68,422		68,422
Trails Total						0	68,422	-	-	-	-	68,422	-	-	68,422
Grand Total						24,385,290	19,420,234	8,550,815	138,864	1,317,960	2,671,773	4,540,822	2,200,000	-	19,420,234

County of Renfrew - 2019 Staffing Budget

Division	Department	Union	Job Title	2019 Budget	2018 Budget	Variance	Business Case Reference #
				Hours	Hours	Hours	
BM	Administration	N	Community Relations Coordinator	1,820	1,040	780	County Council Approved June 2018
BM	Dietary	C	Cooks	5,304	5,264	40	Vacation Entitlement Increase
BM	Maintenance	C	Electrician	1,520	1,728	(208)	Hours only corrected for Weekend Shift Premium
BM	Maintenance	C	Plumber	2,104	2,312	(208)	Hours only corrected for Weekend Shift Premium
BM	Maintenance	C	Maintenance Person	4,973	4,573	400	Sick Leave Entitlement Increase
BM	Nurse Admin	C	Unit Clerk	3,203	3,168	35	Vacation Entitlement Increase
BM	Nursing Direct	C	Personal Support Workers	159,745	156,429	3,316	H-CC-18-08-69
BM	Nursing Direct	O	Registered Nurses	18,632	18,557	75	Vacation Entitlement Increase
BM	Nursing Direct	C	Registered Practical Nurses	42,444	42,284	160	Vacation Entitlement Increase
Bonnechere Manor Total				239,745	235,355	4,390	
ML	Administration	N	Administrative Assistant	-	1,820	(1,820)	Retirement
ML	Administration	N	Community Relations Coordinator	-	1,040	(1,040)	County Council Approved June 2018
ML	Nurse Direct	C	Personal Support Workers	138,179	134,422	3,757	H-CC-18-08-70
ML	Nurse Direct	C	Registered Practical Nurses	52,416	52,336	80	Vacation Entitlement Increase
Miramichi Lodge Total				190,595	189,618	977	
Human Resources	Human Resources	N	Media Relations/Grants Coordinator	-	1,820	(1,820)	CAO Request to Transfer from HR
Human Resources Total				-	1,820	(1,820)	
Finance	Finance	N	Financial Services Officer	-	-	-	NEW 2019-FIN-01
Finance	Finance	N	Media Relations/Grants Coordinator	1,820	-	1,820	CAO Request to Transfer from HR
Finance Total				1,820	-	1,820	
Development & Property	Economic Development	N	Student	-	400	(400)	NEW 2019-DP-01
Development & Property	Forestry	N	Trails Coordinator	600	1,365	(765)	NEW 2019-DP-02
Development & Property	Planning	N	Planning Assistant - Contract	1,061	-	1,061	NEW 2019-DP-03
Development & Property Total				1,661	1,765	(104)	
Paramedic	Administration	N	Commanders - Secondment	1,600	-	1,600	H-CC-18-08-66
Paramedic	Administration	N	Commanders - Secondment	2,080	-	2,080	H-CC-18-10-86
Paramedic Total				3,680	-	3,680	
Social Services	Ontario Works	N	Agents	16,380	14,560	1,820	SS-CC-18-03-22
Social Services	Ontario Works	N	Customer Service Representatives	3,640	5,460	(1,820)	SS-CC-18-03-22
Ontario Works Total				20,020	20,020	-	
Grand Total				457,521	448,578	8,943	




BUSINESS CASE - STAFFING REPORT

Date: **December 28th, 2018**

Department: **Administration**

Report Prepared by: **Paul Moreau, Chief Administrative Officer/Clerk**

PROPOSAL	Reinstatement of the Financial Services Officer Position. Financial Services Officer (FSO) – Increase of 455 hours for 2019 and full 1820 hours from 2020 forward.
POSITIONS Union <input type="checkbox"/> Non-Union <input checked="" type="checkbox"/>	This position will report to the Director of Finance / Treasurer.
SUMMARY <ul style="list-style-type: none"> • Background • Discussion 	<p><u>Background</u></p> <p>In 2016, Council approved the elimination of the Financial Services Officer position and the consolidation of those responsibilities within the Director of Finance / Treasurer position. The FSO position was first introduced in November of 1998 with the position reporting to the Director of Finance/Treasurer. The introduction of the position assumed the day to day financial administration of the corporation permitting the Director to focus on long range financial planning, investments and general financial oversight. A key strategy with the introduction of the FSO was to anticipate the corporation’s needs in terms of succession planning for the Director’s position in the future. While holding the position of FSO was not a guarantee that the incumbent would become the next Director, if the candidate had the right level of political acuity while gaining the extensive experience of the Financial administrative side of our operations they could position themselves to be a strong candidate for any future vacancy at the Director level. The reinstatement of the Financial Services Officer will ensure that the essential roles and responsibilities of the Director of Finance / Treasurer are maintained during any absence and that corporation’s financial interests are protected through the transfer of essential corporate knowledge.</p> <p><u>Discussion</u></p> <p>The responsibilities of the Financial Services Officer will include support to the annual budget coordination and management, the preparation of all corporate financial statements and analysis, ongoing variance analysis, accounts payables and receivables, payroll and benefit administration for 850 employees.</p> <p>The Financial Services Officer will support the ongoing implementation of the corporate asset management plan and the corporate long term financial plan, the design and implementation of all fixed asset reporting systems, issuance of short and long term debt financing, banking and electronic cash management responsibilities and the management of all corporate insurance programs.</p> <p>In addition to these functions, the Financial Services Officer will also assist each department to ensure consistency and compliance with GA-01 POLICY: Procurement of Goods and Services.</p> <p>The Financial Services Officer will assist the Treasurer with the financial applications of Provincially downloaded responsibilities. The Financial Services Officer will also provide general financial direction on behalf of the Treasurer in his absence.</p>
RECOMMENDATION	THAT the Finance & Administration Committee recommends that County Council approve the Reinstatement of the Financial Services Officer Position; FURTHER THAT the recruitment commence in the last quarter of 2019.
FINANCIAL CONSIDERATIONS	The Financial Impact for the 2019 Budget vs the 2018 Budget is a salary increase of \$25,000 + associated benefit costs. This position is currently under review, however it is being proposed to be reinstated as a Group 10 (\$84,621-96,566) plus benefits.

	<h2 style="margin: 0;">BUSINESS CASE - STAFFING REPORT</h2> <p style="margin: 0;">Date: January 8, 2019</p> <p style="margin: 0;">Department: Development & Property Economic Development</p> <p style="margin: 0;">Report Prepared by: Alastair Baird, Mgr, Ec Dev</p>
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PROPOSAL	Cooperative Student – Decrease of 400 hours
POSITIONS Union <input type="checkbox"/> Non-Union <input checked="" type="checkbox"/>	
SUMMARY <ul style="list-style-type: none"> • Background • Discussion 	<p>For many summer periods over the past fifteen years, Economic Development Services has applied to the Algonquin College Pembroke Campus for opportunities to place cooperative students in our workplace for a period of approximately 400 hours. That expense has been budgeted for, as was done in 2018. This cooperative student primarily supported the economic development, tourism and Enterprise Renfrew County operations and occasionally other divisions within the Development & Property Department. Upon review of the 2018 summer cooperative student work-load it has been determined that the division does not derive full benefit from this salary investment. Our full-time staff is able to address all our workload, special projects and client service needs as we continue to realize time and work savings via more efficient operations, contact management systems, special events coordination, research and full-time staff work. In order to direct more budget directly to economic development initiatives in 2019, the division plans to avoid the cooperative student salary expense.</p> <p>Economic Development Services will continue to assist Algonquin College to identify cooperative student summer placement opportunities within our business, municipal and organization networks across the county.</p>
RECOMMENDATION	THAT County Council approves the decrease of 400 work hours by an Algonquin College cooperative student in Economic Development services 2019 budget and the salary savings of \$5,000 and associated benefit costs, for a one year trial period while we determine future needs.
FINANCIAL CONSIDERATIONS	The Financial Impact for the 2019 Budget vs the 2018 Budget is a salary decrease of \$5,000 + associated benefit costs.



BUSINESS CASE - STAFFING REPORT

Date: January 8, 2019

Department: Development & Property
Forestry & GIS Division

Report Prepared by: Jason Davis, Mgr, Forestry & GIS

PROPOSAL	Four-month Contract Trails Coordinator – Decrease of 765 hours Group 3 (\$43,689-\$49,856)
POSITIONS Union <input type="checkbox"/> Non-Union <input checked="" type="checkbox"/>	4-month Contract Trails Coordinator
SUMMARY <ul style="list-style-type: none"> • Background • Discussion 	<p>As per the original Business Case approved by County Council on January 25, 2017, the Trails Coordinator position will be for a four-month contract. The successful candidate will assist in facilitating the management, maintenance and promotion of the K & P and Algonquin Trails. The salary range for the four-month contract Trails Coordinator position in Group 3 is \$43,689-\$49,856. It is anticipated that this position will start in May of this year. The salary for this staffing position has been factored into the 2019 budget for a four-month contract.</p> <p>Hiring of a Trails Coordinator would be a cost effective way to meet the requirements for the management, maintenance and promotion of the K & P and Algonquin Trails. The Trails Coordinator would assist the Manager of Forestry & GIS with the day-to-day responsibilities allowing the Manager more time to provide support to the division.</p>
RECOMMENDATION	THAT the Development & Property Committee recommends that County Council approve the hiring of a Trails Coordinator for a four-month contract within the Development & Property Department Forestry & GIS Division; AND FURTHER THAT this position be classified in Group 3 (\$43,689-\$49,856) of the Non-Union Staff Salary Grid of Employment By-law #1.
FINANCIAL CONSIDERATIONS	The Financial Impact for the 2019 Budget vs the 2018 Budget is a salary decrease of \$22,392 + associated benefit costs.



BUSINESS CASE - STAFFING REPORT

Date: **January 8, 2019**

Department: **Development & Property
Planning Services Division**

Report Prepared by: **Craig Kelley, Director**

PROPOSAL	Planning Assistant (24-month contract) – Increase of 1061 hours. Group 4 (\$49,135-\$56,037)
POSITIONS Union <input type="checkbox"/> Non-Union <input checked="" type="checkbox"/>	24-month contract position - to assist as required in Planning Services Division.
SUMMARY <ul style="list-style-type: none"> • Background • Discussion 	<p>The Planning Services Division is experiencing an increase in planning activity, much of it stemming from the more complicated files, and from the anticipated approval of the Official Plan. The Planning Assistant position is designed for an entry level planner, who must possess a post-secondary education in Land Development/Use Planning, Urban Design, Environmental Planning and Management, or Decision Support and Geographic Information Systems (GIS). Planning Services Division would schedule this position over the County of Renfrew standard workweek and hours, providing 35 hours per week, for up to 24 months.</p> <p>The primary duties of this position will be to work with municipalities, in concert with planning staff, to institute the workplans that have been developed to update local Comprehensive Zoning By-laws. They will also be required to assist in areas of:</p> <ul style="list-style-type: none"> • Organizing files, where necessary, including databasing and archiving • Scanning of older plans • General Administrative duties
RECOMMENDATION	THAT the Development & Property Committee recommends that County Council approve the hiring of a Planning Assistant from June 1, 2019 to May 31, 2021; AND FURTHER THAT this position be classified in Group 4 (\$49,135-\$56,037) of the Non-Union Staff Salary Grid of Employment By-law #1.
FINANCIAL CONSIDERATIONS	The Financial Impact for the 2019 Budget vs the 2018 Budget is a salary increase of \$35,000 + associated benefit costs.

County of Renfrew - 10 Year Capital Plan

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Totals
County Admin Building	155,000	330,000	170,000	96,425	88,163	25,000	330,000	-	85,000	127,975	1,407,564
Renfrew County Place	55,000	25,000	161,013	50,000	107,855	145,925	35,000	547,119	-	57,000	1,183,912
80 McGonigal	15,000	-	-	-	10,000	-	-	50,950	-	10,000	85,950
Miramichi Lodge	409,960	762,815	325,000	597,760	366,500	569,465	882,306	449,375	652,176	287,000	5,302,357
Bonnechere Manor	446,425	674,000	262,000	371,700	268,000	558,235	518,400	404,465	764,958	347,090	4,615,273
Arnprior Paramedic Base	-	22,000	5,000	25,000	-	-	20,095	10,000	-	12,000	94,095
Barry's Bay Paramedic Base	-	5,000	-	12,000	-	25,000	-	25,000	-	35,095	102,095
Petawawa Paramedic Base	-	5,000	-	-	12,000	17,000	-	20,000	-	35,095	89,095
Deep River Paramedic Base	-	5,000	12,000	-	-	-	5,000	12,000	-	25,000	59,000
OPP Station	8,000	5,000	8,000	-	13,000	-	8,000	5,000	40,083	-	87,083
PW Patrols	176,000	181,000	187,000	192,500	198,500	204,000	210,300	216,000	223,661	229,402	2,018,363
RCHC	2,586,484	1,038,538	428,736	556,373	1,158,133	484,951	834,194	366,060	170,526	174,811	7,798,806
Fleet - PW	842,000	888,000	890,000	912,000	893,000	882,000	975,000	1,100,000	1,118,000	1,055,000	9,555,000
Fleet - D&P	30,000	-	-	-	30,000	30,000	30,000	30,000	-	-	150,000
Fleet - RCHC	5,763	33,412	57,525	58,000	52,079	47,000	97,000	68,533	37,000	49,000	505,312
Fleet - EMS	1,970,000	965,000	415,000	1,430,000	2,270,000	1,030,000	290,000	1,585,000	1,880,000	1,330,000	13,165,000
Roads	8,920,158	10,134,424	10,732,211	12,458,698	13,376,492	14,908,894	14,547,530	14,910,870	14,500,370	15,506,570	129,996,218
Culverts	3,252,500	1,968,000	2,194,000	2,355,500	2,319,000	2,062,000	2,282,500	2,477,500	2,412,000	2,334,000	23,657,000
Bridges	5,513,000	5,220,000	4,603,400	3,053,400	2,812,200	1,640,000	2,836,040	2,356,920	3,216,720	2,992,120	34,243,800
TOTAL	24,385,290	22,262,189	20,450,885	22,169,356	23,974,922	22,629,470	23,901,365	24,634,792	25,100,495	24,607,159	234,115,923

County Administration Building

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
B10 - Superstructure	Foundation Insulation	Good		\$60,000								
B2010 - Exterior Walls	Caulking/ repointing	Critical	\$60,000								\$60,000	
B2010 - Exterior Walls	soffits / wood siding	Good		\$75,000								
B2010 - Exterior Walls	Caulking / Repointing	Poor		\$60,000								
B2010 - Exterior Walls	Caulking / Repointing	Poor			\$60,000							
B2020 - Exterior Windows	Large and operable non-operable windows	Good										
B30 - Roofing	Mod bit roofing membrane	Good										
C1020 - Fittings	Blinds on exterior windows cabinets and doors	Good										\$65,875
C3050 - Wall Finishes - Common	Painted drywall.	Good	\$25,000									
C3060 - Floor Finishes - Units	Vinyl Composite tile	Fair			\$25,000							
D1010 - Elevators & Lifts	Hydraulic elevator.	Good					\$25,260					
D3012 - Gas Supply System	Steel gas supply piping.	Good										\$42,101
D3051 - Terminal Self-Contained	Humidifiers	Fair	\$50,000									
D3051 - Terminal Self-Contained	Humidifiers	Fair		\$50,000								
D3060 - Controls And Instrumentation	BAS control system	Good			\$60,000				\$60,000			
D5010 - Electrical Service And Distribution	Electrical distribution panel boards. 600V	Good					\$62,903					
D5031 - Public Address And Music	councilor chambers	Poor		\$25,000								
D5038 - Security Systems	Landlord is responsible security system	Good				\$76,425						
D5092 - Emergency Power & Generator	500kW emergency generator, diesel.	Good							\$150,000			
E2020 - Movable Furnishings	Office / Conference room furnishings	Fair			\$25,000			\$25,000			\$25,000	
			\$ 135,000	\$ 270,000	\$ 170,000	\$ 76,425	\$ 88,163	\$ 25,000	\$ 210,000	\$ -	\$ 85,000	\$ 107,975

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
G2020 - Parking Lots	Crack filling - sealing	Fair	\$20,000			\$20,000			\$20,000			\$20,000
G2020 - Parking Lots	Asphalt Parking lots around the building	Fair							\$100,000			
G2040 - Site Development	Stairs, accessibility ramps, and railings	Poor		\$60,000								
G2040 - Site Development	Signage	Fair										
			\$ 20,000	\$ 60,000	\$ -	\$ 20,000	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ 20,000

TOTAL			\$ 155,000	\$ 330,000	\$ 170,000	\$ 96,425	\$ 88,163	\$ 25,000	\$ 330,000	\$ -	\$ 85,000	\$ 127,975
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Renfrew County Place Building

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
B2010 - Exterior Walls	Caulking around windows EFIS	Fair	\$25,000			\$25,000			\$25,000			\$25,000
B2030 - Exterior Doors	Storefront double doors at main entrance. Exit	Good								\$27,819		
B2040 - Industrial Doors	Overhead garage door. Approx 6	Good			\$30,000							
B30 - Roofing	Flat BUR roof. 32,230 sq feet	Good								\$150,000		
B30 - Roofing	Skylight assembly across the main section of the bldg.	Fair					\$45,855					
C3040 - Wall Finishes - Units	Painted	Good				\$25,000						
C3060 - Floor Finishes - Units	VCT	Good								\$33,600		
C3060 - Floor Finishes - Units	epoxy coating (Paramedic base, workshop areas)	Poor	\$30,000									
C3060 - Floor Finishes - Units	Carpet	Good					\$25,000					
C3070 - Floor Finishes - Common Area	Mostly ceramic - Halls and washrooms, carpet	Good						\$46,020				
D1010 - Elevators & Lifts	Hydraulic elevator (1)	Good			\$26,000							
D2010 - Plumbing Fixtures	2 men and 2 women, public washrooms	Good								\$30,000		
D3034 - Packaged Air Conditioning Units	Gas fired roof top units and electric baseboard heaters	Good								\$305,700		
D3060 - Controls And Instrumentation	DDC system.	Good					\$25,000					
D5022 - Lighting Equipment	T-8 fluorescent lighting.	Good						\$60,000				
D5022 - Lighting Equipment	save on energy upgrades	Good										\$20,000
D5033 - Telephone Systems	Telephone system. Server room.	Good		\$10,000								
D5038 - Security Systems	Security system	Good						\$39,905				
D5038 - Security Systems	CO detection in Paramedic garage area	Good			\$5,000							
D5038 - Security Systems	Camera - interior and exterior	Good		\$15,000								
E2020 - Movable Furnishings	Archive storage	Good			\$50,013							
			\$ 55,000	\$ 25,000	\$ 111,013	\$ 50,000	\$ 95,855	\$ 145,925	\$ 25,000	\$ 547,119	\$ -	\$ 45,000

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
G2020 - Parking Lots	Crack sealing	Good					\$12,000					\$12,000
G2020 - Parking Lots	Paved parking lots around the building.	Good			\$50,000							
G2050 - Landscaping	General landscaping including trees, shrubs, sod.	Good										
G3092-Industrial Waste Systems-Liquid Waste	oil water seperator	Fair							\$10,000			
			\$ -	\$ -	\$ 50,000	\$ -	\$ 12,000	\$ -	\$ 10,000	\$ -	\$ -	\$ 12,000

TOTAL			\$ 55,000	\$ 25,000	\$ 161,013	\$ 50,000	\$ 107,855	\$ 145,925	\$ 35,000	\$ 547,119	\$ -	\$ 57,000
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80 McGonigal Building

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
D3060 - Controls And Instrument	Local control, a number of thermal	Critical	\$15,000									
D5038 - Security Systems	Security cameras, fob entry, sensors	Good								\$50,950		
			\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,950	\$ -	\$ -
G2020 - Parking Lots	Asphalt parking lot, 6-8 spaces.	Critical					\$10,000					\$10,000
			\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
TOTAL			\$ 15,000	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 50,950	\$ -	\$ 10,000

