



County of
Renfrew
Ontario . Canada

Experience Our History, Share Our Future!
www.countyofrenfrew.on.ca

County of Renfrew Budget Workshop 2020

January 27, 2020

2020 Budget Highlights

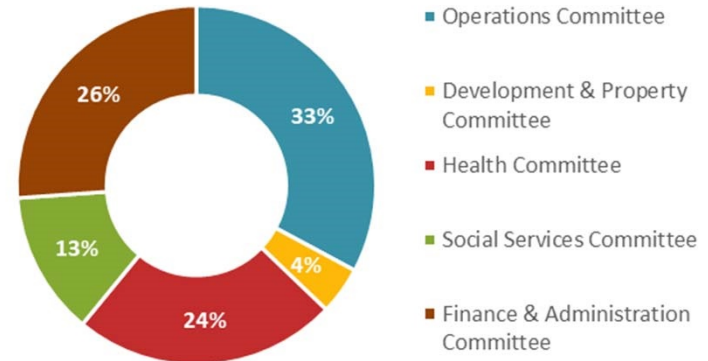


Year	Rate per \$100,000	Median Property Value	County Taxes
2019	363.88	203,000	733.22
2020	367.78	203,000	741.08
\$ Diff	3.90		7.86
% Diff			1.07%

2020 Levy %	2019 CVA Growth %	Real Impact on Taxpayers
4.0%	(1.0%)	3.0%

2020 Levy	2019 Levy	Difference	%
\$47,482,184	\$45,655,946	\$1,826,238	4.0%

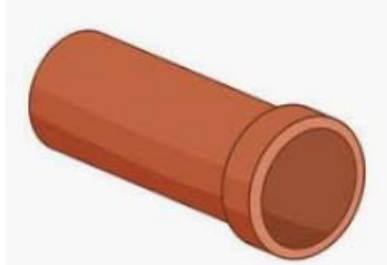
2020 Levy Spending By Committee



2020 Budget - Capital Plan Highlights - \$31.157 M



CAB Reno \$3.725 M



Culverts \$2.2 M



Fleet \$1.5 M



Roads \$11.3 M



LTC Homes \$1.4 M



Equip \$274 K



Bridges \$8.4 M

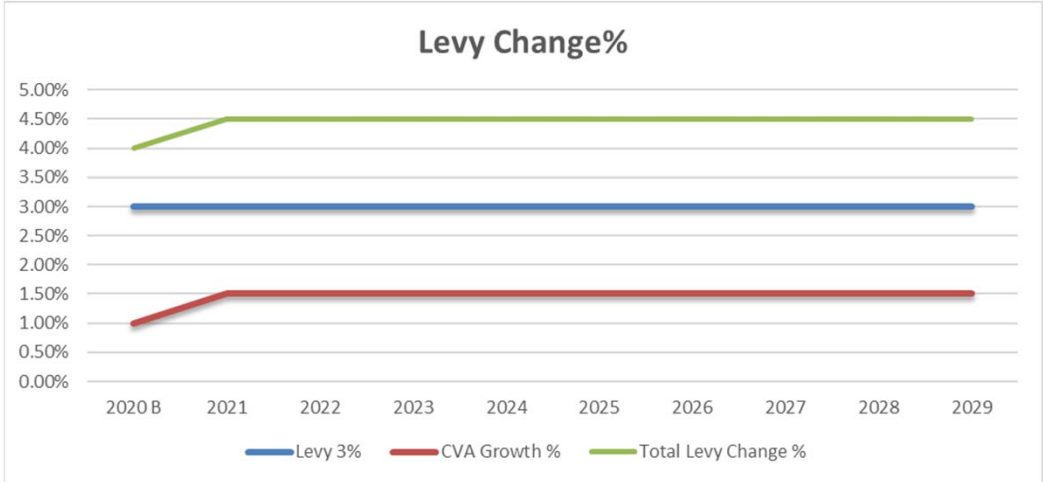
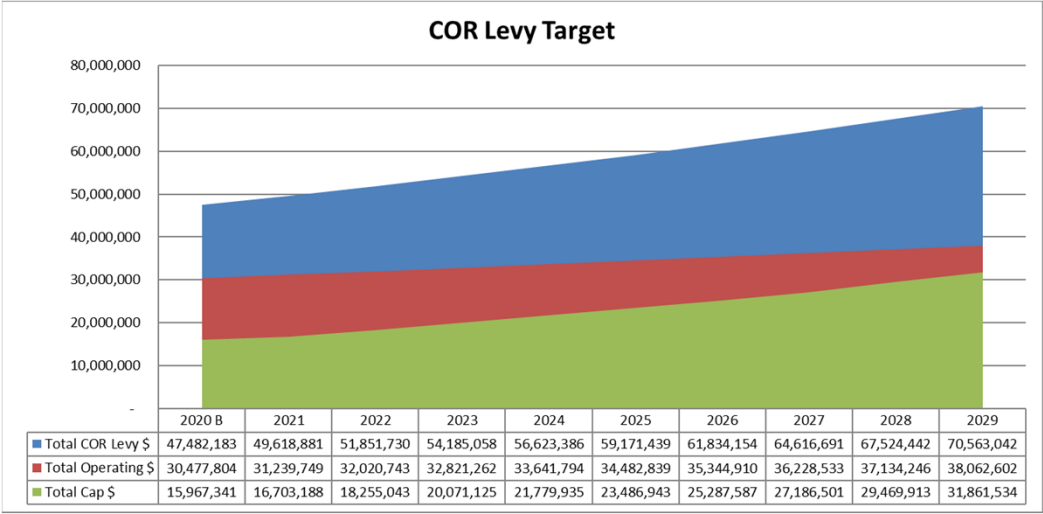
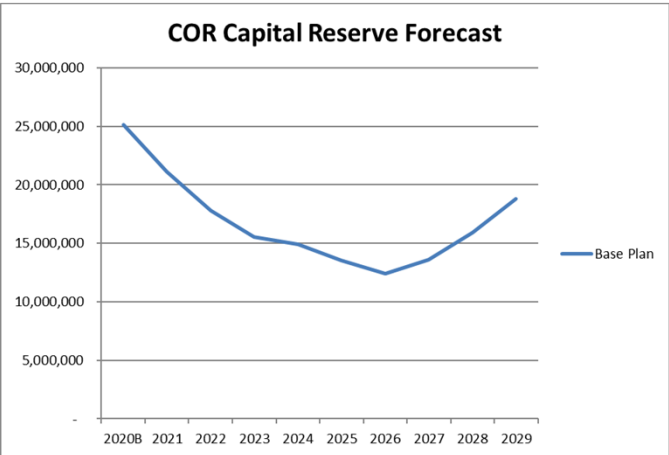
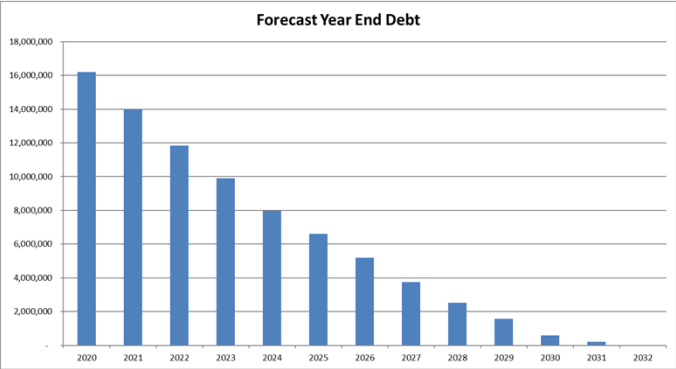
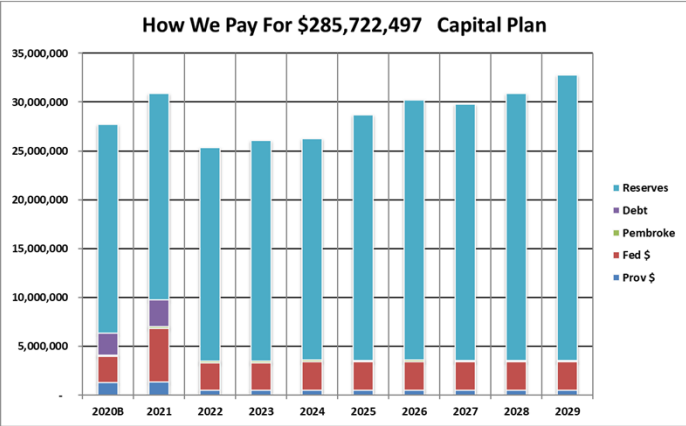


Social Housing \$1.7 M



Other BLDG \$658 K

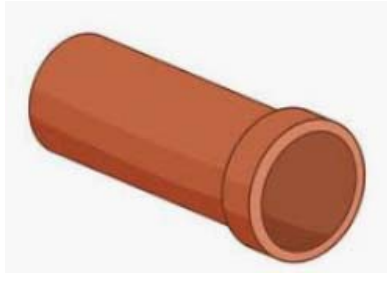
Long Term Financial Plan Highlights



10 Year Capital Plan Highlights - \$253 mill+



CAB Reno \$3.725 M



Culverts \$25.5 M



Fleet \$22.2 M



Roads \$137.8 M



LTC Homes \$9.1 M



Equip \$4.4 M



Bridges \$37.6 M



Social Housing \$14.7 M



Other BLDG \$6.1 M

TABLE OF CONTENTS

Budget Presentation Slides 7
General Revenue Fund Budget..... 108
Bonnehchere Manor Budget 124
Miramichi Lodge Budget..... 131
Public Works Budget 138
Renfrew County Housing Corporation Budget 141
Schedule of Reserves - 2020 143
Capital Fund Budget - 2020 144
Staffing Summary and Business Cases - 2020 147
10 Year Capital Plan 151



**County of
Renfrew**
Ontario . Canada

Experience Our History, Share Our Future!
www.countyofrenfrew.on.ca

2020 Budget & Long Term Financial Plan

Budget Workshop
January 27, 2020

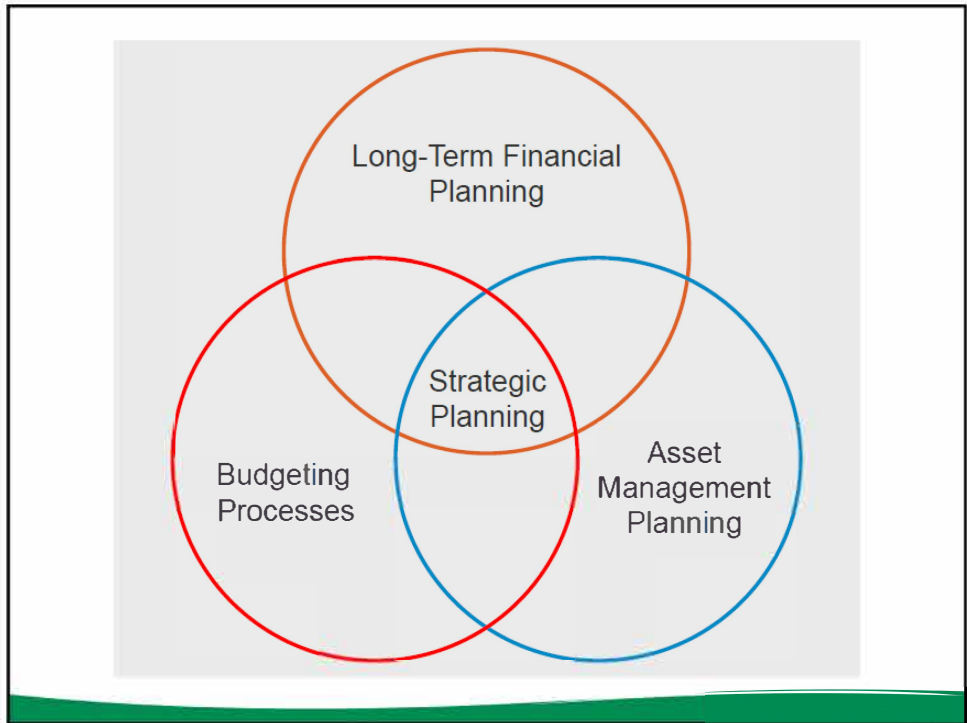
Documents

- **2020 Budget Book**
 - Slide Deck
 - Long Term Financial Plan
 - Operating Budget
 - Capital Budget
 - Reserve 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.

2020 Budget Alignment




Strategic Plan & LTFP



Strategic Priorities 2019 - 2022



-  **Engaging Government**
-  **Fiscal Sustainability**
-  **Service Delivery Review**
-  **Technology Acceleration**

Fiscal Sustainability

Priority: Fiscal sustainability for the Corporation of the County of Renfrew and its ratepayers.

Goal: Ensure ongoing financial viability while balancing expected levels of service to the community.

Initiatives:

- Commitment from Council supporting principles within the Long-Term Financial Plan
- Establish Contingency Plan to respond to provincial and federal financial pressures and opportunities beyond the Long-Term Financial Plan

INITIATIVE	LEAD	TARGET COMPLETION 2019				TARGET COMPLETION 2020				2021	2022	Measurement	Status	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
2.1	Commitment from Council supporting principles within the Long-Term Financial Plan				X					X	X	X	<ul style="list-style-type: none"> Council passes budget(s) that support the Long-Term Financial Plan 	<ul style="list-style-type: none"> Review on Annual Basis
2.2	Establish contingency plan to respond to provincial and federal financial pressures and opportunities beyond the Long-Term Financial Plan	X				X					X	X	<ul style="list-style-type: none"> Create Ad Hoc Committee Explore shared services with Local Municipalities Explore new partnerships Approval of the Annual Budget 	<ul style="list-style-type: none"> Review on an Annual Basis

Long Term Financial Plan

- Long Term Financial Plan framework ensures current budget year is not considered in isolation
- Framework of principles that guide financial decision making
- Assesses financial implications of current and proposed strategic directions
- Ensures alignment of short-term decisions with long term strategies
- Ten year detailed financial plan to fund Capital and Operating
- Current year budget and nine year forecast
- Living document annually updated
- Allows for possibility of Council approved multi-year budgets

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 into capital reserves (estimated at 1.48%)
- new debt for projects in excess of \$3 million
- annual Provincial funding of at least \$500 thousand
- Annual Federal Gas Tax funding of at least \$2.6 million
- Minimum Capital Reserve balance of \$2 million

Asset Management Plan & 10 Year Capital Plan

All departments provided their 10 year capital plans (2020-2029) to the Finance Department in Fall 2019 after carefully considering:

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

10 Year Capital Plan \$253,168,417

County of Renfrew 10 Year Asset Plan Data from October 11 2019											
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Totals
County Admin Building	285,000	120,000	186,425	25,000	60,000	270,000	25,000	-	127,975	849,876	1,949,276
Renfrew County Place	70,000	111,000	25,000	132,855	145,925	60,013	572,119	-	32,000	65,000	1,213,912
80 McGonigal	16,000	-	-	-	-	10,000	50,950	-	-	-	76,950
Miramichi Lodge	762,755	325,000	585,760	354,500	527,465	900,366	410,375	640,176	245,000	184,211	4,935,608
Bonnechere Manor	868,488	292,000	302,000	258,000	548,235	458,400	434,465	460,470	347,090	228,010	4,197,158
Amprior Paramedic Base	-	17,000	25,000	10,000	-	20,095	10,000	-	12,000	-	94,095
Barry's Bay Paramedic Base	-	5,000	12,000	-	25,000	-	20,000	5,000	35,095	15,000	117,095
Petsawawa Paramedic Base	-	5,000	-	12,000	17,000	-	15,000	5,000	35,095	47,000	136,095
Deep River Paramedic Base	-	17,000	-	-	-	-	17,000	-	25,000	12,000	71,000
OPP Station	-	8,000	-	8,000	-	8,000	-	40,083	-	40,932	105,014
PW Patrols	208,075	213,277	218,609	224,074	229,676	235,418	241,303	247,336	253,519	259,857	2,331,144
RCHC	1,619,650	1,738,850	1,746,246	1,619,832	1,296,540	1,538,240	1,312,320	1,210,980	1,253,400	1,364,617	14,700,675
Fleet - PW	792,000	878,000	882,000	792,000	912,000	908,000	976,000	1,057,000	1,069,000	1,103,000	9,369,000
Fleet - D&P	-	-	-	30,000	30,000	30,000	30,000	30,000	-	-	150,000
Fleet - RCHC	33,412	57,525	58,000	52,079	47,000	97,000	68,533	37,000	49,000	49,000	548,549
Fleet - EMS	705,000	1,475,000	1,440,000	1,565,000	705,000	1,175,000	1,710,000	1,175,000	1,095,000	1,175,000	12,220,000
Roads	11,186,388	13,073,746	11,674,627	13,249,964	14,199,560	14,432,821	14,538,384	14,386,880	15,083,650	16,010,268	137,836,287
Culverts	2,213,500	2,666,000	2,645,000	2,034,000	2,126,500	2,320,000	2,748,000	2,944,500	2,858,000	2,976,500	25,532,000
Bridges	2,246,300	2,697,000	4,164,000	3,881,000	2,925,000	3,143,200	3,196,220	3,260,240	3,420,140	2,649,760	37,584,560
Totals	27,008,268	23,699,398	23,964,667	24,248,303	23,794,901	25,606,553	26,375,669	25,499,666	25,940,964	27,030,029	253,168,417

10 Year Capital Plan Must Be Adjusted For:



Inflation Adjusted – 2% per year

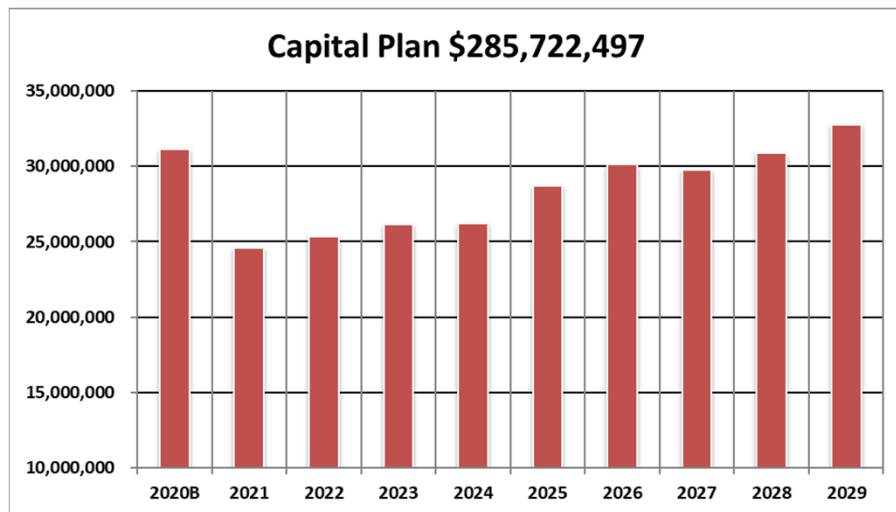


CAO Adjusted During Budget Discussions



Equipment Items Added To AMP

10 Year Capital Plan 2020-2029



Does the LTFP Still Provide Enough Funding to Cover All Operating and Capital Needs For the County of Renfrew For the Next 10 Years?



How Do We Pay For the Plan

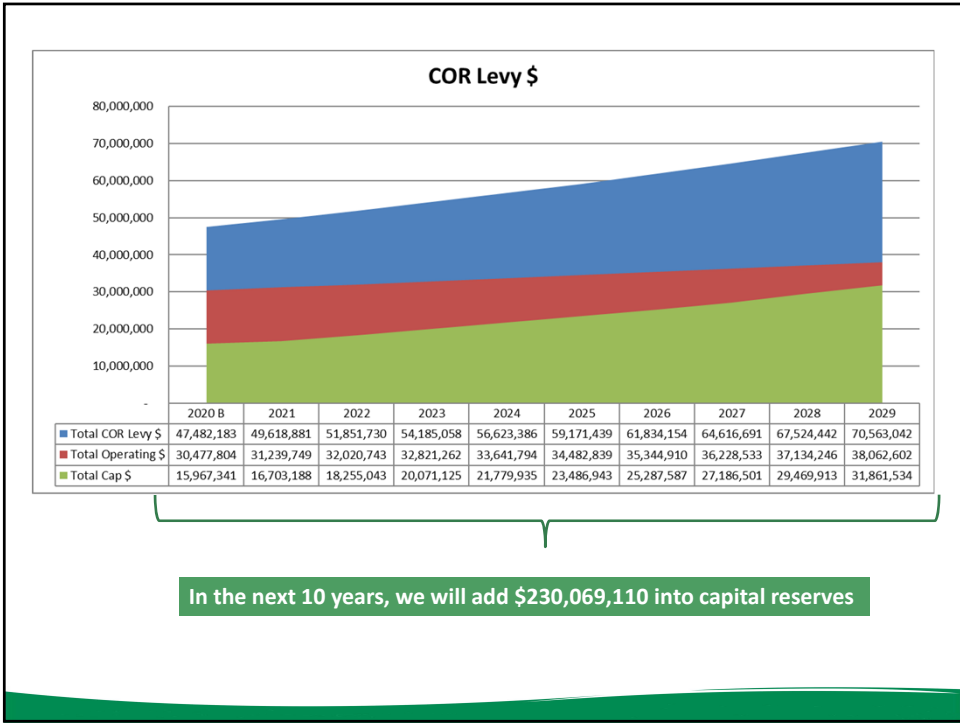
	10 Year Totals	Details
Capital Plan	285,722,497	
New Debt	-2,750,000	Madawaska Bridge
Provincial Funding	-5,857,505	OCIF 2020 then \$500k
Gas Tax	-31,468,357	Frozen at 2023 level until 2029
Pembroke - RCHC	-1,560,453	10.233% based on WTD CVA
Reserves Needed	<u>244,086,182</u>	

Capital Reserves

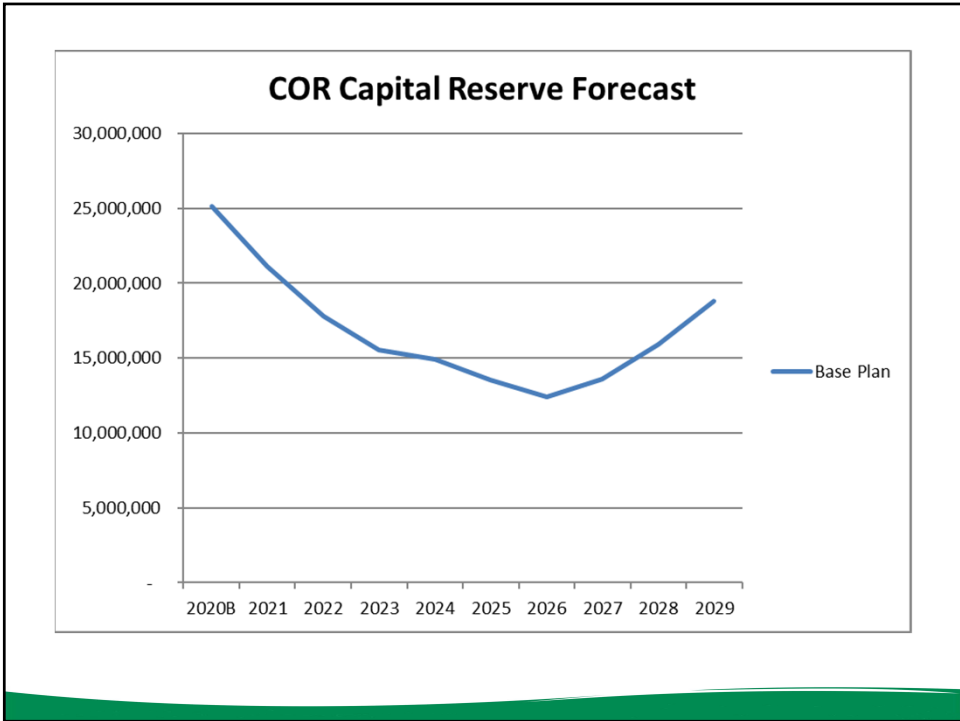
Opening Balance – January 1, 2020	30,580,859
Capital Reserve Needed Over 10 Years	<u>(244,086,182)</u>
Funding Shortfall	<u>(213,505,323)</u>

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 into capital reserves (estimated at 1.48%)**
- **new debt for projects in excess of \$3 million**
- **annual Provincial funding of at least \$500 thousand**
- **Annual Federal Gas Tax funding of at least \$2.6 million**
- **Minimum Capital Reserve balance of \$2 million**

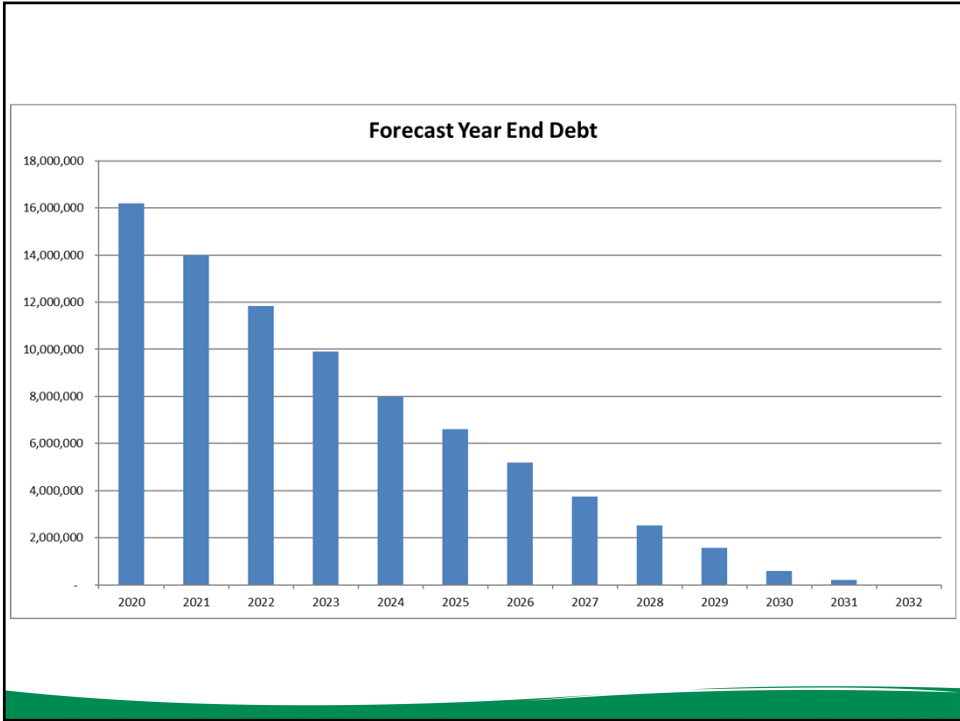
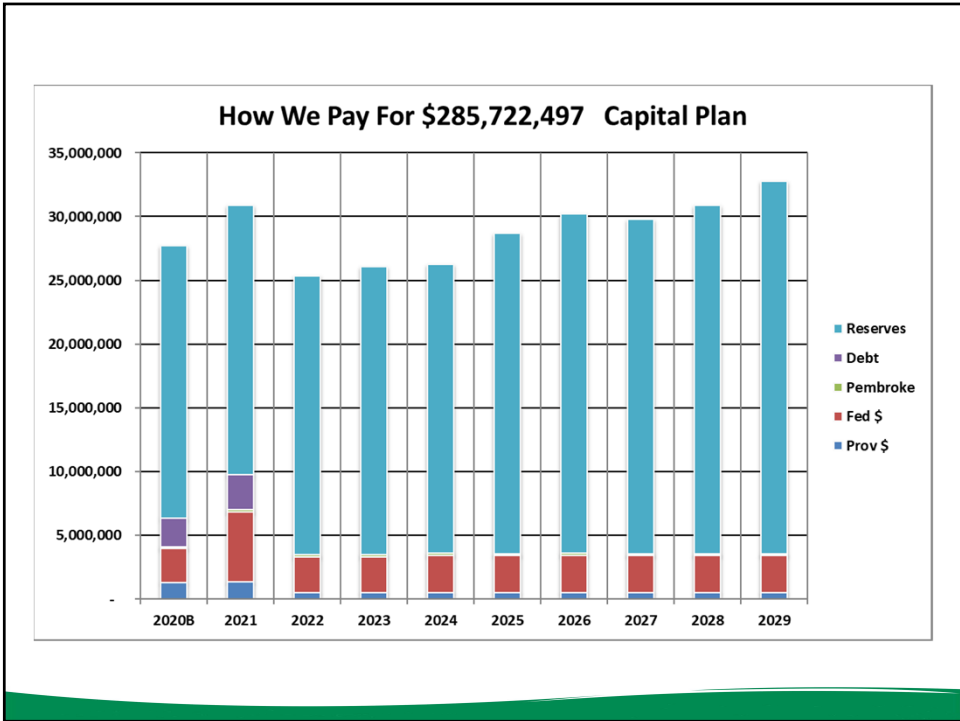