Miramichi Lodge Building

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
D5022 - Lighting Equipment	Changing to LED lights	Poor	\$30,000			\$30,000			\$30,000			\$30,000
D3024 - Boiler Room Piping And Specialties		Fair	\$36,960									
C3020 - Floor Finishes	Carpet Removal / replacement to Vinyl	Poor	\$40,000									
D1010 - Elevators & Lifts	elevator components	Poor	\$48,000									
D1010 - Elevators & Lifts	New Tracks	Fair	\$50,000									
D2010 - Plumbing Fixtures	2 x New Tubs	Poor	\$90,000									
D5022 - Lighting Equipment	Mainly T-8 1 A & B	Fair	\$100,000									
B2030 - Exterior Doors	steel doors	Fair		\$30,000								
C1030 - Interior Doors	wood doors RHA and office areas	Good							\$30,000			
C3020 - Floor Finishes	Painted/Sealed concrete floor	Good										
C3020 - Floor Finishes	Waterproof membrane on floors	Fair										
C3020 - Floor Finishes	Resilient tile flooring	Good							\$30,000			
C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) -	Fair				\$75,000						
C3020 - Floor Finishes	carpet rolled	Good					\$40,000					
C3020 - Floor Finishes	Ceramic tile flooring (carpet to ceramic)	Poor		\$86,615								
C3020 - Floor Finishes	Ceramic flooring (existing)	Good										
C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) -	Fair					\$75,000					
C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) -	Fair						\$75,000				
D1010 - Elevators & Lifts	68 special purpose lifts from 160 kg-455 kg	Fair						\$80,000				
D1010 - Elevators & Lifts	New Tracks	Good				\$80,000						
D1010 - Elevators & Lifts	New Tracks	Fair		\$80,000								
D2010 - Plumbing Fixtures	162 Water closets, 3 urinals, 162 washroom	Good									\$60,000	
D2010 - Plumbing Fixtures	2 x New tubs	Fair		\$70,000								
D2010 - Plumbing Fixtures	2 X New Tubs	Fair			\$90,000							
D2095 - Domestic Water Heaters	2 domestic and 2 laundry / kitchen	Good									\$127,375	
D3022 - Hot Water Boilers	MCC panel in Room C317 & C222	Poor			\$100,000							
D3022 - Hot Water Boilers	building heating	Fair				\$200,000						
D3034 - Packaged Air Conditioning Units	ERV 2 - Supply L/s 2600 Exhaust L/s 2600	Good							\$160,000			
D3034 - Packaged Air Conditioning Units	ERV 1	Good								\$160,000		
D3034 - Packaged Air Conditioning Units	ERV 4	Good									\$160,000	
D3034 - Packaged Air Conditioning Units	ERV 3	Good										\$160,000
D3034 - Packaged Air Conditioning Units	Humidifiers	Poor	\$30,000			\$30,000		\$30,000		\$30,000		\$30,000
D3035 - Cooling Piping And Fittings		Good							\$136,546			
D3036 - Cooling Generating Equipment &		Good							\$18,480			
D3041 - Air Distribution Systems	laundry room ventilation	Fair		\$25,000								
D3043 - Hydronic Distribution Systems		Good							\$284,900			
D3045 - Exhaust Ventilation Systems	18 x Upblast style ventilation fans	Good							\$18,000			
D3045 - Exhaust Ventilation Systems	2 x air volume 4700 x 3300 Unit ventilators	Good							\$30,000			
D3045 - Exhaust Ventilation Systems	VAV boxes - 100	Fair		\$50,000					\$50,000			
D3058-D - Make-Up AHU	4x in room C222	Fair				\$103,000						
D3058-D - Make-Up AHU		Fair					\$103,000					
D3058-D - Make-Up AHU		Fair			\$103,000			\$103,000				
D3058-D - Make-Up AHU		Fair										
D3060 - Controls And Instrumentation	updated 2014	Good					\$36,500					
D4010 - Sprinklers	Yes	Fair										
D5022 - Lighting Equipment	3 A & B	Good								\$100,000		
D5022 - Lighting Equipment	2 A & B	Good					\$100,000					
D5022 - Lighting Equipment	C Block	Good									\$100,000	
D5031 - Public Address And Music System	Community Centre	Fair		\$28,000								
D5032 - Intercommunications And Paging	Nurse call - Austco system	Fair						\$239,465				
D5032 - Intercommunications And Paging	Septra Link	Good									\$60,000	
D5033 - Telephone Systems	NEC administration telephone system	Good							\$30,000			
D5037 - Fire Alarm System	control panel	Fair		\$30,000								
D5038 - Security Systems	Multiple cameras	Good			\$20,000					\$20,000		
D5091 - Exit & Emergency Light Systems	Hard wired Emergency and Exit Lights	Good									\$8,000	
D5092 - Emergency Power & Generation	\$450 Kw Emergency Generator	Good							\$20,380			
E1042 - Laundry Room Equipment	Commercial Laundry & Dry Cleaning Equip	Fair		\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
E1090 - Other Equipment	Solid waste handling equipment	Good				\$67,760						
E1093 - Food Service Equipment	5 Hot Carts	Good									\$67,000	
E1093 - Food Service Equipment	Hot Cart	Good							\$12,000			
E1093 - Food Service Equipment	CC, 7 hobart mixer brute steamer garland	Good										\$55,000
E2010 - Fixed Furnishings	Kitchen areas 2 x each floor	Fair		\$60,060								
E2010 - Fixed Furnishings	Servery 1 A & 1 B	Good						\$30,000				
E2020 - Movable Furnishings	community centre / chapel	Fair		\$61,140								
TOTAL			\$394,960	\$562,815	\$325,000	\$597,760	\$366,500	\$569,465	\$862,306	\$449,375	\$467,000	\$287,000

Miramichi Lodge - Site

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
G2010 - Roadways		Good									\$150,000	
G2010 - Roadways	Curbs	Poor	\$15,000									
G2020 - Parking Lots	Asphalt *	Fair		\$200,000								
G2030 - Pedestrian Paving	concrete sidewalk and patio	Good									\$35,176	
G2046 - Fountains, Pools, And V	Drainage ditch	Poor							\$20,000			
G2050 - Landscaping	grass , trees , scrubs, flowers, mulch	Good										
TOTAL			\$ 15,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 185,176	\$ -

Bonnechere Manor Building

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
D2030 - Sanitary Waste	Municipal sanitary Lift station	Good	\$10,000		\$10,000		\$10,000		\$10,000		\$10,000	
D3034 - Packaged Air Conditioning	movencool ac units	Poor	\$10,000						\$10,000			
D5038 - Security Systems	Security Cameras Interior, courtyard, dining ro	Poor	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
D5038 - Security Systems	Security Cameras	Fair	\$10,000									
C3020 - Floor Finishes	Resident rooms	Poor	\$30,000									
C3020 - Floor Finishes	rolled vinyl	Poor	\$30,000							\$30,000		
D4010 - Sprinklers	Sprinklers	Fair	\$30,000									
C3010 - Wall Finishes	stairwell walls	Critical	\$36,425									
B10 - Superstructure	Interior Handrails	Fair	\$40,000									
D1010 - Elevators & Lifts	17 motors & power tilt spreader bars	Fair	\$40,000									
B30 - Roofing	washed river stone over single EPDM roof	Poor	\$200,000									
A10 - Foundations	Concrete slab	Good							\$72,420			
B10 - Superstructure	Cement blocks, metal studding, concrete	Good		\$40,000								
B10 - Superstructure	Interior Handrails	Fair		\$20,000								
B2010 - Exterior Walls	Clay brick clad exterior walls	Good		\$68,000								
B2020 - Exterior Windows		Fair		\$40,000					\$40,000			
B2030 - Exterior Doors	33 Steel exterior doors	Good				\$49,700						
B30 - Roofing	washed river stone over single EPDM roof	Poor		\$225,000								
B30 - Roofing	washed river stone over single EPDM roof	Fair			\$212,000							
B30 - Roofing	washed river stone over single EPDM roof	Fair				\$222,000						
B30 - Roofing	washed river stone over single EPDM roof	Fair					\$203,000					
C1030 - Interior Doors	Interior doors include 199 steel units, 365 w	Good							\$28,735			
C1030 - Interior Doors	4 interior sliding doors, 2 interior glass doors	Good							\$38,000			
C3020 - Floor Finishes	Concrete	Good								\$45,855		
C3020 - Floor Finishes	Ceramic tile	Good									\$50,950	
C3020 - Floor Finishes	rolled vinyl	Fair						\$30,000				
C3020 - Floor Finishes	rolled vinyl	Fair							\$44,000			
C3020 - Floor Finishes	rolled vinyl	Fair		\$30,000								
C3020 - Floor Finishes	rolled vinyl	Poor			\$10,000							
C3020 - Floor Finishes	rolled vinyl	Fair				\$30,000						
C3030 - Ceiling Finishes	T-bar	Good									\$81,520	
D1010 - Elevators & Lifts	OTIS passenger elevator	Good							\$25,475			
D1010 - Elevators & Lifts	motors	Fair		\$15,000								
D2010 - Plumbing Fixtures	Argo Tubs	Fair		\$35,000					\$35,000			\$35,000
D2010 - Plumbing Fixtures	Argo Tubs	Good							\$35,000			
D2020 - Domestic Water Distributi	Municipal water-Metered	Good							\$25,745			
D2095 - Domestic Water Heaters	Replacement completed 2014	Good						\$175,000				
D3016 - Solar Energy Supply	New solar panels Repairs - Replace inverter	Good						\$25,000				
D3024 - Boiler Room Piping And Sp		Good										\$34,080
D3031 - Chillers		Fair									\$463,488	
D3034 - Packaged Air Conditioning	replacement of servery units	Good								\$50,000		
D3055 - Fin Tube Radiation	Heaters in all rooms	Fair				\$20,000			\$20,000			\$20,000
D3058-D - Make-Up AHU	7 AHU units serving bldg.ranging from 3,900 C	Good										\$93,010
D3060 - Controls And Instrumental	updating 2015	Good							\$50,000			
D4010 - Sprinklers	sprinklers	Good					\$30,000					
D4010 - Sprinklers	sprinklers	Good						\$30,000				
D4010 - Sprinklers	sprinklers	Good							\$30,000			
D5010 - Electrical Service And Distr	Municipal, Marcus serial # 9578-994 transform	Good							\$30,000			
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44	Good									\$124,000	
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44	Good										\$100,000
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44	Good										
D5022 - Lighting Equipment	Changing to LED lights	Poor				\$30,000			\$30,000			\$30,000
D5022 - Lighting Equipment	Changing to LED lights	Poor		\$20,000								
D5032 - Intercommunications And	Nurse call system	Fair						\$106,500				
D5033 - Telephone Systems	new NEC system	Good								\$132,470		
D5035 - Television System	Satellite television	Good								\$61,140		
D5037 - Fire Alarm System	Fire Alarm System	Good		\$50,000								
D5038 - Security Systems	centaur - security and roam alert	Good			\$20,000							
D5038 - Security Systems	Security Cameras	Fair		\$10,000								
D5038 - Security Systems	Security Cameras	Good				\$10,000						
D5038 - Security Systems	Security Cameras	Good					\$10,000					
D5038 - Security Systems	Security Cameras	Good						\$10,000				
D5038 - Security Systems	Security Cameras	Good							\$10,000			
D5091 - Exit & Emergency Light Sys	Hard wired Emergency and Exit Lights	Fair		\$11,000								
E1042 - Laundry Room Equipment	3 washers new dryer 2016	Good					\$15,000					
E1042 - Laundry Room Equipment	3 washers new dryers	Good						\$15,000				
E1042 - Laundry Room Equipment	3 washers new dryers	Good								\$15,000		
E2010 - Fixed Furnishings	kitchen cabinets 2 x servery 2 x cabinets in sta	Good							\$110,760			
TOTAL			\$446,425	\$574,000	\$262,000	\$371,700	\$268,000	\$538,235	\$518,400	\$354,465	\$739,958	\$322,090

Bonnechere Manor - Site

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
G2020 - Parking Lots	Asphalt *	Fair		\$100,000								
G2020 - Parking Lots	Asphalt	Good								\$25,000	\$25,000	\$25,000
G2030 - Pedestrian Paving	concrete sidewalk and patio	Good						\$20,000				
G4020 - Site Lighting	exterior led lighting	Fair								\$25,000		
TOTAL			\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 50,000	\$ 25,000	\$ 25,000

Arnprior Paramedic Base Building

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
B30 - Roofing	Asphalt shingles.	Poor		\$12,000								
C3020 - Floor Finishes	Epoxy coat in garage area. Approx 1565 sq ft	Poor										\$12,000
D2095 - Domestic Water Heaters	Gas fired instantenous hot water heater.	Fair							\$5,095			
D3034 - Packaged Air Conditioning Units	Gas fired AHU with A/C and remote condensor	Good				\$15,000						
D3053 - Unit Heaters	Radiant Heaters	Good								\$5,000		
D5092 - Emergency Power & Generation S	10kW emergency generator, natural gas.	Good							\$15,000			
			\$ -	\$ 12,000	\$ -	\$ 15,000	\$ -	\$ -	\$ 20,095	\$ 5,000	\$ -	\$ 12,000

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
G2020 - Parking Lots	Asphalt parking lot on the side of the building,	Fair		\$10,000								
G2020 - Parking Lots	Asphalt sealing	Fair			\$5,000					\$5,000		
G2020 - Parking Lots		Fair				\$10,000						
			\$ -	\$ 10,000	\$ 5,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -

TOTAL			\$ -	\$ 22,000	\$ 5,000	\$ 25,000	\$ -	\$ -	\$ 20,095	\$ 10,000	\$ -	\$ 12,000
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Barry's Bay Paramedic Base Building

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
B2040 - Industrial Doors	6 overhead garage doors open on both sides 12'-0"	Fair										\$30,000
B30 - Roofing	Asphalt shingles (30 years)	Good				\$12,000						
D2095 - Domestic Water Heater	Electric instantaneous hot water heater	Fair										\$5,095
D3034 - Packaged Air Conditioner	Propane fired AHU with A/C and remote condenser	Good								\$15,000		
D3053 - Unit Heaters	Radiant heaters	Good								\$5,000		
D5092 - Emergency Power & Generator	12 kW emergency fixed generator, propane	Good										
			\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 35,095

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
G2020 - Parking Lots	Asphalt Parking lot	Good						\$20,000				
G2020 - Parking Lots	Asphalt sealing	Fair		\$5,000						\$5,000		
G2040 - Site Development	Back Lite signage at road	Good						\$5,000				
			\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 5,000	\$ -	\$ -

TOTAL			\$ -	\$ 5,000	\$ -	\$ 12,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 35,095
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Petawawa Paramedic Base Building

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
B2040 - Industrial Doors	6 over head garage doors	Fair										\$30,000
B30 - Roofing	Asphalt shingles	Good						\$12,000				
C3020 - Floor Finishes	Epoxy coating in garage area	Good					\$12,000					
D2095 - Domestic Water Heaters	Gas fired instantaneous hot water he	Fair										\$5,095
D3034 - Packaged Air Conditioning Units	AHU	Good								\$15,000		
D5092 - Emergency Power & Generation	5 12 kW natural gas emergency genera	Good										
			\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000	\$ -	\$ 15,000	\$ -	\$ 35,095

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
G2020 - Parking Lots	Asphalt with concrete curbs.	Good										
G2020 - Parking Lots	Asphalt sealing	Fair		\$5,000						\$5,000		
G2040 - Site Development	Back Lite signage at road	Good						\$5,000				
			\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -

TOTAL			\$ -	\$ 5,000	\$ -	\$ -	\$ 12,000	\$ 17,000	\$ -	\$ 20,000	\$ -	\$ 35,095
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Deep River Paramedic Base Building

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
B30 - Roofing	Asphalt Shingles (25 year)	Good								\$12,000		
C3020 - Floor Finishes	Epoxy Coating in Garage area	Good			\$12,000							
			\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
G2020 - Parking Lots	parking lot	Good										\$20,000
G2020 - Parking Lots	Asphalt sealing	Fair		\$5,000					\$5,000			
G2040 - Site Development	Back Lite signage at road	Good										\$5,000
			\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 25,000

TOTAL			\$ -	\$ 5,000	\$ 12,000	\$ -	\$ -	\$ -	\$ 5,000	\$ 12,000	\$ -	\$ 25,000
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OPP Police Station - Site

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
G2020 - Parking Lots	line painting	Good	\$5,000		\$5,000		\$5,000		\$5,000		\$5,000	
G2020 - Parking Lots	Catch Basin Cleanout	Good		\$5,000			\$5,000			\$5,000		
G2050 - Landscaping	Landscaping	Good	\$3,000		\$3,000		\$3,000		\$3,000		\$3,000	
			\$ 8,000	\$ 5,000	\$ 8,000	\$ -	\$ 13,000	\$ -	\$ 8,000	\$ 5,000	\$ 8,000	\$ -

Category	Brief Description	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
C3010 - Wall Finishes		Good										
D2095 - Domestic Water Heaters		Good									\$32,083	
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,083	\$ -

TOTAL			\$ 8,000	\$ 5,000	\$ 8,000	\$ -	\$ 13,000	\$ -	\$ 8,000	\$ 5,000	\$ 40,083	\$ -
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Public Works Patrols

Location			Category	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
General Inspections									\$30,000	\$30,000	\$30,000	\$50,000	\$50,000	
Calabogie	Main Building	Mechanical Systems	Poor				\$5,000							
Calabogie	Storage Shed	D5022 - Lighting Equipment	Fair				\$5,000							
Calabogie	Sand Building	A10 - Foundations	Fair					\$4,000						
Calabogie	Sand Building	B10 - Superstructure	Fair					\$7,500	\$67,500					
Calabogie	Sand Building	B30 - Roofing	Fair						\$30,000					
Calabogie	Sand Building	D5010 - Lighting	Good						\$10,000					
Calabogie	Salt Building	D5022 - Lighting Equipment	Fair							\$300				
Calabogie	General Site		Fair									\$6,000	\$54,000	
Calabogie	Main Building	C20 - Stairs	Good										\$1,500	
Calabogie	Main Building	D3057 - Radiant Heater Units	Good										\$34,000	
Calabogie	Main Building	D5092 - Emergency Power & Generation	Good										\$5,000	
Calabogie	Main Building	E2010 - Fixed Furnishings	Fair										\$6,000	
Calabogie	Main Building	E2020 - Movable Furnishings	Fair										\$5,000	
Calabogie	Main Building	B2020 - Exterior Windows	Good											\$10,000
Calabogie	Main Building	D2030 - Sanitary Waste	Good											\$10,000
Calabogie	Main Building	C3030 - Ceiling Finishes	Fair											
Calabogie	Salt Building	Exterior Siding	Fair											\$7,000
Cobden	Main Building	B2010 - Exterior Walls	Poor	\$15,000										
Cobden	Main Building	B30 - Roofing	Poor	\$10,000										
Cobden	Salt Building		Fair	\$20,500										
Cobden	Sand Building		Fair	\$42,500										
Cobden	Salt Building	D5021 - Lighting	Fair				\$2,000							
Cobden	Sand Building	D5022 - Lighting Equipment	Fair				\$5,000							
Cobden	Main Building	D3025 - Primary HVAC Pumps	Good						\$30,000					
Cobden	General Site	G2010 - Roadways	Fair						\$6,000	\$54,000				
Cobden	Main Building	A10 - Foundations	Fair							\$46,000				
Cobden	Storage Shed	B10 - Superstructure	Fair								\$20,000			
Cobden	Storage Shed	B2040 - Industrial Doors	Fair								\$4,000			
Cobden	Main Building	D2095 - Domestic Water Heaters	Good									\$10,000		
Cobden	Main Building	E2020 - Movable Furnishings	Fair									\$5,000		
Cobden	Main Building	E2010 - Fixed Furnishings	Fair									\$7,000		
Cobden	Main Building	C20 - Stairs	Fair										\$2,000	
Foymount	Salt Building		Fair	\$6,000										
Foymount	Salt Building		Fair				\$10,000							
Goshen	Sand Building	B10 - Superstructure	Fair	\$30,000										
Goshen	Sand Building	B30 - Roofing	Fair	\$20,000										
Goshen	Salt Building	D5022 - Lighting Equipment	Fair				\$5,000							
Goshen	Sand Building	D5022 - Lighting Equipment	Fair				\$5,000							
Goshen	Salt Building	A10 - Foundations	Fair					\$13,000						
Goshen	Sand Building	A10 - Foundations	Good					\$13,000						
Goshen	Storage Shed N	A10 - Foundations	Good						\$5,000					
Goshen	Storage Shed N	B2010 - Exterior Walls	Good						\$10,000					
Goshen	Storage Shed N	B30 - Roofing	Fair						\$15,000					
Goshen	Storage Shed S	A10 - Foundations	Good						\$5,000					
Goshen	Storage Shed S	B2010 - Exterior Walls	Good						\$10,000					

Location		Category	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Goshen	Storage Shed S	B30 - Roofing	Fair					\$10,000					
Goshen	Storage Shed S	B2030 - Exterior Doors	Good						\$17,000				
Goshen	Storage Shed N	B2030 - Exterior Doors	Good							\$17,000			
Goshen	General Site	G2010 - Roadways	Good							\$6,000	\$54,000		
Goshen	Main Building	E2020 - Movable Furnishings	Fair								\$5,000		
Goshen	Storage Shed N	B2040 - Industrial Doors	Good								\$10,000		
Goshen	Storage Shed S	B2040 - Industrial Doors	Good								\$10,000		
Goshen	Main Building	C3020 - Floor Finishes	Fair									\$10,000	
Goshen	Main Building	E2010 - Fixed Furnishings	Fair									\$7,000	
Goshen	Storage Shed S	B10 - Superstructure	Good									\$3,000	
Goshen	Main Building	A10 - Foundations	Fair										\$40,000
Goshen	Main Building	B2010 - Exterior Walls	Fair										\$20,000
Goshen	Main Building	B2020 - Exterior Windows	Good										\$13,500
Goshen	Main Building	C20 - Stairs	Fair										\$1,500
Goshen	Main Building	C3010 - Wall Finishes	Fair										\$2,200
Goshen	Main Building	D2020 - Domestic Water Distribution	Fair										\$10,352
Southwest	Main Building	B30 - Roofing	Poor	\$14,000									
Southwest	Salt Building	B10 - Superstructure	Fair	\$6,000	\$50,000								
Southwest	Salt Building	B30 - Roofing	Poor		\$35,000								
Southwest	Salt Building	D5021 -Lighting	Poor			\$5,000							
Southwest	Sand Building	B10 - Superstructure	Fair	\$6,000		\$45,000							
Southwest	Sand Building	B30 - Roofing	Poor			\$35,000							
Southwest	Sand Building	D5021 - Lighting	Poor			\$5,000							
Southwest	Salt Building	A10 - Foundations	Good				\$13,000						
Southwest	Sand Building	A10 - Foundations	Good				\$13,000						
Southwest	Storage Shed S	B2010 - Exterior Siding	Fair				\$20,000						
Southwest	Main Building		Fair					\$50,000					
Southwest	Main Building	B10 - Superstructure	Fair					\$7,000	\$63,000				
Southwest	Main Building	D3053 - Unit Heaters	Fair						\$30,000				
Southwest	Storage Shed S	B30 - Roofing	Good						\$20,000				
Southwest	General Site	G2010 - Roadways	Fair								\$26,000		
Southwest	Main Building	D2010 - Plumbing Fixtures	Fair								\$6,000		
Southwest	Main Building	D2095 - Domestic Water Heaters	Fair								\$5,000		
Southwest	Main Building	D5092 - Emergency Power & Generation	Good								\$5,000		
Southwest	Main Building	E2020 - Movable Furnishings	Fair								\$6,000		
Southwest	Main Building	E1042 - Laundry Room Equipment	Fair								\$5,000		
Southwest	Main Building	C3010 - Wall Finishes	Fair									\$2,500	
Southwest	Main Building	C3030 - Ceiling Finishes	Fair									\$2,252	
Southwest	Storage Shed N	B2040 - Industrial Doors	Good									\$6,000	
Southwest	Storage Shed S	B2040 - Industrial Doors	Good									\$6,000	
Southwest	Storage Shed S	D5022 - Lighting Equipment	Good									\$6,409	
Southwest	Main Building		Fair										\$10,000
Southwest	Main Building	C1030 - Interior Doors	Good										\$1,050
White Wate	Main Building	D2095 - Domestic Water Heaters	Fair		\$5,000								
White Wate	Sand Building	B10 - Superstructure	Good	\$6,000	\$54,000								
White Wate	Sand Building	B10 - Roofing	Good		\$37,000								
White Wate	Main Building	B2020 - Exterior Windows	Fair			\$15,000							
White Wate	Main Building	C3020 - Floor Finishes	Fair			\$30,000							

Location	Category	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
White Wate Salt Building	D5010 - Lighting	Good			\$5,000							
White Wate Sand Building	D5010 - Lighting	Good			\$5,000							
White Wate Storage Shed	D5022 - Lighting Equipment	Good			\$5,000							
White Wate General Site	G2010 - Roadways	Fair				\$30,000						
White Wate Main Building	A10 - Foundations	Poor				\$30,000						
White Wate Main Building	HVAC	Good				\$23,000						
White Wate Salt Building	A10 - Foundations	Fair				\$13,000						
White Wate Sand Building	A10 - Foundations	Good				\$13,000						
White Wate Main Building	D5022 - Lighting Equipment	Good							\$20,000			
White Wate Main Building	D2020 - Domestic Water Distribution	Fair								\$5,000		
White Wate Main Building	D5092 - Emergency Power & Generation	Good								\$5,000		
White Wate Main Building	E2010 - Fixed Furnishings	Fair								\$6,000		
White Wate Main Building	E2020 - Movable Furnishings	Fair								\$5,000		
White Wate Salt Building	D5010 - Electrical Service And Distributio	Good								\$5,000		
White Wate Main Building	D3045 - Exhaust Ventilation Systems	Good									\$10,000	
White Wate Main Building	D3057 - Radiant Heater Units	Fair									\$10,000	
White Wate Storage Shed	B2030 - Exterior Doors	Good									\$3,000	
White Wate Main Building	B10 - Roofing	Good										\$37,000
White Wate Main Building	B2030 - Exterior Doors	Fair										\$5,000
White Wate Main Building	C3010 - Wall Finishes	Fair										\$5,800
White Wate Storage Shed	B2040 - Industrial Doors	Good										\$6,000
TOTAL			\$ 176,000	\$ 181,000	\$ 187,000	\$ 192,500	\$ 198,500	\$ 204,000	\$ 210,300	\$ 216,000	\$223,661	\$229,402

Renfrew County Housing Corporation

Facility: Name	Category	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
0710_425 Nelson Street	A10 - Foundations	Fair	\$10,000									
0710_425 Nelson Street	B2020 - Exterior Windows	Poor	\$35,000									
0710_425 Nelson Street	B2030 - Exterior Doors	Critical	\$15,000									
0710_425 Nelson Street	B2010 - Exterior Walls	Fair	\$5,000									
0710_425 Nelson Street	C3070 - Floor Finishes - Common Area	Poor		\$16,000								
0710_425 Nelson Street	C20 - Stairs	Good		\$7,500								
0710_425 Nelson Street	C3070 - Floor Finishes - Common Area	Poor		\$8,000								
0710_425 Nelson Street	C3090 - Ceiling Finishes - Common Area	Poor	\$5,000									
0710_425 Nelson Street	D5032 - Intercommunications And Paging	Good							\$10,500			
0710_425 Nelson Street	D2095 - Domestic Water Heaters	Fair					\$8,000					
0710_425 Nelson Street	D2095 - Domestic Water Heaters	Fair						\$8,000				
0710_425 Nelson Street	D3058-D - Make-Up AHU	Critical	\$10,000									
0710_425 Nelson Street	D4010 - Sprinklers	Good				\$12,932						
0710_425 Nelson Street	D3045 - Exhaust Ventilation Systems	Critical	\$8,000									
0710_425 Nelson Street			\$88,000	\$31,500	\$0	\$12,932	\$8,000	\$8,000	\$10,500	\$0	\$0	\$0
0710_425 Nelson Street - Site	G2020 - Parking Lots	Fair		\$15,000								
0710_425 Nelson Street - Site	G2030 - Pedestrian Paving	Poor	\$18,000									
0710_425 Nelson Street - Site	G2040 - Site Development	Fair	\$4,000									
0710_425 Nelson Street - Site	G2040 - Site Development	Fair	\$3,000									
0710_425 Nelson Street - Site	G4020 - Site Lighting	Good		\$10,000								
0710_425 Nelson Street - Site			\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
0711_510 & 515 MacKay Street - Sit	G2020 - Parking Lots	Critical	\$30,000									
0711_510 & 515 MacKay Street - Sit	G2030 - Pedestrian Paving	Good			\$10,000							
0711_510 & 515 MacKay Street - Sit	G4020 - Site Lighting	Critical		\$20,000								
0711_510 & 515 MacKay Street - Sit	G2040 - Site Development	Critical										
0711_510 & 515 MacKay Street - Site			\$30,000	\$20,000	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
0711_510 MacKay Street	B2020 - Exterior Windows	Fair								\$26,500		
0711_510 MacKay Street	C1010 - Partitions	Poor		\$5,000								
0711_510 MacKay Street	C1040 - Interior Doors - Units	Fair		\$10,823								
0711_510 MacKay Street	C3070 - Floor Finishes - Common Area	Good							\$10,000			
0711_510 MacKay Street	D2095 - Domestic Water Heaters	Good										\$7,000
0711_510 MacKay Street	D5037 - Fire Alarm System	Fair		\$12,561								
0711_510 MacKay Street	D4010 - Sprinklers	Good		\$5,583								
0711_510 MacKay Street			\$0	\$33,966	\$0	\$0	\$0	\$0	\$0	\$36,500	\$0	\$7,000
0711_515 River Road	A10 - Foundations	Poor	\$30,000									
0711_515 River Road	B1013 - Balcony Construction	Poor				\$5,000						
0711_515 River Road	B1013 - Balcony Construction	Poor				\$12,000						
0711_515 River Road	C3070 - Floor Finishes - Common Area	Critical	\$5,000									
0711_515 River Road	D4010 - Sprinklers	Good					\$15,383					
0711_515 River Road			\$35,000	\$0	\$0	\$17,000	\$15,383	\$0	\$0	\$0	\$0	\$0
0712_55 Poplar Street	A10 - Foundations	Fair		\$6,000								\$6,000
0712_55 Poplar Street	B30 - Roofing	Fair										\$20,000
0712_55 Poplar Street	B2030 - Exterior Doors	Poor		\$10,000								
0712_55 Poplar Street	C1060 - Kitchen Refurbishment	Critical		\$9,500								
0712_55 Poplar Street	C20 - Stairs	Critical		\$5,000								
0712_55 Poplar Street	D5021 - Branch Wiring	Good							\$5,000			
0712_55 Poplar Street	D4030 - Fire Protection Specialties	Good							\$10,467			
0712_55 Poplar Street			\$0	\$30,500	\$0	\$0	\$0	\$0	\$15,467	\$0	\$0	\$26,000
0712_55 Poplar Street - Site	G4020 - Site Lighting	Poor		\$10,000								
0712_55 Poplar Street - Site	G2040 - Site Development	Good							\$5,000			
0712_55 Poplar Street - Site	G2049-A - Garbage Area & Structure	Fair							\$5,000			
0712_55 Poplar Street - Site			\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0
0713_150 Elizabeth Street North	A10 - Foundations	Good		\$10,000								
0713_150 Elizabeth Street North	A10 - Foundations	Fair		\$15,000								
0713_150 Elizabeth Street North	A10 - Foundations	Fair							\$5,000			

Facility: Name	Category	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
0713_150 Elizabeth Street North	A20 - Basement Construction	Fair										\$5,000
0713_150 Elizabeth Street North	B30 - Roofing	Fair		\$10,000								
0713_150 Elizabeth Street North	B1013 - Balcony Construction	Fair	\$12,000									
0713_150 Elizabeth Street North	B1013 - Balcony Construction	Fair					\$5,000					
0713_150 Elizabeth Street North	B2010 - Exterior Walls	Fair		\$5,000								
0713_150 Elizabeth Street North	B2020 - Exterior Windows	Good										\$5,000
0713_150 Elizabeth Street North	B2030 - Exterior Doors	Fair							\$6,000			
0713_150 Elizabeth Street North	C1060 - Kitchen Refurbishment	Fair	\$20,000									
0713_150 Elizabeth Street North	C1060 - Kitchen Refurbishment	Poor	\$175,000									
0713_150 Elizabeth Street North	D2070 - Domestic water distribution	Critical	\$15,000									
0713_150 Elizabeth Street North	D5013 - Main Electrical Service and Distrib	Good										\$5,000
0713_150 Elizabeth Street North	D5014 - Intermediate Electrical Service and	Good										\$6,000
0713_150 Elizabeth Street North	D5015 - Unit Electrical Service and Distrib	Good										\$6,000
0713_150 Elizabeth Street North	D5023 - Lighting Equipment - Units	Poor					\$22,000					
0713_150 Elizabeth Street North	D5091 - Exit & Emergency Light Systems	Good					\$6,500					
0713_150 Elizabeth Street North	D2095 - Domestic Water Heaters	Good						\$7,500				
0713_150 Elizabeth Street North	D2095 - Domestic Water Heaters	Good							\$7,500			
0713_150 Elizabeth Street North	D3058-D - Make-Up AHU	Critical	\$17,000									
0713_150 Elizabeth Street North	D4010 - Sprinklers	Good							\$25,781			
0713_150 Elizabeth Street North	D4030 - Fire Protection Specialties	Good					\$5,517					
0713_150 Elizabeth Street North			\$239,000	\$40,000	\$0	\$0	\$39,017	\$7,500	\$44,281	\$0	\$0	\$27,000
0713_150 Elizabeth Street North - S G2020 - Parking Lots		Poor								\$25,000		
0713_150 Elizabeth Street North - S G2030 - Pedestrian Paving		Poor	\$15,000									
0713_150 Elizabeth Street North - S G3030 - Storm Sewer		Critical	\$20,000									
0713_150 Elizabeth Street North - S G4020 - Site Lighting		Poor		\$17,000								
0713_150 Elizabeth Street North - S G2040 - Site Development		Fair		\$5,000								
0713_150 Elizabeth Street North - S G2049-B - Sheds		Good								\$7,000		
0713_150 Elizabeth Street North - S G3030 - Storm Sewer		Critical	\$0									
0713_150 Elizabeth Street North - Site			\$35,000	\$22,000	\$0	\$0	\$0	\$0	\$0	\$32,000	\$0	\$0
0714_59 Wallace Street	A10 - Foundations	Good			\$5,000							\$5,000
0714_59 Wallace Street	D2095 - Domestic Water Heaters	Poor		\$3,500								
0714_59 Wallace Street	B1013 - Balcony Construction	Good							\$9,000			
0714_59 Wallace Street	B2030 - Exterior Doors	Poor	\$12,500									
0714_59 Wallace Street	C1060 - Kitchen Refurbishment	Poor		\$35,000					\$35,000			
0714_59 Wallace Street	C1060 - Kitchen Refurbishment	Poor		\$5,000					\$5,000			
0714_59 Wallace Street	C3070 - Floor Finishes - Common Area	Good										\$10,000
0714_59 Wallace Street	C3200 - Interior Renovations - Units	Good			\$10,000							\$10,000
0714_59 Wallace Street	D5021 - Branch Wiring	Poor			\$50,000							
0714_59 Wallace Street	D2095 - Domestic Water Heaters	Good										\$3,500
0714_59 Wallace Street	D5032 - Intercommunications And Paging	Good			\$5,000							
0714_59 Wallace Street	D5037 - Fire Alarm System	Fair							\$8,147			

Facility: Name	Category	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
0714_59 Wallace Street	D3045 - Exhaust Ventilation Systems	Fair							\$5,000			
0714_59 Wallace Street	D3058-D - Make-Up AHU	Critical	\$60,000									
0714_59 Wallace Street	D5038 - Security Systems	Critical	\$12,000									
0714_59 Wallace Street	D4010 - Sprinklers	Good							\$10,692			
0714_59 Wallace Street			\$84,500	\$43,500	\$70,000	\$0	\$0	\$0	\$72,839	\$0	\$0	\$28,500
0714_59 Wallace Street - Site	G2020 - Parking Lots	Fair		\$15,000								
0714_59 Wallace Street - Site	G2030 - Pedestrian Paving	Critical	\$10,000									
0714_59 Wallace Street - Site	G4020 - Site Lighting	Critical		\$12,500								
0714_59 Wallace Street - Site	G2040 - B - Sheds	Critical	\$4,500									
0714_59 Wallace Street - Site	G2040 - Site Development	Critical	\$9,000									
0714_59 Wallace Street - Site			\$23,500	\$27,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
0715_435-481 Nelson St - (6) Townl C1060 - Kitchen Refurbishment		Poor	\$150,000									
0715_435-481 Nelson St - (6) Townhome Blocks			\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
0717_1110-1144 Lea St - (2) Townh C1060 - Kitchen Refurbishment		Fair				\$99,000						
0717_1110-1144 Lea St - (2) Townhome Blocks			\$0	\$0	\$0	\$99,000	\$0	\$0	\$0	\$0	\$0	\$0
0718_1 MacKercher Drive	B30 - Roofing	Fair										\$6,085
0718_1 MacKercher Drive	B1013 - Balcony Construction	Fair			\$8,000							
0718_1 MacKercher Drive	B2030 - Exterior Doors	Fair			\$7,000							
0718_1 MacKercher Drive	D5037 - Fire Alarm System	Fair			\$9,420							
0718_1 MacKercher Drive	D5037 - Fire Alarm System	Good			\$19,711							
0718_1 MacKercher Drive			\$0	\$0	\$44,131	\$0	\$0	\$0	\$0	\$0	\$0	\$6,085
0718_1 MacKercher Drive - Site	G2040 - Site Development	Critical	\$20,000									
0718_1 MacKercher Drive - Site	G2040 - Site Development	Good			\$25,000							
0718_1 MacKercher Drive - Site	G2030 - Pedestrian Paving	Fair	\$5,000									
0718_1 MacKercher Drive - Site			\$25,000	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
0720_400 Nelson Street	B2020 - Exterior Windows	Poor	\$25,000									
0720_400 Nelson Street	A10 - Foundations	Poor	\$3,000						\$3,000			
0720_400 Nelson Street	A10 - Foundations	Poor	\$2,500									
0720_400 Nelson Street	B2030 - Exterior Doors	Poor							\$11,000			
0720_400 Nelson Street	B30 - Roofing	Poor	\$3,500									
0720_400 Nelson Street	C3050 - Wall Finishes - Common Area	Fair	\$6,000									
0720_400 Nelson Street	B30 - Roofing	Good					\$5,000					
0720_400 Nelson Street	C3070 - Floor Finishes - Common Area	Fair	\$12,000									
0720_400 Nelson Street	D5038 - Security Systems	Poor	\$6,552									
0720_400 Nelson Street	D2095 - Domestic Water Heaters	Fair					\$14,000					
0720_400 Nelson Street	C3200 - Interior Renovations - Units	Fair										
0720_400 Nelson Street	D4010 - Sprinklers	Fair							\$9,948			
0720_400 Nelson Street	D3098 - Electric Baseboard Heat	Fair					\$10,000					
0720_400 Nelson Street			\$58,552	\$0	\$0	\$0	\$29,000	\$0	\$23,948	\$0	\$0	\$0
0720_400 Nelson Street - Site	G2030 - Pedestrian Paving	Poor										
0720_400 Nelson Street - Site	G2030 - Pedestrian Paving	Poor		\$2,500					\$2,500			
0720_400 Nelson Street - Site	G2049-B - Sheds	Good		\$2,000								
0720_400 Nelson Street - Site	G4020 - Site Lighting	Poor							\$12,000			
0720_400 Nelson Street - Site	G2020 - Parking Lots	Poor		\$5,000								
0720_400 Nelson Street - Site			\$0	\$9,500	\$0	\$0	\$0	\$0	\$14,500	\$0	\$0	\$0
0721_75 Stafford Street	A10 - Foundations	Good				\$5,000			\$5,000			
0721_75 Stafford Street	B30 - Roofing	Fair							\$5,000			