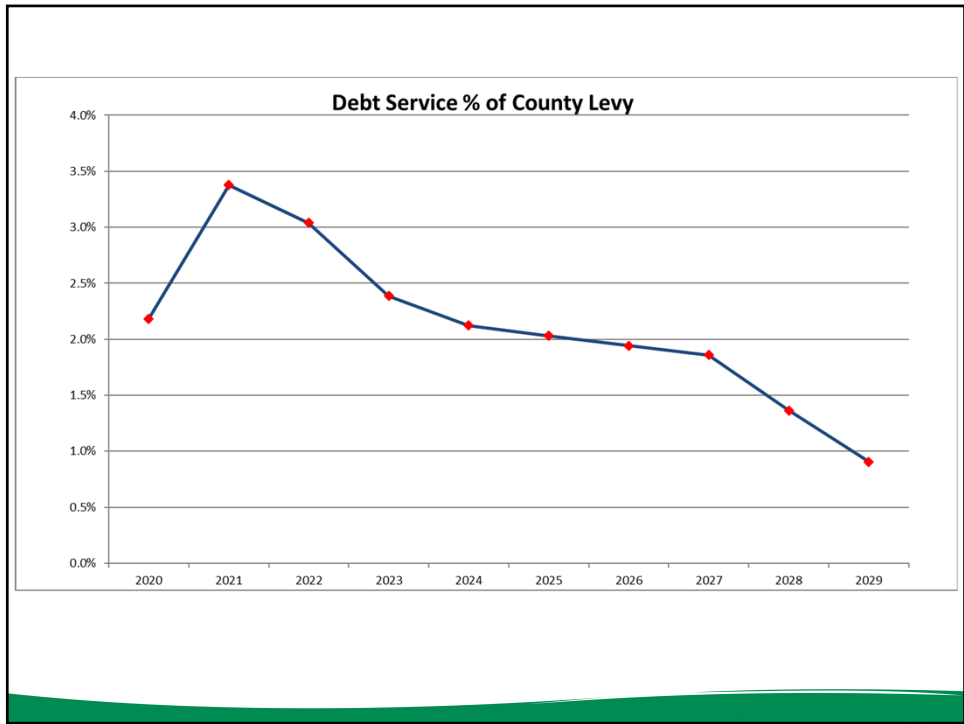
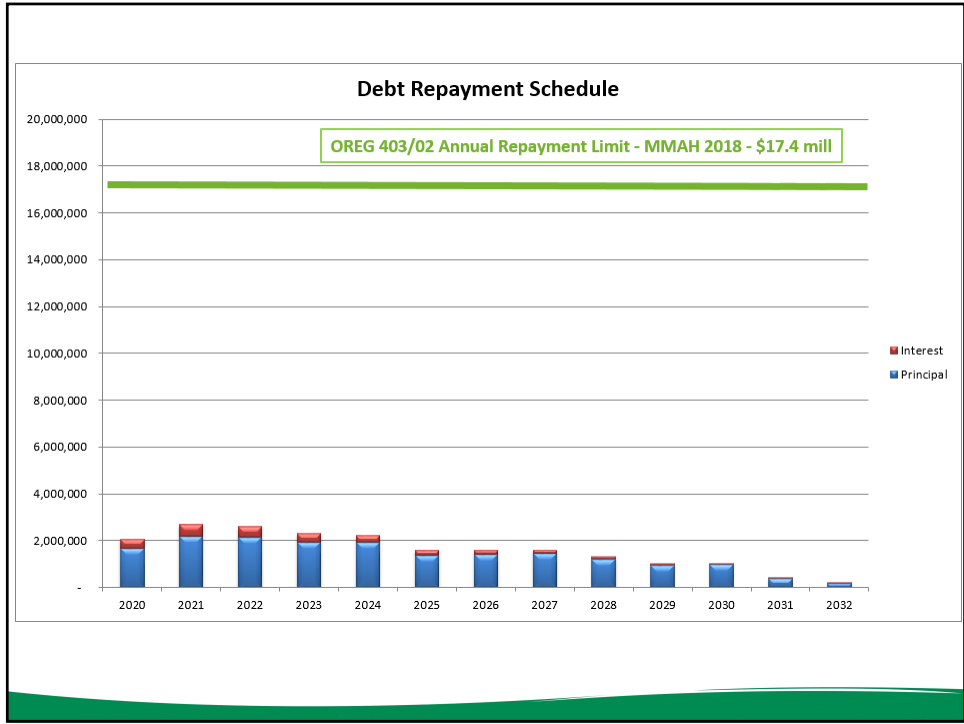
	\$
Levy To Capital Reserve	230,069,110
Opening Capital Reserve Jan 1, 2020	30,580,859
Reserve Interest 1.5%	<u>2,249,776</u>
Capital Reserve Available	262,899,745
Used for Operating	(12,400)
Used for Capital	<u>(244,086,182)</u>
Cap Reserve 2029	18,801,163



LTFP Still Provides Enough Funding to Cover All Operating and Capital Needs For the County of Renfrew For the Next 10 Years

		10 Year Totals	
Capital Plan		285,722,497	
New Debt	2,750,000		Madawaska Bridge
Provincial Funding	5,857,505		OCIF 2020 then \$500k
Gas Tax	31,468,357		Frozen at 2023 level until 2029
Pembroke - RCHC	1,560,453		10.233% based on WTD CVA
Capital Reserve Used	<u>244,086,182</u>	285,722,497	85% of capital funding from reserves
Funding Gap		0	





Do We Have The Right Level of Reserves In Our LTFP?



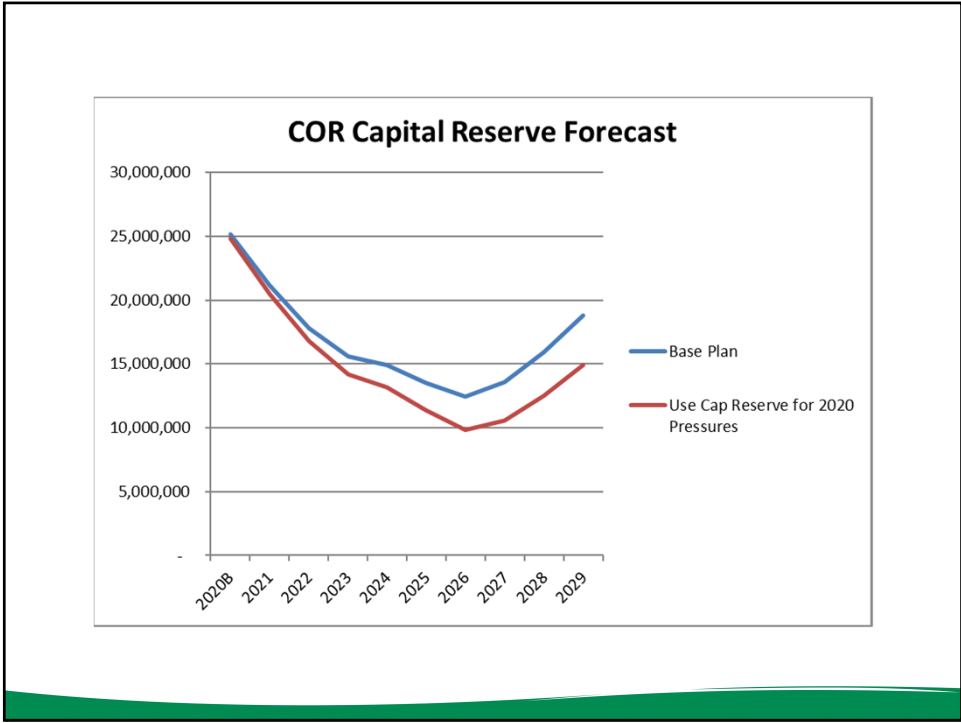
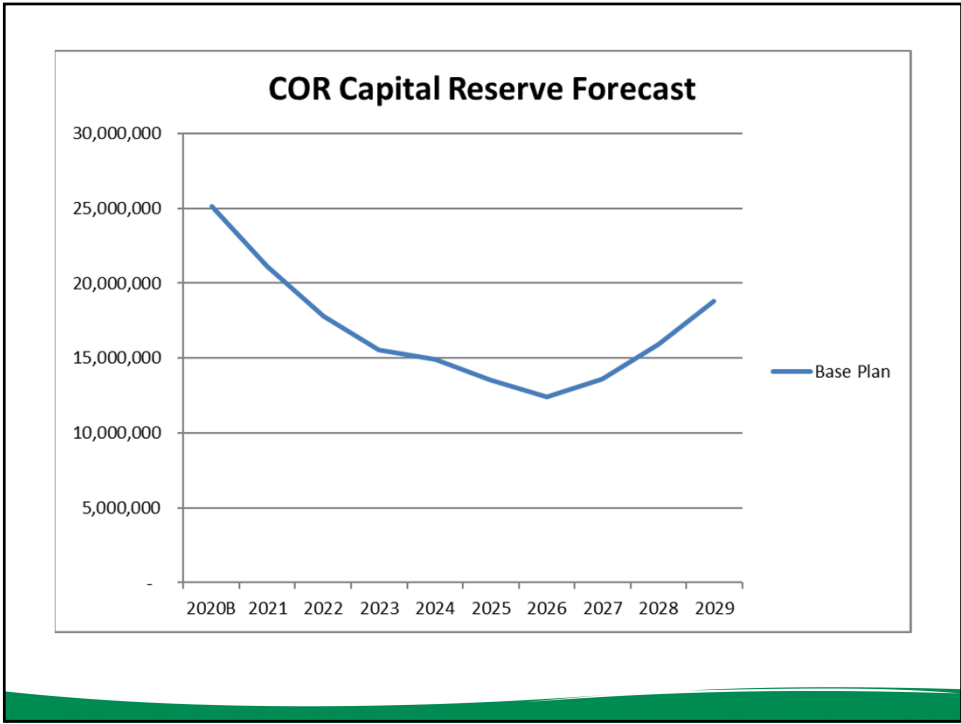
FINANCIAL INDICATOR REVIEW						
(Based on 2018 Financial Information Return)						
Renfrew Co						
Date Prepared:	17-Oct-19	2018 Households:	48,220	Median Household Income:	70,106	
MISO Office:	Eastern	2018 Population:	76,315	Taxable Residential Assessment as a		
Prepared By:	Stephen Seller	2019 MFCI Index:	n/a	% of Total Taxable Assessment:	82.9%	
Tier:	UT			Own Purpose Taxation:	40,556,082	
SUSTAINABILITY INDICATORS						
Indicator	Ranges	Actuals	South - UT - Counties		Level of Risk	
			Median	Average		
Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses	Low: > 20% Mod: 10% to 20% High: < 10%	2014	22.8%	26.5%	33.3%	LOW
		2015	25.0%	26.5%	34.5%	LOW
		2016	29.1%	29.7%	35.9%	LOW
		2017	30.7%	31.3%	37.8%	LOW
		2018	32.4%	34.0%	41.2%	LOW

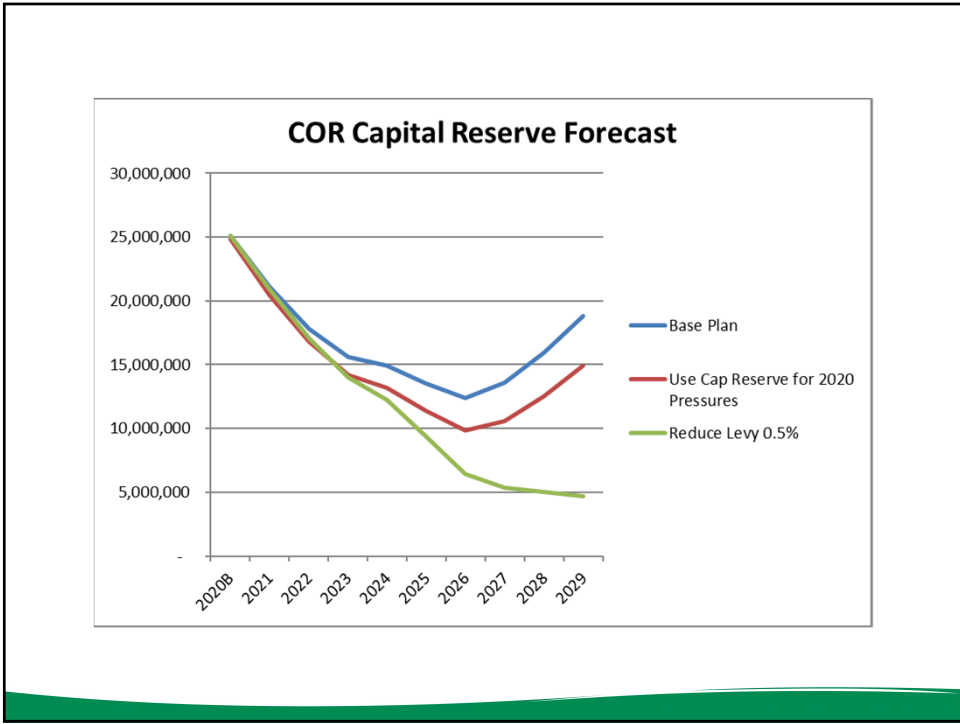
Annual FIR	County of Renfrew	South UT Counties - Median	South UT Counties - Average
2014	22.8%	26.5%	33.3%
2015	25.0%	26.5%	34.5%
2016	29.1%	29.7%	35.9%
2017	30.7%	31.3%	37.8%
2018	32.4%	34.0%	41.2%

COR Total Reserves Are Below Our PEER Group Every Year Using Either the Average or the Median

What Happens to Our Reserve Forecast When Council Makes Certain Decisions



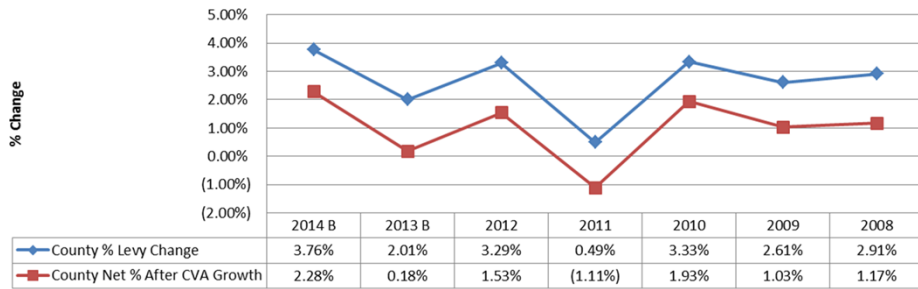




	2019 Estimated Taxation	2018 Estimated Taxation	Difference \$	Difference %	Wtd CVA Growth	Budget Impact
Whitewater Region Township, 4758	5,562,786	4,984,616	578,170	11.60%	1.19%	10.41%
Petawawa Town, 4779	8,578,011	7,698,179	879,832	11.43%	1.71%	9.72%
Laurentian Valley Township, 4766	5,148,329	4,682,467	465,862	9.95%	0.68%	9.27%
McNab/Braeside Township, 4701	5,538,487	5,137,128	401,359	7.81%	0.94%	6.87%
Renfrew Town, 4748	8,566,648	8,094,889	471,759	5.83%	0.63%	5.20%
Greater Madawaska Township, 4706	3,216,189	3,046,678	169,511	5.56%	1.01%	4.55%
Admaston/Bromley Township, 4742	2,119,939	2,002,961	116,978	5.84%	1.43%	4.41%
Arnprior Town, 4702	9,237,716	8,800,376	437,340	4.97%	1.76%	3.21%
Brudenell Lyndoch Raglan Township, 4719	1,345,656	1,290,834	54,822	4.25%	1.21%	3.04%
Laurentian Hills Town, 4792	3,364,784	3,255,580	109,204	3.35%	0.40%	2.95%
Killaloe, Hagarty & Richards Township, 4731	2,430,771	2,364,178	66,593	2.82%	0.03%	2.79%
Horton Township, 4746	2,363,605	2,263,216	100,389	4.44%	1.73%	2.71%
Renfrew Co, 4700	45,655,917	43,984,577	1,671,340	3.80%	1.19%	2.61%
North Algona Wilberforce Township, 4769	2,948,224	2,849,883	98,341	3.45%	0.91%	2.54%
Madawaska Valley Township, 4726	3,965,539	3,829,334	136,205	3.56%	1.03%	2.53%
Bonnechere Valley Township, 4738	3,312,540	3,231,762	80,778	2.50%	0.74%	1.76%
Head Clara Maria Township, 4798	553,591	552,098	1,493	0.27%	0.27%	0.00%
Deep River Town, 4796	5,597,654	5,626,706	(29,052)	(0.52%)	2.82%	(3.34%)
Totals	119,506,386	113,695,462	5,810,924	5.11%	1.19%	3.92%

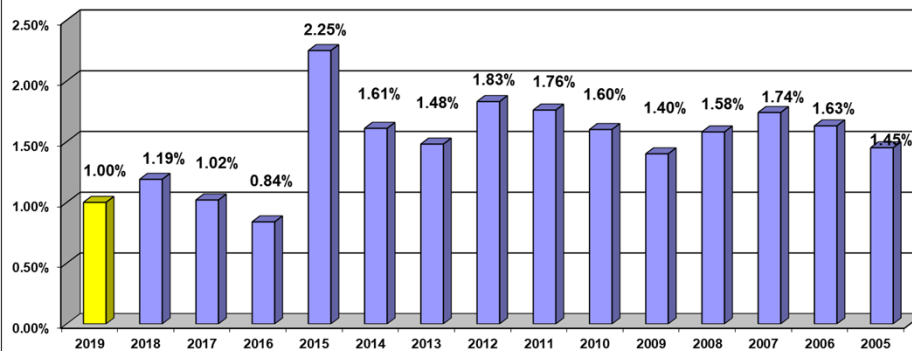
Levy Change History

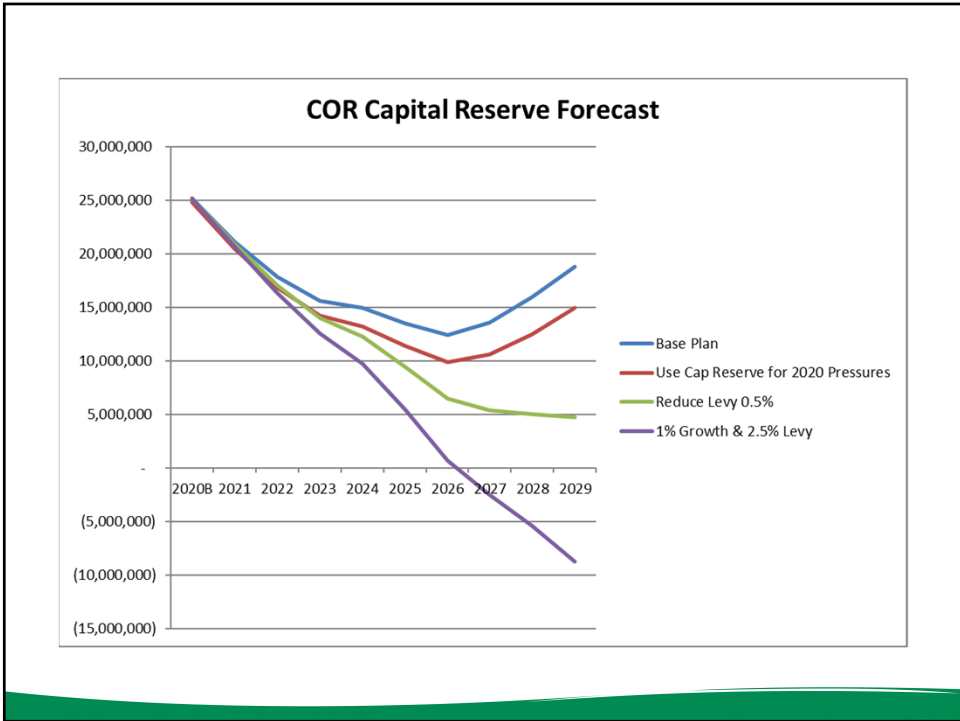
County of Renfrew Levy Change



7 Year Average Net % after CVA growth = **1.0014%**

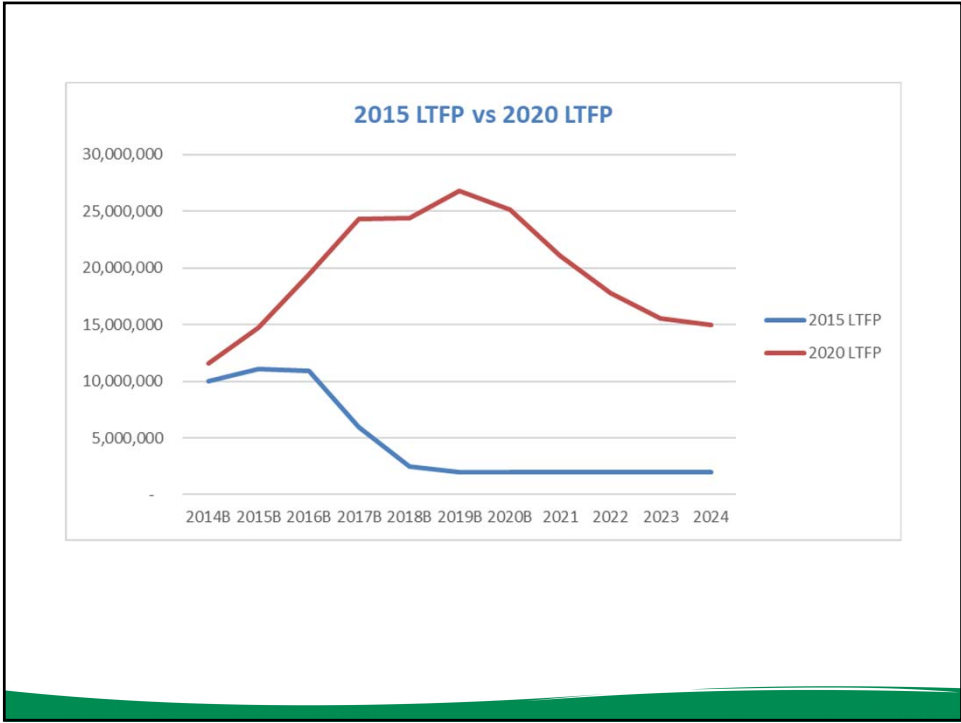
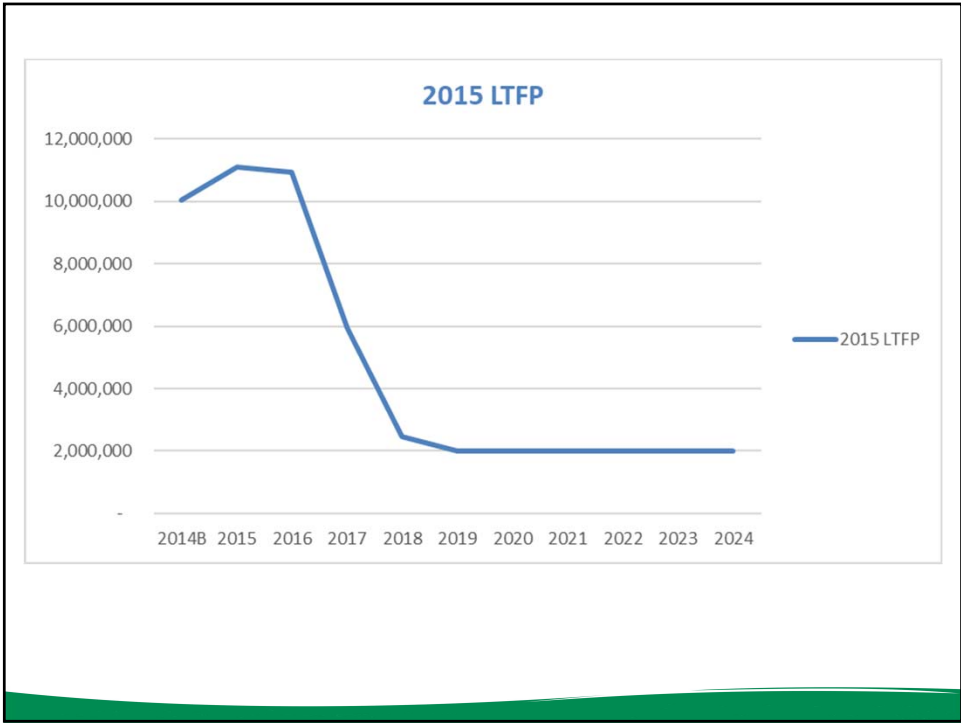
CVA Growth - County of Renfrew





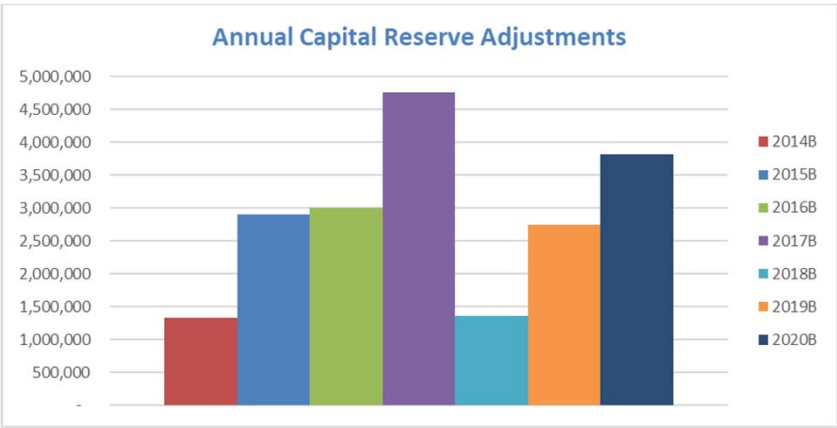
How Does Our 2020 LTFP Compare With Our Original LTFP From 2015



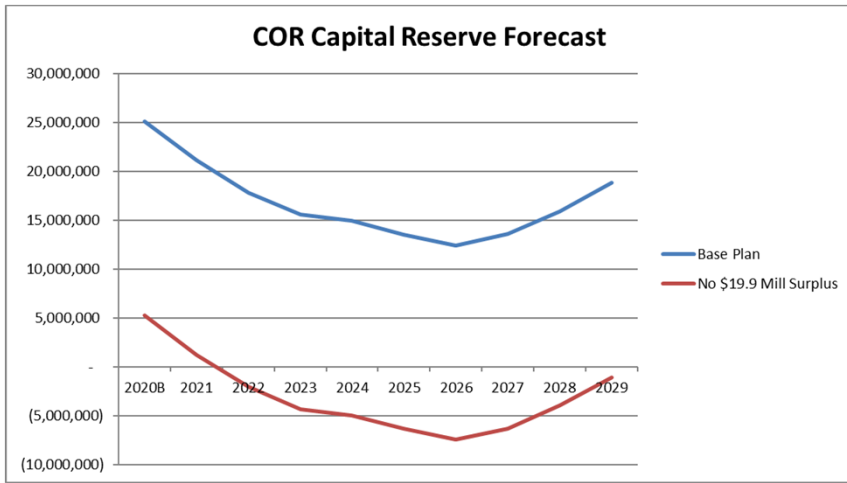


	Rate	2014B	2015B	2016B	2017B	2018B	2019B	2020B
Opening Balance		11,597,534	11,597,534	14,713,375	19,460,658	24,303,633	24,373,393	26,766,666
Adjust to Actual - opening		1,334,879	2,900,644	2,993,692	4,758,616	1,351,008	2,736,943	3,814,193
Transfer From Operating		1,910,021	3,537,806	4,652,494	5,450,474	6,035,824	6,774,926	7,590,666
Transfer To Capital		(3,244,900)	(3,322,609)	(2,898,903)	(5,401,544)	(7,256,886)	(6,299,190)	(13,024,578)
Used for Operating or Trf Bwt Reserves					35,429	(60,186)	(819,406)	(12,400)
Interest Earned	1.5%							
Closing Balance		11,597,534	14,713,375	19,460,658	24,303,633	24,373,393	26,766,666	25,134,547

2019 Budget Closing Capital Reserves	\$26,766,666
Bldg Reserve – did not build new Pembroke Paramedic Base in 2019	\$1,400,000
Working Capital Reserve – final cash payment for CP Rail not made in 2019	68,000
Working Capital Reserve – payment to EORN for Cell project was \$906k vs \$1000k	94,000
Provincial Modernization Grant	725,000
Opeongo – Capital Reserves TRF to RCHC with Asset TRF Agreement	500,000
General Fund Forecast 2019 Surplus	426,771
Homes Forecast 2019 Surplus	500,000
RCHC Forecast 2019 Surplus	100,000
2019 Forecast Closing Capital Reserves	\$30,580,859



\$19,889,975 Over 7 Years



2020 Budget

2020 Budget Process



2020 Budget Guidelines

From August 2019 F&A Meeting

Recommendation: THAT County Council rescind Resolution No. FA-CC-15-04-46; AND FURTHER 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 10 year operating and capital budgets which 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 \$15 million throughout the entire 10 year planning period.**

Background

The above recommendation was brought forward to County Council for consideration in August 2019 and was directed back to the Finance & Administration for further discussion.

At the January 2019 Budget Workshop session, Council directed that at a future meeting, staff provide an overview of the impact of Council's decision to make changes to the 2019 draft budget. **These changes included reducing capital reserves to fund the 2019 Budget pressures since these pressures could not be met within Council's 2.6% levy target.** The Treasurer made that presentation at the August Finance & Administration Committee and County Council meeting.

Our Committee discussed this presentation and expressed concern regarding the \$2 million minimum capital reserve balance established that must be maintained annually over the next 10 year planning period. **Our Committee recommended that a resolution be adopted to ensure that the required minimum capital reserve balance be increased to \$15 million over the entire 10 year planning period.**

2020 Budget Guidelines – September 2019

RESOLUTION NO. FA-CC-19-09-89

Moved by Chair

Seconded by Committee

THAT County Council approve the 2020 budget guidelines as follows:

- projected annual levy increase of **3.0%** 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;

AND FURTHER THAT the Finance & Administration Committee bring forward to the Budget Workshop a capital reserve target as well as a minimum capital reserve balance;

AND FURTHER THAT the Cost of Living Allowance (COLA) increase for non-union staff under Employment By-law #1 be set at **2.0% for 2020.**



Goal #1

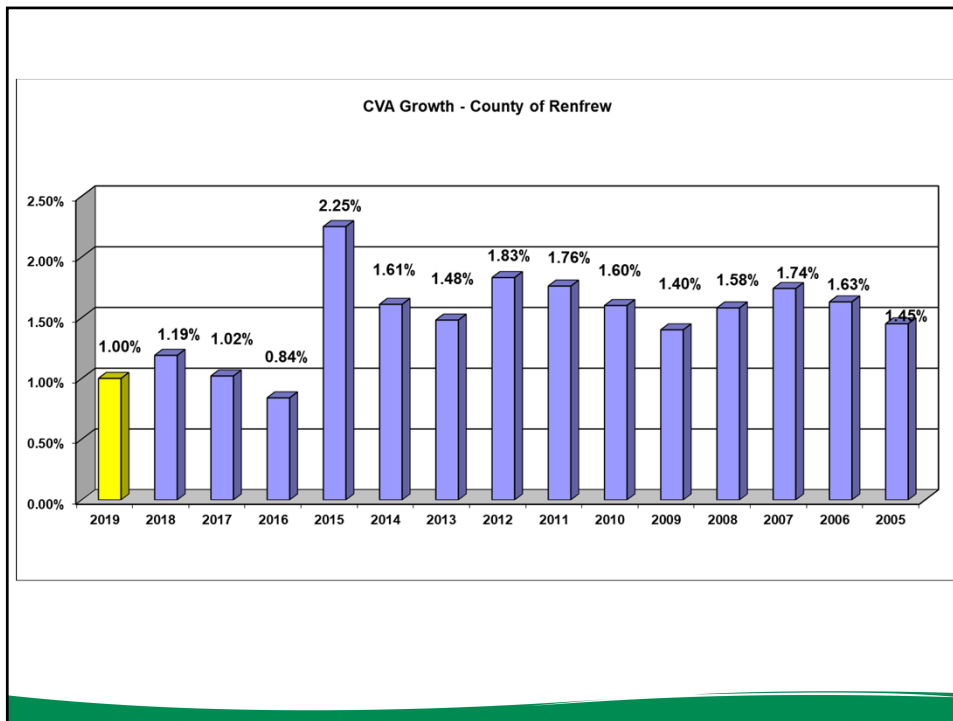
- **Projected annual levy increase of 3.0%**
- **Utilization of the annual current value assessment (CVA) weighted growth (estimated at 1.45%)**

Assessment Growth -2019

- Growth represents assessment increase or decrease regardless of whether market based reassessment occurs
- All municipalities will see a 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**

119,597,601 = 1.0%

112,021,795 comes from Residential (94%)





Goal #1

- **Projected annual levy increase of 3.0%**
- **Utilization of the annual current value assessment (CVA) weighted growth (~~estimated at 1.45%~~) **1.0%****



CVA Growth Shortfall - Again

1 % Wtd CVA Growth =	\$456,559
1.45% Wtd CVA Growth =	\$662,011
Shortfall in Wtd CVA =	\$205,452

This \$205,452 shortfall results in \$2 million reduction in our capital reserves over 10 years



2020 County of Renfrew Budget

2020 Levy	2019 Levy	Difference	%
\$47,482,184	\$45,655,946	\$1,826,238	4.0%

Goal #1 - Achieved



2020 Levy %	2019 Growth %	Real Impact on Taxpayers
4.0%	(1.0%)	3.0%

2020 Tax Rate Assuming Status Quo Tax Policy From 2019



Year	Rate per \$100,000	Median Property Value	County Taxes
2019	363.88	203,000	733.22
2020	367.78	203,000	741.08
\$ Diff	3.90		7.86
% Diff			1.07%

Final Tax Rates Are Not Set Until Tax Policy is Adopted in April 2020



Goal #2

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

Goal #2 - Achieved

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
Operations Committee**	8,522,416	8,314,552	207,864	2.5%
Development & Property Committee	2,213,701	2,035,697	178,004	8.7%
Health Committee	12,251,080	11,944,380	306,700	2.6%
Social Services Committee	6,650,144	6,846,379	(196,235)	-2.9%
Finance & Administration Committee **	3,676,911	3,602,680	74,231	2.1%
Total Net Expenses	33,314,252	32,743,688	570,564	1.7%

** operating expenses only

1.7%



Goal #3

- 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

Goal #3



County of Renfrew
2020 BUDGET

Department	Budget \$	Sources of Financing						Total
		Pembroke		Provincial				
		Taxation/Other	Share	Grant	Gas Tax	Reserves	Debt	
BM Total	755,000	0	0	0	0	755,000	0	755,000
GIS Total	30,000	0	0	0	0	30,000	0	30,000
IT Total	87,000	0	0	0	0	87,000	0	87,000
ML Total	626,615	0	0	0	0	626,615	0	626,615
Property-Arnprior Base Total	12,000	0	0	0	0	12,000	0	12,000
Property-Arnprior Office Total	16,000	0	0	0	0	16,000	0	16,000
Property-CAB Total	3,900,000	0	0	0	0	3,900,000	0	3,900,000
Property-RCP Total	60,000	0	0	0	0	60,000	0	60,000
PS Total	765,000	0	0	0	0	765,000	0	765,000
PW Total	23,124,113	8,376,675	0	1,357,505	5,479,296	5,160,637	2,750,000	23,124,113
RCHC Total	1,713,062	0	169,158	0	0	1,543,904	0	1,713,062
Trails Total	68,422	0	0	0	0	68,422	0	68,422
Grand Total	31,157,212	8,376,675	169,158	1,357,505	5,479,296	13,024,578	2,750,000	31,157,212

Goal #3 - Achieved



Madawaska River Bridge
Arnprior





Goal #4

AND FURTHER THAT the Cost of Living (COLA) increase for non-union staff under Employment By-law #1 be set at 2% for 2020.

2019 CPI and Inflation Rates for Ontario

This table shows the monthly All-Items Consumer Price Index (CPI-U) and annual inflation rates for Ontario in 2019. You can find upcoming CPI release dates on our [schedule](#) page. These numbers are released by *Statistics Canada*.

Month	CPI	Monthly Inflation Rate (%)	Yearly Inflation Rate (%)
January	135.2	0.1	1.5
February	136.0	0.6	1.5
March	137.0	0.7%	1.5%
April	137.4	0.3%	1.9%
May	138.1	0.5%	2.4%
June	138.0	-0.1%	2.0%
July	138.8	0.6%	2.6%
August	138.5	-0.2%	1.9%
September	137.5	-0.7%	1.7%
October	137.9	0.3%	1.7%
November	137.7	-0.1%	1.9%
November	137.7	-0.1%	1.9%



Goal #4



The 2020 Budget includes a Cost of Living (COLA) increase for non-union staff under Employment By-law #1 at **2% for 2020.**

Long Term Financial Plan Report Card

County of Renfrew

Indicator	Target	2020
% WTD CVA Growth	1.48%	1.00%
% County Levy Increase	3.00%	3.00%
% Levy Restricted For Operating	2.50%	1.70%
% Interest Earned on Reserves	1.45%	2.40%
% Inflation	2.00%	1.90%
% Interest Paid on New Debt	3.00%	2.56%
Minimum Annual Federal Funding	2,505,628	5,479,296
Minimum Annual Provincial Funding	500,000	1,357,505
Minimum Capital Reserve Balance	2,000,000	12,409,138
10 Year Funding Gap (original 2014)	13,261,129	-

2020 Budget Presentation

2020 Consolidated Budget (Net Levy)

	<u>2020 Budget</u> Pressure	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
Operations Committee	0	16,899,091	16,536,999	362,092	2.2%
Development & Property Committee	0	2,213,701	2,035,697	178,004	8.7%
Health Committee	298,408	12,251,080	11,944,380	306,700	2.6%
Social Services Committee	0	6,650,144	6,846,379	(196,235)	-2.9%
Finance & Administration Committee	178,672	13,439,191	13,438,640	551	0.0%
Total Net Expenses	477,080	51,453,207	50,802,095	651,112	1.3%
County Levy	0	47,482,184	45,655,946	1,826,238	4.0%
Other Revenue	0	4,122,382	5,146,149	(1,023,767)	-19.9%
Total Revenue	0	51,604,566	50,802,095	802,471	1.6%
Municipal Surplus / (Deficit)	(477,080)	151,359	0	151,359	

County of Renfrew
2020 BUDGET

Department	Revised		Sources of Financing						Total
	10 Year Plan	Budget \$	Pembroke		Provincial		Reserves	Debt	
			Taxation/Other	Share	Grant	Gas Tax			
BM Total	868,488	755,000	0	0	0	0	755,000	0	755,000
GIS Total	0	30,000	0	0	0	0	30,000	0	30,000
IT Total	0	87,000	0	0	0	0	87,000	0	87,000
ML Total	762,755	626,615	0	0	0	0	626,615	0	626,615
Property-Amprior Base Total	0	12,000	0	0	0	0	12,000	0	12,000
Property-Amprior Office Total	16,000	16,000	0	0	0	0	16,000	0	16,000
Property-CAB Total	285,000	3,900,000	0	0	0	0	3,900,000	0	3,900,000
Property-RCP Total	70,000	60,000	0	0	0	0	60,000	0	60,000
PS Total	705,000	765,000	0	0	0	0	765,000	0	765,000
PW Total	22,647,963	23,124,113	8,376,675	0	1,357,505	5,479,296	5,160,637	2,750,000	23,124,113
RCHC Total	1,653,062	1,713,062	0	169,158	0	0	1,543,904	0	1,713,062
Trails Total	0	68,422	0	0	0	0	68,422	0	68,422
Grand Total	27,008,268	31,157,212	8,376,675	169,158	1,357,505	5,479,296	13,024,578	2,750,000	31,157,212

County of Renfrew
Schedule of Reserves
2020 BUDGET

		Budget Balance 31-Dec-19	Net Change	Balance 31-Dec-20	c = capital reserve s = shared provincially
Child Care	Child Care	0	0	0	s
Child Care	Mitigation	1,376,972	0	1,376,972	s
Ec Dev	Contingency	0	0	0	
Ec Dev	RED	0	0	0	
Expo 150	150th Anniversary	0	0	0	
Trail	Algonquin Trail	0	0	0	
General	Building Reserve	2,263,944	(159,799)	2,104,145	c
General	Development Reserve	8,163	0	8,163	c
General	Federal Gas Tax Reserve	2,807,523	(2,807,523)	0	
General	Insurance	150,000	0	150,000	
General	Reforestation Reserve	130,260	2,294	132,554	c s
General	OPP Bldg	336,245	65,305	401,550	c
General	Sick leave	69,458	0	69,458	
General	TCA Renewal Reserve	13,412,770	(3,299,075)	10,113,695	c
General	Working Capital	9,121,430	(68,422)	9,053,008	c
General	WSIB Sched 2	643,057	0	643,057	
General	Cannabis Reserve	156,321	0	156,321	
General	Provincial Modernization	725,000	(725,000)	0	c
Housing	DOOR	0	0	0	c s
Housing	Non Profit Capital	116,222	0	116,222	s
Housing	Severance	208,635	0	208,635	s
Paramedic	Infrastructure	1,233,373	180,000	1,413,373	c s
Paramedic	Severance	1,378,862	0	1,378,862	s
Paramedic	WSIB (County/City)	23,391	0	23,391	s
Paramedic	WSIB Sched 2	0	0	0	s
Public Works	Equip	0	0	0	c
Public Works	Inventory	0	0	0	
Public Works	Capital	292,643	0	292,643	c
Public Works	Winter Control	0	0	0	
Social Services	Sick leave	0	0	0	s
Social Services	Fiscal Pressure	316,047	0	316,047	s
County Of Renfrew		34,770,316	(6,812,220)	27,958,096	

BM	WSIB Sched 2	322,720	49,024	371,744	s
BM	Butterfly	0	24,318	24,318	
BM	Unallocated	1,100,802	(755,000)	345,802	c s
BM	LTC CMI Stabilization	94,411	0	94,411	
BM	Equip	100,000	0	100,000	c s
BM	Inventory	0	0	0	s
Bonnechere Manor		1,617,933	(681,658)	936,275	
ML	Contingency	0	0	0	s
ML	Butterfly	0	34,419	34,419	s
ML	WSIB Sched 2	326,490	0	326,490	
ML	Unallocated	1,012,188	(626,615)	385,573	c s
ML	Equip	38,782	0	38,782	c s
ML	Sick leave	186,402	0	186,402	s
ML	Inventory	0	0	0	s
Miramichi Lodge		1,563,862	(592,196)	971,666	
Ottawaska	Ottawaska - Capital	0	0	0	c s
Opeongo	Capital	500,000	(60,000)	440,000	c s
RCHC	Capital	255,269	0	255,269	c s
RCHC	AHP Reserve	0	0	0	s
RCHC	AHP Admin Reserve	0	0	0	s
RCHC	Home Ownership	0	0	0	s
RCHC	Working Capital	50,000	0	50,000	c s
RCHC	WSIB Sched 2	152,628	0	152,628	s
Renfrew County Housing Corp		957,887	(60,000)	897,887	
Total Surplus Adjustment		38,909,998	(8,146,074)	30,763,924	
capital reserve balance for LTFP		30,580,859		25,134,547	

County of Renfrew 2020 BUDGET

Division	2020 Budget	2019 Budget	Variance
	Hours	Hours	Hours
BM Total	362,342	362,695	(353)
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,460	-
Enterprise Center Total	3,640	3,640	-
Finance Total	21,385	20,475	910
Forestry Total	4,240	4,240	-
GIS Total	3,640	3,640	-
Human Resources Total	10,570	10,570	-
IT Total	10,920	10,920	-
ML Total	330,536	330,536	-
OVTA Total	5,460	5,460	-
Paramedic Total	249,649	249,625	24
Planning Total	14,560	15,621	(1,061)
POA Total	8,918	9,878	(960)
Property Total	9,457	9,457	-
Public Works Total	102,725	102,300	425
RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,342	1,287,357	(1,015)

Provincial Funding Cuts Announced In 2019 – 2020 Impact

Department	Municipal Impact 2020	County Impact 2020	2019 County Impact
1 Paramedic	\$139,915	\$122,342	\$122,342
2 Child Care	\$340,663	\$305,333	\$0
3 Health Unit	\$168,062	\$145,273	\$0
4 LTC	\$147,825	\$102,546	\$15,149
5 Ontario Works	\$290,577	\$212,499	\$0
Total	\$1,087,042	\$887,993	\$137,491
2019 County Levy		\$45,655,946	\$45,655,946
Impact on County Levy		1.94%	0.30%

- 1 Funding letter received August 20/19 - \$401,406 more than 2018 but still \$139,915 less than 2019 budget (Pembroke shares at 12.56%)
 2 Province announced August 19/19 that no change will be made to costs sharing in 2019. Pembroke shares in 10.371% if municipal cost. In 2020, expansion plan will be 80/20 (\$340,663). In 2021 wage enhancement admin to 50/50 from 100% (\$25,196). In 2022 project admin cap from 10% to 5% (\$318,900)
 3 Province announced August 19/19 that no change will be made to costs sharing in 2019 and that no municipality would experience an increase greater than 10% in 2020 (1,452,730 * 10%)
 4 On September 20/19 the Province announced that the Structural Compliance premium would continue to Mar 31/20 and that High Wage premium would continue to Dec 31/20. (Pemb 30.63%)
 5 April 17, 2019 letter from MCCSS advising that 2019 funding would not exceed 2018 actual admin expenses. The Province approved our 2019 budget submission in September 2019. On September 19/19 the Province confirmed that for 2020, the MCCSS is advising that funding will not exceed the 2018 actual admin expenses. (2019 50% share \$1,612,931 vs 2018 50% share \$1,322,354=\$290,577). Pembroke is 26.87%



This 2020 Budget also includes these funding cuts announced in 2019

2020 Budget Department Overview

By Committee

- Departmental Budget
- Issues & Pressures

Committee Order

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

Health Committee



Long Term Care (LTC) in Ontario

Quick Facts

(as at December 2019)

Current Average Provincial Funding Per Diem	\$179.79 (includes the Globe Level of Care)
Current Basic Co-Payment Fee (set by the MOLTC)	Private:* \$81.35 to \$88.82 Semi: \$70.70 to \$74.96 Basic: \$62.18

* 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

**Redevelopment

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 (NPC)
- 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)

Submitted Resident Assessment Instrument-Minimum Data Set (RAI-MDS) is 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 long-term care homes varies according to the level of acuity in the home compared to the provincial average. The CMI results affect only the Nursing and Personal Care portion of the funding. If a home 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)

The Ministry of Long-Term Care has advised that, due to the change in Provincial Government, the adjusted CMI reports will be delayed.

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)
- 2019 Accreditation with Exemplary Standing from Accreditation Canada (highest award)

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 November 2019
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

2020 Implementation of the Butterfly Approach

- Butterfly Model of Care founded by Dr. David Sheard, UK, in 1995. Butterfly Care homes now exist in the United Kingdom, Ireland, Canada, Australia and United States. The Region of Peel is the first long-term care provider in Ontario to create a Butterfly Home. Other Ontario long-term care homes that are implementing at the same time as County of Renfrew LTCHs include Sunnyside in the Region of Waterloo and the Glebe Centre in Ottawa
- 1 year culture change person-centered program known as a Butterfly Approach, funded by the ML and BM Foundations
 - Baseline audit
 - comprehensive report and action plan including support, coaching and training of frontline staff to transition to the Butterfly approach
 - post assessment with opportunity to become an accredited Butterfly Home
- Residents, while dementia is a disease of progressive decline, moments of meaningful engagement can greatly enhance their quality of life
- Family members, staff and volunteers - these meaningful emotional connections can also have a profound impact
- 2019 Warden and Chair of Health Committee and CAO toured Malton Village, Region of Peel to experience the model in action
- Capital Fundraising Campaigns at each Home to convert a current dementia unit into two smaller Butterfly neighbourhoods
- It is likely that increased staff will be recommended through a business case to Health Committee and County Council later in 2020 once needs are more known

Health Committee (Net County \$'s)

	<u>2020 Budget Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
BONNECHERE MANOR	0	1,453,880	1,418,419	35,461	2.5%
MIRAMICHI LODGE	34,685	1,182,340	1,153,502	28,838	2.5%
OTHER LONG TERM CARE	0	97,783	97,783	0	0.0%
HEALTH UNIT	0	1,598,003	1,452,730	145,273	10.0%
PARAMEDIC SERVICE	263,723	7,734,336	7,639,753	94,583	1.2%
EMERGENCY MANAGEMENT	0	184,738	182,193	2,545	1.4%
Health Committee	298,408	12,251,080	11,944,380	306,700	2.6%

2% increase for RCDHU = \$29,054 vs \$145,273
Letter received December 16, 2019


Bonnechere Manor – County \$

	<u>2020 Budget Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
BONNECHERE MANOR	<u>0</u>	<u>1,453,880</u>	<u>1,418,419</u>	<u>35,461</u>	<u>2.5%</u>
Total Municipal Cost		2,095,833	2,044,715	51,118	2.5%
Recoveries - City of Pembroke		(641,953)	(626,296)	(15,657)	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

Pembroke has agreed to freeze the split at 2019 level of 30.63% for 2020 and 2021.

County of Renfrew 2020 BUDGET

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance</u>
<u>Division</u>	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
 BM Total	362,342	362,695	(353)
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,460	-
Enterprise Center Total	3,640	3,640	-
Finance Total	21,385	20,475	910
Forestry Total	4,240	4,240	-
GIS Total	3,640	3,640	-
Human Resources Total	10,570	10,570	-
IT Total	10,920	10,920	-
ML Total	330,536	330,536	-
OVTA Total	5,460	5,460	-
Paramedic Total	249,649	249,625	24
Planning Total	14,560	15,621	(1,061)
POA Total	8,918	9,878	(960)
Property Total	9,457	9,457	-
Public Works Total	102,725	102,300	425
RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,342	1,287,357	(1,015)

Bonnechere Manor– Hours

<u>Department</u>	<u>Union</u>	<u>Job Title</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance</u>
			<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
Admin	C	Receptionist	1,967	1,555	412
Dietary	N	Dietician	1,094	1,475	(381)
Dietary	N	FSS - Assistant	1,820	1,366	454
Maintenance	C	Maintenance Person	4,573	4,973	(400)
Nurse Admin	C	Unit Clerk	2,765	3,203	(438)

Bonnechere Manor – Expense

	<u>Budget Pressures</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
BONNECHERE MANOR TOTALS		15,161,571	14,955,806	205,765	1.4%
NON-SUBSIDIZABLE EXPENSE		73,342	172,791	(99,449)	-57.6%
Homes for Aged Committee				0	
Loan Repayment - to General Fund		0	123,767		
Surplus Adjustment - To Reserves		73,342	49,024	24,318	49.6%
CAPITAL		755,000	486,225	268,775	55.3%
Surplus Adjustment - Capital		755,000	486,225	268,775	55.3%
TOTAL EXPENDITURE		15,989,913	15,614,822	375,091	2.4%

Bonnechere Manor – Capital

Detail	Asset Purchase Description	Unit #	Risk	Revised	
				10 Year Plan	Budget \$
D1010 - Elevators & Lifts	motors		L	15,000	15,000
C3020 - Floor Finishes	rolled vinyl		M	30,000	30,000
D2010 - Plumbing Fixtures	Argo Tubs (2)		L	35,000	35,000
Architects Fees	Butterfly Bldg Re-design				25,000
D5037 - Fire Alarm System	Fire Alarm System				50,000
B30 - Roofing	washed river stone over single EPDM roof memb		M	225,000	215,000
D3031 - Chillers	air handling units (phase 1 of 3)		M	463,488	285,000
G2020 - Parking Lots	Asphalt - damaged sections and curbs		L	100,000	100,000
				868,488	755,000

Bonnechere Manor – Reserves

County of Renfrew
Schedule of Reserves
2020 BUDGET

		Budget Balance 31-Dec-19	Net Change	Balance 31-Dec-20	c = capital reserve	S=shared prov/city
BM	WSIB Sched 2	322,720	49,024	371,744		s
BM	Butterfly	0	24,318	24,318		
BM	Unallocated	1,100,802	(755,000)	345,802	c	s
BM	LTC CMI Stabilization	94,411	0	94,411		
BM	Equip	100,000	0	100,000	c	s
BM	Inventory	0	0	0		s
Bonnechere Manor		1,617,933	(681,658)	936,275		

Bonnechere Manor - Revenue

<u>Budget Pressures</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>MUNICIPAL SUBSIDY</u>	<u>2,095,833</u>	<u>2,044,715</u>	<u>51,118</u>	2.5%
<u>RESIDENTS REVENUE</u>	<u>4,056,618</u>	<u>3,944,538</u>	<u>112,080</u>	2.8%
<u>OTHER REVENUE</u>	<u>173,767</u>	<u>153,767</u>	<u>20,000</u>	13.0%
<u>PROVINCIAL SUBSIDY</u>	<u>8,908,695</u>	<u>8,985,577</u>	<u>(76,882)</u>	-0.9%
<u>SURPLUS ADJUSTMENT</u>	<u>755,000</u>	<u>486,225</u>	<u>268,775</u>	55.3%
<u>GRAND TOTAL REVENUES</u>	<u>15,989,913</u>	<u>15,614,822</u>	<u>375,091</u>	2.4%

LTC Provincial Subsidy Assumption - BM

- **Increase in CMI level by** (98.37 to 99.14) effective April 1
- **No Increase** in MOHLTC funding envelopes for Nursing & Personal Care and Programs & Support expected in April 2020
- Structural Compliance eliminated for April 1/20 forward = \$147,825 less
- High Wage Funding of \$92,773 per year eliminated in 2021

Provincial Funding Cuts Announced In 2019 – 2020 Impact

Department	Municipal Impact 2020	County Impact 2020	2019 County Impact
1 Paramedic	\$139,915	\$122,342	\$122,342
2 Child Care	\$340,663	\$305,333	\$0
3 Health Unit	\$168,062	\$145,273	\$0
4 LTC	\$147,825	\$102,546	\$15,149
5 Ontario Works	\$290,577	\$212,499	\$0
Total	\$1,087,042	\$887,993	\$137,491
2019 County Levy		\$45,655,946	\$45,655,946
Impact on County Levy		1.94%	0.30%

- 1 Funding letter received August 20/19 - \$401,406 more than 2018 but still \$139,915 less than 2019 budget (Pembroke shares at 12.56%)
- 2 Province announced August 19/19 that no change will be made to costs sharing in 2019. Pembroke shares in 10.371% if municipal cost. In 2020, expansion plan will be 80/20 (\$340,663). In 2021 wage enhancement admin to 50/50 from 100% (\$25,196). In 2022 project admin cap from 10% to 5% (\$318,900)
- 3 Province announced August 19/19 that no change will be made to costs sharing in 2019 and that no municipality would experience an increase greater than 10% in 2020 (1,452,730 * 10%)
- 4 On September 20/19 the Province announced that the Structural Compliance premium would continue to Mar 31/20 and that High Wage premium would continue to Dec 31/20 (Pemb 30.63%)
- 5 April 17, 2019 letter from MCCSS advising that 2019 funding would not exceed 2018 actual admin expenses. The Province approved our 2019 budget submission in September 2019. On September 19/19 the Province confirmed that for 2020, the MCCSS is advising that funding will not exceed the 2018 actual admin expenses. (2019 50% share \$1,612,931 vs 2018 50% share \$1,322,354=\$290,577). Pembroke is 26.87%

Miramichi Lodge – County \$

	<u>2020 Budget Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
MIRAMICHI LODGE	34,685	1,182,340	1,153,502	28,838	2.5%
Total Municipal Cost	50,000	1,704,397	1,662,826	41,571	2.5%
Recoveries - City of Pembroke	(15,315)	(522,057)	(509,324)	(12,733)	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

Pembroke has agreed to freeze the split at 2019 level of 30.63% for 2020 and 2021.