Facility: Name	Category	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
0721_75 Stafford Street	B10 - Superstructure	Good							\$4,000			
0721_75 Stafford Street	B1013 - Balcony Construction	Fair	\$6,000									
0721_75 Stafford Street	B2020 - Exterior Windows	Fair	\$7,000									
0721_75 Stafford Street	B2030 - Exterior Doors	Poor	\$30,000									
0721_75 Stafford Street	B2030 - Exterior Doors	Poor		\$4,000								
0721_75 Stafford Street	C1060 - Kitchen Refurbishment	Poor	\$169,750									
0721_75 Stafford Street	C1060 - Kitchen Refurbishment	Critical										
0721_75 Stafford Street	C20 - Stairs	Critical		\$5,000								
0721_75 Stafford Street	C3070 - Floor Finishes - Common Area	Poor				\$5,000						
0721_75 Stafford Street	C3070 - Floor Finishes - Common Area	Poor							\$5,000			
0721_75 Stafford Street	D1010 - Elevators & Lifts	Fair		\$6,141					\$6,141			
0721_75 Stafford Street	D1010 - Elevators & Lifts	Fair		\$6,141					\$6,141			
0721_75 Stafford Street	D5023 - Lighting Equipment - Units	Poor				\$5,000						
0721_75 Stafford Street	D5038 - Security Systems	Poor		\$8,000								
0721_75 Stafford Street	D4010 - Sprinklers	Fair				\$25,898						
0721_75 Stafford Street	D3045 - Exhaust Ventilation Systems	Poor		\$5,000								
0721_75 Stafford Street			\$212,750	\$34,282	\$0	\$40,898	\$0	\$0	\$31,282	\$0	\$0	\$0
0721_75 Stafford Street - Site	G2020 - Parking Lots	Poor								\$10,000		
0721_75 Stafford Street - Site	G2049-B - Sheds	Fair							\$45,000			
0721_75 Stafford Street - Site	G2049-A - Garbage Area & Structure	Good								\$3,000		
0721_75 Stafford Street - Site	G4020 - Site Lighting	Poor		\$12,000								
0721_75 Stafford Street - Site	G2040 - Site Development	Poor		\$5,000								
0721_75 Stafford Street - Site	G2050 - Landscaping	Good		\$5,000						\$5,000		
0721_75 Stafford Street - Site			\$0	\$22,000	\$0	\$0	\$0	\$0	\$45,000	\$18,000	\$0	\$0
0722_19 Smith Street	C1060 - Kitchen Refurbishment	Fair								\$36,000		
0722_19 Smith Street	C1060 - Kitchen Refurbishment	Fair								\$6,000		
0722_19 Smith Street	D5023 - Lighting Equipment - Units	Poor								\$6,000		
0722_19 Smith Street	D5032 - Intercommunications And Paging	Fair							\$5,000			
0722_19 Smith Street	C1060 - Kitchen Refurbishment	Good							\$3,000			
0722_19 Smith Street	D5033 - Telephone Systems	Fair							\$5,000			
0722_19 Smith Street	D5037 - Fire Alarm System	Fair			\$9,500							
0722_19 Smith Street	D2010 - Plumbing Fixtures	Fair							\$8,000			
0722_19 Smith Street	D2030 - Sanitary Waste	Fair							\$5,500			
0722_19 Smith Street	D3098 - Electric Baseboard Heat	Good			\$23,000							
0722_19 Smith Street	D4010 - Sprinklers	Good					\$9,000					
0722_19 Smith Street	D4020 - Standpipes	Good					\$18,000					
0722_19 Smith Street			\$0	\$0	\$32,500	\$0	\$27,000	\$0	\$26,500	\$48,000	\$0	\$0
0722_19 Smith Street - Site	G2030 - Pedestrian Paving	Fair	\$10,000									
0722_19 Smith Street - Site	G2040 - Site Development	Fair							\$20,934			
0722_19 Smith Street - Site	G2050 - Landscaping	Good				\$26,472						
0722_19 Smith Street - Site	G3020 - Sanitary Sewer	Critical	\$45,000									
0722_19 Smith Street - Site			\$55,000	\$0	\$0	\$26,472	\$0	\$0	\$20,934	\$0	\$0	\$0
0723_130-144 Fraser/135-147 Arno	C1060 - Kitchen Refurbishment	Fair						\$180,000				
0723_130-144 Fraser, 135-147 Arnolds, 520-546 Nelson - (6) Townhome Blocks			\$0	\$0	\$0	\$0	\$0	\$180,000	\$0	\$0	\$0	\$0
0724_200-240 Reynolds Ave, 966-981	C1060 - Kitchen Refurbishment	Fair	\$207,997									
0724_200-240 Reynolds Ave, 966-982 Bronx St - (9) Townhome Blocks			\$207,997	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
0725_172 & 174 Cecil Street	B30 - Roofing	Good		\$5,000								

Facility: Name	Category	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
0725_172 & 174 Cecil Street			\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
0725_202 Cecil Street	B30 - Roofing	Poor				\$5,000						
0725_202 Cecil Street			\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
0726_260 Elizabeth Street North	A10 - Foundations	Fair	\$10,000									
0726_260 Elizabeth Street North	A10 - Foundations	Fair							\$5,000			
0726_260 Elizabeth Street North	B10 - Superstructure	Good		\$30,000								
0726_260 Elizabeth Street North	B2020 - Exterior Windows	Critical	\$120,000									
0726_260 Elizabeth Street North	B2030 - Exterior Doors	Poor	\$55,000									
0726_260 Elizabeth Street North	B30 - Roofing	Poor										\$35,337
0726_260 Elizabeth Street North	B1013 - Balcony Construction	Fair		\$7,500					\$7,500			
0726_260 Elizabeth Street North	B2010 - Exterior Walls	Fair	\$8,000						\$8,000			
0726_260 Elizabeth Street North	B2010 - Exterior Walls	Poor		\$15,000								
0726_260 Elizabeth Street North	B2020 - Exterior Windows	Fair										\$8,000
0726_260 Elizabeth Street North	B2030 - Exterior Doors	Poor							\$6,500			
0726_260 Elizabeth Street North	B30 - Roofing	Poor	\$6,000									
0726_260 Elizabeth Street North	C1050 - Interior Doors - Common Area	Critical	\$4,000									
0726_260 Elizabeth Street North	C20 - Stairs	Fair		\$8,000								
0726_260 Elizabeth Street North	C3070 - Floor Finishes - Common Area	Fair	\$15,000									
0726_260 Elizabeth Street North	C3090 - Ceiling Finishes - Common Area	Fair		\$5,000								
0726_260 Elizabeth Street North	D1010 - Elevators & Lifts	Fair					\$418,683					
0726_260 Elizabeth Street North	D2060 - Domestic Water Distribution - Common Area	Fair				\$100,106						
0726_260 Elizabeth Street North	D2070 - Domestic Water Distribution - Main	Good				\$21,385						
0726_260 Elizabeth Street North	D2095 - Domestic Water Heaters	Good								\$5,678		
0726_260 Elizabeth Street North	D2095 - Domestic Water Heaters	Fair									\$10,000	
0726_260 Elizabeth Street North	D4010 - Sprinklers	Good								\$38,948		
0726_260 Elizabeth Street North	B2010 - Exterior Walls	Critical	\$85,000									
0726_260 Elizabeth Street North	D4030 - Fire Protection Specialties	Good						\$10,467				
0726_260 Elizabeth Street North	D1010 - Elevators & Lifts	Poor	\$16,000									
0726_260 Elizabeth Street North			\$319,000	\$65,500	\$0	\$121,491	\$418,683	\$10,467	\$27,000	\$44,626	\$10,000	\$43,337
0726_260 Elizabeth Street North	- S G2020 - Parking Lots	Poor		\$45,000								
0726_260 Elizabeth Street North	- S G2030 - Pedestrian Paving	Fair		\$23,000								
0726_260 Elizabeth Street North	- S G2030 - Pedestrian Paving	Fair							\$25,000			
0726_260 Elizabeth Street North	- S G2040 - Site Development	Critical							\$25,000			
0726_260 Elizabeth Street North	- S G2020 - Parking Lots	Poor							\$7,601			
0726_260 Elizabeth Street North	- S G2030 - Pedestrian Paving	Fair	\$5,000									
0726_260 Elizabeth Street North	- S G2030 - Pedestrian Paving	Critical	\$2,000									
0726_260 Elizabeth Street North	- S G2040 - Site Development	Fair				\$8,000						
0726_260 Elizabeth Street North	- S G2040 - Site Development	Critical	\$6,000									
0726_260 Elizabeth Street North	- S G4020 - Site Lighting	Poor		\$9,000								
0726_260 Elizabeth Street North			\$13,000	\$77,000	\$0	\$8,000	\$0	\$0	\$57,601	\$0	\$0	\$0
0727_5967 Palmer Rapids Road	B30 - Roofing	Fair									\$44,000	
0727_5967 Palmer Rapids Road	B2020 - Exterior Windows	Poor	\$3,000									
0727_5967 Palmer Rapids Road	B2030 - Exterior Doors	Fair							\$9,500			
0727_5967 Palmer Rapids Road	B2030 - Exterior Doors	Fair							\$21,000			
0727_5967 Palmer Rapids Road	C1060 - Kitchen Refurbishment	Poor				\$65,000						

Facility: Name	Category	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
0727_5967 Palmer Rapids Road	C20 - Stairs	Critical	\$5,000									
0727_5967 Palmer Rapids Road	C3300 - Accessibility	Critical										
0727_5967 Palmer Rapids Road	C3070 - Floor Finishes - Common Area	Fair	\$12,000									
0727_5967 Palmer Rapids Road	C3070 - Floor Finishes - Common Area	Fair							\$5,000			
0727_5967 Palmer Rapids Road	D2040 - Rain Water Drainage	Poor	\$5,000									
0727_5967 Palmer Rapids Road	D2095 - Domestic Water Heaters	Fair							\$7,000			
0727_5967 Palmer Rapids Road	D2099 - Water Treatment Systems	Fair	\$10,000						\$10,000			
0727_5967 Palmer Rapids Road	D5038 - Security Systems	Critical	\$8,000									
0727_5967 Palmer Rapids Road	D4010 - Sprinklers	Good									\$15,984	
0727_5967 Palmer Rapids Road			\$43,000	\$0	\$0	\$65,000	\$0	\$0	\$52,500	\$0	\$59,984	\$0
0727_5967 Palmer Rapids Road - Sil G3010 - Water Supply		Critical	\$40,000									
0727_5967 Palmer Rapids Road - Sil G4020 - Site Lighting		Good		\$12,000								
0727_5967 Palmer Rapids Road - Site			\$40,000	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
0731_206-251 Oak Cres, 596-598 Fr B30 - Roofing		Fair					\$164,000					
0731_206-251 Oak Cres, 596-598 Fr B30 - Roofing		Fair					\$10,000					
0731_206-251 Oak Cres, 596-598 Frank Dench St - (13) Duplex			\$0	\$0	\$0	\$0	\$174,000	\$0	\$0	\$0	\$0	\$0
0732_174/178,202 Massey, 220/35/ B30 - Roofing		Good					\$182,700					
0732_174/178,202 Massey, 220/35/ Arith Blvd - (14) Duplex & (1) Single Fam			\$0	\$0	\$0	\$0	\$182,700	\$0	\$0	\$0	\$0	\$0
0733_44 Lorne Street	A10 - Foundations	Fair								\$5,000		
0733_44 Lorne Street	B2010 - Exterior Walls	Fair					\$5,000					
0733_44 Lorne Street	B2020 - Exterior Windows	Fair					\$9,000					
0733_44 Lorne Street	B2030 - Exterior Doors	Poor					\$6,000					
0733_44 Lorne Street	C3070 - Floor Finishes - Common Area	Fair								\$10,000		
0733_44 Lorne Street	D5037 - Fire Alarm System	Good					\$8,374					
0733_44 Lorne Street	D4030 - Fire Protection Specialties	Good										
0733_44 Lorne Street	D2030 - Sanitary Waste	Fair								\$5,000		
0733_44 Lorne Street	D2095 - Domestic Water Heaters	Fair								\$7,000		
0733_44 Lorne Street	D5038 - Security Systems	Critical	\$9,500									
0733_44 Lorne Street			\$9,500	\$0	\$0	\$0	\$28,374	\$0	\$0	\$27,000	\$0	\$0
0734_41 Vimy Boulevard	A10 - Foundations	Poor	\$5,000									
0734_41 Vimy Boulevard	B1013 - Balcony Construction	Poor	\$10,000									
0734_41 Vimy Boulevard	B2030 - Exterior Doors	Poor										
0734_41 Vimy Boulevard	C20 - Stairs	Fair	\$5,000									
0734_41 Vimy Boulevard	C3070 - Floor Finishes - Common Area	Fair							\$15,000			
0734_41 Vimy Boulevard	C3200 - Interior Renovations - Units	Fair							\$5,000			
0734_41 Vimy Boulevard	D2095 - Domestic Water Heaters	Fair										\$5,889
0734_41 Vimy Boulevard	D3058-D - Make-Up AHU	Good							\$15,000			
0734_41 Vimy Boulevard	D1010 - Elevators & Lifts	Poor	\$12,720									
0734_41 Vimy Boulevard	D2040 - Rain Water Drainage	Fair	\$6,000									
0734_41 Vimy Boulevard	D3098 - Electric Baseboard Heat	Poor										
0734_41 Vimy Boulevard			\$38,720	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$5,889
0734_41 Vimy Boulevard - Site	G2020 - Parking Lots	Fair		\$10,000					\$10,000			
0734_41 Vimy Boulevard - Site	G2020 - Parking Lots	Poor		\$10,000								
0734_41 Vimy Boulevard - Site	G2020 - Parking Lots	Fair							\$5,327			
0734_41 Vimy Boulevard - Site	G2040 - Site Development	Poor	\$9,500									
0734_41 Vimy Boulevard - Site	G2040 - Site Development	Fair		\$5,000								
0734_41 Vimy Boulevard - Site			\$9,500	\$25,000	\$0	\$0	\$0	\$0	\$15,327	\$0	\$0	\$0
0735_236 Hall Avenue	A10 - Foundations	Poor	\$8,000									
0735_236 Hall Avenue	A20 - Basement Construction	Poor	\$15,000									
0735_236 Hall Avenue	B2010 - Exterior Walls	Fair	\$32,500									
0735_236 Hall Avenue	B30 - Roofing	Poor	\$74,000									
0735_236 Hall Avenue	B1013 - Balcony Construction	Critical	\$5,000									
0735_236 Hall Avenue	B2020 - Exterior Windows	Good									\$10,000	

Facility: Name	Category	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
0735_236 Hall Avenue	B30 - Roofing	Critical										
0735_236 Hall Avenue	C1070 - Bathroom Refurbishment	Poor	\$50,000									
0735_236 Hall Avenue	C3070 - Floor Finishes - Common Area	Fair									\$15,000	
0735_236 Hall Avenue	D3060 - Controls And Instrumentation	Critical	\$161,000									
0735_236 Hall Avenue	D1010 - Elevators & Lifts	Poor	\$17,794									
0735_236 Hall Avenue	D2095 - Domestic Water Heaters	Fair									\$7,000	
0735_236 Hall Avenue	D4030 - Fire Protection Specialties	Good									\$9,481	
0735_236 Hall Avenue			\$363,294	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41,481	\$0
0735_236 Hall Avenue - Site	G2020 - Parking Lots	Poor		\$12,000								
0735_236 Hall Avenue - Site			\$0	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
0745_229/231 Albert Street	A10 - Foundations	Poor		\$20,000								
0745_229/231 Albert Street	A10 - Foundations	Fair		\$10,000					\$10,000			
0745_229/231 Albert Street	B10 - Superstructure	Critical		\$25,000								
0745_229/231 Albert Street	B2010 - Exterior Walls	Critical		\$50,000								
0745_229/231 Albert Street	B2010 - Exterior Walls	Fair						\$26,000				
0745_229/231 Albert Street	B30 - Roofing	Critical		\$6,500								
0745_229/231 Albert Street	B30 - Roofing	Fair						\$5,000				
0745_229/231 Albert Street	B2010 - Exterior Walls	Fair		\$5,000								
0745_229/231 Albert Street	B2020 - Exterior Windows	Critical		\$20,000								
0745_229/231 Albert Street	B2020 - Exterior Windows	Fair				\$10,000						
0745_229/231 Albert Street	B2030 - Exterior Doors	Critical		\$10,000								
0745_229/231 Albert Street	B2030 - Exterior Doors	Poor			\$24,000							
0745_229/231 Albert Street	B30 - Roofing	Poor							\$5,000			
0745_229/231 Albert Street	C1040 - Interior Doors - Units	Poor							\$36,000			
0745_229/231 Albert Street	C1010 - Partitions	Poor			\$10,000				\$10,000			
0745_229/231 Albert Street	C3070 - Floor Finishes - Common Area	Fair							\$15,000			
0745_229/231 Albert Street	C3300 - Accessibility	Critical		\$5,000								
0745_229/231 Albert Street	D5021 - Branch Wiring	Fair				\$25,000						
0745_229/231 Albert Street	D5023 - Lighting Equipment - Units	Fair				\$6,000						
0745_229/231 Albert Street	D2030 - Sanitary Waste	Critical		\$20,000								
0745_229/231 Albert Street	D2030 - Sanitary Waste	Critical		\$80,000								
0745_229/231 Albert Street	D2095 - Domestic Water Heaters	Fair						\$7,000				
0745_229/231 Albert Street	D4010 - Sprinklers	Good				\$16,580						
0745_229/231 Albert Street			\$0	\$251,500	\$34,000	\$57,580	\$0	\$38,000	\$76,000	\$0	\$0	\$0
0745_229/231 Albert Street - Site	G2020 - Parking Lots	Poor					\$15,000					
0745_229/231 Albert Street - Site	G2040 - Site Development	Poor		\$10,000								
0745_229/231 Albert Street - Site	G2050 - Landscaping	Fair					\$11,487					
0745_229/231 Albert Street - Site	G4020 - Site Lighting	Poor		\$12,500								
0745_229/231 Albert Street - Site	G2020 - Parking Lots	Poor		\$5,000			\$5,000					
0745_229/231 Albert Street - Site	G2030 - Pedestrian Paving	Fair		\$5,000								
0745_229/231 Albert Street - Site	G2040 - Site Development	Critical		\$5,000								
0745_229/231 Albert Street - Site			\$0	\$37,500	\$0	\$0	\$31,487	\$0	\$0	\$0	\$0	\$0
0746_8 Burwash Street	A10 - Foundations	Good			\$5,000					\$5,000		
0746_8 Burwash Street	B1013 - Balcony Construction	Poor	\$73,600									
0746_8 Burwash Street	B10 - Superstructure	Critical										
0746_8 Burwash Street	B2010 - Exterior Walls	Good					\$7,000					
0746_8 Burwash Street	B2020 - Exterior Windows	Poor			\$22,500					\$22,500		
0746_8 Burwash Street	B2030 - Exterior Doors	Poor					\$10,000			\$10,000		
0746_8 Burwash Street	C3090 - Ceiling Finishes - Common Area	Poor		\$40,000								
0746_8 Burwash Street	C3070 - Floor Finishes - Common Area	Poor		\$10,000								
0746_8 Burwash Street	D5032 - Intercommunications And Paging	Good								\$10,106		
0746_8 Burwash Street	D5023 - Lighting Equipment - Units	Fair		\$13,500								
0746_8 Burwash Street	D2040 - Rain Water Drainage	Fair								\$27,528		
0746_8 Burwash Street	D4010 - Sprinklers	Fair							\$35,811			
0746_8 Burwash Street	D4030 - Fire Protection Specialties	Good					\$6,489					
0746_8 Burwash Street	D1010 - Elevators & Lifts	Good		\$10,225					\$10,225			
0746_8 Burwash Street	D1010 - Elevators & Lifts	Good		\$10,225					\$10,225			
0746_8 Burwash Street	D2010 - Plumbing Fixtures	Fair								\$6,000		

Facility: Name	Category	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
0746_8 Burwash Street	D2030 - Sanitary Waste	Fair		\$5,000					\$5,000			
0746_8 Burwash Street	D2050 - Domestic Water Distribution - Unit	Poor		\$8,000					\$8,000			
0746_8 Burwash Street	D2095 - Domestic Water Heaters	Good							\$5,559			
0746_8 Burwash Street	D3060 - Controls And Instrumentation	Critical	\$110,000									
0746_8 Burwash Street	D2095 - Domestic Water Heaters	Good							\$6,197			
0746_8 Burwash Street			\$183,600	\$96,949	\$27,500	\$0	\$23,489	\$0	\$81,016	\$81,134	\$0	\$0
0746_8 Burwash Street - Site	G2020 - Parking Lots	Fair			\$125,605							
0746_8 Burwash Street - Site	G2040 - Site Development	Good		\$18,841								
0746_8 Burwash Street - Site	G2050 - Landscaping	Good						\$12,484				
0746_8 Burwash Street - Site			\$0	\$18,841	\$125,605	\$0	\$0	\$12,484	\$0	\$0	\$0	\$0
0747_63 Russell Street	A10 - Foundations	Poor	\$5,000									
0747_63 Russell Street	B30 - Roofing	Fair	\$55,000									
0747_63 Russell Street	B1013 - Balcony Construction	Fair	\$6,000									
0747_63 Russell Street	B2010 - Exterior Walls	Good							\$10,000			
0747_63 Russell Street	B2020 - Exterior Windows	Poor					\$15,000					
0747_63 Russell Street	B30 - Roofing	Fair			\$47,000							
0747_63 Russell Street	B30 - Roofing	Fair						\$23,500				
0747_63 Russell Street	C1060 - Kitchen Refurbishment	Fair						\$20,000				
0747_63 Russell Street	C1060 - Kitchen Refurbishment	Fair						\$185,000				
0747_63 Russell Street	C20 - Stairs	Critical		\$7,000								
0747_63 Russell Street	C20 - Stairs	Good				\$21,000						
0747_63 Russell Street	C20 - Stairs	Critical				\$4,000						
0747_63 Russell Street	C3090 - Ceiling Finishes - Common Area	Good										\$20,000
0747_63 Russell Street	D5021 - Branch Wiring	Fair							\$35,000			
0747_63 Russell Street	D5014 - Intermediate Electrical Service and	Fair							\$7,000			
0747_63 Russell Street	D5032 - Intercommunications And Paging	Good								\$10,500		
0747_63 Russell Street	D2060 - Domestic Water Distribution - Com	Fair					\$62,000					
0747_63 Russell Street	D3045 - Exhaust Ventilation Systems	Poor	\$35,000									
0747_63 Russell Street	D3058-D - Make-Up AHU	Poor					\$80,000					
0747_63 Russell Street	D3060 - Controls And Instrumentation	Fair							\$46,500			
0747_63 Russell Street	D4010 - Sprinklers	Good									\$31,000	
0747_63 Russell Street	D1010 - Elevators & Lifts	Good		\$6,000					\$6,000			
0747_63 Russell Street	D1010 - Elevators & Lifts	Poor	\$16,000									
0747_63 Russell Street	D2010 - Plumbing Fixtures	Fair									\$6,000	
0747_63 Russell Street	D2030 - Sanitary Waste	Poor			\$13,000							
0747_63 Russell Street	D2040 - Rain Water Drainage	Good					\$24,000					
0747_63 Russell Street	D2050 - Domestic Water Distribution - Unit	Good										\$11,000
0747_63 Russell Street	D2095 - Domestic Water Heaters	Critical										
0747_63 Russell Street	D2095 - Domestic Water Heaters	Good										
0747_63 Russell Street	D4030 - Fire Protection Specialties	Good							\$6,000			
0747_63 Russell Street	B2010 - Exterior Walls	Critical	\$50,000									
0747_63 Russell Street			\$167,000	\$13,000	\$60,000	\$25,000	\$181,000	\$228,500	\$110,500	\$10,500	\$37,000	\$31,000
0747_63 Russell Street - Site	G2020 - Parking Lots	Good									\$17,061	
0747_63 Russell Street - Site	G2040 - Site Development	Poor	\$11,571									
0747_63 Russell Street - Site	G2040 - Site Development	Poor		\$35,000								
0747_63 Russell Street - Site	G2050 - Landscaping	Good								\$12,891		
0747_63 Russell Street - Site	G4020 - Site Lighting	Poor								\$17,410		
0747_63 Russell Street - Site			\$11,571	\$35,000	\$0	\$0	\$0	\$0	\$0	\$30,300	\$17,061	\$0
0748_200 Caruso Street - (6) Townh	B30 - Roofing	Poor				\$5,000					\$5,000	
0748_200 Caruso Street - (6) Townhome Blocks			\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000	\$0
0749_26 Spruce Street - Apartment A10 - Foundations		Fair				\$7,000				\$7,000		
0749_26 Spruce Street - Apartment B30 - Roofing		Fair							\$52,000			
0749_26 Spruce Street - Apartment B10 - Superstructure		Fair		\$5,000								
0749_26 Spruce Street - Apartment B1013 - Balcony Construction		Fair							\$5,000			
0749_26 Spruce Street - Apartment B2010 - Exterior Walls		Fair				\$6,000				\$6,000		
0749_26 Spruce Street - Apartment B2020 - Exterior Windows		Poor		\$9,500								
0749_26 Spruce Street - Apartment B2020 - Exterior Windows		Fair								\$10,000		
0749_26 Spruce Street - Apartment B2030 - Exterior Doors		Critical	\$41,000									