County of Renfrew 2020 BUDGET

Division	2020 Budget	2019 Budget	Variance
	Hours	Hours	Hours
BM Total	362,342	362,695	(353)
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,460	-
Enterprise Center Total	3,640	3,640	-
Finance Total	21,385	20,475	910
Forestry Total	4,240	4,240	-
GIS Total	3,640	3,640	-
Human Resources Total	10,570	10,570	-
IT Total	10,920	10,920	-
ML Total	330,536	330,536	-
OVTA Total	5,460	5,460	-
Paramedic Total	249,649	249,625	24
Planning Total	14,560	15,621	(1,061)
POA Total	8,918	9,878	(960)
Property Total	9,457	9,457	-
Public Works Total	102,725	102,300	425
RGHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,342	1,287,357	(1,015)



Miramichi Lodge – Expense

	2020 Budget	2019 Budget	Variance \$	Variance %
MIRAMICHI LODGE TOTALS	14,379,888	14,106,138	273,750	1.9%
NON-SUBSIDIZABLE EXPENSE	661,228	675,833	(14,605)	-2.2%
Homes for Aged Committee		0	0	
Transfer to BM		0	0	
Valley Manor Capital		0	0	
Surplus Adjustment - Trf To Reserves	34,419	49,024	(14,605)	-29.8%
Surplus Adjustment - Principal	454,880	454,880	0	0.0%
Debenture Payment Interest Only (2024)	171,929	171,929	0	0.0%
EQUIPMENT ACQUISITIONS	626,615	418,360	208,255	49.8%
Surplus Adjustment - Capital	626,615	418,360	208,255	49.8%
GRAND TOTAL EXPENDITURE	15,667,731	15,200,331	467,400	3.1%

Miramichi Lodge – Capital

Detail	Asset Purchase Description	Unit #	Risk	Revised	
				10 Year Plan	Budget \$
E1042 - Laundry Room Equipment	Commercial Laundry and Dry Cleaning Equipme		M	12,000	12,000
B2030 - Exterior Doors	steel doors - front entrance		L	30,000	30,000
D5037 - Fire Alarm System	control panel upgrade		M	30,000	30,000
D3045 - Exhaust Ventilation Systems	Variable Air Ventilators - 100		M	50,000	50,000
Architects Fees	Butterfly Bldg Re-design				25,000
D2010 - Plumbing Fixtures	3 x New tubs		M	70,000	70,000
D1010 - Elevators & Lifts	New Tracks		M	80,000	80,000
D3034 - Packaged Air Conditioning Units	Humidifer for Air Handler 1		M	85,000	85,000
C3020 - Floor Finishes	Ceramic tile flooring (carpet to ceramic - C Block)		M	86,615	86,615
Phone System Replacement			H		100,000
D5031 - Public Address And Music System	Community Centre		L	28,000	28,000
G-Building Sitework	G2020 - Parking Lots		L	291,140	30,000
				762,755	626,615

Miramichi Lodge – Revenue

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
MUNICIPAL SUBSIDY	<u>1,704,397</u>	<u>1,662,826</u>	<u>41,571</u>	<u>2.5%</u>
REVENUE - MIRAMICHI LODGE	<u>4,201,094</u>	<u>4,081,815</u>	<u>119,280</u>	<u>2.9%</u>
OTHER REVENUE	<u>40,000</u>	<u>35,000</u>	<u>5,000</u>	<u>14.3%</u>
PROVINCIAL SUBSIDY	<u>9,095,625</u>	<u>9,002,330</u>	<u>93,295</u>	<u>1.0%</u>
SURPLUS ADJUSTMENT - From Reserves	<u>626,615</u>	<u>418,360</u>	<u>208,255</u>	<u>49.8%</u>
GRAND TOTAL REVENUES	<u>15,667,731</u>	<u>15,200,331</u>	<u>467,400</u>	<u>3.1%</u>

LTC Provincial Subsidy Assumption

- **No Change in CMI level**
(1.0467) effective all year
- **No Increase** in MOHLTC funding envelopes for Nursing & Personal Care and Programs & Support expected in April 2020
- Structural Compliance elimination does not impact ML
- High Wage Funding of \$75,780 per year eliminated in 2021

Miramichi Lodge – Reserves

County of Renfrew
Schedule of Reserves
2020 BUDGET

		Budget Balance 31-Dec-19	Net Change	Balance 31-Dec-20		
ML	Contingency	0	0	0		
ML	Butterfly	0	34,419	34,419		s
ML	WSIB Sched 2	326,490	0	326,490		
ML	Unallocated	1,012,188	(626,615)	385,573	c	s
ML	Equip	38,782	0	38,782	c	s
ML	Sick leave	186,402	0	186,402		s
ML	Inventory	0	0	0		s
Miramichi Lodge		1,563,862	(592,196)	971,666		

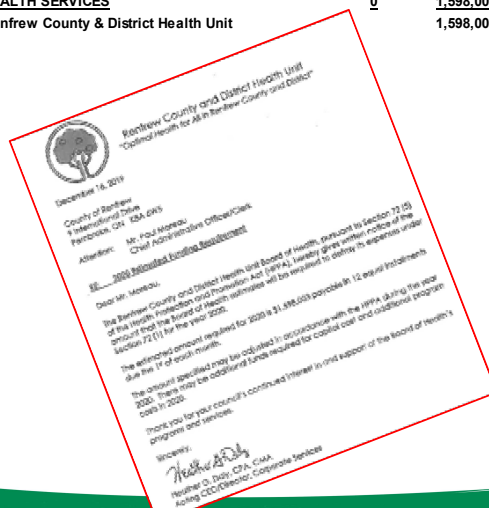
North Renfrew Long-Term Care Inc.

- 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
- 2020 Budget based on \$18.39/resident day for 365 days
- Cost shared with City of Pembroke based on resident population

	<u>2020 Budget Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
OTHER LONG TERM CARE	<u>0</u>	<u>97,783</u>	<u>97,783</u>	<u>0</u>	<u>0.0%</u>
North Renfrew Long Term Care		140,959	140,959	0	0.0%
Recoveries - City of Pembroke		(43,176)	(43,176)	0	0.0%

Renfrew County & District Health Unit

	<u>2020 Budget Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
HEALTH SERVICES	<u>0</u>	<u>1,598,003</u>	<u>1,452,730</u>	<u>145,273</u>	<u>10.0%</u>
Renfrew County & District Health Unit		1,598,003	1,452,730	145,273	10.0%



Provincial Funding Cuts Announced In 2019 – 2020 Impact

Department	Municipal Impact 2020	County Impact 2020	2019 County Impact
1 Paramedic	\$139,915	\$122,342	\$122,342
2 Child Care	\$340,663	\$305,333	\$0
3 Health Unit	\$168,062	\$145,273	\$0
4 LTC	\$147,825	\$102,546	\$15,149
5 Ontario Works	\$290,577	\$212,499	\$0
Total	\$1,087,042	\$887,993	\$137,491
2019 County Levy		\$45,655,946	\$45,655,946
Impact on County Levy		1.94%	0.30%

- 1 Funding letter received August 20/19 - \$401,406 more than 2018 but still \$139,915 less than 2019 budget (Pembroke shares at 12.56%)
- 2 Province announced August 19/19 that no change will be made to costs sharing in 2019. Pembroke shares in 10.371% if municipal cost. In 2020, expansion plan will be 80/20 (\$340,663). In 2021 wage enhancement admin to 50/50 from 100% (\$25,196). In 2022 project admin cap from 10% to 5% (\$318,900)
- 3 Province announced August 19/19 that no change will be made to costs sharing in 2019 and that no municipality would experience an increase greater than 10% in 2020 (1,452,730 * 10%)
- 4 On September 20/19 the Province announced that the Structural Compliance premium would continue to Mar 31/20 and that High Wage premium would continue to Dec 31/20. (Pemb 30.63%)
- 5 April 17, 2019 letter from MCCSS advising that 2019 funding would not exceed 2018 actual admin expenses. The Province approved our 2019 budget submission in September 2019. On September 19/19 the Province confirmed that for 2020, the MCCSS is advising that funding will not exceed the 2018 actual admin expenses. (2019 50% share \$1,612,931 vs 2018 50% share \$1,322,354=\$290,577). Pembroke is 26.87%



County of Renfrew Paramedic Service



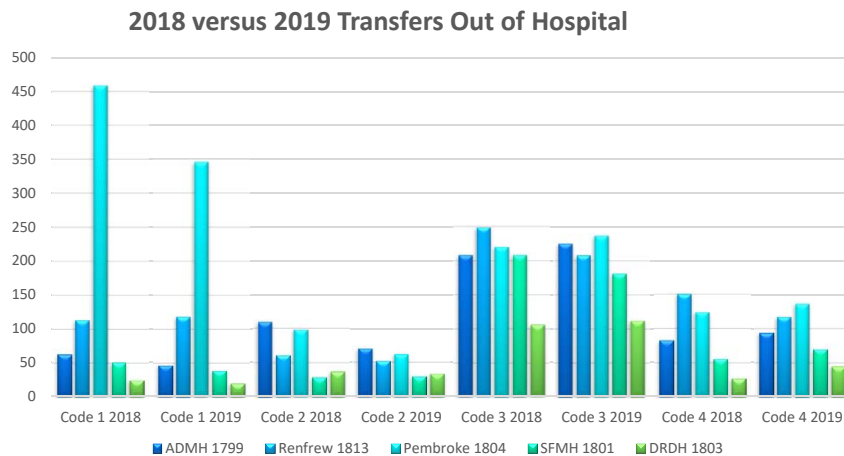
Actions to Address Budget Pressures

1. **Changes in our deployment plan**
 - a) Non-emergency transfers
 - b) Shift overrun and overtime costs
2. **Community paramedics who participate in our remote monitoring program and our 1-844 phone number**
 - a) Ageing population/acuity of population/increasing demand for our services
3. **Investing in our mental health strategy. Focusing on commanders' responsibilities and peer support program's expansion**
 - a) WSIB costs

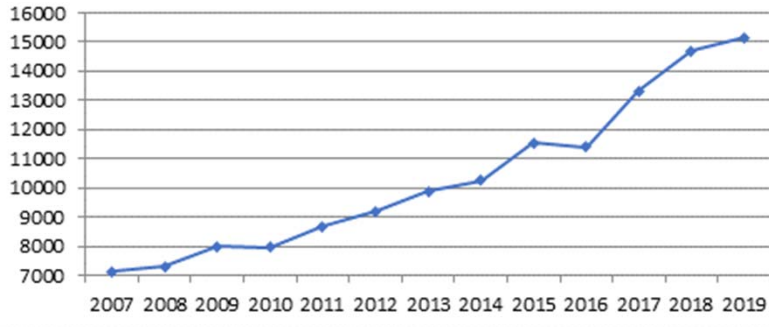
Deployment Plan Changes

- a. Minimum emergency zone coverage (MEZC) of eight (8) units will remain available at all times within the county service area unless otherwise determined by the chief or designate.
- b. No more than two (2) non-emergency calls will occur at the same time and no more than one (1) unit can be out of the County of Renfrew at any one time. It is acknowledged that the MEZC may be compromised due to emergency calls.
- c. Code 3 transfers to a hospital may be delayed to pre-establish emergency coverage, workload distribution and end of a shift or after consultation with the commander.

2018 versus 2019 Transfers Out of Hospital



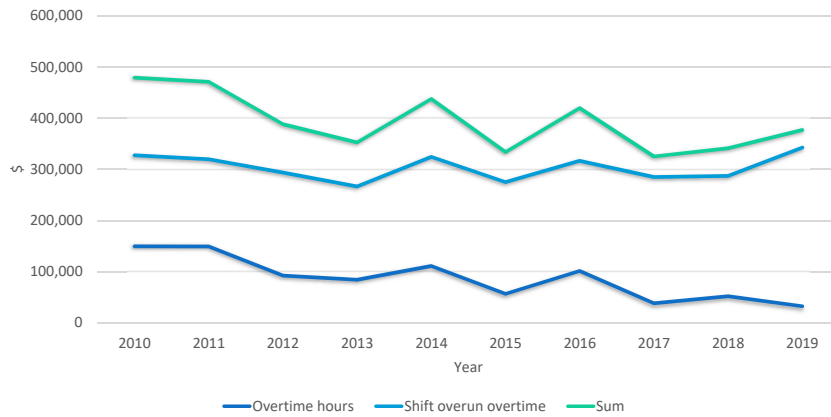
Total number emergency calls Code 3+4



- Code 3s and code 4s increased from 14,678 in 2018 compared to 15,155 in 2019.
- Since 2007, emergency calls have increased by 112.4%.

Shift Overtime and Overtime Costs

Overtime versus shift overrun



Community Paramedic Response Unit 2019

Community paramedics provide care for more than 1,400 residents of the County of Renfrew. They:

- Address system demands through prevention;
- Support the system through emergency response when needed;
- 987 individuals received care through regular ongoing home visits and treatment;
- 63% were over the age of 75;
- 5,365 separate home visits were conducted;
- 6,625 healthcare tasks were conducted during those visits;
- 45 people were remotely monitored;
- Hundreds of people attended the monthly wellness clinics;
- More than 400 people received their annual flu shot for the 2018/2019 flu season.



More than 40,911 call diversions thanks to the 1-844 number

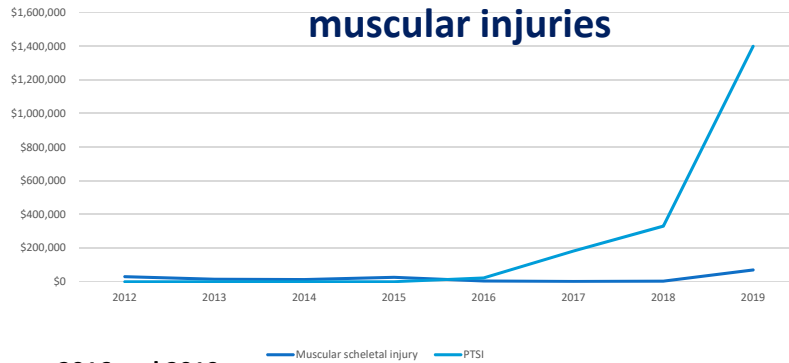
Community Paramedics' Impact on Emergency Calls

Coverage if a PRU is in the Zone;

+ 500 home visits monthly

CTAS SCA	CTAS 1	CTAS2	CTAS3	CTAS4	CTAS 5
-2.01%	-2.16%	-2.36%	-2.28%	-6.76%	-8.40%

Post-traumatic stress injuries versus muscular injuries



Between 2016 and 2019:

- ▶ 3-6 WSIB claims per year;
- ▶ Average of days before returning to work:
- ▶ Modified duties: 152-315 days/yr ▶ Full duties: 156-365 days/yr
- ▶ Only 28% of paramedics returned to full duties
- ▶ \$980,004.79 in direct WSIB costs

Mental Health Investment

PROGRAM DEVELOPMENT

- ▶ Peer support program expansion

Peer support enhancements ▶ Early intervention ▶ Re-exposure program ▶
Clinician outcomes ▶ Trends anticipated

SUSTAINABILITY AND GROWTH

- ▶ Program performance
- ▶ Continuing education
- ▶ Program expansions

PRIMARY
PREVENTION

SECONDARY
PREVENTION

TERTIARY
PREVENTION

Paramedic – County \$

	<u>2020 Budget Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>PARAMEDIC SERVICE</u>	<u>263,723</u>	<u>7,734,336</u>	<u>7,639,753</u>	<u>94,583</u>	<u>1.2%</u>

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

For 2020 the split was 12.56% Pembroke and 87.44% County

For 2020, Director believes that Province will continue to increase funding by another 4% (\$341,249 higher than 2019 actual)

Provincial Funding Cuts Announced In 2019 – 2020 Impact

Department	Municipal Impact 2020	County Impact 2020	2019 County Impact
1 Paramedic	\$139,915	\$122,342	\$122,342
2 Child Care	\$340,663	\$305,333	\$0
3 Health Unit	\$168,062	\$145,273	\$0
4 LTC	\$147,825	\$102,546	\$15,149
5 Ontario Works	\$290,577	\$212,499	\$0
Total	\$1,087,042	\$887,993	\$137,491
2019 County Levy		\$45,655,946	\$45,655,946
Impact on County Levy		1.94%	0.30%

- 1 Funding letter received August 20/19 - \$401,406 more than 2018 but still \$139,915 less than 2019 budget (Pembroke shares at 12.56%)
- 2 Province announced August 19/19 that no change will be made to costs sharing in 2019. Pembroke shares in 10.271% if municipal cost. In 2020, expansion plan will be 80/20 (\$340,663). In 2021 wage enhancement admin to 50/50 from 100% (\$25,196). In 2022 project admin cap from 10% to 5% (\$318,900)
- 3 Province announced August 19/19 that no change will be made to costs sharing in 2019 and that no municipality would experience an increase greater than 10% in 2020 (1,452,730 * 10%)
- 4 On September 20/19 the Province announced that the Structural Compliance premium would continue to Mar 31/20 and that High Wage premium would continue to Dec 31/20. (Pemb 30.63%)
- 5 April 17, 2019 letter from MCCSS advising that 2019 funding would not exceed 2018 actual admin expenses. The Province approved our 2019 budget submission in September 2019. On September 19/19 the Province confirmed that for 2020, the MCCSS is advising that funding will not exceed the 2018 actual admin expenses. (2019 50% share \$1,612,931 vs 2018 50% share \$1,322,354=\$290,577). Pembroke is 26.87%

County of Renfrew 2020 BUDGET

<u>Division</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance</u>
	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
BM Total	362,342	362,695	(353)
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,460	-
Enterprise Center Total	3,640	3,640	-
Finance Total	21,385	20,475	910
Forestry Total	4,240	4,240	-
GIS Total	3,640	3,640	-
Human Resources Total	10,570	10,570	-
IT Total	10,920	10,920	-
ML Total	330,536	330,536	-
OVTA Total	5,460	5,460	-
Paramedic Total	249,649	249,625	24
Planning Total	14,560	15,621	(1,061)
POA Total	8,918	9,878	(960)
Property Total	9,457	9,457	-
Public Works Total	102,725	102,300	425
RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,342	1,287,357	(1,015)



Paramedic Service – Staffing Changes

<u>Job Title</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance</u>
	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
Acting Commanders	1,040		1,040
Commanders-Secondment	-	1,600	(1,600)
Commanders-Secondment	1,560	2,080	(520)
Paramedics	211,612	210,712	900
Paramedics-Comm ACP	4,617	7,933	(3,316)
Act Commander-Comm P	2,080		2,080
Students - Comm P	1,440		1,440

Paramedic Service

2020 Municipal Cost

• County	7,734,336			
• City	<u>1,110,971</u>			
		8,845,307		49.9%
2020 Estimated Prov. Subsidy		<u>8,872,473</u>		50.1%
Difference		<u>\$ 27,166</u>		

Paramedic Capital

Detail	Asset Purchase Description	Unit #	Risk	Revised 10 Year Plan	Budget \$
Oxygen Analyzer	Equip to test O2 in Vehicle				10,000
Bosch Vehicle Scan Tool	For Mercedes				10,000
I-Stat Blood Analyzer Tool (2)					20,000
Generator	For Pembroke Base				20,000
AMBU-16-1321566	AMBULANCE DEMERS TYPE III		H	235,000	235,000
AMBU-16-1330434	AMBULANCE DEMERS TYPE III		H	235,000	235,000
AMBU-16-1333254	AMBULANCE DEMERS TYPE III		H	235,000	235,000
				705,000	765,000

Paramedic Reserve

County of Renfrew
Schedule of Reserves
2020 BUDGET

		Budget Balance 31-Dec-19	Net Change	Balance 31-Dec-20	c = capital reserve	S = shared prov/city
Paramedic	Infrastructure	1,233,373	180,000	1,413,373	c	s
Paramedic	Severance	1,378,862	0	1,378,862		s
Paramedic	WSIB (County/City)	23,391	0	23,391		s
Paramedic	WSIB Sched 2	0	0	0		s

Emergency Management

	<u>2020 Budget</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>EMERGENCY MANAGEMENT</u>	<u>Pressure</u>	<u>184,738</u>	<u>182,193</u>	<u>2,545</u>	<u>1.4%</u>
911		60,000	60,000	0	0.0%
Admin Charge (Paramedic Service)		27,738	27,193	545	2.0%
Emergency Management		51,000	50,000	1,000	2.0%
Fire Services Charges		110,000	110,000	0	0.0%
Purchased Service		51,000	50,000	1,000	2.0%
Recoveries - Other		(115,000)	(115,000)	0	0.0%

Paramedic Service - Pressure

	<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>PARAMEDIC SERVICE</u>	263,723	7,734,336	7,639,753	94,583	1.2%

Account	Amount	Details
Paramedic Sal/Ben	92,570	1656 hrs*\$43*1.3 Peer Support Training
Admin Sal/Ben	94,533	New HR Coordinator
Purchased Service	114,500	EHC, DR Grey, Counselling
Pembroke Share	(37,881)	12.56% population
Total	\$263,723	

Development and Property Committee

Development and Property

- 26 Staff located at 2 locations (Pembroke & Renfrew)

Planning Services:

- Official Plans
- Zoning By-laws
- Development Approvals
- 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

Development and Property

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

Development and Property

2019 Highlights

- Planning Services:
 - Partial decision on OPA #25 (the update to the County's Official Plan)
- Economic Development:
 - Teeny Tiny Summit
 - Establishment of Tap and Cork Route
 - Communications Plan – social media, website
- Forestry, GIS and Trails:
 - Purchases and Upgrades to Algonquin Trail
 - Negotiations with the Province for County Forest transfers
- Property:
 - Renfrew County Place renovations
 - Planning and Design of County Administration Building


2019 in Pictures



Development and Property

- **2020 Plans**
 - Planning Services:
 - Updates to the Provincial Policy Statement (PPS)
 - Moving forward to seek final decision on Official Plan
 - Local zoning by-law projects
 - Economic Development:
 - Tourism Development Plan
 - Twinning with Renfrewshire, Scotland
 - Queen's Park Day
 - Workforce development / Investment attraction
 - RideShark ride-sharing program
 - Community Improvement Program
 - Forestry, GIS and Trails:
 - Purchases and Upgrades to Algonquin Trail / MTO partnership
 - Negotiations with the Province for County Forest transfers
 - Updates to DRAPE
 - Property:
 - Renovations to the County Administration Building

County of Renfrew 2020 BUDGET

<u>Division</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance</u>
	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
BM Total	362,342	362,695	(353)
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,460	-
Enterprise Center Total	3,640	3,640	-
Finance Total	21,385	20,475	910
Forestry Total	4,240	4,240	-
GIS Total	3,640	3,640	-
Human Resources Total	10,570	10,570	-
IT Total	10,920	10,920	-
ML Total	330,536	330,536	-
OVTA Total	5,460	5,460	-
Paramedic Total	249,649	249,625	24
 Planning Total	14,560	15,621	(1,061)
POA Total	8,918	9,878	(960)
Property Total	9,457	9,457	-
Public Works Total	102,725	102,300	425
RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,342	1,287,357	(1,015)

Development & Property Committee (Net County \$'s)

	<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
PROPERTY - Pembroke	0	464,053	336,496	127,557	37.9%
PROPERTY - Renfrew County Place	0	(234,273)	(216,852)	(17,421)	8.0%
PROPERTY - Base Stations (4)	0	0	0	0	
PROPERTY - Arnprior Office	0	0	0	0	
PROPERTY - Renfrew OPP	0	(0)	0	(0)	
FORESTRY	0	27,444	26,775	669	2.5%
TRAILS	0	304,500	308,000	(3,500)	-1.1%
GEOGRAPHIC INFORMATION SYSTEMS	0	241,997	231,260	10,737	4.6%
ECONOMIC DEVELOPMENT	0	428,057	419,103	8,954	2.1%
ENTERPRISE CENTRE	0	28,055	28,055	0	0.0%
OTTAWA VALLEY TOURIST ASSOCIATION	0	269,549	262,975	6,574	2.5%
PLANNING DEPARTMENT	0	684,320	639,885	44,435	6.9%
Development & Property Committee	0	2,213,701	2,035,697	178,004	8.7%

\$127,111 over the 2.5% target

Property - Pembroke

	<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
Revenue - Lease		(216,754)	(345,409)	128,655	-37.2%

Will lose 6 months lease revenue from RCDHU move out on July 1st
(less new lease revenue from Paramedic)

2021 Lease Revenue at 100% from OW, Child Care, RCHC, POA

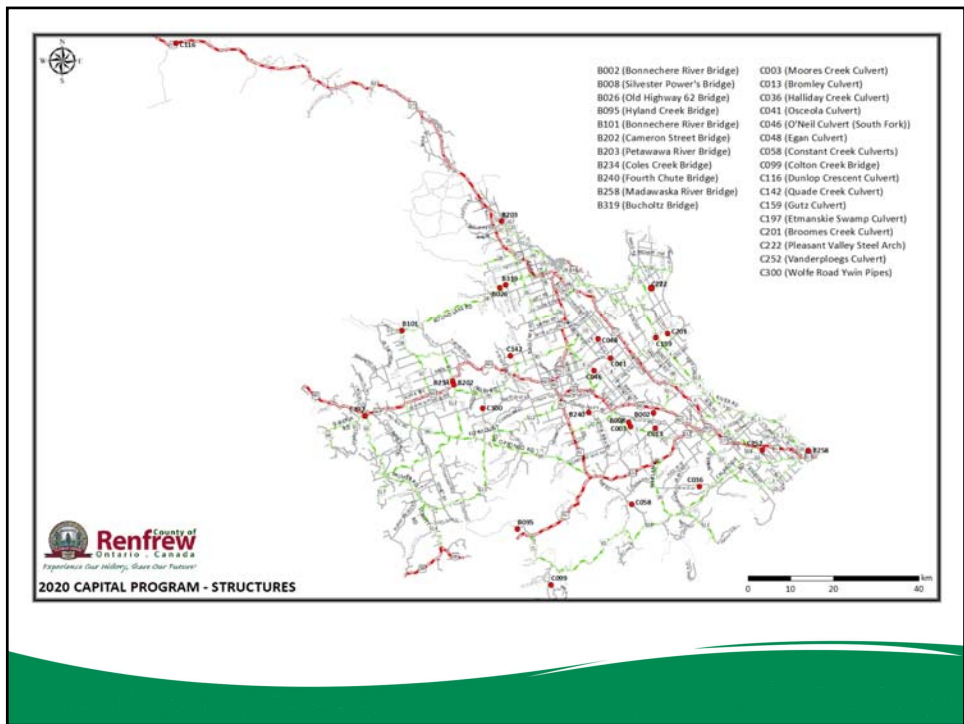
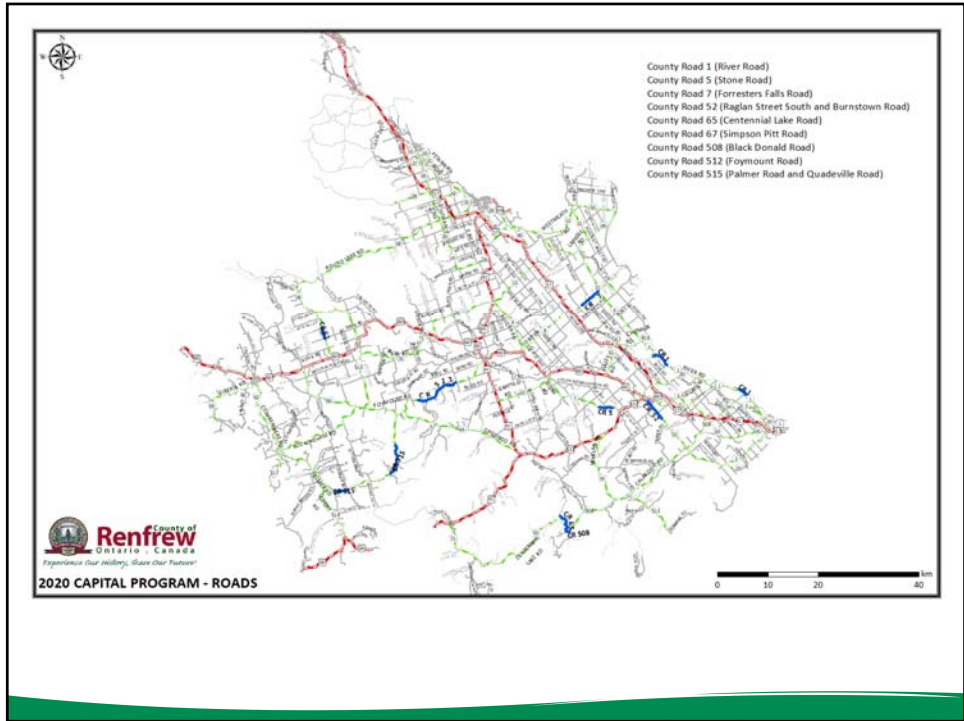
Department	Primary Category	Detail	Asset Purchase Description	Revised	
				10 Year Plan	Budget \$
GIS	Equipment	Software - DRAPE III	Digital Imagery (carryover from 2019)		30,000
Property-Arnprior Roof		Replace Shingle Roof - Arnprior			12,000
Property-Arnprior Base Total				0	12,000
Property-Arnprior Building		B30 - Roofing	BUR, 2ply mod bit. - repairs	6,000	6,000
Property-Arnprior Land Improvements		G2020 - Parking Lots	Asphalt parking lot, 6-8 spaces.	10,000	10,000
Property-Arnprior Office Total				16,000	16,000
Property-CAB	Building	D-Services - Mechanical	Humidifiers	50,000	50,000
Property-CAB	Building	D-Services - Electrical	councilor chambers sound/light/elec	50,000	
Property-CAB	Building	D-Services - Mechanical	Hydraulic elevator.	60,000	
Property-CAB	Building	B-Shell	soffits / wood siding	75,000	75,000
Property-CAB	Building	B-Shell	SDIP Project		3,725,000
Property-CAB	Land Improvements	G2040 - Site Development	Electronic sign	50,000	50,000
Property-CAB Total				285,000	3,900,000
Property-RCP	Building	D5038 - Security Systems	Camera - interior and exterior	5,000	5,000
Property-RCP	Building	D5033 - Telephone Systems	Telephone system. Server room.	10,000	
Property-RCP	Building	B2010 - Exterior Walls	Caulking around windows EFIS	25,000	25,000
Property-RCP	Building	C3060 - Floor Finishes - Units	epoxy coating (Paramedic areas)	30,000	30,000
Property-RCP Total				70,000	60,000
Trails	Land Imp	Phase III Final Transfer	Former CP Rail Transfer		68,422

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 \$23.12 M (Capital Program \$22.05M, Equipment \$889,700 Housing \$185,500± in 2020)
- Annual Maintenance Program (\$6.6 M in 2020)
- 45 Staff located at 7 year-round and 2 winter only locations
- 73 Vehicles & Large Equipment Pieces
- 20 Plow Beats
- Approximately 24,000 tonnes of salt used annually (5 Yr Avg.)
- Approximately 8,000 tonnes of sand used annually (5 Yr Avg.)



County of Renfrew 2020 BUDGET

<u>Division</u>	<u>2020 Budget</u> <u>2019 Budget</u>		<u>Variance</u>
	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
BM Total	362,342	362,695	(353)
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,460	-
Enterprise Center Total	3,640	3,640	-
Finance Total	21,385	20,475	910
Forestry Total	4,240	4,240	-
GIS Total	3,640	3,640	-
Human Resources Total	10,570	10,570	-
IT Total	10,920	10,920	-
ML Total	330,536	330,536	-
OVTA Total	5,460	5,460	-
Paramedic Total	249,649	249,625	24
Planning Total	14,560	15,621	(1,061)
POA Total	8,918	9,878	(960)
Property Total	9,457	9,457	-
 Public Works Total	102,725	102,300	425
 RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,342	1,287,357	(1,015)

Staffing Hours

<u>Department</u>	<u>Union</u>	<u>Job Title</u>	<u>2020 Budget</u> <u>2019 Budget</u>		<u>Variance</u>
			<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
Infrasructure mgt	N	Supervisor - Tech Services	1,517	1,820	(303)
Maint	N	Stand by Pay	728		728

Operations Committee

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
Municipal Contribution - Operating	8,522,416	8,314,552	207,864	2.5%
Municipal Contribution - Capital	8,376,675	8,222,447	154,228	1.9%
	16,899,091	16,536,999	362,092	2.2%

Operations Committee

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	
PUBLIC WORKS	0	16,899,091	16,536,999	362,092	2.2%
Administration	1,121,294	1,084,127	37,167	3.4%	
Infrastructure Management	547,634	566,443	(18,809)	-3.3%	
Depreciation	9,200,000	9,000,000	200,000	2.2%	
Equipment	1,180,577	1,148,970	31,607	2.8%	
Housing	186,550	182,000	4,550	2.5%	
Maintenance	5,576,361	5,433,012	143,349	2.6%	
Donations In Kind		0	0		
Recoveries - Federal	(15,000)	(25,000)	10,000	-40.0%	
Recoveries - Other	(75,000)	(75,000)	0	0.0%	
Recoveries - Provincial	(1,357,505)	(1,317,960)	(39,545)	3.0%	
Surplus Adjustment - Trf To Reserves	0	0	0		
Surplus Adjustment - Capital	23,124,113	14,969,898	8,154,215	54.5%	
Surplus Adjustment - Debt Financing	(2,750,000)	(2,200,000)	(550,000)	25.0%	
Surplus Adjustment - Depreciation	(9,200,000)	(9,000,000)	(200,000)	2.2%	
Surplus Adjustment - Trf From Reserves	(10,639,933)	(3,229,491)	(7,410,442)	229.5%	

Operations Committee - Capital

Revised 10 Year Plan	Budget \$	Sources of Financing						Total
		Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax	Reserves	Debt	
22,647,963	23,124,113	8,376,675	0	1,357,505	5,479,296	5,160,637	2,750,000	23,124,113

County of Renfrew Schedule of Reserves 2020 BUDGET

		Budget Balance 31-Dec-19	PW	Net Change	Balance 31-Dec-20	c = capital reserve s = shared provicity
Child Care	Child Care	0		0	0	s
Child Care	Mitigation	1,376,972		0	1,376,972	s
Ec Dev	Contingency	0		0	0	
Ec Dev	RED	0		0	0	
Expo 150	150th Anniversary	0		0	0	
Trail	Algonquin Trail	0		0	0	
General	Building Reserve	2,263,944	(185,525)	(159,799)	2,104,145	c
General	Development Reserve	8,163		0	8,163	c
General	Federal Gas Tax Reserve	2,807,523	(5,479,296)	(2,807,523)	0	
General	Insurance	150,000		0	150,000	
General	Reforestation Reserve	130,260		2,294	132,554	c s
General	OPP Bldg	336,245		65,305	401,550	c
General	Sick leave	69,458		0	69,458	
General	TCA Renewal Reserve	13,412,770	(4,975,112)	(3,299,075)	10,113,695	c
General	Working Capital	9,121,430		(68,422)	9,053,008	c
General	WSIB Sched 2	643,057		0	643,057	
General	Cannabis Reserve	156,321		0	156,321	
General	Provincial Modernization	725,000		(725,000)	0	c
Housing	DOOR	0		0	0	c s
Housing	Non Profit Capital	116,222		0	116,222	s
Housing	Severance	208,635		0	208,635	s
Paramedic	Infrastructure	1,233,373		180,000	1,413,373	c s
Paramedic	Severance	1,378,862		0	1,378,862	s
Paramedic	WSIB (County/City)	23,391		0	23,391	s
Paramedic	WSIB Sched 2	0		0	0	s
Public Works	Equip	0		0	0	c
Public Works	Inventory	0		0	0	
Public Works	Capital	292,643		0	292,643	c
Public Works	Winter Control	0		0	0	
Social Services	Sick leave	0		0	0	s
Social Services	Fiscal Pressure	316,047		0	316,047	s
County Of Renfrew		34,770,316	(10,639,933)	6,812,220	27,958,096	

Social Services Committee

Human Services Integration (HSI)

HSI is about improving services to our residents by providing a single counter for Child Care and Early Years, Ontario Works and Renfrew County Housing.

This *new* initiative was completed at Renfrew County Place in 2019 and plans are underway in Pembroke in 2020 to bring Child Care and Early Years, Ontario Works and Renfrew County Housing into the County Administration Building using the same single counter approach for social services.



Ontario Works

Governed by the Ontario Works Act, 1997

Ontario Works offers social, employment and financial assistance, energy assistance programs and the Homelessness Prevention Program 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

24 staff members

2019 Average Caseload (Jan to Nov) – 1,274 (a 'case' is a family unit - it could be a single person, or a recipient with a spouse and/or dependent children)

In 2019 (Jan to Nov) staff completed:

- 945 applications for Ontario Works (verification interviews)
- 476 approved applications for the Homelessness Prevention Program (HPP)
- 159 applications for the Low-Income Energy Assistance Program (LEAP)

Ontario Works Upcoming Changes in 2020

- **Modernization of the Ontario Works program** – risk-based intake and granting, electronic document management, digital tools and online reporting of changes.
- **Employment Services Transformation** – in February 2019, the province announced its plan to transform Ontario's employment services by introducing a new model to manage the employment services system more effectively. In the fall of 2019, three prototype regions (Peel, Hamilton-Niagara & Muskoka-Kawarths) were announced which will test the new model prior to broader implementation in 2022. Ontario Works program delivery is being realigned to focus on connecting recipients to the necessary life stabilization supports to increase employability and improve outcomes.
- **Community Partnerships** – continue to build collaborative relationships with other service providers to assist with life stabilization and to ensure recipients are connected to the health and social supports they require (e.g. education and training, mental health services, addictions treatment, housing stability) to move forward with their lives.

Child Care

Governed by the Child Care and Early Years Act, 2014 (Ministry of Education)

- 13 full-time staff located in Renfrew, Pembroke, Arnprior and Killaloe

Directly operate :

Licensed Family Home Program -7 homes (35 children)

Special Needs Resourcing (175 children)

Fee Subsidy (500 children)

Expansion Plan and Early Learning and Child Care funding new

Manage:

Service Agreements with 7 EarlyON agencies, new Francophone EarlyON

Service Agreements with 29 licensed child- care programs and 7 recreation programs

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 – Arnprior, Pembroke and Renfrew
- 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.
- Maintain physical assets for 19 apartment buildings, 150 family duplex units, 217 family row housing – 1020 units in total
- Waiting list average: 1360
- Partnership with non-profit housing providers who provide 225 mixed income community housing units

Housing 2020 - 2021

County Council adopted on November 27, 2013 the County of Renfrew 10-Year Housing and Homelessness Plan

Recently completed the Housing and Homelessness Plan 5-Year review which will be analyzed in 2020/2021. Key recommendations will inform future planning around housing

Modernization of Social Housing – changes to overall program and technologies

Canada's National Housing Strategy ~ Ontario will receive \$4.2 billion more over the next 10 years for Affordable Housing

Incorporation of Opeongo Non-Profit 42 family (now called *Vimy Family Units*) into the housing portfolio

Housing 2020 – 2021 (continued)





New and Changing Programs:

- **Canada-Ontario Housing Benefit Program under the National Housing Strategy** – Provides a portable housing benefit directly to Ontario households
- **Canada-Ontario Community Housing Initiative (COCHI)** – Replaces the federal Social Housing Agreement funding that expires each year - to protect affordability for households in social housing, to support the repair and renewal of existing social housing supply, and to expand the supply of community housing over time.
- **Ontario Priorities Housing Initiative (OPHI)** – Provides flexible funding to address local housing priorities, including affordability, repair and new construction
- **Investment in Affordable Housing Program (IAH) 2014 Extension by the Ministry of Municipal Affairs and Housing** ends March 2020

Social Services Committee (Net County \$'s)

	<u>2020 Budget</u>		<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
	<u>Pressure</u>	<u>2020 Budget</u>			
ONTARIO WORKS	0	1,245,175	1,202,868	42,307	3.5%
CHILD CARE	0	512,780	511,991	789	0.2%
SOCIAL HOUSING	0	4,892,189	5,131,520	(239,331)	-4.7%
Social Services Committee	0	6,650,144	6,846,379	(196,235)	-2.9%

County of Renfrew 2020 BUDGET

<u>Division</u>	<u>2020 Budget</u>		<u>2019 Budget</u>		<u>Variance</u>
	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>	<u>Hours</u>
BM Total	362,342	362,695			(353)
 Child Care Total	27,300	27,300			-
Ec Dev Total	5,460	5,460			-
Enterprise Center Total	3,640	3,640			-
Finance Total	21,385	20,475			910
Forestry Total	4,240	4,240			-
GIS Total	3,640	3,640			-
Human Resources Total	10,570	10,570			-
IT Total	10,920	10,920			-
ML Total	330,536	330,536			-
OVTA Total	5,460	5,460			-
Paramedic Total	249,649	249,625			24
Planning Total	14,560	15,621			(1,061)
POA Total	8,918	9,878			(960)
Property Total	9,457	9,457			-
 Public Works Total	102,725	102,300			425
 RCHC Total	66,400	66,400			-
 Social Services Total	49,140	49,140			-
Grand Total	1,286,342	1,287,357			(1,015)

Social Services Committee (Net County \$'s)

	<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
ONTARIO WORKS	0	1,245,175	1,202,868	42,307	3.5%
CHILD CARE	0	512,780	511,991	789	0.2%
SOCIAL HOUSING	0	4,892,189	5,131,520	(239,331)	-4.7%
Social Services Committee	0	6,650,144	6,846,379	(196,235)	-2.9%

Provincial Funding Cuts Announced In 2019 – 2020 Impact

Department	Municipal Impact 2020	County Impact 2020	2019 County Impact
1 Paramedic	\$139,915	\$122,342	\$122,342
2 Child Care	\$340,663	\$305,333	\$0
3 Health Unit	\$168,062	\$145,273	\$0
4 LTC	\$147,825	\$102,546	\$15,149
5 Ontario Works	\$290,577	\$212,499	\$0
Total	\$1,087,042	\$887,993	\$137,491
2019 County Levy		\$45,655,946	\$45,655,946
Impact on County Levy		1.94%	0.30%

- 1 Funding letter received August 20/19 - \$401,406 more than 2018 but still \$139,915 less than 2019 budget (Pembroke shares at 12.56%)
- 2 Province announced August 19/19 that no change will be made to costs sharing in 2019. Pembroke shares in 10.271% if municipal cost. In 2020, expansion plan will be 80/20 (\$340,663). In 2021 wage enhancement admin to 50/50 from 100% (\$25,196). In 2022 project admin cap from 10% to 5% (\$318,900)
- 3 Province announced August 19/19 that no change will be made to costs sharing in 2019 and that no municipality would experience an increase greater than 10% in 2020 (1,452,730 * 10%)
- 4 On September 20/19 the Province announced that the Structural Compliance premium would continue to Mar 31/20 and that High Wage premium would continue to Dec 31/20. (Pemb 30.63%)
- 5 April 17, 2019 letter from MCCSS advising that 2019 funding would not exceed 2018 actual admin expenses. The Province approved our 2019 budget submission in September 2019. On September 19/19 the Province confirmed that for 2020, the MCCSS is advising that funding will not exceed the 2018 actual admin expenses. (2019 50% share \$1,612,931 vs 2018 50% share \$1,322,354=\$290,577). Pembroke is 26.87%

Ontario Works

	<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
ONTARIO WORKS	0	1,245,175	1,202,868	42,307	3.5%
Social Assistance - Admin		4,242,415	4,287,761	(45,346)	-1.1%
Social Assistance - Benefits		12,843,000	12,843,000	0	0.0%
Homelessness		5,000	5,000	0	0.0%
Emergency Energy Fund		0	0	0	
Depreciation		24,500	24,500	0	0.0%
Provincial Subsidy - Social Assistance Admin		(2,534,255)	(2,674,831)	140,576	-5.3%
Provincial Subsidy - Social Assistance - Benefits		(12,811,000)	(12,811,000)	0	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 - Depreciation		(24,500)	(24,500)	0	0.0%
Municipal Contribution - City of Pembroke		(494,985)	(442,062)	(52,923)	12.0%

City of Pembroke

Municipal OW Costs	\$1,740,160
Caseload – 80% * 33%	459,402
WTD CVA – 20% * 10.23%	35,583
Pembroke Share	494,985

Social Services Committee (Net County \$'s)

	<u>2020 Budget Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
ONTARIO WORKS	0	1,245,175	1,202,868	42,307	3.5%
CHILD CARE	0	512,780	511,991	789	0.2%
SOCIAL HOUSING	0	4,892,189	5,131,520	(239,331)	-4.7%
Social Services Committee	0	6,650,144	6,846,379	(196,235)	-2.9%

Provincial Funding Cuts Announced In 2019 – 2020 Impact

Department	Municipal Impact 2020	County Impact 2020	2019 County Impact
1 Paramedic	\$139,915	\$122,342	\$122,342
2 Child Care	\$340,663	\$305,333	\$0
3 Health Unit	\$168,062	\$145,273	\$0
4 LTC	\$147,825	\$102,546	\$15,149
5 Ontario Works	\$290,577	\$212,499	\$0
Total	\$1,087,042	\$887,993	\$137,491
2019 County Levy		\$45,655,946	\$45,655,946
Impact on County Levy		1.94%	0.30%

- 1 Funding letter received August 20/19 - \$401,406 more than 2018 but still \$139,915 less than 2019 budget (Pembroke shares at 12.56%)
- 2 Province announced August 19/19 that no change will be made to costs sharing in 2019. Pembroke shares in 10.271% if municipal cost.
In 2020, expansion plan will be 80/20 (\$340,663). In 2021 wage enhancement admin to 50/50 from 100% (\$25,196). In 2022 project admin cap from 10% to 5% (\$318,900)
- 3 Province announced August 19/19 that no change will be made to costs sharing in 2019 and that no municipality would experience an increase greater than 10% in 2020 (1,452,730 * 10%)
- 4 On September 20/19 the Province announced that the Structural Compliance premium would continue to Mar 31/20 and that High Wage premium would continue to Dec 31/20. (Pemb 30.63%)
- 5 April 17, 2019 letter from MCCSS advising that 2019 funding would not exceed 2018 actual admin expenses. The Province approved our 2019 budget submission in September 2019.
On September 19/19 the Province confirmed that for 2020, the MCCSS is advising that funding will not exceed the 2018 actual admin expenses.
(2019 50% share \$1,612,931 vs 2018 50% share \$1,322,354=\$290,577). Pembroke is 26.87%

	2020	2019	Difference
Expansion Plan	1,367,625	1,684,383	(316,758)
Province	1,367,625	1,684,383	(316,758)
County	0	0	0

Province announced that Child Care Expansion would change from 100% to an 80/20 split And even if Municipality did not fund the 20% the Province would still contribute their 80% share

	2020 Budget	2019 Budget	Variance \$	Variance %
Total Child Care Costs	10,713,500	11,285,882	(572,382)	-5.1%
Total Revenue	(10,200,720)	(10,773,891)	573,171	-5.3%
TOTAL	512,780	511,991	789	0.2%

Social Services Committee (Net County \$'s)

	<u>2020 Budget Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
ONTARIO WORKS	0	1,245,175	1,202,868	42,307	3.5%
CHILD CARE	0	512,780	511,991	789	0.2%
SOCIAL HOUSING	0	4,892,189	5,131,520	(239,331)	-4.7%
Social Services Committee	0	6,650,144	6,846,379	(196,235)	-2.9%

	<u>2020 Budget Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
SOCIAL HOUSING	0	4,892,189	5,131,520	(239,331)	-4.7%
Admin Charges		130,435	112,855	17,580	15.6%
Tax Rebate (Eganville, Arnprior)		12,000	12,000	0	0.0%
HR Charges		80,913	90,392	(9,479)	-10.5%
IT Charges		33,812	33,161	651	2.0%
Purchased Service (HHP 5 Year Update)		0	50,000	(50,000)	-100.0%
Non Profit Housing		1,310,611	1,650,000	(339,389)	-20.6%
Office Supplies		1,000	1,000	0	0.0%
RCHC - Transfer - Asset Management		0	0	0	
RCHC - Transfer - Base		5,358,897	5,228,193	130,704	2.5%
RCHC - Transfer - Capital		1,653,062	1,338,961	314,101	23.5%
RCHC - Transfer - CHPI		1,447,608	1,401,059	46,549	3.3%
RCHC - Transfer - IAH		108,000	505,100	(397,100)	-78.6%
RCHC - Transfer - COCHI		259,624	0	259,624	
RCHC - Transfer - OPHI		423,500	0	423,500	
RCHC - Transfer - SDV - PHB		0	0	0	
RCHC - Transfer - SHIP		0	0	0	
RCHC - Transfer - Strong Communities		140,086	140,086	0	0.0%

	<u>2020 Budget</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
	<u>Pressure</u>				
SOCIAL HOUSING	0	4,892,189	5,131,520	(239,331)	-4.7%
Admin Charges		130,435	112,855	17,580	15.6%
Tax Rebate (Eganville, Arnprior)		12,000	12,000	0	0.0%
HR Charges		80,913	90,392	(9,479)	-10.5%
IT Charges		33,812	33,161	651	2.0%
Purchased Service (HHP 5 Year Update)		0	50,000	(50,000)	-100.0%
Non Profit Housing		1,310,611	1,650,000	(339,389)	-20.6%
Office Supplies		1,000	1,000	0	0.0%
RCHC - Transfer - Asset Management		0	0	0	
RCHC - Transfer - Base		5,358,897	5,228,193	130,704	2.5%
RCHC - Transfer - Capital		1,653,062	1,338,961	314,101	23.5%
RCHC - Transfer - CHPI		1,447,608	1,401,059	46,549	3.3%
RCHC - Transfer - IAH		108,000	505,100	(397,100)	-78.6%
RCHC - Transfer - COCHI		259,624	0	259,624	
RCHC - Transfer - OPHI		423,500	0	423,500	
RCHC - Transfer - SDV - PHB		0	0	0	
RCHC - Transfer - SHIP		0	0	0	
RCHC - Transfer - Strong Communities		140,086	140,086	0	0.0%

RCHC - Revenues

	<u>2020</u>	<u>2020</u>	<u>2019</u>	<u>Variance \$</u>	<u>Variance %</u>
	<u>Opeongo</u>	<u>BUDGET</u>	<u>BUDGET</u>		
Interest on Investments		54,000	25,000	29,000	116.0%
Miscellaneous Revenue	1,479	81,579	80,100	1,479	1.8%
Federal Subsidy		0	0	0	
Insurance Proceeds - 41 Vimy		0	0	0	
Insurance Proceeds - Rental Loss		0	0	0	
Provincial Subsidy - Debentures		829,150	1,010,047	(180,897)	-17.9%
Surplus Adjustment - From Reserves	60,000	60,000	118,368	(58,368)	-49.3%
Tenant Revenue	169,930	4,573,930	4,135,846	438,084	10.6%
County Transfer - Base		5,358,897	5,228,193	130,704	2.5%
County Transfer - Capital		1,653,062	1,338,961	314,101	23.5%
County Transfer - CHPI		1,375,228	1,260,953	114,275	9.1%
County Transfer - CHPI Admin		72,380	140,106	(67,726)	-48.3%
County Transfer - COCHI		246,643	0	246,643	
County Transfer - COCHI Admin		12,981	0	12,981	
County Transfer - OPHI		402,325	0	402,325	
County Transfer - OPHI Admin		21,175	0	21,175	
County Transfer - Asset Mgt		0	0	0	
County Transfer - IAH		108,000	479,845	(371,845)	-77.5%
County Transfer - IAH Admin		0	25,255	(25,255)	-100.0%
County Transfer - SHIP		0	0	0	
County Transfer - SIF		0	0	0	
County Transfer - SDV - PHB		0	0	0	
County Transfer - Strong Communities		140,086	140,086	0	0.0%
Total Revenues	231,409	14,989,436	13,982,760	1,006,676	7.2%

	2020	2020	2019	Variance \$	Variance %
	Opeongo	BUDGET	BUDGET		
Salaries		1,905,556	1,876,943	28,613	1.5%
Benefits		467,800	460,511	7,289	1.6%
Administration	24,008	1,224,176	1,170,971	53,205	4.5%
Building - Heat, Light & Power	2,472	926,582	1,000,000	(73,418)	-7.3%
Building - Repairs & Maintenance	3,518	426,245	378,250	47,995	12.7%
Building - Natural Gas	875	210,875	206,000	4,875	2.4%
Building - Heating & Plumbing	1,914	137,742	92,200	45,542	49.4%
Building - Taxes	58,311	1,674,219	1,575,252	98,967	6.3%
Building - Water	49,349	744,349	654,149	90,200	13.8%
Building - Elevator		66,300	65,000	1,300	2.0%
Building - Painting	637	234,637	234,000	637	0.3%
Building - Garbage Removal	696	75,316	62,124	13,192	21.2%
Building - Snow Removal	5,107	222,207	193,620	28,587	14.8%
Building - Grounds Keeping		60,000	60,000	0	0.0%
Building - Repairs - non TCA		839,136	818,670	20,466	2.5%
Financial - Depreciation	141,647	1,193,647	994,000	199,647	20.1%
Financial - Rent Waiver	1,035	226,925	223,324	3,601	1.6%
Financial - Mortgage Interest	25,284	887,074	1,055,811	(168,737)	-16.0%
Financial - Rent Supplement		290,761	284,502	6,259	2.2%
Financial - Rent Supplement - Strong Communitie:		140,086	140,086	0	0.0%
Financial - CHP1		1,375,228	1,260,953	114,275	9.1%
Financial - Can Ont Community Housing Initiative		246,643	0	246,643	
Financial - Ontario Priorities Housing Initiative		402,325	0	402,325	
Financial - Asset Management		0	0	0	
Financial - SDV - PHB (90%)		0	0	0	
Financial - SHIP		0	0	0	
Financial - IAH Home Ownership		0	0	0	
Financial - IAH/SIF Ontario Renovates		36,000	359,845	(323,845)	-90.0%
Financial - IAH HADD		72,000	120,000	(48,000)	-40.0%
Financial - IAH Project Costs		0	0	0	
Surplus Adjustment - To Reserves		0	0	0	
Surplus Adjustment - TCA Capital	60,000	1,713,062	1,457,329	255,733	17.5%
Surplus Adjustment - Depreciation	(141,647)	(1,193,647)	(994,000)	(199,647)	20.1%
Surplus Adjustment - Principal	139,596	384,192	233,220	150,972	64.7%
Total Expenditures	372,802	14,989,436	13,982,760	1,006,676	7.2%
Municipal Surplus / (Deficit)	(141,393)	(0)	0	(0)	