Facility: Name	Category	Overall Condition	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
0749_26 Spruce Street - Apartment C1060 - Kitchen Refurbishment		Poor				\$60,000						
0749_26 Spruce Street - Apartment C3070 - Floor Finishes - Common Area		Fair		\$5,000						\$5,000		
0749_26 Spruce Street - Apartment C3070 - Floor Finishes - Common Area		Fair								\$10,000		
0749_26 Spruce Street - Apartment D2095 - Domestic Water Heaters		Fair							\$7,000			
0749_26 Spruce Street - Apartment D5038 - Security Systems		Critical	\$8,000									
0749_26 Spruce Street - Apartment D3058-D - Make-Up AHU		Critical	\$60,000									
0749_26 Spruce Street - Apartment D3058-D - Make-Up AHU		Good									\$0	
0749_26 Spruce Street - Apartment			\$109,000	\$19,500	\$0	\$73,000	\$0	\$0	\$64,000	\$38,000	\$0	\$0
0749_26 Spruce Street - Site G2030 - Pedestrian Paving		Poor	\$10,000									
0749_26 Spruce Street - Site G4020 - Site Lighting		Poor		\$20,000								
0749_26 Spruce Street - Site			\$10,000	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL			\$2,586,484	\$1,038,538	\$428,736	\$556,373	\$1,158,133	\$484,951	\$834,194	\$366,060	\$170,526	\$174,811

Light Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
LDTR-11-Z367619	Pickup Truck	2011	7	M	\$34,000								\$34,000		
LDTR-12-S260774	Pickup Truck	2012	7	L	\$34,000								\$34,000		
LDTR-14-S351839	Pickup Truck	2014	7	L	\$34,000								\$34,000		
LDTR-13-S648197	Pickup Truck	2013	7	L		\$34,000								\$34,000	
LDTR-13-S647785	Pickup Truck	2013	7	L		\$30,000								\$30,000	
LDTR-13-S689597	Pickup Truck	2013	7	L		\$34,000								\$34,000	
LDTR-13-S702813	Pickup Truck	2013	7	L		\$30,000								\$30,000	
AMBU-07-1218615	Service Van (Mechanic)	2014	7	H			\$35,000								\$35,000
LDTR-14-S370373	Pickup Truck	2014	7	L			\$30,000								\$30,000
LDTR-14-S344123	Pickup Truck	2014	7	L			\$30,000								\$30,000
LDTR-15-Z317342	Pickup Truck	2015	7	L				\$34,000							
LDTR-15-Z318236	Pickup Truck	2015	7	L				\$34,000							
LDTR-15-Z317342	Pickup Truck	2015	7	L				\$34,000							
LDTR-16-Z335214	Pickup Truck	2016	7	L					\$30,000						
LDTR-16-Z337328	Pickup Truck	2016	7	L					\$30,000						
LDTR-17-Z340878	Pickup Truck	2017	7	H						\$34,000					
LDTR-00-JJ36502	Pickup Truck	2017	7	H						\$30,000					
LDTR-17-Z340368	Pickup Truck	2017	7	H						\$34,000					
LDTR-17-Z340472	Pickup Truck	2017	7	H						\$34,000					
AMBU-18-	Service Van (Mechanic)	2013	7								\$35,000				
LDTR-18-G420742	Pickup Truck	2018	7								\$30,000				
LDTR-12-S287313	Pickup Truck	2012	7	L								\$30,000			
LDTR-18-G420382	Pickup Truck	2018	7									\$34,000			
LDTR-18-G422506	Pickup Truck	2018	7									\$34,000			
TOTAL					\$102,000	\$128,000	\$95,000	\$102,000	\$60,000	\$132,000	\$65,000	\$200,000	\$128,000	\$65,000	

Medium Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs																	
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028								
MDTR-09-H243812	TRUCK 3 TON INTER	2009	10	M											\$120,000							
MDTR-09-H243811	TRUCK 3 TON INTER	2009	10	M				\$120,000														
MDTR-10-HAX8817	TRUCK 3 TON FREIGHTLINER	2010	10	M						\$120,000												
MDTR-10-HAX8816	TRUCK 3 TON FREIGHTLINER	2010	10	M											\$120,000							
TOTAL					\$	-	\$	-	\$	-	\$	120,000	\$	120,000	\$	-	\$	-	\$	240,000	\$	-

Heavy Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
HDTR-00-H345759	TRUCK 6 TON INTER	2000	14	E	\$300,000										
HDTR-00-H345758	TRUCK 6 TON INTER	2000	14	E		\$300,000									
HDTR-03-J085282	TRUCK 6 TON INTER	2003	14	H		\$300,000									
HDTR-06-J456640	TRUCK 6 TON INTER	2006	14	M			\$300,000								
HDTR-07-J424017	TRUCK 6 TON INTER	2007	14	M				\$300,000							
HDTR-07-J653946	TRUCK 6 TON INTER	2007	14	M					\$300,000						
HDTR-08-J105697	TRUCK 6 TON INTER	2008	14	M						\$300,000					
HDTR-09-J239888	TRUCK 6 TON INTER	2009	14	L						\$300,000					
HDTR-11-J368927	TRUCK 6 TON INTER	2011	14	L							\$300,000				
HDTR-12-HBL2575	TRUCK 6 TON FREIGHTLINER	2012	14	L								\$300,000			
HDTR-12-HBL2574	TRUCK 6 TON FREIGHTLINER	2012	14	L								\$300,000			
HDTR-12-HFB1171	TRUCK 6 TON FREIGHTLINER	2012	14	L								\$300,000			
HDTR-13-H780241	TRUCK 6 TON INTER	2013	14	L									\$300,000		
HDTR-13-H780242	TRUCK 6 TON W-STAR	2013	14	L										\$300,000	
HDTR-14-PGE7703	TRUCK 6 TON INTER	2014	14	L											\$300,000
HDTR-89-H201485	TRUCK 6 TON INTER	1989	14	E											
HDTR-15-N208304	TRUCK 6 TON INTER	2015	14	L											
HDTR-15-N208305	TRUCK 6 TON INTER	2015	14	L											
HDTR-15-N208306	TRUCK 6 TON INTER	2015	14	L											
HDTR-16-	TRUCK 6 TON VOLVO	2016	14	E											
HDTR-16-	TRUCK 6 TON INTER	2016	14	E											
HDTR-18-	TRUCK 6 TON INTER	2018	14	E											
HDTR-97-H523967	TRUCK 6 TON INTER	2017	14	E											
TOTAL					\$300,000	\$600,000	\$300,000	\$300,000	\$300,000	\$300,000	\$600,000	\$300,000	\$900,000	\$600,000	\$300,000

Tractors - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs											
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028		
TRAC-02-L25026	TRACTOR MASSEY FERGUSON	2002	15	H	\$90,000											
TRAC-02-L25212	TRACTOR MASSEY FERGUSON	2002	15	H											\$90,000	
TRAC-04-N153059	TRACTOR MASSEY FERGUSON	2004	15	H												\$90,000
TRAC-07-T090H45	TRACTOR CASE	2007	15	M												
TOTAL					\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ 90,000

Backhoe and Loaders - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
BACK-99-0484047	BACKHOE/LOADER JCB	1999	15	H	\$150,000										
BACK-96-FL00908	BACKHOE/LOADER CAT	1996	15	H		\$150,000									
EXCA-21	EXCAVATOR - WHEEL	2020	25	E			\$350,000								
EXCA-25	EXCAVATOR -WHEEL	2025	25	E				\$350,000							
LOAD-17	LOADER ATTACH - BOOM MOW (FOR LC	2017	6	E					\$150,000						
LOAD-08-Z621907	LOADER JOHN DEERE 624K	2008	15	M					\$250,000						
BACK-06-G959459	BACKHOE/LOADER JOHN DEERE	2006	15	M						\$150,000					
BACK-10-0185367	BACKHOE/LOADER JOHN DEERE	2010	15	L							\$150,000				
EXCA-27	EXCAVATOR - TRACK	2027	25	E							\$450,000				
BACK-11-D205702	BACKHOE/LOADER JOHN DEERE	2011	17	L											\$150,000
EXCA-28	EXCAVATOR -LONG BOOM	2028	25	E											\$450,000
BACK-12-D215014	BACKHOE/LOADER JOHN DEERE	2012	17	L											
EXCA-29	EXCAVATOR -WHEEL	2029	25	E											
EXCA-18	EXCAVATOR - WHEEL	2018	25	E											
TOTAL					\$ 150,000	\$ 150,000	\$ 350,000	\$ 350,000	\$ 400,000	\$ 150,000	\$ 600,000	\$ -	\$ -	\$ -	\$ 600,000

Graders - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs											
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028		
GRAD-03-9615939	GRADER CHAMPION	1984	25	E	\$200,000											
GRAD-84-9815941	GRADER CHAMPION	1984	25	E												
GRAD-12-5ET9432	GRADER NORAM 65E	2012	25	L												
GRAD-16-5ET9912-1	GRADER NORAM 65E	2013	25													
GRAD-14-65ET9696	GRADER NORAM 65E	2014	25	L												
GRAD-03-165396	GRADER GRADALL	1988	25	E												
TOTAL					\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Trailers - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs											
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028		
TRAI-95-CARTAN	TRAILER - CARGO TANDEM - PEM	1995	15	H		\$10,000										
TRAI-99-20TOTAN	TRAILER - 20 TON TANDEM - PEM	1999	15	H				\$40,000								
TRAI-02-1002203	TRAILER - 20 TON TANDEM - S.W.	2002	15	H					\$40,000							
TRAI-04-CARCONS	TRAILER - CARGO DL	2004	15	H						\$13,000						
TRAI-10-W043101	TRAILER - CARGO TANDEM - DL	2010	15	L								\$10,000				
TRAI-09-H102108	TRAILER - 4000 LB HOT MIX TRANSPORTER	2009	15	L												\$20,000
TRAI-10-H102142	TRAILER - 4000 LB HOT MIX TRANSPORTER	2010	15	L												\$20,000
TRAI-12-1142770	TRAILER - 15000 LB FLOAT - COB	2012	15	L												\$20,000
TRAI-12-A019330	TRAILER - 7000 LB TANDEM - DL	2013	15	L												
TRAI-85-20TONCR	TRAILER - 20 TON - GOSH	1985	15	H												
TRAI-17-	TRAILER - CRACK SEALER TRANSPORTER	2017	15													
TRAI-17-	TRAILER - HOT MIX TRANS DUMP DIESEL	2017	15													
TRAI-17-	TRAILER - HOT MIX TRANS DUMP DIESEL	2017	15													
TRAI-21-	TRAILER - CRACK SEALER TRANSPORTER	2021	15					\$35,000								
TRAI-21-	TRAILER - HOT MIX TRANS DUMP DIESEL	2021	15					\$35,000								
TRAI-21-	TRAILER - HOT MIX TRANS DUMP DIESEL	2021	15					\$35,000								
TOTAL						\$0	\$10,000	\$145,000	\$40,000	\$13,000	\$0	\$10,000	\$0	\$60,000	\$0	\$0

Development and Property

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
LDTR-07-HB37840	TRUCK PICKUP DODGE RAM 1500 4X2	2017.00	7.00	E							\$30,000				
LDTR-11-S667960	TRUCK PICKUP DODGE RAM 1500	2011.00	7.00	M								\$30,000			
LDTR-12-S287312	TRUCK PICKUP DODGE RAM 1500 4X2	2012.00	7.00	L	\$30,000									\$30,000	
LDTR-16-	TRUCK PICKUP CHEV SILVERADO 4X4	2016.00	7.00	L						\$30,000					
TOTAL					\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -

Renfrew County Housing Corporation

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
Light Duty Truck															
LDTR-04-1183149	TBD	2018.00	7.00	E								\$46,000			
LDTR-17-Z367678	TRUCK PICKUP Chevrolet Silverado WT4WC	2017.00	7.00	E							\$47,000				
LDTR-16-Z321006	TRUCK PICKUP Chevrolet Silverado WT4WC	2016.00	7.00	E						\$34,163					
LDTR-11-1130481	TBD	2018.00	7.00	M								\$51,000			
LDTR-12-G206190	TRUCK PICKUP DODGE RAM 2500	2012.00	7.00	L		33412.17									
LDTR-13-N101805	VAN MTCE NISSAN 2013	2013.00	7.00	L			\$37,000						\$33,000		
LTDR-15-N107755	VAN MTCE NISSAN 2014	2015.00	7.00	L				\$49,000						\$37,000	
R-LDTR-06-G254539	TRUCK PICKUP DODGE RAM 2500 06	2006.00	7.00	E											\$49,000
D-LDTR-06-G253089	TRUCK PICKUP DODGE RAM 2500 06	2006.00													
Lawn Tractor															
TRAC-90-LAWNP18	Tractor 5967 Palmer	1990.00	15.00	E											
TRAC-09-LAWNP02	Tractor 510 MacKay/515 River Rd	2009.00	15.00	L						\$17,916					
TRAC-11-LAWNP17	Tractor 59 Wallace	2011.00	15.00	L									\$6,000		
TRAC-11-KUBOA07	Tractor Arnprior Shop	2011.00	15.00	L									\$29,533		
TRAC-15-31000	Tractor 44 Lorne	2015.00	15.00	L											
TRAC-15-30980	Tractor 75 Stafford	2015.00	15.00	L											
TRAC-16-LAWNR06	Tractor 236 Hall	2016.00	15.00	E											
TRAC-16-LAWNP18	Tractor 5967 Palmer	2016.00													
TRAC-17-LAWNP13	Tractor 19 Smith	2017.00													
TRAC-06-LAWNP04	Lawn tractor 150 Elizabeth	2006.00						\$5,763							
TRAC-06-LAWNP05	Lawn tractor 425 Nelson	2006.00						\$5,763							
TRAC-18-LAWN	Lawn tractor 260 Elizabeth	2018.00													
TRAC-04-B002106	Lawn tractor 26 Spruce	2004.00				5763									
Trailers															
TRAI-01-G003096	TRAILER DUMP	2001.00	15.00	E			\$9,000								
TRAI-01-G003095	TRAILER DUMP	2001.00	15.00	E				\$9,000							
TRAI-15-2085016	TRAILER DUMP P12	2015.00	15.00	L											
TOTAL					\$5,763	\$33,412	\$57,525	\$58,000	\$52,079	\$47,000	\$97,000	\$68,533	\$37,000	\$49,000	

Emergency Services

Asset ID	Asset Description	In Service Year	RISK (L, M, H, E)	Replacement Year Costs										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
AMBU-12-5683996	AMBULANCE DEMERS TYPE II	2012.00	H	\$235,000					\$235,000				\$235,000	
AMBU-12833606	AMBULANCE DEMERS TYPE II	2014.00	M	\$235,000					\$235,000				\$235,000	
AMBU-13-1186061	AMBULANCE DEMERS TYPE III	2013.00	M		\$235,000					\$235,000				\$235,000
AMBU-13-1186256	AMBULANCE DEMERS TYPE III	2013.00	M		\$235,000					\$235,000				\$235,000
AMBU-13-1188085	AMBULANCE DEMERS TYPE III	2013.00	M		\$235,000					\$235,000				\$235,000
AMBU-13-1188928	AMBULANCE DEMERS TYPE III	2018.00	M				\$235,000					\$235,000		
AMBU-14-1199959	AMBULANCE DEMERS TYPE III	2018.00	L				\$235,000					\$235,000		
AMBU-14-1200644	AMBULANCE DEMERS TYPE III	2018.00	L				\$235,000					\$235,000		
AMBU-14-1201174	AMBULANCE DEMERS TYPE III	2018.00	L				\$235,000					\$235,000		
AMBU-14-5921494	AMBULANCE DEMERS TYPE II	2014.00	L	\$235,000				\$235,000					\$235,000	
AMBU-15-1187904	AMBULANCE DEMERS TYPE III	2018.00	L				\$235,000					\$235,000		
AMBU-15-1189020	AMBULANCE DEMERS TYPE III	2015.00	L	\$235,000				\$235,000					\$235,000	
AMBU-15-1189150	AMBULANCE DEMERS TYPE III	2015.00	L	\$235,000				\$235,000					\$235,000	
AMBU-16-1117421	AMBULANCE DEMERS TYPE III	2016.00	H	\$235,000				\$235,000					\$235,000	
AMBU-16-1184324	AMBULANCE DEMERS TYPE III	2016.00	H	\$235,000				\$235,000					\$235,000	
AMBU-16-1184897	AMBULANCE DEMERS TYPE III	2016.00	H	\$235,000				\$235,000					\$235,000	
AMBU-17-1117260	AMBULANCE DEMERS TYPE III	2017.00	H		\$235,000					\$235,000				\$235,000
AMBU-17-5550161	AMBULANCE DEMERS TYPE II	2017.00	E			\$235,000				\$235,000				\$235,000
AMBU-17-5551729	AMBULANCE DEMERS TYPE II	2018.00	E				\$235,000					\$230,000		
ATV-15-G497853	POLARIS 4X4 SIDE BY SIDE	2015.00	M		\$25,000					\$25,000				
ATV-18-	POLARIS 4X4 SIDE BY SIDE	2018.00						\$30,000						\$30,000
ERV-12-	TRUCK FORD EXPLORER	2018.00	H					\$90,000						\$90,000
ERV-12-	TRUCK FORD EXPLORER	2018.00	H					\$90,000						\$90,000
ERV-12-	TRUCK FORD EXPEDITION	2018.00	H					\$90,000						\$90,000
ERV-13-EF50543	Ford Expedition	2018.00	M					\$90,000						\$90,000
ERV-16-	Ford Expedition	2016.00	E			\$90,000					\$90,000			
ERV-16-	Ford Expedition	2016.00		\$90,000					\$90,000					
ERV-16-EA54329	FORD F250	2016.00	L			\$90,000					\$90,000			
TRAI-07-1118086	WELLS CARGO	2007.00	M				\$10,000							
TRAI-07-N063595	TRAILER - COMMAND UNIT	2007.00	M				\$10,000							
TRAI-15-E043331	TRAILER - STEALTH - UTV	2015.00	L							\$15,000				
TRAI-15-E043332	TRAILER - STEALTH - ESU	2015.00	L							\$15,000				
TOTAL				\$1,970,000	\$965,000	\$415,000	\$1,430,000	\$2,270,000	\$1,030,000	\$290,000	\$1,585,000	\$1,880,000	\$1,330,000	