RCHC – Building Repairs Under Threshold

Projects		
435-481 Nelson St - (6) Townhome Blocks	D3023 - Furnaces	\$ 100,000
26 Spruce Street - (3) Townhome Blocks	B2010 - Exterior Walls	\$ 32,000
8 Burwash Street	water lines	\$ 24,000
510 MacKay Street	flooring	\$ 22,000
1 Mackercher Drive	Flooring	\$ 22,000
55 Poplar Street	B30 - Roofing	\$ 20,000
59 Wallace Street	water lines	\$ 20,000
150 Elizabeth Street North	Site lighting	\$ 15,000
8 Burwash Street - Site	G2020 - Parking Lots	\$ 14,000
510 & 515 MacKay Street - Site	G2030 - Pedestrian Paving	\$ 13,260
400 Nelson Street	water lines	\$ 12,000
44 Lorne Street	water lines	\$ 12,000
55 Poplar Street	B2030 - Exterior Doors	\$ 10,200
55 Poplar Street - Site	G4020 - Site Lighting	\$ 10,200
150 Elizabeth Street North	A10 - Foundations	\$ 10,200
172 & 174 Cecil Street	B30 - Roofing	\$ 10,200
199-201 Wilfred Cres, 208-307 Edward St - (1)	G2040 - Site Development	\$ 10,200
8 Burwash Street	D1010 - Elevators & Lifts	\$ 10,100
202 Cecil Street	B2010 - Exterior Walls	\$ 10,000
8 Burwash Street - Site	G2020 - Parking Lots	\$ 10,000
63 Russell Street	D5092 - Emergency Power & Generation	\$ 10,000
1 Mackercher Drive - Site	G2040 - Site Development	\$ 8,000
19 Smith Street	Flooring	\$ 8,000
202 Cecil Street	B2020 - Exterior Windows	\$ 7,500
1 Mackercher Drive	B2030 - Exterior Doors	\$ 7,140
misc		\$ 4,136
		\$ 432,136

RCHC – Building Repairs Under Threshold

Contingency

crack filling and line painting	various locations	\$	15,000
Flooring		\$	140,000
Bathrooms		\$	65,000
Appliances		\$	57,000
Accommodation /Accessibility		\$	40,000
Security and Safety	Emergency lighting PM and Door hardware	\$	45,000
Electrical	kitchen and bathrooms panel upgrades,	\$	45,000
		\$	407,000

Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised	
					10 Year Plan	Budget \$
Building	1 Mackercher Drive	T8 Fluorescent Light - Interior		H	30,000	30,000
Building	130-144 Fraser, 135-147 A	Vinyl framed dual glazed windows.		E	205,000	205,000
Building	236 Hall Avenue	Face brick.		M	33,150	33,150
Building	26 Spruce Street - (3) Tow	Vinyl clad wood dual glazed windows.		E	70,000	70,000
Building	26 Spruce Street - (3) Tow	Vinyl siding 70%		E	170,000	170,000
Building	26 Spruce Street - (3) Tow	Vinyl clad wood dual glazed windows.		E	220,000	220,000
Building	260 Elizabeth Street North	Balcony rails upgrade & paint		M	55,000	55,000
Building	510 MacKay Street / 515 R	Attic insulation/ventilation		H	55,000	55,000
Building	510 MacKay Street 515 Riv	Canopy over upper balconies		H	80,000	80,000
Building	515 River Road	Patio doors (25 doors)		H	100,000	100,000
Building	5967 Palmer Rapids Road	Replacement of aged waterline from well to building		E	75,000	75,000
Building	63 Russell Street	Balcony repairs		H	100,000	100,000
Building	8 Burwash Street	phase 2 of masonry balcony repairs		H	75,000	75,000
Building	Opeongo Family - Vimy St	Porch Roofs		H	60,000	60,000
Land Improvements	150 Elizabeth Street North	Sidewalks		H	55,000	55,000
Land Improvements	260 Elizabeth Street North	Concrete sidewalks.		H	26,000	26,000
Land Improvements	260 Elizabeth Street North	4 lighting poles, and wall mounted Hg lighting		H	45,000	45,000
Land Improvements	510 & 515 MacKay Street	Concrete walkways.		E	40,000	40,000
Land Improvements	59 Wallace Street - Site	Interlocking pavers 70% and concrete 30%		H	45,000	45,000
Land Improvements	59 Wallace Street - Site	Site lighting*		E	50,000	50,000
Land Improvements	Bronx Street/Reynolds Ave	Site lighting		H	25,500	25,500
Roof	174/178,202 Massey, 220/3	Asphalt shingles.		E	65,000	65,000
Vehicles	LDTR-12-G206190	TRUCK PICKUP DODGE RAM 2500		L	33,412	33,412
					1,653,062	1,713,062

**County of Renfrew
Schedule of Reserves
2020 BUDGET**

		Budget Balance 31-Dec-19	Transfers Between	Net Change	Balance 31-Dec-20	c = capital reserve	S=shared prov/city
Ottawaska	Ottawaska - Capital	0		0	0	c	s
Opeongo	Capital	500,000		(60,000)	440,000	c	s
RCHC	Capital	255,259		0	255,259	c	s
RCHC	AHP Reserve	0		0	0		s
RCHC	AHP Admin Reserve	0		0	0		s
RCHC	Home Ownership	0		0	0		s
RCHC	Working Capital	50,000		0	50,000	c	s
RCHC	WSIB Sched 2	152,628		0	152,628		s
Renfrew County Housing Corp		957,887	0	(60,000)	897,887		

**Finance & Administration
Committee**

Finance

- 8 full time staff
- Payroll and Benefit Administration
- 1,049 2018 T4's \$43.6 million
- 26,000 Pay Stubs
- 35,000 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
 - 30 Servers
 - 170 Smart Phones
 - 53 Tablet computers
 - 850 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 9,100 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
- 6,779 Payments Processed (383 Extensions of Time to Pay Approved, 780 Pre-Authorized Debits), 60 (Pre-Authorized Credit Card Payments)
- 3,386 Payfines Payments Processed
- 1,416 Licences Suspended
- 1,386 Files sent to Collection Agency for Collection
- 1,218 Final Notices mailed
- 10,005 Charges Received
- 456 Trial Notices Issued
- 952 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

County of Renfrew 2020 BUDGET

Division	2020 Budget	2019 Budget	Variance
	Hours	Hours	Hours
BM Total	362,342	362,695	(353)
Child Care Total	27,300	27,300	-
Ec Dev Total	5,460	5,460	-
Enterprise Center Total	3,640	3,640	-
Finance Total	21,385	20,475	910
Forestry Total	4,240	4,240	-
GIS Total	3,640	3,640	-
Human Resources Total	10,570	10,570	-
IT Total	10,920	10,920	-
ML Total	330,536	330,536	-
OVTA Total	5,460	5,460	-
Paramedic Total	249,649	249,625	24
Planning Total	14,560	15,621	(1,061)
POA Total	8,918	9,878	(960)
Property Total	9,457	9,457	-
Public Works Total	102,725	102,300	425
RCHC Total	66,400	66,400	-
Social Services Total	49,140	49,140	-
Grand Total	1,286,342	1,287,357	(1,015)

Finance & Administration

	2020 Budget Pressure	2020 Budget	2019 Budget	Variance \$	Variance %
MEMBERS OF COUNCIL	65,000	546,093	533,246	12,847	2.4%
GENERAL - ADMINISTRATION	0	912,775	869,040	43,735	5.0%
INFORMATION TECHNOLOGY	0	459,507	457,927	1,580	0.3%
HUMAN RESOURCES DEPARTMENT	0	242,024	252,158	(10,134)	-4.0%
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	113,672	(673,936)	(688,425)	14,489	-2.1%
MPAC	0	1,555,448	1,549,942	5,506	0.4%
FINANCIAL EXPENSE	0	10,362,280	10,429,752	(67,472)	-0.6%
Finance & Administration Committee	178,672	13,439,191	13,438,640	551	0.0%

Finance & Administration

	<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
MEMBERS OF COUNCIL	65,000	546,093	533,246	12,847	2.4%
GENERAL - ADMINISTRATION	0	912,775	869,040	43,735	5.0%
INFORMATION TECHNOLOGY	0	459,507	457,927	1,580	0.3%
HUMAN RESOURCES DEPARTMENT	0	242,024	252,158	(10,134)	-4.0%
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	113,672	(673,936)	(688,425)	14,489	-2.1%
MPAC	0	1,555,448	1,549,942	5,506	0.4%
FINANCIAL EXPENSE	0	10,362,280	10,429,752	(67,472)	-0.6%
Finance & Administration Committee	178,672	13,439,191	13,438,640	551	0.0%
excluding LTFP Impact of Reserve and Debt Pmt		(9,762,280)	(9,835,960)	73,680	
Finance & Administration Committee	178,672	3,676,911	3,602,680	74,231	2.1%

Members of Council

	<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
MEMBERS OF COUNCIL	65,000	546,093	533,246	12,847	2.4%
Ad Hoc Per Diem Payments		28,835	28,270	565	2.0%
AMO Board of Directors		10,000	10,000	0	0.0%
Computer Supplies		5,000	5,000	0	0.0%
Council - Former Payment System		0	0	0	
Council Benefits - EHC/Dental		60,000	60,000	0	0.0%
Council Conventions		62,400	62,400	0	0.0%
Council CPP, Employer Health Tax		16,000	13,785	2,215	16.1%
Council Group Insurance		5,500	5,500	0	0.0%
Council Hospitality		20,000	20,000	0	0.0%
Council Liability Insurance		8,150	7,800	350	4.5%
Council Mileage		42,000	37,000	5,000	13.5%
FCM Board of Directors		10,000	8,000	2,000	25.0%
Legal - Integrity Commissioner		2,000	2,000	0	0.0%
Office Expenses		5,000	5,000	0	0.0%
Recoveries - County		(59,400)	(59,400)	0	0.0%
Recoveries - Outside		0	0	0	
Salary - Council		243,784	238,515	5,269	2.2%
Salary & Ad Hoc - Warden		73,824	72,376	1,448	2.0%
Advocacy / Delegations	65,000	-	8,000	(8,000)	-100.0%
Warden Banquet		3,000	0	3,000	
Warden Expenses		10,000	9,000	1,000	11.1%

General Administration

	<u>2020 Budget</u> Pressure	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
GENERAL - ADMINISTRATION	0	912,775	869,040	43,735	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		3,000	4,400	(1,400)	-31.8%
Employee Benefits		290,075	273,177	16,898	6.2%
General Legal & Audit		26,000	26,000	0	0.0%
Membership Fees		29,784	29,200	584	2.0%
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)		0	15,000	(15,000)	-100.0%
Recovery - Other Departments		(676,575)	(620,189)	(56,386)	9.1%
Recovery - Outside		(500)	(500)	0	0.0%
Recruitment		3,000	3,000	0	0.0%
Salaries		1,090,191	1,013,052	77,139	7.6%
Special Projects - Strategic Plan		30,000	15,000	15,000	100.0%
Special Projects - EOWC		19,500	14,000	5,500	39.3%
Surplus Adjustment - Capital		0	0	0	
Surplus Adjustment - Trf From Reserves		0	0	0	
Surplus Adjustment - Depreciation		(3,000)	(4,400)	1,400	-31.8%
Telephone		5,000	6,000	(1,000)	-16.7%
Travel		22,000	21,000	1,000	4.8%

POA Administration

	<u>2020 Budget</u> Pressure	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
PROVINCIAL OFFENCES ADMINISTRATION	113,672	(673,936)	(688,425)	14,489	-2.1%
Adjudication		80,850	80,850	0	0.0%
Admin Charges		49,492	38,810	10,682	27.5%
Bank Charges (Visa/Mastercard)		26,000	26,000	0	0.0%
Benefits		78,991	85,477	(6,486)	-7.6%
Capital Under Threshold		0	0	0	
Certificates of Offence		10,000	10,000	0	0.0%
City of Pembroke - Share of Net Revenue	(16,328)	96,805	98,886	(2,081)	-2.1%
Collection Costs		40,000	25,000	15,000	60.0%
Computer & Technology		15,000	14,336	664	4.6%
Conventions		3,150	3,150	0	0.0%
Court Transcripts		3,000	3,000	0	0.0%
Depreciation		6,500	9,540	(3,040)	-31.9%
ICON Charges		25,350	25,350	0	0.0%
Interpreter Fees		3,000	3,000	0	0.0%
IT Charges		17,704	17,364	340	2.0%
Lease Costs		102,000	100,000	2,000	2.0%
Legal Costs		1,000	1,000	0	0.0%
Miscellaneous		1,000	1,000	0	0.0%
Monitoring / Enforcement Fees		8,200	8,200	0	0.0%
Office Equipment / Furniture		2,000	4,050	(2,050)	-50.6%
Office Supplies		6,500	6,500	0	0.0%
Part III Prosecution		16,500	16,500	0	0.0%
Postage		6,800	6,800	0	0.0%
Purchase of Service - Notice of Fines		4,000	4,000	0	0.0%
Purchase of Service - Prosecution		43,800	2,000	41,800	2090.0%
Recoveries - Other		0	0	0	
Revenues - Fees and Charges	130,000	(1,630,000)	(1,630,000)	0	0.0%

Finance & Administration – Revenue

	<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>
<u>COUNTY LEVY (3% + 1.0% growth)</u>	0	47,482,184	45,655,946	1,826,238	4.00%
<u>PIL ADJUSTMENTS</u>	0	(150,000)	(150,000)	0	0.0%
<u>WATERPOWER GENERATING STATION</u>	0	394,109	394,109	0	0.0%
<u>RAILWAY/HYDRO RIGHTS-OF-WAY</u>	0	5,000	5,000	0	0.0%
<u>SUPPLEMENTARY REVENUE</u>	0	500,000	500,000	0	0.0%
<u>OTHER REVENUE</u>	0	3,373,273	4,397,040	(1,023,767)	-23.3%
Interest Revenue		700,000	600,000	100,000	16.7%
Other Revenue			0	0	
Gain / (Loss) Sale of Assets		0	0	0	
BM Repayment of Loan (ends 2019)		0	123,767	(123,767)	-100.0%
Gas Tax Funding		2,671,773	2,671,773	(0)	0.0%
Surplus Adjustment - From Reserve		0	1,000,000	(1,000,000)	-100.0%
Licenses		1,500	1,500	0	0.0%
TOTAL REVENUES	0	51,604,566	50,802,095	802,471	1.6%
Municipal Surplus / (Deficit)	(477,080)	151,359	0	151,359	

Changes Made At Committee Meetings

Operations Committee

	Expense	Revenue	Levy Change
Culvert C41	350,000	(350,000)	\$0
Bridge B203	700,000		
Bridge B180	(700,000)		

No Impact on County Levy

B203 Petawawa River Bridge



Changes Made At Committee Meetings

Development and Property Committee

	Expense	Revenue	Levy Change
RED Funding Grant	14,455	(14,455)	\$0

No Impact on County Levy

Changes Made At Committee Meetings

Health Committee

	Jan 1/20 Reserve	Adjust	Jan 1/20 Reserve
BM Unallocated	1,100,802	(125,000)	975,802
BM Butterfly	0	125,000	125,000
ML Unallocated	1,012,188	(125,000)	887,188
ML Butterfly	0	125,000	125,000

No Impact on County Levy

Changes Made At Committee Meetings

Finance & Administration Committee

	Original	Revised	Difference
Council	546,093	611,093	65,000
Budget Pressure	477,080	412,080	(65,000)
County Surplus	151,359	86,359	(65,000)

No Impact on County Levy

Pressure	Cost \$	Funding Source	Original	Revised
Seniors Housing Strategy	34,685			
Paramedic PTSD Mgt	263,723			
Lower POA Fine Revenue	113,672			
Cost Pressure	412,080			
Surplus Remaining From 3% Levy Target	(86,359)			
Unfunded Pressures	325,721			
Option #1		Increase Levy	3%	3.713%
Option #2		Reduce Other Expenses	3%	3%
Option #3		Not Approve Some or All of the Pressures	3%	??

Resolution to Approve 2020 Budget

Moved by:
 Seconded by:

THAT a By-law to adopt the estimates of the sums required during the year for 2020 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 2020 tax rates for County purposes be adopted by by-law after the adoption of the 2020 tax policy by-laws.



County of
Renfrew
Ontario . Canada

Experience Our History, Share Our Future!

Thank you!

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
MEMBERS OF COUNCIL	65,000	546,093	533,246	12,847	2.4%	534,769	430,040	437,121	408,209	358,891	336,182
Ad Hoc Per Diem Payments		28,835	28,270	565	2.0%	28,270	21,491	20,489	20,209	17,935	0
AMO Board of Directors		10,000	10,000	0	0.0%	12,000	4,386	8,517	2,824	13,955	0
Computer Supplies		5,000	5,000	0	0.0%	5,500	3,900	3,234	3,717	188	7,779
Council - Former Payment System		0	0	0		0	0	0	0	0	268,349
Council Benefits - EHC/Dental		60,000	60,000	0	0.0%	50,000	66,043	60,639	52,586	35,806	54,145
Council Conventions		62,400	62,400	0	0.0%	62,400	45,798	44,207	37,112	22,947	19,195
Council CPP,Employer Health Tax		16,000	13,785	2,215	16.1%	16,000	11,829	11,698	11,729	10,990	5,902
Council Group Insurance		5,500	5,500	0	0.0%	5,500	4,896	5,304	5,896	5,896	5,549
Council Hospitality		20,000	20,000	0	0.0%	20,000	17,745	20,767	21,804	17,930	0
Council Liability Insurance		8,150	7,800	350	4.5%	8,150	7,703	7,703	7,812	7,662	14,909
Council Mileage		42,000	37,000	5,000	13.5%	42,000	37,853	35,822	40,321	40,627	0
FCM Board of Directors		10,000	8,000	2,000	25.0%	8,000	8,207	7,991	4,642	5,537	0
Legal - Integrity Commissioner		2,000	2,000	0	0.0%	2,000	3,297	7,575			
Office Expenses		5,000	5,000	0	0.0%	5,000	9,397	6,337	7,870	3,681	
Recoveries - County		(59,400)	(59,400)	0	0.0%	(59,400)	(56,086)	(55,228)	(57,383)	(54,916)	(45,490)
Recoveries - Outside		0	0	0		(2,542)	(61)	(461)	(1,731)	(150)	(1,535)
Salary - Council		243,784	238,515	5,269	2.2%	238,515	172,822	169,520	166,008	169,179	0
Salary & Ad Hoc - Warden		73,824	72,376	1,448	2.0%	72,376	64,163	63,624	67,019	55,000	0
Advocacy / Delegations	65,000		8,000	(8,000)	-100.0%	12,000	1,065	12,214			
Warden Banquet		3,000	0	3,000		0	0	0	4,205		7,379
Warden Expenses		10,000	9,000	1,000	11.1%	9,000	5,592	7,169	13,569	6,624	
GENERAL - ADMINISTRATION	0	912,775	869,040	43,735	5.0%	821,811	789,887	717,617	811,130	775,138	754,875
Bank Charges - Moneris		1,300	1,300	0	0.0%	1,300	1,547	1,207	1,448	1,065	960
Computer Expense		38,000	38,000	0	0.0%	38,000	31,266	43,960	24,346	25,062	26,957
Conferences & Conventions		4,000	4,000	0	0.0%	4,000	2,844	3,131	2,259	1,342	2,682
Depreciation		3,000	4,400	(1,400)	-31.8%	4,400	4,345	6,328	5,647	5,084	4,418
Employee Benefits		290,075	273,177	16,898	6.2%	255,000	227,635	245,188	264,887	251,215	241,711
General Legal & Audit		26,000	26,000	0	0.0%	26,000	22,218	22,429	23,291	27,696	19,557
Membership Fees		29,784	29,200	584	2.0%	29,200	28,817	27,852	27,319	27,404	26,628
Office Expense		26,000	26,000	0	0.0%	26,000	24,885	15,942	20,304	21,831	19,531
Professional Development - Department Staff		5,000	5,000	0	0.0%	5,000	932	284	496	1,518	5,736
Professional Development - Mgt Team (41)		0	15,000	(15,000)	-100.0%	19,000	0	0	0	3,551	0
Recovery - Other Departments		(676,575)	(620,189)	(56,386)	9.1%	(620,189)	(551,159)	(570,791)	(591,617)	(580,565)	(567,603)
Recovery - Outside		(500)	(500)	0	0.0%	(500)	(170)	(53)	(1,567)	(358)	(1,185)
Recruitment		3,000	3,000	0	0.0%	3,000	44,843	554	0		1,329
Salaries		1,090,191	1,013,052	77,139	7.6%	980,000	923,354	902,806	997,619	968,098	947,724
Special Projects - Strategic Plan		30,000	15,000	15,000	100.0%	15,000					
Special Projects - EOWC		19,500	14,000	5,500	39.3%	14,000	14,117	9,594	12,260	12,938	10,320
Surplus Adjustment - Capital		0	0	0		0	0	0	16,422		13,524
Surplus Adjustment - Trf From Reserves		0	0	0		0	0	0	0		(12,000)
Surplus Adjustment - Depreciation		(3,000)	(4,400)	1,400	-31.8%	(4,400)	(4,345)	(6,328)	(5,647)	(5,084)	(4,418)
Telephone		5,000	6,000	(1,000)	-16.7%	6,000	5,211	5,428	4,702	5,688	6,183
Travel		22,000	21,000	1,000	4.8%	21,000	13,547	10,086	8,961		12,821

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	
PROPERTY - Pembroke	0	464,053	336,496	127,557	37.9%	336,496	242,806	300,171	313,746	327,343	337,998
Advertising	1,000	1,000	0	0.0%	1,000	943	0	0	535	493	
Capital - under threshold	0	22,000	(22,000)	-100.0%	22,000	13,570	18,954	16,721	28,415	31,875	
Computer Supplies	14,000	12,300	1,700	13.8%	12,300	0	0	0	7,989		
Depreciation	242,000	237,150	4,850	2.0%	237,150	224,648	202,240	200,698	211,092	211,092	
Elevator Maintenance	7,529	7,310	219	3.0%	7,310	6,308	5,964	6,450	5,951	5,512	
Employee Benefits	64,673	64,201	472	0.7%	64,201	60,171	59,148	60,284	54,467	53,815	
Garbage Disposal	5,067	4,920	147	3.0%	4,920	4,890	4,708	4,169	4,060	3,894	
Groundskeeping	5,652	5,652	0	0.0%	5,652	3,584	3,715	4,603	5,245	3,999	
Insurance	32,128	30,000	2,128	7.1%	30,000	28,357	29,788	31,804	29,908	48,353	
Janitorial Contract	110,000	111,000	(1,000)	-0.9%	111,000	90,413	84,631	87,156	93,551	94,606	
Legal	1,000	1,000	0	0.0%	1,000	0	1,685	0	0		
Lights,Heat & Power	123,000	128,000	(5,000)	-3.9%	128,000	111,190	130,005	155,022	152,867	145,055	
Mechanical	19,500	19,500	0	0.0%	19,500	5,449	5,509	15,081	18,948	17,996	
Memberships/Subscriptions	2,500	2,500	0	0.0%	2,500	872	1,821	2,257	1,476	1,371	
Miscellaneous Bldg	2,800	2,800	0	0.0%	2,800	2,687	2,676	2,458	2,896	3,420	
Office Supplies	12,300	12,000	300	2.5%	12,000	11,853	14,726	12,437	10,775	4,029	
Professional Development	5,000	5,000	0	0.0%	5,000	0	636	1,257	3,671	4,895	
Recoveries - Internal Charges	(16,300)	(16,300)	0	0.0%	(16,300)	(28,195)	(16,159)	(24,925)	(15,842)	(16,100)	
Recoveries - Other	(11,752)	(11,503)	(249)	2.2%	(11,503)	(4,479)	(30,806)	(3,470)	(1,550)	(1,503)	
Recruitment	750	750	0	0.0%	750	493	772	547	502	291	
Repairs & Maintenance	58,220	36,220	22,000	60.7%	36,220	32,104	36,033	29,426	30,378	28,514	
Revenue - Lease	(216,754)	(345,409)	128,655	-37.2%	(345,409)	(337,466)	(329,171)	(322,904)	(322,938)	(322,386)	
Salaries	227,940	227,755	185	0.1%	227,755	228,245	221,949	219,258	208,613	202,768	
Security & Monitoring	6,000	6,000	0	0.0%	6,000	3,129	2,544	2,937	5,746	3,603	
Special Projects	0	0	0	0.0%	0	0	15,000	41	0	0	
Surplus Adjustment - Capital	3,900,000	395,000	3,505,000	887.3%	395,000	148,300	861,204	65,364	25,898	0	
Surplus Adjustment - Depreciation	(242,000)	(237,150)	(4,850)	2.0%	(237,150)	(224,648)	(202,240)	(200,698)	(211,092)	(211,092)	
Surplus Adjustment - Trf From Reserves	(3,900,000)	(395,000)	(3,505,000)	887.3%	(395,000)	(148,300)	(834,340)	(65,364)	(25,898)	0	
Telephone	1,500	1,500	0	0.0%	1,500	2,994	2,768	2,207	2,333	2,830	
Travel	4,800	4,800	0	0.0%	4,800	3,282	3,942	6,177	4,360	2,691	
Vehicle Expenses	3,500	3,500	0	0.0%	3,500	2,412	2,469	4,753	2,976	9,988	

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	
PROPERTY - Renfrew County Place	0	(234,273)	(216,852)	(17,421)	8.0%	(216,852)	(262,715)	(221,140)	(208,605)	(194,979)	(186,935)
Capital - Under Threshold	18,450	18,450	0	0.0%	18,450	23,752	9,158	32,503	9,380	7,002	
Depreciation	179,000	179,000	0	0.0%	179,000	177,349	186,873	192,934	192,407	192,407	
Elevator Maintenance	6,746	6,550	196	3.0%	6,550	4,649	3,671	6,227	5,633	5,107	
Garbage Removal	3,790	3,680	110	3.0%	3,680	3,277	3,294	3,261	3,243	3,175	
Groundskeeping / Snow Removal	21,501	21,080	421	2.0%	21,080	18,079	17,445	16,638	16,017	16,278	
Insurance	15,496	15,500	(4)	0.0%	15,500	14,891	14,979	16,218	15,723	14,655	
Janitorial Contract	93,350	93,350	0	0.0%	93,350	79,115	78,444	76,390	74,319	74,278	
Lease Revenue- Outside	(336,552)	(296,286)	(40,266)	13.6%	(296,286)	(296,114)	(345,589)	(338,917)	(330,039)	(325,685)	
Legal	4,000	4,000	0	0.0%	4,000	0	0	0	0	4,385	
Lights,Heat & Power	95,000	95,000	0	0.0%	95,000	83,556	85,781	90,929	87,559	85,543	
Mechanical	16,320	16,000	320	2.0%	16,000	12,463	6,426	10,596	9,975	8,717	
Miscellaneous Bldg	2,000	2,000	0	0.0%	2,000	3,032	3,638	9,493	13,151	2,237	
Municipal Taxes	16,000	16,000	0	0.0%	16,000	8,381	15,837	15,166	14,823	14,654	
Office Supplies / Admin Costs	3,000	4,000	(1,000)	-25.0%	4,000	6,683	10,062	3,492	3,481	914	
Revenue Lease - Internal	(326,326)	(597,528)	271,202	-45.4%	(597,528)	(303,371)	(282,529)	(274,644)	(266,645)	(258,879)	
Recoveries - OPP	(18,759)	(18,392)	(367)	2.0%	(18,392)	0	0	0	0	0	
Recoverable - Outside	(12,000)	(16,000)	4,000	-25.0%	(16,000)	(10,510)	(16,856)	(22,059)	(25,987)	(17,017)	
Repairs & Maintenance	20,922	20,412	510	2.5%	20,412	13,733	23,406	19,639	18,170	16,220	
Salaries / Benefits	90,754	86,733	4,021	4.6%	86,733	71,775	69,201	64,238	66,182	63,127	
Security & Monitoring	5,767	5,627	140	2.5%	5,627	3,894	3,847	4,837	2,775	2,337	
Surplus Adjustment - Capital	60,000	555,000	(495,000)	-89.2%	555,000	35,610	0	0	0	0	
Surplus Adjustment - Depreciation	(179,000)	(179,000)	0	0.0%	(179,000)	(177,349)	(186,873)	(192,934)	(192,407)	(192,407)	
Surplus Adjustment - Trf From Reserves	(60,000)	(555,000)	495,000	-89.2%	(555,000)	(35,610)	0	0	0	0	
Surplus Adjustment - Trf To Reserves	43,296	300,000	(256,704)	-85.6%	300,000	0	78,645	57,388	87,261	94,597	
Vehicle Expenses	2,972	2,972	0	0.0%	2,972	0	0	0	0	1,420	
PROPERTY - Base Stations (4)	0	0	0	0	-	0	0	0	0	0	
Depreciation	61,750	61,750	0	0.0%	61,750	61,725	61,725	60,984	60,001	60,161	
Capital - Under Threshold	0	0	0	0.0%	0	11,118	11,220	0	20,820	14,916	
Groundskeeping/Snow Removal	44,245	43,750	495	1.1%	43,750	32,732	30,912	28,422	27,631	27,766	
Internal Charges	0	0	0	0.0%	0	2,904	0	0	0	0	
Janitorial Contract	31,416	30,800	616	2.0%	30,800	24,512	23,564	18,071	18,505	21,432	
Lights,Heat & Power	36,300	36,900	(600)	-1.6%	36,900	26,423	28,059	28,397	29,080	29,244	
Mechanical	10,416	10,262	154	1.5%	10,262	4,137	3,920	3,549	8,564	3,197	
Miscellaneous Bldg	2,000	2,000	0	0.0%	2,000	4,640	3,663	415	3,969	4,729	
Revenue - Internal Lease	(323,556)	(318,717)	(4,839)	1.5%	(318,717)	(313,667)	(308,937)	(304,344)	(310,708)	(296,696)	
Recoveries - Outside	0	0	0	0.0%	0	(177)	0	0	0	0	
Repairs & Maintenance	32,964	32,800	164	0.5%	32,800	30,647	28,082	29,616	16,997	24,261	
Security & Monitoring	4,160	4,080	80	2.0%	4,080	0	0	3,012	0	0	
Surplus Adjustment - Depreciation	(61,750)	(61,750)	0	0.0%	(61,750)	(61,725)	(61,725)	(60,984)	(60,001)	(60,161)	
Surplus Adjustment- Capital	12,000	1,400,000	(1,388,000)	-99.1%	1,400,000	0	0	9,932	10,666	0	
Surplus Adjustment - Trf From Reserves	(12,000)	(1,400,000)	1,388,000	-99.1%	(1,400,000)	0	0	(9,932)	(20,820)	(14,916)	
Surplus Adjustment - Trf To Reserves	162,055	158,125	3,930	2.5%	158,125	176,731	179,517	192,862	195,296	186,067	

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
PROPERTY - Armprior Office	<u>0</u>	<u>0</u>	<u>0</u>		<u>-</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	0	3,144	0
Depreciation	38,000	37,000	1,000	2.7%	37,000	36,926	36,926	37,027	36,926	36,926
Groundskeeping / Snow Removal	4,023	4,023	0	0.0%	4,023	2,579	2,087	2,031	2,069	1,832
Insurance	2,678	2,678	0	0.0%	2,678	2,564	2,510	2,690	2,602	0
Janitorial Contract	27,000	27,000	0	0.0%	27,000	27,886	27,833	26,692	25,018	24,691
Lights,Heat & Power	13,249	13,249	0	0.0%	13,249	8,835	10,289	11,329	10,038	8,861
Mechanical	2,000	2,000	0	0.0%	2,000	1,119	1,030	2,014	1,948	588
Miscellaneous Bldg	500	500	0	0.0%	500	0	41	77	13	106
Revenue - Internal Lease	(139,825)	(139,825)	0	0.0%	(139,825)	(132,285)	(134,081)	(129,089)	(120,814)	(138,192)
Recoveries - Outside	0	0	0		0	(52)				
Repairs & Maintenance	5,500	5,500	0	0.0%	5,500	1,800	4,025	4,381	3,496	1,102
Security & Monitoring	1,500	1,500	0	0.0%	1,500	1,332	1,095	1,493	567	239
Surplus Adjustment- Capital	16,000	15,000	1,000	6.7%	15,000			78,382		0
Surplus Adjustment- Depreciation	(38,000)	(37,000)	(1,000)	2.7%	(37,000)	(36,926)	(36,926)	(37,027)	(36,926)	(36,926)
Surplus Adjustment - Trf From Building Reserve	(16,000)	(15,000)	(1,000)	6.7%	(15,000)				(8,312)	
Surplus Adjustment - Trf To Building Reserve	83,375	83,375	0	0.0%	83,375	86,222	85,171		83,375	100,773
PROPERTY - Renfrew OPP	<u>0</u>	<u>(0)</u>	<u>0</u>		<u>-</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Garbage Removal	2,100	2,000	100	5.0%	2,000	2,044	1,632	0	0	0
Groundskeeping / Snow Removal	29,520	29,420	100	0.3%	29,420	26,881	22,136	5,427	0	0
Capital Under Threshold	0	8,000	(8,000)	-100.0%	8,000	0	0	0	0	0
Depreciation	115,500	115,176	324	0.3%	115,176	115,225	9,782			
Heat, Light & Power		0	0		0		1,984	1,251		
Insurance	12,078	13,000	(922)	-7.1%	13,000	11,581	12,830	0	0	0
Internal Chg - County	11,752	11,503	249	2.2%	11,503	24,596	1,171	9,180	0	0
LTD Interest Expense	121,314	129,394	(8,080)	-6.2%	129,394	134,021	128,971	0		
Mechanical		0	0		0	9,520				
Municipal Taxes	40,656	43,000	(2,344)	-5.5%	43,000	56,394	34,040			
Office Expense		0	0		0	3,027	3,710	1,146		
Recovery - Capital Lease	(461,158)	(461,158)	0	0.0%	(461,158)	(461,158)	(461,158)	(193,027)		
Recovery - Operating Lease	(146,375)	(146,315)	(60)	0.0%	(146,315)	(175,130)	(113,643)	(17,307)	0	0
Repairs & Maintenance	31,510	29,000	2,510	8.7%	29,000	21,365	12,408	0	0	0
Salary & Benefits	18,759	18,392	367	2.0%	18,392	14,616	20,147	0	0	0
Security/Monitoring		0	0		0	4,856	3,585			
Surplus Adjustment- Capital			0			14,554	336,811	3,338,533	891,081	91,059
Surplus Adjustment- Depreciation	(115,500)	(115,176)	(324)	0.3%	(115,176)	(115,225)	(9,782)			
Surplus Adjustment- Proceeds From Debt			0				(520,386)	(3,338,533)	(891,081)	0
Surplus Adjustment - LTD Principal Pmts	274,539	266,459	8,080	3.0%	266,459	258,615	126,439			
Surplus Adjustment - Trf From Reserves		(8,000)	8,000	-100.0%	(8,000)	(14,554)	0	0		(91,059)
Surplus Adjustment - Trf To Reserves	65,305	65,305			65,305	68,772	389,323	193,330		

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	
<u>INFORMATION TECHNOLOGY</u>	<u>0</u>	<u>459,507</u>	<u>457,927</u>	<u>1,580</u>	<u>0.3%</u>	<u>414,927</u>	<u>400,595</u>	<u>391,747</u>	<u>409,116</u>	<u>429,242</u>	<u>426,648</u>
Annual Software Maintenance Fees	100,000	98,950	1,050	1.1%	68,950	68,550	54,472	62,714	61,371	40,131	
Benefits	128,395	126,102	2,293	1.8%	126,102	117,082	117,406	115,318	108,874	107,177	
Communication Fees	24,700	23,000	1,700	7.4%	23,000	10,084	15,587	20,673	20,828	37,789	
Computer Technology Supplies	10,000	10,000	0	0.0%	7,000	9,674	8,143	10,048	6,930	5,097	
Corporate Software	3,800	9,000	(5,200)	-57.8%	9,000	8,748	2,909	6,918	15,244	59,057	
Depreciation	32,000	36,000	(4,000)	-11.1%	36,000	36,192	37,202	38,477	30,213	35,973	
Office Expense	1,100	1,100	0	0.0%	1,100	2,350	2,363	4,470	2,306	2,142	
Professional Development	5,950	5,950	0	0.0%	5,950	2,993	6,245	3,930	4,558	438	
Purchased Services	10,000	10,000	0	0.0%	0	0	4,350	7,957	5,368	6,340	
Recoveries - County	(325,509)	(319,266)	(6,243)	2.0%	(319,266)	(313,787)	(308,481)	(300,821)	(292,608)	(287,200)	
Recoveries - Outside	(2,000)	(2,000)	0	0.0%	(2,000)	(1,861)	(1,190)	(3,726)	(2,625)	(5,188)	
Salaries	485,771	476,291	9,480	2.0%	476,291	463,158	451,017	444,437	428,941	420,455	
Surplus Adjustment - Capital	87,000	60,000	27,000	45.0%	45,000	16,619	35,434	18,336	94,053	26,811	
Surplus Adjustment - Depreciation	(32,000)	(36,000)	4,000	-11.1%	(36,000)	(36,192)	(37,202)	(38,477)	(30,213)	(35,973)	
Surplus Adjustment - Trf From Reserves	(87,000)	(60,000)	(27,000)	45.0%	(45,000)	0	(14,307)	0	(42,347)	0	
Telephone Costs	5,300	6,800	(1,500)	-22.1%	6,800	6,783	7,188	6,836	5,518	5,632	
Travel	12,000	12,000	0	0.0%	12,000	10,202	10,611	12,026	12,831	7,967	
<u>HUMAN RESOURCES DEPARTMENT</u>	<u>0</u>	<u>242,024</u>	<u>252,158</u>	<u>(10,134)</u>	<u>-4.0%</u>	<u>209,118</u>	<u>254,604</u>	<u>220,880</u>	<u>216,895</u>	<u>192,216</u>	<u>199,646</u>
Benefits	125,544	123,040	2,504	2.0%	120,000	131,181	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	3,084	819	2,403		1,816	
Depreciation	500	500	0	0.0%	500	461	461	462	461	309	
Expenses Recoverable From Others	10,000	10,000	0	0.0%	10,000	17,167	18,515	14,968	37,158	130,861	
Legal Fees	10,000	10,000	0	0.0%	7,000	5,468	15,198	11,962	12,477	24,641	
Membership Fees	3,000	1,300	1,700	130.8%	1,300	3,267	2,959	1,224	1,791	2,264	
Office Expense	33,000	31,000	2,000	6.5%	31,000	35,521	35,341	32,685	28,301	28,681	
Professional Development	5,000	5,000	0	0.0%	5,000	6,229	6,898	8,384	8,849	6,799	
Purchased Services	99,000	117,000	(18,000)	-15.4%	90,000	105,030	99,656	69,539	53,751	65,556	
Recovery - County Departments	(525,623)	(513,221)	(12,402)	2.4%	(513,221)	(568,084)	(558,868)	(549,201)	(537,438)	(527,494)	
Recovery - Federal	(1,000)	(3,000)	2,000	-66.7%	(3,000)	0	0	(1,577)		0	
Recovery - Outside Agencies	(32,000)	(32,000)	0	0.0%	(32,000)	(35,691)	(37,664)	(29,433)	(46,526)	(159,934)	
Recruitment		0	0		0	686	3,526	701	1,834	2,944	
Salaries	492,103	480,039	12,064	2.5%	470,039	523,067	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)	(461)	(462)	(461)	(309)	
Travel	19,000	19,000	0	0.0%	19,000	27,679	24,727	21,677	19,819	19,138	

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	
FORESTRY	0	27,444	26,775	669	2.5%	106,775	(43,289)	872	6,832	(33,028)	93,998
Advertising	300	300	0	0.0%	300	750	340	247	139	256	
Conventions	1,800	1,800	0	0.0%	1,800	583	908	1,257	842	274	
Depreciation	18,000	16,500	1,500	9.1%	16,500	16,524	16,524	16,149	15,681	15,681	
Legal	900	900	0	0.0%	900	0	0	0	204	15,753	
Memberships/Subscriptions	8,900	8,900	0	0.0%	8,900	7,952	7,989	7,923	7,794	7,218	
Miscellaneous	1,000	1,000	0	0.0%	1,000	1,579	1,700	1,214	1,326	1,138	
Office Supplies	2,900	2,400	500	20.8%	2,400	2,716	2,356	8,573	1,649	4,304	
Professional Development	1,500	1,500	0	0.0%	1,500	0	1,575	1,000	568	278	
Recoveries - Federal	0	0	0		0	0	0	0		0	
Recoveries - Other	(2,000)	(2,000)	0	0.0%	(2,000)	(1,840)	(4,923)	(51)	(22,756)	(830)	
Recoveries - Timber Sales	(180,000)	(180,000)	0	0.0%	(100,000)	(255,293)	(205,932)	(200,428)	(204,690)	(89,743)	
Recruitment	0	0	0		0	0	0	0		5,114	
Salary Allocation	(48,000)	(47,000)	(1,000)	2.1%	(47,000)	(44,034)	0				
Salary/Benefit	209,950	205,975	3,975	1.9%	205,975	190,278	180,484	173,027	157,654	131,496	
Small Tools / Supplies	1,000	1,000	0	0.0%	1,000	344	504	0	1,167	1,443	
Special Project- Other	2,000	2,000	0	0.0%	2,000	1,221	35	916		0	
Special Project - Well Remediation	5,000	5,000	0	0.0%	5,000	1,496	0				
Surplus Adjustment - Capital	0	30,000	(30,000)	-100.0%	30,000	0		30,906		3,053	
Surplus Adjustment - Depreciation	(18,000)	(16,500)	(1,500)	9.1%	(16,500)	(16,524)	(16,524)	(16,149)	(15,681)	(15,681)	
Surplus Adjustment - Trf From Reserves	(12,400)	(12,400)	0	0.0%	(12,400)	(6,881)	(17,030)	(12,130)	0	0	
Surplus Adjustment - Trf From Reserves	0	(30,000)	30,000	-100.0%	(30,000)			(30,906)			
Surplus Adjustment - Trf To Reserves	14,694	17,500	(2,806)	-16.0%	17,500	38,294					
Travel	5,000	5,000	0	0.0%	5,000	7,081	2,766	2,932	3,012	3,648	
Tree Marking	5,400	5,400	0	0.0%	5,400	1,212	998	1,144	1,321	407	
Tree Planting	2,000	2,000	0	0.0%	2,000	5,385	17,030	12,130	11,242	0	
Vehicle Expenses	7,500	7,500	0	0.0%	7,500	5,868	12,072	9,078	7,500	10,190	

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	
TRAILS	<u>0</u>	<u>304,500</u>	<u>308,000</u>	<u>(3,500)</u>	<u>-1.1%</u>	<u>308,000</u>	<u>320,038</u>	<u>92,333</u>	<u>19,955</u>	<u>21,331</u>	<u>10,303</u>
Salary/Benefit	16,500	16,500	0	0.0%	16,500	3,956	0				
Salary Allocation	48,000	47,000	1,000	2.1%	47,000	44,034	0				
Office Expenses	500	500	0	0.0%	500	1,006	0				
Recoveries - Other	0	0	0		0	0	(12,792)			(7,550)	
Recoveries - Donations	0	0	0		0	0	(24,100)				
Recoveries - Donations In Kind	(6,703,190)	(6,703,190)	0	0.0%	(6,703,190)	(13,968,792)	(34,952,600)				
Recruitment	1,000	1,000	0	0.0%	1,000	1,817					
Surplus Adjustment - Capital	6,771,612	6,771,612	0	0.0%	6,771,612	14,237,392	35,184,819	97,078	0	0	
Surplus Adjustment - Trf From Reserves	(68,422)	(68,422)	0	0.0%	(68,422)			(97,078)			
Surplus Adjustment - Trf To Reserves			0				34,125				
Surplus Adjustment - Trf From Reserves			0			(234,516)	(232,219)	(13,608)	(9,349)		
K&P Rail Line Development	21,500	21,000	500	2.4%	21,000	52,272	20,386	22,158	41,331	10,303	
K&P Rail Line Revenue	0	0	0		0	(36,480)	0	(2,203)	(20,000)	0	
CN Rail Line Development	0	5,000	(5,000)	-100.0%	5,000	5,496	0	0		0	
Algonquin Trail Development	242,000	242,000	0	0.0%	242,000	727,363	192,067	13,608	16,899	42,110	
Algonquin Trail Federal Recoveries		0	0		0	(42,156)	0	0		(30,000)	
Algonquin Trail Prov Recoveries		0	0		0	(304,140)	(38,548)				
Algonquin Trail Municipal Recoveries		0	0		0	(142,558)	(47,205)				
Algonquin Trail Other Recoveries	(25,000)	(25,000)	0	0.0%	(25,000)	(24,656)	(31,600)	0		(12,110)	
GEOGRAPHIC INFORMATION SYSTEMS	<u>0</u>	<u>241,997</u>	<u>231,260</u>	<u>10,737</u>	<u>4.6%</u>	<u>231,260</u>	<u>225,075</u>	<u>218,145</u>	<u>213,155</u>	<u>199,458</u>	<u>0</u>
Salaries	173,292	169,895	3,397	2.0%	169,895	166,089	162,980	156,262	149,595	0	
Benefits	44,205	43,365	840	1.9%	43,365	38,820	40,439	38,254	36,276	0	
Computer Supplies	25,500	22,000	3,500	15.9%	22,000	17,939	11,883	18,935	11,455	0	
Conventions	500	500	0	0.0%	500	254	344	102	279	0	
Office Supplies	2,000	2,000	0	0.0%	2,000	2,769	2,585	1,689	1,688	0	
Professional Development	500	500	0	0.0%	500	0	49	0	1,508	0	
Special Project	0	0	0		0	0	3,445	0			
Travel	500	500	0	0.0%	500	1,068	864	338	336		
Weed Inspection	2,000	2,000	0	0.0%	2,000	2,795	1,680	861			
Surplus Adjustment - Capital	30,000	30,000	0	0.0%	30,000	0					
Surplus Adjustment - Trf From Reserves	(30,000)	(30,000)	0	0.0%	(30,000)	0					
Recoveries - Municipal	(3,000)	(6,000)	3,000	-50.0%	(6,000)	0	0	0			
Recoveries - Federal	0	0	0		0	(2,200)					
Recoveries - Other	(3,500)	(3,500)	0	0.0%	(3,500)	(2,459)	(6,124)	(3,286)	(1,679)	0	

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>										
	<u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
PUBLIC WORKS	<u>0</u>	<u>16,899,091</u>	<u>16,536,999</u>	<u>362,092</u>	<u>2.2%</u>	<u>16,536,999</u>	<u>16,477,109</u>	<u>14,532,147</u>	<u>13,675,530</u>	<u>15,043,880</u>	<u>14,748,902</u>
Administration		1,121,294	1,084,127	37,167	3.4%	1,084,127	1,016,553	1,048,633	979,212	1,020,332	1,282,342
Infrastructure Management		547,634	566,443	(18,809)	-3.3%	566,443	501,560	399,559	506,581	388,189	361,027
Depreciation		9,200,000	9,000,000	200,000	2.2%	9,000,000	8,919,897	8,507,225	8,267,825	7,786,980	7,908,627
Equipment		1,180,577	1,148,970	31,607	2.8%	1,148,970	1,254,110	1,079,395	1,033,860	984,190	1,052,772
Housing		186,550	182,000	4,550	2.5%	182,000	185,799	189,161	153,698	211,195	171,259
Maintenance		5,576,361	5,433,012	143,349	2.6%	5,433,012	5,930,531	5,361,023	5,005,022	4,468,886	4,563,383
Donations In Kind			0	0		0	(296,075)	(185,250)	0		(1,079,154)
Recoveries - Federal		(15,000)	(25,000)	10,000	-40.0%	(25,000)	(13,765)	0	(3,153)		0
Recoveries - Other		(75,000)	(75,000)	0	0.0%	(75,000)	(158,142)	(50,428)	(88,249)	(85,253)	(51,458)
Recoveries - Provincial		(1,357,505)	(1,317,960)	(39,545)	3.0%	(1,317,960)	(864,673)	(605,519)	(317,806)	(1,567,806)	(450,000)
Surplus Adjustment - Trf To Reserves		0	0	0		0	0	0	531,900	1,898,647	1,377,687
Surplus Adjustment - Capital		23,124,113	14,969,898	8,154,215	54.5%	14,969,898	13,828,767	13,447,184	10,456,151	11,583,318	12,387,361
Surplus Adjustment - Debt Financing		(2,750,000)	(2,200,000)	(550,000)	25.0%	(2,200,000)	(170,404)	(2,186,650)	(1,508,058)		(1,644,453)
Surplus Adjustment - Depreciation		(9,200,000)	(9,000,000)	(200,000)	2.2%	(9,000,000)	(8,919,897)	(8,507,225)	(8,267,825)	(7,786,980)	(7,908,627)
Surplus Adjustment - Trf From Reserves		(10,639,933)	(3,229,491)	(7,410,442)	229.5%	(3,229,491)	(4,737,152)	(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>-</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Special Projects		0	0	0		0	0	0	5,500	5,500	5,500
Surplus Adjustment - Trf From Reserves		0	0	0		0	0	0	(5,500)	(5,500)	(5,500)
BONNECHERE MANOR	<u>0</u>	<u>1,453,880</u>	<u>1,418,419</u>	<u>35,461</u>	<u>2.5%</u>	<u>1,418,419</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		2,095,833	2,044,715	51,118	2.5%	2,044,715	2,099,919	2,058,744	2,018,377	1,850,999	1,815,792
Recoveries - City of Pembroke		(641,953)	(626,296)	(15,657)	2.5%	(626,296)	(808,049)	(737,854)	(733,478)	(652,572)	(732,649)
MIRAMICHI LODGE	<u>34,685</u>	<u>1,182,340</u>	<u>1,153,502</u>	<u>28,838</u>	<u>2.5%</u>	<u>1,153,502</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	50,000	1,704,397	1,662,826	41,571	2.5%	1,662,826	1,815,027	1,761,548	1,745,446	1,932,515	1,895,804
Recoveries - City of Pembroke	(15,315)	(522,057)	(509,324)	(12,733)	2.5%	(509,324)	(698,422)	(631,372)	(634,295)	(681,225)	(764,854)
OTHER LONG TERM CARE	<u>0</u>	<u>97,783</u>	<u>97,783</u>	<u>0</u>	<u>0.0%</u>	<u>97,783</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	140,959	141,346	140,959	140,959
Recoveries - City of Pembroke		(43,176)	(43,176)	0	0.0%	(43,176)	(54,241)	(50,520)	(51,365)	(49,547)	(56,736)
HEALTH SERVICES	<u>0</u>	<u>1,598,003</u>	<u>1,452,730</u>	<u>145,273</u>	<u>10.0%</u>	<u>1,452,730</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		1,598,003	1,452,730	145,273	10.0%	1,452,730	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>5,000</u>	<u>14,517</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%	5,000	14,517	9,958	11,794	12,622	9,902
Recoveries			0	0		0	0	0	0	(120)	(103)

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</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>428,057</u>	<u>419,103</u>	<u>8,954</u>	<u>2.1%</u>	<u>419,103</u>	<u>407,993</u>	<u>404,709</u>	<u>400,499</u>	<u>384,786</u>	<u>357,345</u>
Benefits		65,782	64,597	1,185	1.8%	64,597	60,523	58,728	57,402	53,657	51,785
Computer Expense		4,200	2,000	2,200	110.0%	2,000	1,674	1,949	504	7,568	634
Conventions		3,500	3,500	0	0.0%	3,500	3,617	4,412	2,158	1,710	1,827
Hospitality		1,500	1,300	200	15.4%	1,300	1,958	401	1,367	893	624
Legal		0	0	0		0	0	0	0	0	0
Marketing Program		66,500	64,500	2,000	3.1%	64,500	73,395	57,016	33,727	29,160	11,285
Memberships/Subscriptions		2,500	2,500	0	0.0%	2,500	2,214	11,355	7,148	7,361	7,269
Office Expense		4,000	9,000	(5,000)	-55.6%	9,000	7,783	10,039	7,744	8,462	11,548
Professional Development/Staff Training		1,000	1,500	(500)	-33.3%	1,500	2,829	2,086	756	660	1,800
Recoveries - Federal		0	0	0		0	(5,538)	(4,376)	0	(2,122)	(1,880)
Recoveries-Other		(10,000)	(15,000)	5,000	-33.3%	(15,000)	(7,436)	(6,543)	(1,870)	(6,662)	(20,867)
Recoveries-Provincial		(17,260)	0	(17,260)		0	(9,343)	0	0	0	(1,497)
Recruitment		0	0	0		0	0	0	2,367	0	4,067
Salaries		250,605	245,736	4,869	2.0%	245,736	240,778	232,215	225,393	216,271	196,445
Special Projects - Heritage 150		0	0	0		0	0	88	0	0	0
Special Projects		22,260	0	22,260		0	6,672	0	0	0	0
Special Projects		5,000	33,470	(28,470)	-85.1%	33,470	10,000	2,000	32,043	37,302	62,014
Special Projects - Agriculture		22,470	0	22,470		0	22,470	22,470	22,470	22,470	22,470
Surplus Adjustment - Transfer From Reserves		0	0	0		0	(10,000)	0	0	0	0
Travel		6,000	6,000	0	0.0%	6,000	6,397	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>	<u>28,055</u>
Benefits		34,261	33,513	748	2.2%	33,513	16,811	19,184	26,164	26,577	27,213
Marketing		7,500	8,500	(1,000)	-11.8%	8,500	451	5,146	250	0	1,094
Office Expenses		4,500	5,000	(500)	-10.0%	5,000	6,767	6,071	3,039	4,524	6,651
Professional Development		1,000	1,000	0	0.0%	1,000	90	0	0	417	270
County Charges - IT		6,143	6,022	121	2.0%	6,022	5,920	5,819	5,674	5,521	5,420
Recoveries - Federal		0	0	0		0	(5,005)	(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)	(6,000)
Recoveries - Other		(5,000)	(8,000)	3,000	-37.5%	(8,000)	(7,435)	(3,589)	(4,670)	(2,250)	(8,016)
Recoveries - Provincial - Starter Company		(55,000)	(130,000)	75,000	-57.7%	(130,000)	(156,232)	(85,918)	(72,858)	(54,187)	(20,716)
Recoveries - Provincial - Summer Company		(21,000)	(18,000)	(3,000)	16.7%	(18,000)	(32,000)	(32,000)	0	0	0
Recoveries - Provincial		(164,200)	(152,543)	(11,657)	7.6%	(152,543)	(97,972)	(85,357)	(140,633)	(129,671)	(147,060)
Salaries		137,351	134,657	2,694	2.0%	134,657	75,481	76,601	109,828	108,119	113,243
Special Projects - Starter Company		55,000	119,406	(64,406)	-53.9%	119,406	160,238	85,918	72,858	54,187	22,959
Special Projects		5,000	8,000	(3,000)	-37.5%	8,000	27,150	5,097	27,175	14,725	24,202
Special Projects - Summer Company		21,000	18,000	3,000	16.7%	18,000	32,000	32,000	0	0	0
Telephone/Internet Access		3,500	4,500	(1,000)	-22.2%	4,500	3,373	2,756	4,050	3,151	5,702
Travel		4,000	4,000	0	0.0%	4,000	4,418	3,077	4,178	4,942	5,350
<u>OTTAWA VALLEY TOURIST ASSOCIATION</u>	<u>0</u>	<u>269,549</u>	<u>262,975</u>	<u>6,574</u>	<u>2.5%</u>	<u>262,975</u>	<u>256,561</u>	<u>251,530</u>	<u>246,598</u>	<u>241,763</u>	<u>237,023</u>
Salaries		184,228	181,671	2,557	1.4%	181,671	177,273	167,543	166,500	165,066	155,218
Benefits		55,448	54,835	613	1.1%	54,835	51,881	50,011	46,704	47,565	42,627
Transfer To / (From) OVTA		29,873	26,469	3,404	12.9%	26,469	27,407	33,976	33,394	29,132	39,178