10 Year Capital Plan 2019 - 2028

Road Sections

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Annual Total						\$ 8,920,158	\$ 10,134,424	\$ 10,732,211	\$ 12,458,698	\$ 13,376,492	\$ 14,908,894	\$ 14,547,530	\$ 14,910,870	\$ 14,500,370	\$ 15,506,570
SCRATCH COAT						\$ 675,305	\$ 695,564	\$ 716,431	\$ 737,924	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
ACTIVE TRANSPORTATION						\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
1	River Road	Sand Point East Limit-to-Mast Rd	2.06	H	23	\$1,133,000									
5	River Road	Castleford Bdge N Exp Jnt-to-Cty Rd 20 (Castleford Rd)	2.53	H	52	\$450,340									
7	Stone Road	Hwy 132-to-Reid Rd	1.80	H	42	\$590,400									
7	Forresters Falls Rd	Hwy 17-to-Gypsy Lane	1.04	E	84	\$211,120									
7	Forresters Falls Rd	Gypsy Lane-to-Marjorie Rd	1.66	E	55	\$336,980									
7	Forresters Falls Rd	Marjorie Rd-to-Zion Line	1.80	E	48	\$365,400									
13	Forresters Falls Rd	Zion Line-to-Cty Rd 4 (Queens Line)	2.33	E	46	\$472,990									
	Mountain Rd	Hwy 41-to-Wilberforce/Stafford Line	2.62	M	65	\$689,060									
52	Petawawa Blv	Victoria Street to Base Eng for Widening				\$100,000									
52	Burnstown Rd	Pucker St-to-Graham Ave	0.62	E	51	\$140,740									
65	Raglan St S	Graham Ave-to-Hwy 60 (Columbes St)	1.22	E	45	\$276,713									
65	Centennial Lake Rd	Matawatchesan Rd-to-Doyle Drive	2.07	M	39	\$368,460									
67	Centennial Lake Rd	Doyle Drive-to-Centennial Lake Bdge N Exp Jnt	1.57	M	48	\$412,910									
512	Simpson Pit Rd	Scenic Rd-to-Mask Rd	2.02	H	30	\$662,560									
515	Foymount Rd	B257-to-Lake Clear Rd	1.19	H	34	\$654,500									
1	Quadeville Rd	Sacred Heart Rd-to-Yukes Dr	5.23	M	44	\$1,129,680									
1	Madawaska Blvd	Madawaska Bdge W Exp Jnt-to-Daniel St	0.05	E	56		\$11,350								
1	Madawaska Blvd	Daniel St-to-Elgin St	0.57	E	64		\$129,390								
1	Elgin Street West	Madawaska & Elgin-to-Cty Rd 10 (Division St)	0.75	E	61		\$170,250								
1	River Road	Henry Crescent-to-Lochwinnoch Rd	2.36	H	40		\$887,360								
1	River Road	Mullins Rd-to-Rex Lane	2.49	H	33		\$535,350								
5	River Road	Rex Lane-to-Cty Rd 4 (Storyland Rd)	1.15	H	49		\$204,700								
5	Stone Road	Reid Rd-to-Foy Rd	1.09	H	40		\$357,520								
13	Stone Road	Foy Rd-to-Berlanquet Rd	1.45	H	42		\$475,600								
26	Mountain Rd	Wilberforce/Stafford Line-to-Micksburg Rd	1.64	M	62		\$431,320								
26	Doran Rd	Black Bay Rd-to-Cty Rd 37 (Murphy Rd)	2.04	E	51		\$414,120								
26	Doran Rd	Cty Rd 37 (Murphy Rd)-to-Herman St	0.36	E	46		\$81,720								
40	Doran Rd	Herman St-to-Cty Rd 51 (Petawawa Blvd)	0.71	E	46		\$161,170								
40	Greenwood Rd	Hwy 17-to-Meath Hill Rd	0.83	E	76		\$168,490								
40	Greenwood Rd	Meath Hill Rd-to-Cemetery Rd	2.50	E	71		\$507,500								
51	Greenwood Rd	Cemetery Rd-to-Cty Rd 21 (Beachburg Rd)	1.33	E	70		\$269,990								
51	Petawawa Blv	Cty Rd 26 (Doran St)-to-Cty Rd 16 (Victoria St)	0.22	E	67		\$49,940								
51	Petawawa Blv	Cty Rd 16 (Victoria St)-to-Petawawa River Bdge S Exp Jnt	0.58	E	59		\$131,660								
65	Petawawa Blv	Petawawa River Bdge N Exp Jnt-to-Military Camp Rd	0.26	E	61		\$59,020								
67	Centennial Lake Rd	Centennial Lake Bdge S Exp Jnt-to-Morrow Lake Rd	1.89	M	48		\$497,070								
508	Simpson Pit Rd	Mask Rd-to-Byers Creek Rd	2.07	H	35		\$678,960								
512	Black Donald Rd	Cty Rd 65 (Centennial Lake Rd)-to-Cty Rd 508 (Calabogie Rd)	0.75	H	51		\$326,250								
512	Foymount Rd	Lake Clear Rd-to-Buelow Rd	1.45	H	45	\$50,000	\$445,200								
515	Foymount Rd	Buelow Rd-to-Verch Rd	2.02	H	30	\$50,000	\$1,011,000								
515	Palmer Rd	Latchford Bdge N Exp Jnt-to-Guiney Rd	2.31	H	47		\$496,650								
653	Quadeville Rd	Kargus Rd-to-Sacred Heart Rd	2.66	M	46		\$571,900								
653	Chenaux Rd	Hwy 17-to-Cty Rd 48 (Magnesium Rd)	0.53	E	58		\$94,340								
1	Chenaux Rd	Cty Rd 48 (Magnesium Rd)-to-Camp Galilee Lane	0.68	E	55		\$121,040								
1	River Road	Cty Rd 10 (Division St)-to-Usborne St	0.50	E	44			\$188,000							
2	River Road	Lochwinnoch Rd-to-Storie Rd	1.23	H	54			\$462,480							
2	White Lake Road	Young Rd-to-Mountain View Rd	2.75	E	46			\$489,500							
4	White Lake Road	Mountain View Rd-to-Robertson Line	1.31	E	54			\$233,180							
4	Storyland Road	Hwy 17-to-Eady Rd	1.75	E	51			\$574,000							
5	Storyland Road	Eady Rd-to-Cty Rd 1 (River Rd)	1.40	E	61			\$249,200							
5	Stone Road	Berlanquet Rd-to-Culhane Rd	1.98	H	35			\$744,480							
13	Stone Road	Culhane Rd-to-1574 Stone Rd	1.46	M	40			\$313,900							
23	Mountain Rd	Micksburg Rd-to-Soike Rd	1.40	M	36			\$301,000							
23	Highland Rd	Sawmill Rd-to-Frank St	0.59	H	56			\$105,020							
30	Highland Rd	Frank St-to-Cty Rd 2 (White Lake Rd)	1.67	H	55			\$297,260							
35	Lake Dore Rd	Sperberg Rd-to-Trail Blazers Rd	2.35	H	55			\$418,300							
52	Jean Av	Cty Rd 36 (TV Tower Rd)-to-Beginning of Urban	0.86	E	46			\$174,580							
52	Burnstown Rd	Fraser Rd (McNab/Horton Twp)-to-Lime Kiln Rd	3.06	E	46			\$1,003,680							
65	Burnstown Rd	Lime Kiln Rd-to-Pucker St	1.22	E	59			\$217,160							
67	Centennial Lake Rd	Morrow Lake Rd-to-4126 Centennial Lake Rd	1.74	M	31			\$457,620							
73	Simpson Pit Rd	Byers Creek Rd-to-Buck Hill Rd	2.50	H	33			\$1,375,000							

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
73	Deep River Road	Hwy 17-to-Huron/Algonquin St	0.17	E	48			\$63,920							
512	Deep River Road	Huron St/Algonquin St-to-Champlain St	0.34	E	43			\$187,000							
653	Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)	2.01	H	30			\$705,760							
653	Chenau Rd	Camp Galilee Lane-to-Service Rd	1.81	E	53			\$322,180							
653	Chenau Rd	Service Rd-to-Berts Rd	1.57	E	67			\$279,460							
653	Chenau Rd	Berts Rd-to-Queens Line	1.55	E	48			\$275,900							
653	Chenau Rd	Queens Line-to-Kerr Line Rd	0.93	E	59			\$165,540							
1	Chenau Rd	Kerr Line-to-County/Quebec Boundary	1.47	E	59			\$261,660							
1	River Road	Usborne St-to-Moore St	0.63	E	66				\$112,140						
1	River Road	Moore St-to-Dochart St	2.15	E	36				\$705,200						
2	River Road	Storie Rd-to-County CP Trail	1.10	H	38				\$360,800						
2	White Lake Road	Robertson Line-to-Cty Rd 23 (Highland Rd)	3.18	E	50				\$566,040						
13	White Lake Road	Cty Rd 23 (Highland Rd)-to-Waba Creek Bdge E Exp Jnt	0.95	E	62				\$169,100						
20	Mountain Rd	Soike Rd-to-Stafford Third Line	1.38	M	37				\$296,700						
20	Castleford Rd	Eady Rd-to-Ferguson Rd	1.40	H	55				\$249,200						
23	Castleford Rd	Ferguson Rd-to-Humphries Rd	1.48	H	51				\$263,440						
24	Highland Rd	Renfrew/Lanark Line-to-Sawmill Road	1.51	H	35				\$324,650						
24	White Water Rd	Hwy 41-to-Stafford Third Line	1.47	H	55				\$261,660						
24	White Water Rd	Stafford Third Line-to-Hwy 17	2.62	H	59				\$466,360						
26	White Water Rd	Hwy 17-to-Cty Rd 40 (Greenwood Rd)	2.50	E	55				\$445,000						
29	Doran Rd	Cty Rd 58 (Round Lake Rd)-to-Lubitz Rd	2.02	H	40				\$661,904						
29	Drive Inn Rd	City of Pembroke (South Limits)-to-Wilson Rd	1.07	E	57				\$190,460						
30	Drive Inn Rd	Wilson Rd-to-Clearview Crescent	1.11	E	59				\$197,580						
30	Lake Dore Rd	Hwy 60-to-St. John's Church Steps	0.41	H	74				\$93,070						
30	Lake Dore Rd	St. John's Church Steps-to-Lovers Lane	1.21	H	34				\$215,380						
36	Lake Dore Rd	Lovers Lane-to-Sperberg Rd	1.71	H	41				\$642,960						
36	TV Tower Road	Cty Rd 35 (Jean Ave)-to-CPR Crossing	1.39	E	48				\$282,170						
45	TV Tower Road	CPR Crossing-to-Cty Rd 42 (Forest Lea Rd)	1.10	E	85				\$223,300						
62	Russett Dr	Scheel Dr-to-Cty Rd 63 (Miller Rd)	1.52	H	69				\$308,560						
62	Combermere Rd	Combermere North Urban Limit-to-Cty Rd 517 (Dafoe Rd)	0.08	H	74			\$4,800							
65	Combermere Rd	Cty Rd 517 (Dafoe Rd)-to-Combermere Bdge S Exp Jnt	0.16	H	74			\$9,600							
67	Centennial Lake Rd	4126 Centennial Lake Rd-to-Matawatchan/Brougham Twp L	3.90	M	26			\$525,700	\$500,000						
72	Simpson Pit Rd	Buck Hill Rd-to-Cty Rd 58 (Round Lake Rd)	1.60	H	36			\$880,000							
72	Ridge Road	Dalton St-to-Champlain St	0.64	H	66				\$145,280						
508	Ridge Road	Champlain St-to-Deep River Road	0.19	E	39				\$71,440						
508	Calabogie Rd	Mill St-to-Cty Rd 511 (Lanark Rd)	1.94	H	33			\$636,320							
508	Calabogie Rd	Cty Rd 511 (Lanark Rd)-to-Kubiseski Rd	1.41	E	68			\$250,980							
512	Calabogie Rd	Kubiseski Rd-to-Public Picnic Area N. Ent. (CA 4099)	1.53	E	64			\$272,340							
512	Foymount Rd	Cty Rd 64 (Opeongo Rd)-to-McCauley Mountain Rd	2.47	H	33			\$928,720							
1	Foymount Rd	Miller Rd (Heidemans Lumber)-to-Silver Lake Rd	2.42	H	24			\$809,920							
4	River Road	Mast Rd-to-Henry Crescent	1.83	H	24					\$600,240					
7	Storyland Road	Bingham Road-to-CR 653 (Chenau Rd)	1.64	E	54				\$332,920						
7	Forresters Falls Rd	Cty Rd 4 (Queens Line)-to-Cty Rd 21 (Beachburg Rd)	0.39	E	32				\$127,920						
7	Forresters Falls Rd	Cty Rd 21 (Beachburg Rd)-to-Government Rd	2.06	H	41				\$442,900						
7	Forresters Falls Rd	Government Road-to-Harriet Street (urban begins)	0.29	H	52				\$62,350						
9	Forresters Falls Rd	Harriet Street (urban begins)-to-Beginning of semi-urban	0.65	H	28				\$357,500						
12	Bulger Rd	Agnew Rd-to-McGaghran Rd	2.67	H	34				\$574,050						
20	Westmeath Rd	Lovers Lane-to-Urban beginning	1.07	H	69				\$217,210						
20	Bruce St	Hwy 60-to-Urban Limit	0.48	E	76			\$28,800							
20	Bruce St	Urban Limit-to-Cobus Rd	1.30	E	73			\$78,000							
20	Bruce St	Cobus Rd-to-Hwy 17	1.33	E	71			\$79,800							
21	Castleford Rd	Humphries Rd-to-Cty Rd 1 (River Rd)	1.39	H	40			\$455,920							
21	Beachburg Rd	Buchannan's Pit Entrance (1046)-to-Pappin Rd	1.11	H	31			\$417,360							
21	Beachburg Rd	Cty Rd 49 (Lapasse Rd)-to-Davidson Rd	1.35	H	70			\$81,000							
26	Beachburg Rd	Davidson Rd-to-Zion Line	2.00	H	75			\$120,000							
37	Doran Rd	Lubitz Rd-to-Forest Lea Rd	2.03	H	37			\$665,512							
37	Murphy Rd	Hwy 17-to-Cty Rd 26 (Doran St)	2.21	H	32			\$724,880							
45	Murphy Rd	Cty Rd 26 (Doran St)-to-Cty Rd 51 (Petawawa Blvd)	0.94	E	34			\$308,320							
45	Russett Dr	Vanjumar Rd-to-Nieman Dr	1.95	E	52			\$347,100							
58	Russett Dr	Nieman Dr-to-Scheel Dr	1.81	H	62			\$322,180							
58	Round Lake Rd	Deer Trail Rd-to-Turners Rd	1.57	H	33			\$318,710							
58	Round Lake Rd	Turners Rd-to-Bonnechere R Bdge W Exp Jnt	1.02	H	46			\$207,060							
58	Round Lake Rd	8266 Round Lake Rd-to-Kelly Lake Rd	1.43	H	43			\$254,540							

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
64	Round Lake Rd	Kelly Lake Rd-to-Long Lake Rd	2.35	H	48					\$418,300					
64	Opeongo Rd	Wieland Shore Rd-to-Gierman Rd	2.57	M	69					\$89,950					
64	Opeongo Rd	Gierman Rd-to-Sebastopol/Grattan Township Line	1.36	M	74					\$47,600					
64	Opeongo Rd	Sebastopol/Grattan Township Line-to-Constant Lake Rd	4.93	M	74					\$172,550					
508	Opeongo Rd	Constant Lake Rd-to-Hwy 41	4.71	M	80					\$164,850					
508	Calabogie Rd	Barrett Chute Rd-to-Cty Rd 34 (Norton Rd)	2.81	H	44					\$604,150					
508	Calabogie Rd	Cty Rd 52 (Burnstown Rd)-to-Dickson Rd	1.56	H	58					\$277,680					
508	Calabogie Rd	Dickson Rd-to-Hutson Rd	1.32	H	59					\$234,960					
508	Calabogie Rd	Hutson Rd-to-Goshen Rd	1.40	H	67					\$249,200					
508	Calabogie Rd	Goshen Rd-to-Nabarr Rd	1.50	H	50					\$267,000					
508	Calabogie Rd	Nabarr Rd-to-Cty Rd 63 (Stewartville Rd)	1.47	H	64					\$261,660					
512	Calabogie Rd	Cty Rd 63 (Stewartville Rd)-to-Hwy 17	1.39	H	57					\$247,420					
512	Foymount Rd	McCauley Mountain Rd-to-Cty Rd 515 (Quadeville Rd)	0.74	H	42					\$159,100					
512	Foymount Rd	Cty Rd 515 (Quadeville Rd)-to-Sebastopol Dr	0.99	H	30					\$260,370					
515	Foymount Rd	Sebastopol Dr-to-Cty Rd 64 (Opeongo Rd)	0.90	H	26					\$193,500					
515	Palmer Rd	Riverside Dr-to-McPhee Bay Rd	2.22	H	62					\$450,660					
515	Palmer Rd	McPhee Bay Rd-to-Finch Rd	2.10	H	58					\$426,300					
515	Palmer Rd	Palmer Rapids S Urban Lmt-to-Palmer Rapids N Urban Lmt	0.57	H	61					\$129,390					
2	Palmer Rd	Palmer Rapids N Urban Lmt-to-Cty Rd 514 (Schutt Road)	1.11	H	68					\$197,580					
3	Daniel St. North	Madawaska St-to-Michael St (left)	0.93	E	68						\$211,110				
3	Usborne Street	Braeside West Limits-to-Carlea Rd	0.46	H	78						\$27,600				
3	Usborne Street	Carlea Rd-to-Carmichael Sideroad	2.08	H	69						\$124,800				
4	Usborne Street	Carmichael Sideroad-to-Cty Rd 54 (McLean Dr)	1.68	H	77						\$100,800				
4	Storyland Road	Cty Rd 1 (River Rd)-to-Alex Lane	1.29	E	68						\$261,870				
7	Storyland Road	Alex Lane-to-Bingham Road	1.20	E	49						\$243,600				
8	Forresters Falls Rd	Beginning of semi-urban-to-Beginning of rural	0.55	H	56						\$302,500				
8	Cobden Rd	Hwy 60/Cty Rd 9 (Bulger Rd)-to-Pine Valley Rd	3.01	H	76						\$180,600				
8	Cobden Rd	Pine Valley Rd-to-Barr Line	2.59	H	77						\$155,400				
8	Cobden Rd	Barr Line-to-McPeak Line	2.66	H	77						\$159,600				
9	Cobden Rd	McPeak Line-to-Behm Line	2.81	H	73						\$168,600				
12	Bulger Rd	McGaghan Rd-to-Stone Hedges Rd	2.56	H	38						\$550,400				
21	Westmeath Rd	Sand Point Rd-to-Old Mill Bridge Rd	1.66	H	45						\$356,900				
21	Beachburg Rd	Pappin Rd-to-Watchorn Dr	1.06	H	40						\$347,680				
21	Beachburg Rd	Watchorn Dr-to-Urban Beginning	0.35	H	38						\$114,800				
21	Beachburg Rd	Zion Line-to-Valleyview Rd	2.16	H	59						\$384,480				
26	Beachburg Rd	Valleyview Rd-to-Hila Rd	2.35	H	60						\$418,300				
26	Doran Rd	Forest Lea Rd-to-Cty Rd 28 (Barron Canyon Rd)	2.06	H	32						\$674,696				
40	Doran Rd	Cty Rd 28 (Barron Canyon Rd)-to-Hwy 17	0.28	H	49						\$92,168				
49	Greenwood Rd	Robinson Rd-to-HWY 148	1.58	E	64						\$320,740				
49	Lapasse Rd	Cty Rd 21 (Beachburg Rd)-to-Glen Rd	0.63	H	47						\$165,690				
51	Lapasse Rd	Glen Rd-to-Cty Rd 31 (Lookout Rd)	2.67	H	52						\$574,050				
58	Pembroke West	City of Pembroke West Limits-to-Cty Rd 42 (Forest Lea Rd)	0.92	E	60						\$163,760				
58	Round Lake Rd	Bonnechere R Bdge E Exp Jnt-to-Dunnes Bay Lane	1.10	H	40						\$360,800				
62	Round Lake Rd	Red Rock Rd-to-Foy Park Corridor	1.25	H	37						\$410,000				
62	Combermere Rd	Kingdom Hall Rd-to-County Picnic Area Rd	2.16	E	63						\$384,480				
62	John St.	County Picnic Area Rd-to-Barry's Bay South Limit	1.79	E	66						\$318,620				
63	Bay St.	Barry's Bay South Limit-to-Hwy 60	0.43	E	77						\$25,800				
63	Flatt Rapids Rd	Cty Rd 45 (Russet Rd)-to-Mill Ridge Rd	1.54	H	76						\$92,400				
65	Flatt Rapids Rd	Mill Ridge Rd-to-Watts Line	2.13	H	72						\$127,800				
508	Centennial Lake Rd	Matawatchan/Brougham Twp Line-to-2872 Centennial Lake	2.29	H	22						\$602,270				
508	Calabogie Rd	Cty Rd 34 (Norton Rd)-to-Mill St	1.84	H	38						\$603,520				
508	Calabogie Rd	Fleming Rd-to-Fraser Rd	1.23	E	59						\$218,940				
508	Calabogie Rd	Fraser Rd-to-Riopelle Rd	3.05	E	54						\$542,900				
512	Calabogie Rd	Riopelle Rd-to-Cty Rd 52 (Burnstown Rd)	1.38	E	59						\$245,640				
512	Foymount Rd	County Road 66-to-Brudenell East Limit	0.09	H	27						\$23,670				
512	Foymount Rd	Brudenell Village East Limit-to-Lorwell Lake Drive	2.89	H	17						\$621,350				
512	Foymount Rd	Lorwell Lake Drive-to-Hubers Rd	0.81	H	36						\$213,030				
512	Foymount Rd	Silver Lake Rd-to-Donegal Rd	2.47	H	77						\$439,660				
512	Foymount Rd	Donegal Rd-to-Spring Creek Rd	1.27	H	54						\$226,060				
512	Foymount Rd	Spring Creek Rd-to-Sand Rd	2.30	H	73						\$409,400				
512	Foymount Rd	Sand Rd-to-HWY 41	0.46	H	64						\$81,880				

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
515	Foymount Rd	Eganville St Limit-to-Hwy 41	1.21	H	64						\$215,380				
515	Palmer Rd	Cty Rd 62 (Combermere Rd)-to-Riverside Dr	2.30	H	83						\$138,000				
515	Palmer Rd	Finch Rd-to-Palmer Rapids Dam Rd	1.83	H	68						\$109,800				
515	Palmer Rd	Palmer Rapids Dam Rd-to-Jewellville Bdge S Exp Jnt	1.27	H	84						\$76,200				
515	Palmer Rd	Cty Rd 514 (Schutt Rd)-to-Wingle Rd	2.49	H	42						\$535,350				
515	Palmer Rd	Wingle Rd-to-Latchford Bdge S Exp Jnt	0.43	H	54						\$92,450				
515	Palmer Rd	Eneas Creek Rd-to-Quadeville W Urban Limit	3.28	H	46						\$705,200				
1	Quadeville Rd	Quadeville W Urban Limit-to-Quadeville E Urban Limit	0.41	H	46						\$88,150				
6	River Road	County Road 20-to-Grantham Road	0.72	H	67							\$128,160			
6	Gillan Rd	Hwy 60 (O'Brien Rd)-to-Jamieson Lane	1.15	E	74							\$69,000			
14	Gillan Rd	Jamieson Lane-to-Lime Kiln Rd	1.72	E	69							\$103,200			
16	Witt Rd	Cty Rd 56 (Woitto Station Rd)-to-Locksley Rd	2.23	M	42							\$586,490			
16	Victoria St	Cty Rd 51 (Petawawa Blvd)-to-Wolfe Ave	0.87	E	76							\$52,200			
16	Victoria St	Wolfe Ave-to-Armstrong Rd	0.89	H	77							\$53,400			
19	Victoria St	Armstrong Rd-to-CR 25 (Laurentian Drive)	0.37	H	85							\$22,200			
29	Mud Lake Rd	Cty Rd 24 (White Water Rd)-to-Robinson Rd	1.38	H	81							\$82,800			
29	Drive Inn Rd	Clearview Crescent-to-Spruce St East	0.43	E	76							\$25,800			
52	Drive Inn Rd	Elm St-to-Hwy 148	0.23	E	76							\$13,800			
52	Burnstown Rd	McLachlan Rd-to-McLeod Rd	5.95	H	49							\$1,207,850			
52	Burnstown Rd	McLeod Rd-to-Burnstown Bdge S Exp Jnt	0.77	H	52							\$156,310			
52	Burnstown Rd	Burnstown Bdge N Exp Jnt-to-Cty Rd 508 (Calabogie Rd)	0.23	H	77							\$46,690			
54	Burnstown Rd	Cty Rd 508 (Calabogie Rd)-to-Picket Hill Lane S Jct	0.33	E	64							\$74,910			
55	McLean Dr	Hwy 17-to-1887 McLean Dr	0.73	H	45							\$401,500			
58	Paquette Rd	Cty Rd 51 (Petawawa Blvd)-to-Hwy 417	2.37	E	75							\$142,200			
58	Round Lake Rd	Tramore Rd-to-1922 Round Lake Rd	3.00	H	70							\$534,000			
58	Round Lake Rd	Dunnes Bay Lane-to-Red Rock Rd	3.02	H	29							\$990,560			
58	Round Lake Rd	C309 (Garipey Creek Culvert)-to-Pakotina Trail	3.21	H	65							\$571,380			
61	Round Lake Rd	Pakotina Trail-to-8266 Round Lake Rd	2.06	H	65							\$366,680			
62	Godfrey Rd	Haley Rd-to-Hwy 17	0.92	H	58							\$197,800			
62	Combermere Rd	Hastings County Line-to-Combermere South Urban Lt.	2.14	H	40							\$701,920			
62	Combermere Rd	Combermere S Urban Lt-to-Combermere N Urban Lt	0.26	H	58							\$59,020			
65	Combermere Rd	Chapeskie Rd-to-Kingdom Hall Rd	3.49	E	72							\$621,220			
65	Centennial Lake Rd	2872 Centennial Lake Rd-to-Black Donald Access Point	1.64	H	23							\$431,320			
69	Centennial Lake Rd	Black Donald Access Point-to-Deer Mountain Rd	4.46	H	9							\$472,980	\$700,000		
69	Siberia Rd	River Rd-to-Bark Lake Dam Rd	1.96	M	29							\$515,480			
69	Siberia Rd	Bark Lake Dam Rd-to-Sunny Hill Rd	2.50	M	34							\$537,500			
69	Siberia Rd	Yakabuski Rd-to-710 Siberia Rd	1.23	H	65							\$218,940			
69	Siberia Rd	710 Siberia Rd-to-Kartuzy Rd	1.03	H	65							\$183,340			
70	Siberia Rd	Kartuzy Rd-to-Trader Lane	1.49	H	60							\$265,220			
70	Ruby Rd	Cty Rd 512 (Brudenell Rd)-to-Gorman Rd	4.37	M	71							\$152,950			
70	Ruby Rd	Gorman Rd-to-Wolfe Rd	3.28	M	70							\$114,800			
70	Ruby Rd	Wolfe Rd-to-Hoffman Road	2.25	M	73							\$78,750			
70	Ruby Rd	Hoffman Rd-to-Zadow Rd	2.11	M	77							\$73,850			
70	Ruby Rd	Zadow Rd-to-Hoffman Rd	2.25	M	75							\$78,750			
70	Ruby Rd	Hoffman Rd-to-Reserve Boundary	0.96	M	81							\$33,600			
508	Ruby Rd	Golden Lake Bdge N Exp Jnt-to-Hwy 60	0.63	H	75							\$22,050			
511	Calabogie Rd	Brydges Rd-to-Fleming Rd	0.79	E	59							\$160,370			
511	Lanark Road	Dolans Lane-to-Frost Lane	1.41	H	50							\$303,150			
512	Lanark Road	Frost Lane-to-Stones Lake Rd	1.01	H	41							\$217,150			
515	Foymount Rd	Hubers Rd-to-McCauley Mountain Rd	2.56	H	46							\$550,400			
515	Palmer Rd	Jewellville Bdge S Exp Jnt-to-Palmer Rapids S Urban Lmt	1.73	H	41							\$371,950			
517	Quadeville Rd	Jessup Rd-to-Kargus Rd	2.37	H	48							\$509,550			
517	Dafoe Rd	Serran Rd-to-Lower Craigmont Rd	1.58	H	44							\$415,540			
1	Dafoe Rd	Lower Craigmont Rd-to-Cty Rd 62 (Combermere Rd)	1.68	H	29							\$730,800			
1	Madawaska Blvd	Connifer Lane-to-Herrick Drive	0.12	E	78								\$7,200		
1	Madawaska Blvd	Herrick Drive-to-Arnprior Town Limit (4 Lanes Begin)	0.46	E	76								\$27,600		
1	Madawaska Blvd	Arnprior Town Line-to-Madawaska Bdge E Exp Jnt	1.20	E	70								\$72,000		
1	River Road	Dochart St-to-Cty Rd 3 (Usborne St)	1.23	E	70								\$74,040		
1	River Road	Cty Rd 3 (Usborne St)-to-Braeside West Limit	0.61	H	77								\$36,600		
1	River Road	Braeside West Limit-to-Toner Road	1.85	H	75								\$111,000		
5	River Road	County CP Trail-to-Castleford Bdge S Exp Jnt	2.20	H	45								\$721,600		
6	Stone Road	Cty Rd 22 (Hyndford Rd)-to-Hwy 60	0.35	H	36								\$152,250		
12	Gillan Rd	Lime Kiln Rd-to-Hwy 17	0.86	E	57								\$153,080		

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
14	Westmeath Rd	Moores Beach Rd-to-Sand Point Rd	1.48	H	57								\$318,200		
20	Witt Rd	Locksley Rd-to-Cty Rd 26 (Doran Rd)	2.30	M	45								\$604,900		
20	Castleford Rd	Hwy 17-to-Collins Rd	1.49	H	42								\$488,720		
22	Castleford Rd	Collins Rd-to-Eady Rd	1.86	H	39								\$610,080		
22	Grattan Rd	Scotch Bush Rd-to-Bromley/Grattan Twp Line	2.03	H	79								\$121,800		
22	Grattan Rd	Bromley/Grattan Twp Line-to-Gallagher Rd	0.83	H	79								\$49,800		
28	Grattan Rd	Gallagher Rd-to-Cty Rd 5 (Stone Rd)	2.18	H	79								\$130,800		
51	Barron Canyon Rd	Smith Lane-to-Priebe Rd	4.83	M	58								\$859,740		
51	Pembroke West	Cty Rd 42 (Forest Lea Rd)-to-Meadowbrook Dr	0.61	E	75								\$36,600		
51	Pembroke West	Meadowbrook Dr-to-B Line Rd	2.20	E	80								\$132,000		
52	Petawawa Blv	B Line Rd-to-Sharon Street	1.31	E	70								\$78,600		
52	Burnstown Rd	Cty Rd 2 (White Lake Rd)-to-Waba Cr Bdge W Exp Jnt	0.74	H	83								\$44,400		
56	Burnstown Rd	Waba Cr Bdge W Exp Jnt-to-McLachlan Rd	0.51	H	62								\$30,600		
58	Woitto Station Rd	Cty Rd 14 (Witt Rd)-to-Alice Twp Dump (Gate 3)	1.30	H	44								\$279,500		
58	Round Lake Rd	1922 Round Lake Rd-to-John St North	1.08	H	69								\$192,240		
58	Round Lake Rd	John St North-to-Byers Creek Bdge N Exp Jnt	1.22	H	68								\$217,160		
58	Round Lake Rd	Byers Creek Bdge S Exp Jnt-to-Round Lake CenterUrban Beg	1.09	H	66								\$194,020		
58	Round Lake Rd	Long Lake Rd-to-Dabers Rd	2.05	H	70								\$364,900		
58	Round Lake Rd	Dabers Rd-to-Bucholtz Rd	2.12	H	56								\$377,360		
58	Round Lake Rd	Bucholtz Rd-to-Rahns Rd	2.26	H	57								\$402,280		
58	Round Lake Rd	Henan Road-to-Hwy 17	0.78	E	77								\$46,800		
58	Round Lake Rd	Hwy 17-to-B Line Rd	1.29	E	77								\$77,400		
58	Round Lake Rd	B Line Rd-to-TV Tower Rd	2.82	E	81								\$169,200		
58	Bruham Ave	TV Tower Rd-to-Lorne St East	0.71	E	81								\$42,600		
61	Bruham Ave	Lorne St East-to-Boundary Rd	0.39	E	81								\$23,400		
62	Haley Rd	Orin Rd-to-Godfrey Rd	3.86	H	60								\$687,080		
64	Combermere Rd	Cty Rd 515 (Palmer Rd)-to-Pine Cliff Rd	2.10	H	57								\$688,800		
64	Opeongo Rd	Cty Rd 512 (Foymount Rd)-to-Raddatz Rd	3.75	M	77								\$131,250		
64	Opeongo Rd	Raddatz Rd-to-Lake Clear Rd	3.15	M	77								\$110,250		
64	Opeongo Rd	Lake Clear Rd-to-Baptist Church Rd	1.66	M	77								\$58,100		
66	Opeongo Rd	Baptist Church Rd-to-Wieland Shore Rd	2.51	M	77								\$87,850		
66	Wilno South Rd	Hwy 60-to-Mountain View Rd	2.00	M	35								\$526,000		
68	Wilno South Rd	Mountain View Rd-to-Inukshuk Rd	0.96	M	59								\$170,880		
68	Rockingham Rd	Dovetail Rd-to-Guiney Rd	2.05	H	47								\$364,900		
69	Rockingham Rd	Guiney Rd-to-Letterkenny Rd	2.60	H	37								\$559,000		
69	Siberia Rd	Trader Lane-to-Biernacki St	0.69	E	62								\$156,630		
511	Dunn St	Biernacki St-to-Wilno St	0.51	E	62								\$115,770		
511	Lanark Road	Stones Lake Rd-to-Barryvale Rd	1.06	H	62								\$227,900		
511	Lanark Road	Barryvale Rd-to-Grassy Bay Rd	2.21	H	51								\$475,150		
511	Lanark Road	Grassy Bay Rd-to-Madawaska River Bridge S Jnt	1.05	H	55								\$225,750		
515	Lanark Road	Madawaska River Bridge N Jnt-to-Calabogie Bridge S Exp. Jn	0.19	H	44								\$40,850		
517	Quadeville Rd	Quadeville E Urban Limit-to-Jessup Rd	2.16	H	46								\$464,400		
517	Dafoe Rd	Radcliffe Twp (Coulas Rd)-to-Peplinskie Rd	2.23	M	28								\$586,490		
635	Dafoe Rd	Peplinskie Rd-to-Serran Rd	0.53	H	37								\$230,550		
2	Swisha Rd	Hwy 17-to-Interprovincial Bdge S Exp Jnt	2.58	H	76								\$154,800		
2	White Lake Road	Hwy 17-to-Cty Rd 45 (Vanjumar Dr)	0.47	E	62									\$28,200	
2	White Lake Road	Cty Rd 45 (Vanjumar Dr)-to-Campbell Dr	0.37	E	69									\$22,200	
2	White Lake Road	Campbell Dr-to-Claybank Bdge E Exp Jnt	1.24	E	62									\$74,400	
4	White Lake Road	Claybank Bdge W Exp Jnt-to-Young Rd	1.28	E	55									\$76,800	
4	Queens Line	Cty Rd 653 (Chenaux Rd)-to-CA 1890	2.10	H	67									\$126,000	
4	Queens Line	1890 Queens Line-to-Magnesium Rd (CR 48)	2.20	H	80									\$132,000	
4	Queens Line	Cty Rd 48 (Magnesium Rd)-to-Acres Rd	3.30	H	78									\$198,000	
4	Queens Line	Acres Rd-to-Kohlsmith Rd	3.09	H	73									\$185,400	
5	Queens Line	Kohlsmith Rd-to-Cty Rd 7 (Foresters Falls Rd)	2.55	H	80									\$153,000	
5	Stone Road	1574 Stone Rd-to-Fulton Rd	0.69	M	82									\$41,400	
5	Stone Road	Fulton Rd-to-Kennelly Rd	2.58	M	81									\$154,800	
8	Stone Road	Kennelly Rd-to-Mhusk Rd	1.37	M	82									\$82,200	
8	Cobden Rd	Behm Line-to-Cobden Urban Beginning	0.51	E	74									\$30,600	
10	Cobden Rd	Cobden Urban Beginning-to-Hwy 17	0.91	E	71									\$54,600	
12	Baskin Drive West	CR 2(Daniel Street)-to-Division Street	1.21	E	71									\$72,600	
19	Westmeath Rd	Westmeath Twp Dump-to-Lovers Lane	1.09	H	55									\$234,350	
19	Mud Lake Rd	Robinson Rd-to-McDonnell Bdge S Exp Jnt	0.85	H	79									\$51,000	
19	Mud Lake Rd	McDonnell Bdge N Exp Jnt-to-Sawmill Rd	1.15	H	79									\$69,000	
21	Mud Lake Rd	Sawmill Rd-to-City of Pembroke South Limit	1.54	E	79									\$92,400	
21	Beachburg Rd	Hila Rd-to-Cty Rd 12 (Westmeath Rd)	1.72	H	61									\$306,160	
42	Beachburg Rd	Cty Rd 12 (Westmeath Rd)-to-Finchley Rd	2.51	E	63									\$446,780	
42	Forest Lea Rd	Hwy 17-to-B Line Rd	2.20	E	73									\$132,000	

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
42	Forest Lea Rd	B Line Rd-to-Meadowbrook Dr West Junction	1.45	E	74									\$87,000	
56	Forest Lea Rd	Meadowbrook Dr West Junction-to-Cty Rd 51 (Pembroke St	0.65	E	77									\$39,000	
62	Woitto Station Rd	Alice Twp Dump (Gate 3)-to-B Line Rd	2.93	H	46									\$629,950	
65	Combermere Rd	Combermere Bdge N Exp Jnt-to-CR 515 (Palmer Rd)	0.46	H	76									\$27,600	
66	Centennial Lake Rd	Deer Mountain Rd-to-Chimo Rd North	4.00	H	0									\$1,052,000	
69	Wilno South Rd	Inukshuk Rd-to-Opeongo Rd N	2.41	M	44									\$1,048,350	
69	Siberia Rd	Sunny Hill Rd-to-Babinski Rd	1.75	M	48									\$460,250	
69	Siberia Rd	Babinski Rd-to-Pipedream Lane	2.10	M	41									\$552,300	
508	Siberia Rd	Pipedream Lane-to-Yakabuski Rd	1.38	M	63									\$600,300	
508	Calabogie Rd	Public Picnic Area N. Entrance-to-Norway Lake Rd	3.34	E	55									\$1,095,520	
511	Calabogie Rd	Norway Lake Rd-to-Brydges Rd	1.95	E	55									\$639,600	
511	Lanark Road	Lanark/Renfrew County Line-to-Bagot Long Lake Rd	1.40	H	58									\$301,000	
511	Lanark Road	Bagot Long Lake Rd-to-Dolans Lane	2.62	H	50									\$563,300	
512	Lanark Road	K&P Trail-to-CR 508 (Calabogie Rd)	0.81	H	78									\$144,180	
512	Queens St	Hwy 60 (Killaloe Beginning)-to-Killaloe North Urban Limit	0.57	H	78									\$34,200	
512	Queens St	Killaloe North Urban Limit-to-Killaloe South Urban Limit	1.42	H	70									\$85,200	
514	Queens St	Killaloe South Urban Limit-to-Killaloe South Town Limit	0.43	H	68									\$25,800	
514	Schutt Rd	Hwy 28-to-Genricks Rd	1.02	H	71									\$219,300	
514	Schutt Rd	Genricks Rd-to-Walters Rd	2.55	H	68									\$548,250	
514	Schutt Rd	Walters Rd-to-Moccasin Lake Rd	0.93	H	68									\$199,950	
514	Schutt Rd	Moccasin Lake Rd-to-Lidke Rd	0.44	H	73									\$94,600	
514	Schutt Rd	Lidke Rd-to-Cedar Grove Rd	1.32	H	73									\$283,800	
514	Schutt Rd	Cedar Grove Rd-to-Raglan White Lake Rd	3.06	H	66									\$657,900	
514	Schutt Rd	Raglan White Lake Rd-to-Raglan Twp Dump Rd	2.05	H	72									\$440,750	
515	Schutt Rd	Raglan Twp Dump-to-Cty Rd 515 (Palmer Rd)	1.08	H	73									\$232,200	
517	Palmer Rd	Guiney Rd-to-Eneas Creek Rd	1.71	H	52									\$304,380	
2	Dafoe Rd	Raglan Twp Boundary West-to-Raglan Twp Boundary North	1.08	M	44									\$469,800	
2	Daniel St. North	Michael St-to-Arthur Street	0.54	E	49										\$122,580
2	Daniel St. North	Arthur Street-to-CR 10 (Baskin Drive W)	0.26	E	49										\$59,020
10	Daniel St. North	Baskin Dr-to-Hwy 17	0.54	E	69										\$122,580
10	Division St	Baskin Drive West-to-Alexandra Street	0.76	E	67										\$1,188,640
12	Division St	Alexandra Street-to-Cty Rd 1 (Division Street)	0.42	E	73										\$656,880
28	Westmeath Rd	Urban Beginning-to-Cty Rd 50 (Gore Line)	0.68	H	77										\$40,800
30	Barron Canyon Rd	McKay/Petawawa Township Line-to-Smith Lane	1.67	M	74										\$100,200
30	Lake Dore Rd	Trail Blazers Rd-to-Black Creek Rd	2.16	H	63										\$384,480
30	Lake Dore Rd	Black Creek Rd-to-Limestone Rd	2.06	H	81										\$123,600
30	Lake Dore Rd	Limestone Rd-to-Biederman Rd	1.00	H	80										\$60,000
30	Lake Dore Rd	Biederman Rd-to-Scheuneman Rd	3.64	H	78										\$218,400
34	Lake Dore Rd	Scheuneman Rd-to-Hwy 41	1.91	H	78										\$114,600
34	Whelan Rd	Kenopic Rd-to-1053 Whelan Rd	1.81	M	37										\$389,150
35	Whelan Rd	1053 Whelan Rd-to-HWY 132	3.10	M	38										\$666,500
35	Jean Av	Beginning of Urban-to-Boundary Rd E	0.25	E	80										\$15,000
49	Boundary Rd East	Cty Rd 35 (Boundary Rd E)-to-Trafalgar Rd	0.57	E	75										\$34,200
49	Lapasse Rd	Cty Rd 31 (Lookout Rd)-to-Pleasant Valley Rd	1.51	H	77										\$90,600
49	Lapasse Rd	Pleasant Valley Rd-to-Hawthorne Rd	1.38	H	82										\$82,800
49	Lapasse Rd	Hawthorne Rd-to-Grants Settlement Rd	2.13	H	81										\$127,800
50	Lapasse Rd	Grants Settlement Rd-to-Cty Rd 50 (Gore Line)	3.53	H	82										\$211,800
50	Gore Line	Cty Rd 12 (Westmeath Rd)-to-Jessie St	0.11	M	82										\$6,600
51	Gore Line	Nicolai Rd-to-Cty Rd 49 (Lapasse Rd)	1.89	M	77										\$113,400
51	Petawawa Blv	Sharon Street-to-Airport Road	1.27	E	76										\$76,200
51	Petawawa Blv	Airport Rd-to-Cty Rd 25 (Laurentian Dr)	1.73	E	77										\$103,800
51	Petawawa Blv	Cty Rd 25 (Laurentian Dr)-to-Limestone Dr	1.88	E	75										\$112,800
51	Petawawa Blv	Limestone Dr-to-Cty Rd 37 (Murphy Rd)	0.79	E	82										\$26,070
54	Petawawa Blv	Cty Rd 37 (Murphy Rd)-to-Cty Rd 26 (Doran St)	1.40	E	82										\$46,200
54	McLean Dr	1887 McLean Dr	0.65	H	74										\$39,000
54	McLean Dr	Libbys Rd-to-Scheel Dr	1.40	H	76										\$84,000
56	McLean Dr	Scheel Dr-to-Cty Rd 3 (Usborne St)	2.33	H	74										\$139,800
58	Woitto Station Rd	B Line Rd-to-Hwy 41	2.42	M	45										\$520,300
58	Round Lake Rd	Hwy 60-to-Mask Rd	2.47	H	77										\$148,200
58	Round Lake Rd	Mask Rd-to-800 Round Lake Road Sign	1.53	H	75										\$91,800
58	Round Lake Rd	800 Round Lake Road Sign-to-Long Meadows Rd	1.52	H	79										\$91,200
58	Round Lake Rd	Long Meadows Rd-to-Tramore Rd	1.05	H	74										\$63,000
58	Round Lake Rd	Round Lake Center S Boundary-to-Cty Rd 67 (Simpson Pit Rr	0.22	H	77										\$13,200
58	Round Lake Rd	Cty Rd 67 (Simpson Pit Rd)-to-Round Lake Center N Bounda	0.55	H	77										\$33,000
58	Round Lake Rd	Round Lake Center N Boundary-to-Lakeview Dr West End	1.70	H	75										\$102,000
58	Round Lake Rd	Lakeview Dr West End-to-Sherwood River Bdge W Exp Jnt	1.80	H	78										\$108,000
58	Round Lake Rd	Sherwood River Bdge E Exp Jnt-to-Deer Trail Rd	1.35	H	79										\$81,000
58	Round Lake Rd	Foy Park Corridor-to-Laurentian Valley Boundary	4.57	H	77										\$274,200
61	Round Lake Rd	Laurentian Valley Bndry-to-C309 (Garipey Creek Culvert)	4.73	H	77										\$283,800
62	Haley Rd	Hwy 60-to-Orin Rd	2.06	H	63										\$418,180
62	Combermere Rd	Pine Cliff Rd-to-Long Lake Rd	2.10	H	65										\$688,800

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
62	Combermere Rd	Long Lake Rd-to-Chippewa Rd	1.70	E	54											\$302,600
63	Combermere Rd	Chippewa Rd-to-Chapeskie Rd	2.90	E	53											\$516,200
63	Flatt Rapids Rd	Watts Line-to-Stewartville Urban Begins	0.31	H	79											\$18,600
63	Flatt Rapids Rd	Stewartville Urban Begins-to-Stewartville Urban Ends	0.22	H	80											\$13,200
63	Flatt Rapids Rd	Stewartville Urban Ends-to-Stewartville Road	0.11	H	82											\$6,600
63	Stewartville Rd	Flatt Rapids Rd-to-Maple Bend Rd	1.31	H	82											\$78,600
63	Stewartville Rd	Maple Bend Rd-to-Cty Rd 508 (Calabogie Rd)	1.80	H	82											\$108,000
63	Anderson Rd	Cty Rd 508 (Calabogie Rd)-to-Hwy 17	1.08	H	74											\$64,800
63	Miller Rd	Hwy 17-to-Clifford Sideroad	3.35	M	79											\$201,000
65	Miller Rd	Clifford Sideroad-to-Cty Rd 6 (Lochwinnoch Rd)	0.97	M	79											\$58,200
66	Centennial Lake Rd	Chimo Rd North-to-Black Donald Rd	4.05	H	-6											\$1,065,150
66	Opeongo Rd	Opeongo Rd N-to-Hopefield Rd	0.82	H	54											\$145,960
67	Opeongo Rd	Hopefield Rd-to-Doyle Mountain Rd	1.82	H	33											\$391,300
68	Simpson Pit Rd	Hwy 60-to-Scenic Rd	2.02	H	82											\$121,200
71	Rockingham Rd	Cty Rd 515 (Palmer Rd)-to-Olsheskie	3.50	H	43											\$752,500
71	Matawatchan Rd	Hwy 41-to-5655 Matawatchan Road	2.52	H	81											\$151,200
72	Matawatchan Rd	5655 Matawatchan Rd-to-5266 Matawatchan Rd	1.90	H	74											\$114,000
72	Ridge Road	Hwy 17-to-Avon Road	0.29	H	74											\$95,120
508	Ridge Road	Avon Road-to-Dalton St	0.41	E	74											\$134,480
515	Calabogie Rd	6761 Calabogie Road-to-Barrett Chute Road	3.70	H	57											\$973,100
1	Quadeville Rd	Yukes Dr-to-Cty Rd 512 (Foymount Rd)	4.61	M	74											\$820,580

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Culvert Structure

Structure No.	Description	Road	Type	Const Year	Age Today	Risk of Failure	Updated Plan Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Annual Totals								\$3,252,500	\$1,968,000	\$2,194,000	\$2,355,500	\$2,319,000	\$2,062,000	\$2,282,500	\$2,477,500	\$2,412,000	\$2,334,000
C041	Osceola Culvert	Micksburg Road	AOF	1982	37	M	2019	\$900,000									
C124	Cameron Culvert	Usborne Road	SPCSPA	1970	49	M	2019	\$1,200,000									
C159	Gutz Culvert	7	SPCSPA	1980	39	M	2019	\$240,000									
C161	Stoppas Culvert	Stoppa Road	SPCSP	1975	44	M	2019	\$270,000									
C300	Wolf Road Twin pipes	Wolfe Road	CSP	1970	49	M	2019	\$200,000									
C301	Funnucane Creek Culverts	O'Connor Road	CSP	1970	49	M	2019	\$260,000									
C013	Bromley Culvert	Foy Road	CSPA	1986	33	M	2020	\$28,000	\$252,000								
C036	Halliday Creek Culvert	Halliday Creek Road	CSP	1968	51	M	2020	\$25,500	\$229,500								
C046	O'Neil Culvert (South Fork)	Pine Valley Road	SPCSP	1982	37	M	2020	\$38,000	\$342,000								
C048	Egan Culvert	Egan Line Road	SPCSPA	1982	37	M	2020	\$25,500	\$229,500								
C201	Broomes Creek Culvert	7	FRA	1935	84	M	2020	\$65,500	\$589,500								
C222	Pleasant Valley Steel Arch	Pleasant Valley Road	SPCSPA	1977	42	M	2020		\$180,000								
C003	Moores Creek Culvert	5	AOF	1997	22	M	2021	\$47,000	\$423,000								
C142	Quade Creek Culvert	Burchat Road	SPCSP	1977	42	M	2021	\$22,500	\$202,500								
C152	Wadsworth Lake Culvert	Old Barry's Bay Road	SPCSPA	1976	43	M	2021	\$28,000	\$252,000								
C191	Dicks Road Culvert	Dicks Road	SPCSP	1987	32	M	2021		\$150,000								
C197	Etmanskie Swamp Culvert	62	FRR	1985	34	M	2021	\$30,000	\$270,000								
C242	Hales Creek Culvert	51	Box	1987	32	M	2021		\$140,000								
C252	Vanderploegs Culvert	Russett Drive	FRR	1936	83	M	2021	\$18,000	\$162,000								
C269	Jacks Lake Culverts	58	CSP	1970	49	M	2021		\$180,000								
C302	Wingle Creek Twin Culverts	Rochfort Road	CSP	1977	42	M	2021		\$200,000								
C037	Bagot Creek Culvert	Lower Spruce Hedge Road	CSP	1967	52	M	2022		\$38,000	\$342,000							
C051	Harris Creek Culvert	Proven Line	SPCSPE	1987	32	M	2022			\$190,000							
C058	Constant Creek Culverts	Ferguson Lake Road	SPCSPA	1987	32	M	2022		\$47,000	\$423,000							
C134	Campbell Drive Culvert	Campbell Drive	SPCSPA	1980	39	M	2022		\$54,000	\$486,000							
C268	St. Columbkille's Culvert	58	Box	1960	59	M	2022		\$75,500	\$679,500							
C001	Berlanquet Creek Culvert	5	SPCSP	1988	31	M	2023		\$38,500	\$346,500							
C130	Lochiel Creek Culvert North	63	SPCSPE	1982	37	M	2023		\$33,500	\$301,500							
C136	Robertson Twin Pipes	Robertson Line	SPCSPA	1990	29	M	2023		\$49,000	\$441,000							
C204	Bellowes Creek Culvert	12	FRA	1991	28	M	2023		\$63,000	\$567,000							
C221	Kenny's Culvert	Pleasant Valley Road	SPCSP	1987	32	M	2023		\$18,000	\$162,000							
C328	Devine Creek Tri Pipes	512	SPCSPE	1982	37	M	2023		\$33,000	\$297,000							
C045	Agnew Culvert (South Fork)	Agnew Road	CSPA	1982	37	M	2024		\$34,000	\$306,000							
C062	John Watson Culvert 2	John Watson Road	CSP	1965	54	M	2024		\$23,500	\$211,500							
C109	Thompson Hill Culvert	52	SPCSPA	1991	28	M	2024		\$47,500	\$427,500							
C148	Halfway Creek Culvert	Old Barrys Bay Road	CSPA	1999	20	M	2024		\$45,000	\$405,000							
C254	Alan James Culvert	4	SPCSP	1987	32	M	2024		\$30,000	\$270,000							
C308	Tomisini's Culvert	58	CSP	2002	17	M	2024		\$24,000	\$216,000							
C024	Cliché Culvert	Sandy Beach Road	SPCSPE	1985	34	M	2025		\$66,500	\$598,500							
C168	Lake Clear Tri Culverts	Lake Clear Road	SPCSP	1980	39	M	2025		\$35,500	\$319,500							
C215	Elm Creek Culverts	Snake River Line	SPCSP	1977	42	M	2025		\$36,000	\$324,000							
C243	Worms Culvert	20	CSPA	1998	21	M	2025		\$22,000	\$198,000							
C265	Peter Black Culvert	24	SPCSP	1980	39	M	2025		\$37,000	\$333,000							
C325	Neilson Creek Culvert	Clear Lake Road	CSP	1983	36	M	2025		\$29,000	\$261,000							
C014	Labombard Culvert	Chris Ruddy Road	SPCSPA	1982	37	M	2026		\$25,000	\$225,000							
C066	Voldeeks Culvert	Letterkenny Road	CSP	1977	42	M	2026		\$21,000	\$189,000							
C099	Colton Creek Bridge	Matawatchan Road	AOF	1977	42	M	2026		\$24,000	\$216,000							
C189	Ross Road Triple Cell	Ross Road	FRR	1970	49	M	2026		\$26,500	\$238,500							
C236	Brennans Creek Culvert	512	SPCSP	1963	56	M	2026		\$120,000	\$1,080,000							
C305	Latchford Church Pipes	515	CSPA	2004	15	M	2026		\$32,000	\$288,000							
C025	Borne Road Culvert	Borne Road	FRR	1957	62	M	2027		\$26,000	\$234,000							
C050	Eady Culvert	Snake River Road	SPCSPA	1987	32	M	2027		\$27,000	\$243,000							
C119	Dochart Creek Culvert	1	FRR	1966	53	M	2027		\$58,000	\$522,000							
C235	Devines Creek Culvert	512	SPCSPA	1963	56	M	2027		\$30,000	\$270,000							
C246	Culhane Culvert	Culhane Road	SPCSPA	1978	41	M	2027		\$34,500	\$310,500							
C316	Kenny's Culvert	Stafford Third Line	SPCSPA	1967	52	M	2027		\$20,500	\$184,500							
C323	Hoffmans Box Culvert	58	Box	1980	39	M	2027		\$45,000	\$405,000							
C010	Rath's Culvert	S. McNaughton Road	SPCSP	1987	32	M	2028		\$48,000	\$432,000							
C052	Peever Culvert	McGuinty Road	CSP	1977	42	M	2028		\$30,000	\$270,000							
C135	Ryan Creek Culvert	Campbell Drive	SPCSP	1990	29	M	2028		\$30,000	\$270,000							
C160	Broomes Creek Culvert	Grant's Settlement Road	SPCSP	1990	29	M	2028		\$135,000	\$1,215,000							
C164	Wilderness Arch	Rafting Road	AOF	1985	34	M	2029		\$46,000	\$46,000							
C241	Tims Waba Creek Bridge	23	AOF	1991	28	M	2029		\$51,000	\$51,000							
C250	Pleasant Valley Culvert	Grants Settlement Road	AOF	1989	30	M	2029		\$50,000	\$50,000							

10 Year Capital Plan 2019 - 2028

Bridge Structures

Structure No.	Description	Road	Deck Area (sq.m)	Year Built	Age (Today)	Risk of Failure	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Annual Totals							\$5,513,000	\$5,220,000	\$4,603,400	\$3,053,400	\$2,812,200	\$1,640,000	\$2,836,040	\$2,356,920	\$3,216,720	\$2,992,120
General Structure Repairs																
B026	Old Hwy 62 Bridge	Borne Road	71.5	1926	93	H	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$120,000
B180	Hurds Creek Bridge	South Algona/Grattan Line	52.93	1937	82	M	\$300,000									
B226	Black Creek Bridge	Black Creek Rd	26.9175	1994	25	M	\$500,000									
B234	Coles Creek Bridge	512	120.2985	1960	59	H	\$800,000									
B257	Harrington Creek Bridge	512	32.5	1930	89	M	\$800,000									
B258	Madawaska River Bridge	1	3674.275	1976	43	H	\$2,200,000	\$2,750,000								
B008	Sylvester Power's Bridge	Kennelly Road	144.72	1940	79	H	\$38,000	\$342,000								
B101	Bonnechere River Bridge	58	409.5	1967	52	M	\$95,000	\$855,000								
B202	Cameron Street Bridge	Cameron Street	202.24	1950	69	M	\$80,000	\$720,000								
B002	Bonnechere River Bridge	Bonnechere Rd	649.74	1976	43	H		\$40,000	\$360,000							
B056	Colterman Bridge	Colterman Road	44.55	2006	13	M			\$100,000							
B057	Mount St. Patrick Bridge	Mount St Patrick Rd	96	1924	95	M		\$55,000	\$495,000							
B064	Pilgrim Road Bridge	Pilgrim Road	51.712	1999	20	H			\$100,000							
B068	Schimmins Creek Bridge	Welk Road	22.095	2004	15	M			\$100,000							
B073	Kargus Creek Bridge	Kargus Road	30	1963	56	M			\$150,000							
B095	Hyland Creek Bridge	Hyland Creek Road	67.5	1980	39	M			\$180,000							
B103	O'Grady Bridge	O'Grady Settlement Road	38.71	1981	38	M			\$120,000							
B122	Waba Creek Bridge	52	89.25	1984	35	H			\$190,000							
B181	Peter Black Bridge	24	261.66	1974	45	M		\$170,000	\$1,530,000							
B240	Fourth Chute Bridge	Fourth Chute Road	250	1984	35	M		\$40,000	\$360,000							
B319	Bucholtz Bridge	58	358.55	1984	35	M		\$48,000	\$432,000							
B007	Butler Bridge	Butler Road	540	1976	43	H			\$131,400	\$1,182,600						
B022	Indian River Bridge	Sandy Beach Rd	202.5078	1986	33	M			\$100,000	\$900,000						
B150	Dam Lake Bridge	Stanley Olsheski Rd	85.4143	1962	57	L			\$9,000	\$81,000						
B156	Burnt Bridge	Burnt Bridge Road	112.5	1975	44	H			\$21,000	\$189,000						
B310	Ski Hill Bridge	58	92.415	1937	82	M			\$25,000	\$225,000						
B044	Douglas Bridge	5	215.74	1960	59	H			\$41,800	\$376,200						
B102	Brennans Creek Bridge	512	126.48	1960	59	M			\$54,000	\$486,000						
B108	Tramore Bridge	Tramore Road	239.2	2005	14	M			\$40,000	\$360,000						
B145	Combermere Bridge	62	918	1976	43	M			\$140,000	\$1,260,000						
B123	Burnstown Bridge	52	1694.55	1974	45	H					\$270,000	\$2,430,000				
B203	Petawawa River Bridge	51	987.804	1973	46	H				\$130,000	\$1,170,000					
B005	Scollard Bridge	Pucker Street	73.92	1928	91	H						\$28,000	\$252,000			
B033	Springtown Bridge	Springtown Bridge Rd	623.2	2002	17	H						\$10,000	\$90,000			
B055	Mountain Chute Bridge	Hydro Dam Road	469.7825	1988	31	H						\$10,000	\$90,000			
B091	Danny Constant Bridge	Constant Lake Road	53.9	1982	37	M						\$13,040	\$117,360			
B106	Turner's Bridge	Turners Road	160.225	1981	38	M						\$35,000	\$315,000			
B121	Waba Creek Bridge	2	136.255	1972	47	H						\$30,000	\$270,000			
B176	Paugh Lake Road Bridge	Paugh Lake Road	127.495	1980	39	M						\$50,000	\$450,000			
B188	Turcotte Bridge	Code Road	33.7025	1920	99	M						\$30,000	\$270,000			
B198	Mill Creek Bridge	21	145.14	1972	47	M							\$35,000	\$315,000		
B031	Madawaska River Bridge	511	519.6	1972	47	H							\$93,600	\$842,400		
B032	Calabogie Bridge	511	336.81	1972	47	M							\$58,960	\$530,640		
B200	Bonnechere River Lower Bridge	John Street	377.34	1985	34	M							\$65,000	\$585,000		
B232	Cochrane Creek Bridge	Cement Bridge Road	40.02	1930	89	L							\$50,000	\$450,000		
B019	CPR Overhead	42	463.6	1969	50	M								\$82,160	\$739,440	
B021	Indian River - B-Line Bridge	B-Line Road	395.2	1958	61	M								\$53,660	\$482,940	
B071	Bruceton Bridge	Keller Road	42	2015	4	M								\$5,000	\$45,000	
B074	Fire Tower Creek Bridge	Fire Tower Road	30	2008	11	M								\$10,200	\$91,800	
B105	Coulas Bay's Bridge	Bear Trail Road	28.81	2010	9	M								\$8,000	\$72,000	
B117	Mackey Creek Bridge	Mackey Creek Rd	37.6	1986	33	M								\$5,500	\$49,500	
B118	Arnprior CPR Overhead	1	259.545	1971	48	H								\$44,360	\$399,240	
B158	Meilleurs Bridge	Meilleurs Road	25.3	1981	38	H								\$21,800	\$196,200	
B179	Golden Lake Reserve Bridge	70	469.2	1969	50	H								\$63,000	\$567,000	
B034	Constant Creek Bridge	508	220.5	2001	18	M								\$9,000	\$81,000	
B053	Constant Creek Bridge	Ferguson Lake Road.	70.574	1926	93	H									\$180,000	
B100	Sherwood River Bridge	58	245	1967	52	H										\$40,000