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	
PLANNING DEPARTMENT	0	684,320	639,885	44,435	6.9%	635,571	588,135	594,375	516,847	658,708	779,780
Computer Supplies / Maintenance	12,000	7,500	4,500	60.0%	7,500	10,839	6,390	4,539	4,901	20,205	
Conventions	3,000	3,000	0	0.0%	3,000	2,061	2,463	1,323	1,606	1,476	
County Official Plan	3,000	0	3,000		0	16,436	200	7,102		0	
Depreciation		0	0		0	0	0	1,733	2,592	2,592	
Employee Benefits	172,854	170,071	2,783	1.6%	170,071	163,728	160,738	146,537	162,292	181,774	
Legal Fees	1,000	1,500	(500)	-33.3%	1,500	0	0	2,442		947	
Memberships	3,500	3,500	0	0.0%	3,500	2,676	2,439	2,897	3,897	2,917	
Office Expense	16,500	16,500	0	0.0%	16,500	22,987	19,100	20,213	20,240	21,920	
Professional Development	3,000	3,000	0	0.0%	3,000	2,857	2,790	2,841	3,585	8,499	
Recruitment	2,000	2,500	(500)	-20.0%	2,500	0	0	9,396	1,135	0	
Revenue - Municipal Projects	(20,000)	(50,000)	30,000	-60.0%	0	(3,318)	(4,902)	(461)	(2,650)	(1,200)	
Revenue - Other	(2,000)	(1,000)	(1,000)	100.0%	(1,000)	(1,636)	(2,599)	(2,188)	(3,098)	(6,415)	
Revenue - Service Charges	(35,000)	(35,000)	0	0.0%	(35,000)	(51,220)	(35,910)	(33,700)	(25,105)	(31,388)	
Revenue - Severance Applications	(137,500)	(148,500)	11,000	-7.4%	(148,500)	(155,350)	(132,050)	(147,950)	(100,250)	(116,290)	
Revenues - Subdivision Applications	(25,000)	(25,000)	0	0.0%	(25,000)	(58,850)	(19,200)	(33,100)	(32,600)	(46,400)	
Salaries	674,466	679,314	(4,848)	-0.7%	625,000	623,037	582,792	523,522	609,839	728,386	
Special Projects	0	0	0		0	1,051	1,413	723	26,792	1,573	
Surplus Adjustment - Depreciation	0	0	0		0	0	0	(1,733)	(2,592)	(2,592)	
Surplus Adjustment - Trf From Reserves	0	0	0		0	0	0	0	(25,880)	0	
Travel	12,500	12,500	0	0.0%	12,500	12,837	10,711	12,711	14,004	13,776	
AGRICULTURE & REFORESTATION	0	20,000	20,000	0	0.0%	17,000	15,619	12,674	21,784	12,487	10,882
Reforestation - Grants in Lieu	15,000	15,000	0	0.0%	15,000	14,099	11,154	18,419	11,835	9,643	
Forest Fire Protection	5,000	5,000	0	0.0%	2,000	1,520	1,520	3,365	652	1,239	

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>	
ONTARIO WORKS	0	1,245,175	1,202,868	42,307	3.5%	1,202,868	954,290	1,287,601	1,593,794	1,683,518	1,828,560
Social Assistance - Admin	4,242,415	4,287,761	(45,346)	-1.1%	4,287,761	3,706,610	3,777,641	3,895,661	3,553,116	3,561,506	
Social Assistance - Benefits	12,843,000	12,843,000	0	0.0%	12,843,000	12,502,689	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	5,000	
Emergency Energy Fund	0	0	0		0	0	0	0	3,600	26,996	
Depreciation	24,500	24,500	0	0.0%	24,500	24,101	25,787	30,715	31,608	37,060	
Provincial Subsidy - Social Assistance Admin	(2,534,255)	(2,674,831)	140,576	-5.3%	(2,674,831)	(2,384,255)	(2,390,250)	(2,397,077)	(2,252,861)	(2,205,662)	
Provincial Subsidy - Social Assistance - Benefits	(12,811,000)	(12,811,000)	0	0.0%	(12,811,000)	(12,503,555)	(11,707,283)	(10,034,914)	(9,557,354)	(8,335,959)	
Revenue - Other	(5,000)	(5,000)	0	0.0%	(5,000)	(5,000)	(5,000)	(5,000)	(8,600)	(31,996)	
Surplus Adjustment - Capital	0	0	0		0	0	18,943	29,039	30,704	49,632	
Surplus Adjustment - Trf From Reserves	0	0	0		0	0	0	0	(6,602)	(9,905)	
Surplus Adjustment - Depreciation	(24,500)	(24,500)	0	0.0%	(24,500)	(24,101)	(25,787)	(30,715)	(31,608)	(37,060)	
Municipal Contribution - City of Pembroke	(494,985)	(442,062)	(52,923)	12.0%	(442,062)	(367,199)	(454,535)	(552,854)	(541,103)	(627,625)	
CHILD CARE	0	512,780	511,991	789	0.2%	511,991	475,437	506,709	492,711	479,822	470,411
Administration	492,753	574,113	(81,360)	-14.2%	574,113	545,656	721,760	578,178	422,662	362,441	
Fee Subsidy	3,250,000	3,250,000	0	0.0%	3,250,000	3,250,836	2,982,520	3,094,748	3,079,207	3,022,149	
General Operating	1,205,547	1,205,547	0	0.0%	1,205,547	1,324,938	1,649,899	1,284,702	1,198,514	1,159,133	
OW Child Care	77,000	75,000	2,000	2.7%	75,000	68,020	85,817	106,410	92,416	132,162	
Family Support	0	0	0		0	0	18,241	26,983	26,512	31,490	
Healthy Kids	0	0	0		0	195,190	275,941	384,110	10,523	0	
Special Needs Resourcing	1,039,306	1,023,157	16,149	1.6%	1,023,157	888,970	792,845	1,045,453	1,214,092	1,118,842	
Depreciation	0	6,624	(6,624)	-100.0%	6,624	6,443	9,944	10,053	10,025	10,025	
Special Purpose	2,974,696	3,514,056	(539,360)	-15.3%	3,514,056	1,719,801	1,122,837	856,097	493,780	149,977	
Pay Equity	122,957	122,957	0	0.0%	122,957	123,527	124,325	124,325	124,325	124,325	
Licensed Family Home Day Care	355,720	315,000	40,720	12.9%	315,000	264,568	103,053				
Rev-Licensed Family Home Day Care	(355,720)	(315,000)	(40,720)	12.9%	(315,000)	(264,568)	(103,053)				
Early Years Centres	1,551,241	1,521,052	30,189	2.0%	1,521,052	1,598,228	0				
Expansion Plan			0			1,593,434	337,724				
Provincial Subsidy	(5,616,329)	(5,679,540)	63,211	-1.1%	(5,679,540)	(7,460,106)	(7,545,146)	(6,948,383)	(6,123,305)	(5,551,022)	
Provincial Subsidy Special Purpose	(2,974,696)	(3,514,056)	539,360	-15.3%	(3,514,056)	(1,719,801)		0		0	
Provincial Subsidy Early Years	(1,551,241)	(1,521,052)	(30,189)	2.0%	(1,521,052)	(1,598,228)					
Provincial Subsidy - Family Support	0	0	0		0	0		0		(31,490)	
Recoveries	0	0	0		0	0		0		(4,000)	
Surplus Adjustment - Depreciation	0	(6,624)	6,624	-100.0%	(6,624)	(6,443)	(9,944)	(10,053)	(10,025)	(10,025)	
Surplus Adjustment - Trf To Reserves	0	0	0		0	0		0		14,426	
Municipal Contribution - City of Pembroke	(58,454)	(59,243)	789	-1.3%	(59,243)	(55,028)	(60,054)	(59,912)	(58,904)	(58,022)	

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>										
	<u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
SOCIAL HOUSING	0	4,892,189	5,131,520	(239,331)	-4.7%	5,131,520	4,949,276	4,699,652	4,617,607	4,364,981	4,258,666
Admin Charges		130,435	112,855	17,580	15.6%	112,855	112,078	113,191	113,579	111,070	109,052
Tax Rebate (Eganville, Arnprior)		12,000	12,000	0	0.0%	12,000	10,693	10,259	9,546	12,313	5,878
HR Charges		80,913	90,392	(9,479)	-10.5%	90,392	87,453	86,030	84,373	82,317	80,676
IT Charges		33,812	33,161	651	2.0%	33,161	32,588	32,042	31,249	30,516	29,953
Purchased Service (HHP 5 Year Update)		0	50,000	(50,000)	-100.0%	50,000	0	0	0	0	0
Non Profit Housing		1,310,611	1,650,000	(339,389)	-20.6%	1,650,000	1,585,997	1,651,245	1,655,407	1,625,648	1,641,010
Office Supplies		1,000	1,000	0	0.0%	1,000	1,631	1,033	1,254	976	1,408
RCHC - Transfer - Asset Management		0	0	0		0		0	0		6,548
RCHC - Transfer - Base		5,358,897	5,228,193	130,704	2.5%	5,228,193	5,219,437	4,952,707	5,169,882	4,621,696	4,412,588
RCHC - Transfer - Capital		1,653,062	1,338,961	314,101	23.5%	1,338,961	654,683	687,161	0		
RCHC - Transfer - CHPI		1,447,608	1,401,059	46,549	3.3%	1,401,059	1,004,238	1,037,999	644,760	1,079,522	1,005,317
RCHC - Transfer - IAH		108,000	505,100	(397,100)	-78.6%	505,100	471,150	670,941	204,718	296,184	186,462
RCHC - Transfer - COCHI		259,624	0	259,624							
RCHC - Transfer - OPHI		423,500	0	423,500							
RCHC - Transfer - SDV - PHB		0	0	0		0	116,676	365,423	108,292		
RCHC - Transfer - SHIP		0	0	0		0	61,565	1,022,056	0		
RCHC - Transfer - Strong Communities		140,086	140,086	0	0.0%	140,086	140,086	140,086	140,086	134,041	140,086
Special Projects - Petawawa IAH		0	0	0		0	200,002	800,006	1,000,008		
Revenue - Province - Petawawa IAH		0	0	0		0	(200,002)	(800,006)	(1,000,008)		
Special Projects - SIF		0	0	0		0	469,553	1,905,297	0		
Revenue - Province - SIF		0	0	0		0	(469,552)	(1,905,297)	0		
Revenue - Federal (Provincial) - Public Housing		(1,259,793)	(1,234,311)	(25,482)	2.1%	(1,234,311)	(1,305,376)	(1,368,884)	(1,352,184)	(1,321,544)	(1,266,408)
Revenue - Outside		(220,000)	(220,000)	0	0.0%	(220,000)	(223,280)	(222,772)	(222,083)	(217,383)	(214,198)
Revenue - Province - Asset Management		0	0	0		0	0	0	0		(6,548)
Revenue - Province - CHPI		(1,447,608)	(1,401,059)	(46,549)	3.3%	(1,401,059)	(1,004,238)	(1,037,999)	(644,760)	(1,079,522)	(590,479)
Revenue - Province - IAH		(108,000)	(505,100)	397,100	-78.6%	(505,100)	(471,150)	(670,941)	(204,718)	(296,184)	(86,462)
Revenue - Province - COCHI		(259,624)	0	(259,624)							
Revenue - Province - OPHI		(423,500)	0	(423,500)							
Revenue - Province - SDV - PHB		0	0	0		0	(116,676)	(365,423)	(108,292)		
Revenue - Province - SHIP		0	0	0		0	(61,565)	(1,022,056)	0	0	0
Revenue - Province - Strong Communities		(140,086)	(140,086)	0	0.0%	(140,086)	(140,086)	(140,086)	(140,086)	(134,041)	(140,086)
Surplus Adjustment - Trf From Reserves		(1,483,904)	(1,200,097)	(283,807)	23.6%	(1,200,097)	(586,786)	(614,349)	(314,765)	(48,381)	(534,868)
Travel		2,000	2,000	0	0.0%	2,000	736	1,795	2,986	3,611	4,014
Municipal Contribution - City of Pembroke Capital		(169,158)	(138,864)	(30,294)	21.8%	(138,864)	(67,897)	(72,812)	0		
Municipal Contribution - City of Pembroke		(557,686)	(593,770)	36,084	-6.1%	(593,770)	(572,682)	(556,994)	(561,637)	(535,858)	(525,277)

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>										
	<u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
PARAMEDIC SERVICE	263,723	7,734,336	7,639,753	94,583	1.2%	7,639,753	9,580,317	7,244,161	6,843,623	6,629,969	6,484,441
Admin - Admin Charge		117,260	83,551	33,709	40.3%	83,551	85,257	92,841	100,589	98,137	96,356
Admin - Medications/Base Hosp		65,000	60,000	5,000	8.3%	60,000	58,807	56,525	41,153	33,001	26,226
Admin - Communication & Computing		239,700	235,000	4,700	2.0%	235,000	231,016	191,315	197,044	189,465	168,632
Admin - Conferences & Conventions		5,000	5,000	0	0.0%	5,000	594	1,724	4,112	3,399	197
Admin - Employee Benefits		380,451	397,243	(16,792)	-4.2%	397,243	361,314	365,531	305,225	274,732	279,846
Admin - HR Charge		157,501	175,954	(18,453)	-10.5%	175,954	170,230	167,464	164,394	160,769	155,147
Admin - IT Charge		48,360	47,435	925	2.0%	47,435	46,649	45,835	44,702	43,926	43,120
Admin - Legal		15,000	20,000	(5,000)	-25.0%	20,000	10,535	44,919	22,370	26,040	43,957
Admin - Office Expenses		39,000	39,000	0	0.0%	39,000	39,626	46,837	48,101	52,457	36,610
Admin - Professional Development		40,000	40,000	0	0.0%	40,000	56,932	41,386	39,870	32,955	43,608
Admin - Purchased Service	114,500	20,000	30,000	(10,000)	-33.3%	30,000	0	14,246			
Admin - Salaries	94,533	1,488,634	1,527,047	(38,413)	-2.5%	1,527,047	1,500,645	1,459,669	1,275,462	1,147,500	1,212,700
Admin - Special Projects		65,000	65,000	0	0.0%	65,000	18,816	38,274	34,038	6,836	116,821
Admin - Travel		40,000	40,000	0	0.0%	40,000	46,037	41,807	33,233	45,880	39,729
Admin - PTSD Prevention		400,000	400,000	0	0.0%	400,000	0				
Admin - Fatigue Risk Mgt Standard		159,000	159,000	0	0.0%	159,000	0				
Capital - Under Threshold		0	0	0		0	0		0	23,372	0
Depreciation		945,000	800,000	145,000	18.1%	800,000	794,126	706,219	755,463	780,939	687,524
Paramedic - Base Station Costs-Internal		468,671	410,243	58,428	14.2%	410,243	383,526	376,761	370,193	374,482	358,646
Paramedic - Base Station Costs-External		49,000	47,000	2,000	4.3%	47,000	40,914	48,290	41,557	40,121	42,059
Paramedic - Base Station Costs - Expenses		86,000	86,000	0	0.0%	86,000	32,729	45,376	38,286	54,015	50,892
Paramedic - Benefits		3,186,235	3,048,587	137,648	4.5%	3,048,587	5,889,703	2,223,317	1,967,353	1,847,449	1,746,711
Paramedic - Insurance		125,035	125,000	35	0.0%	125,000	119,534	121,103	138,529	135,022	323,476
Paramedic - Insurance Claims Costs		10,000	10,000	0	0.0%	10,000	0	1,519	6,359	641	15,903
Paramedic - Leased Equipment		0	145,000	(145,000)	-100.0%	145,000	127,787	127,787	127,787	127,787	127,787
Paramedic - Uniform/Laundry		127,000	127,000	0	0.0%	127,000	137,399	125,527	155,793	103,487	108,219
Paramedic - Salaries	92,570	9,716,352	9,547,788	168,564	1.8%	9,547,788	9,938,584	9,672,103	9,181,088	9,212,692	8,900,891
Paramedic - LHIN		0	0	0		0	0	8,848	28,083	39,380	0
Paramedic - CSS		0	0	0		0	0	0	14,529	107,874	0
Paramedic - Community Paramed		415,000	415,000	0	0.0%	415,000	0	48,531	259,664	247,914	0
Paramedic - Small Equipment & Supplies		386,540	361,540	25,000	6.9%	361,540	282,402	316,254	323,428	310,083	260,887
Paramedic - Vehicle Operation & Maintenance		482,264	482,264	0	0.0%	482,264	609,932	486,532	462,811	413,429	455,605
Paramedic - PW Salary Allocations		88,689	86,985	1,704	2.0%	86,985	86,300	84,212	82,037	80,361	87,246
Federal Rev - Can. Safety and Security Program		0	0	0		0	0	0	(14,529)	(107,874)	0
Federal Revenue - DND / Indigenous		(245,988)	(272,981)	26,993	-9.9%	(272,981)	(191,647)	(148,046)	(93,626)		
Federal Revenue - PTISI Prevention		(400,000)	(400,000)	0	0.0%	(400,000)	0				
Fed Revenue - Fatigue Risk Mgt Standard		(159,000)	(159,000)	0	0.0%	(159,000)	0				
Provincial Revenue - Comm Paramed		(415,000)	(415,000)	0	0.0%	(415,000)	(317,788)	(275,610)	(259,664)	(247,914)	0
Provincial Revenue - LHIN		0	0	0		0	0	(8,848)	(28,083)	(39,380)	(40,751)
Provincial Subsidy - Operating		(8,872,473)	(8,671,139)	(201,334)	2.3%	(8,671,139)	(8,129,819)	(7,940,026)	(7,738,198)	(7,682,063)	(7,428,450)
Provincial Subsidy - Other		0	0	0		0	(58,381)	(10,103)			(114,396)
Recovery - County		(27,737)	(27,193)	(544)	2.0%	(27,193)	(26,530)	(26,010)	(25,500)	(25,000)	(55,450)
Recovery - Cross Border		0	(30,000)	30,000	-100.0%	(30,000)	0	0	(651)	(50,832)	(121,061)
Recovery - Donations		0	0	0		0	(8,566)	(4,100)	(15,000)		(300)
Recovery - Interest		(70,000)	(70,000)	0	0.0%	(70,000)	(92,636)	(65,670)	(56,362)	(63,032)	(72,453)
Recovery - Other Agency		(89,187)	(89,187)	0	0.0%	(89,187)	(101,213)	(50,200)	(30,641)	(34,025)	(15,680)
Recovery - Insurance Proceeds		0	(210,000)	210,000	-100.0%	(210,000)	(192,578)				
Revenue - Other		(241,000)	(145,000)	(96,000)	66.2%	(145,000)	(203,435)	(177,250)	(136,399)	(154,741)	(112,281)
Surplus Adjustment - Trf To Reserves		945,000	800,000	145,000	18.1%	800,000	794,126	706,219	755,463	780,939	687,524
Surplus Adjustment - Capital		765,000	1,175,000	(410,000)	-34.9%	1,175,000	1,637,748	1,121,669	653,106	890,019	605,309

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
Surplus Adjustment - Depreciation		(945,000)	(800,000)	(145,000)	18.1%	(800,000)	(794,126)	(706,219)	(755,463)	(780,939)	(687,524)
Surplus Adjustment - Trf From Reserves		(765,000)	(965,000)	200,000	-20.7%	(965,000)	(2,428,102)	(1,121,669)	(653,106)	(890,019)	(605,309)
Municipal Contribution - City of Pembroke	(37,881)	(1,110,971)	(1,097,384)	(13,587)	1.2%	(1,097,384)	(1,376,130)	(1,070,037)	(1,010,874)	(979,315)	(983,532)
EMERGENCY MANAGEMENT	0	184,738	182,193	2,545	1.4%	132,193	119,751	113,515	101,444	94,592	107,835
911		60,000	60,000	0	0.0%	60,000	51,933	51,919	51,919	51,919	51,919
Admin Charge (Paramedic Service)		27,738	27,193	545	2.0%	27,193	26,530	26,010	25,500	25,000	55,450
Emergency Management		51,000	50,000	1,000	2.0%	50,000	31,835	16,758	4,398	4,783	7,917
Fire Services Charges		110,000	110,000	0	0.0%	110,000	110,128	107,679	104,961	104,629	96,793
Purchased Service		51,000	50,000	1,000	2.0%	0	16,903	26,278	27,078	20,340	0
Recoveries - Other		(115,000)	(115,000)	0	0.0%	(115,000)	(117,578)	(115,129)	(112,412)	(112,079)	(104,244)
PROVINCIAL OFFENCES ADMINISTRATION	113,672	(673,936)	(688,425)	14,489	-2.1%	(602,344)	(708,163)	(516,336)	(631,405)	(815,228)	(735,801)
Adjudication		80,850	80,850	0	0.0%	70,850	81,966	80,544	71,990	63,116	55,982
Admin Charges		49,492	38,810	10,682	27.5%	38,810	39,075	42,484	47,738	46,577	45,739
Bank Charges (Visa/Mastercard)		26,000	26,000	0	0.0%	26,000	26,233	22,749	25,175	23,494	21,235
Benefits		78,991	85,477	(6,486)	-7.6%	75,000	73,271	79,831	78,496	74,865	62,371
Capital Under Threshold		0	0	0	0.0%	0	0	0	0	0	5,235
Certificates of Offence		10,000	10,000	0	0.0%	10,000	1,349	5,545	5,849	3,048	8,305
City of Pembroke - Share of Net Revenue	(16,328)	96,805	98,886	(2,081)	-2.1%	86,521	101,721	76,268	93,265	120,418	111,603
Collection Costs		40,000	25,000	15,000	60.0%	25,000	16,684	25,655	23,121	12,714	5,327
Computer & Technology		15,000	14,336	664	4.6%	14,336	7,427	12,124	13,267	7,551	16,938
Conventions		3,150	3,150	0	0.0%	3,150	1,281	2,798	1,652	1,462	400
Court Transcripts		3,000	3,000	0	0.0%	3,000	850	4,280	922	2,857	515
Depreciation		6,500	9,540	(3,040)	-31.9%	9,540	9,278	6,865	3,894	6,045	7,862
ICON Charges		25,350	25,350	0	0.0%	25,350	23,967	20,186	22,041	25,046	26,715
Interpreter Fees		3,000	3,000	0	0.0%	3,000	1,606	2,456	3,220	2,149	4,577
IT Charges		17,704	17,364	340	2.0%	17,364	17,066	16,777	16,362	15,916	15,619
Lease Costs		102,000	100,000	2,000	2.0%	100,000	101,978	100,142	97,018	94,520	93,433
Legal Costs		1,000	1,000	0	0.0%	20,000	1,018	830	1,323	1,697	565
Miscellaneous		1,000	1,000	0	0.0%	1,000	282	364	728	449	314
Monitoring / Enforcement Fees		8,200	8,200	0	0.0%	8,200	7,776	7,780	7,780	4,056	4,056
Office Equipment / Furniture		2,000	4,050	(2,050)	-50.6%	4,050	1,708	6,396	8,468	1,729	1,742
Office Supplies		6,500	6,500	0	0.0%	6,500	5,754	6,598	7,239	6,333	5,829
Part III Prosecution		16,500	16,500	0	0.0%	12,500	14,504	17,456	12,147	13,614	15,566
Postage		6,800	6,800	0	0.0%	6,800	5,741	5,241	4,665	4,179	5,325
Purchase of Service - Notice of Fines		4,000	4,000	0	0.0%	4,000	4,195	3,738	4,117	4,452	4,583
Purchase of Service - Prosecution		43,800	2,000	41,800	2090.0%	30,000	2,946	5,034	877		
Recoveries - Other			0	0	0.0%	0	(975)	(910)	(8,536)	(1,050)	0
Revenues - Fees and Charges	130,000	(1,630,000)	(1,630,000)	0	0.0%	(1,500,000)	(1,590,000)	(1,403,172)	(1,518,892)	(1,661,806)	(1,555,653)
Salaries		296,397	334,077	(37,680)	-11.3%	280,000	329,065	307,041	311,903	298,164	288,224
Satellite Courtroom Costs		4,925	4,925	0	0.0%	4,925	3,297	3,297	3,472	3,536	3,536
Staff Training/Development		2,000	4,350	(2,350)	-54.0%	4,350	900	2,373	1,836	2,294	2,622
Surplus Adjustment - Capital		0	0	0	0.0%	0	0	16,094	18,820		0
Surplus Adjustment - Depreciation		(6,500)	(9,540)	3,040	-31.9%	(9,540)	(9,278)	(6,865)	(3,894)	(6,045)	(7,862)
Telephone		6,100	6,100	0	0.0%	6,100	5,692	5,163	4,561	5,130	4,980
Travel		4,500	9,050	(4,550)	-50.3%	9,050	5,134	6,520	7,275	7,440	6,762
Witness Fees		1,000	1,800	(800)	-44.4%	1,800	326	1,982	696	822	1,754

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u> <u>Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
MPAC	0	1,555,448	1,549,942	5,506	0.4%	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289	1,507,017
Property Assessment		1,555,448	1,549,942	5,506	0.4%	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289	1,507,017
FINANCIAL EXPENSE	0	10,362,280	10,429,752	(67,472)	-0.6%	13,679,466	8,549,662	7,888,038	6,234,643	5,514,311	5,341,483
Capping Costs (ends 2020)		0	2,000	(2,000)	-100.0%	0	59	815	(3,579)	6,559	(19,289)
County Share - Taxes Written Off		300,000	300,000	0	0.0%	300,000	178,223	322,416	278,781	228,449	380,027
Provision for Unallocated Funds		300,000	291,792	8,208	2.8%	0	25,198	198,333	26,681	12,614	25,581
OW Sick Leave Liability		0	0	0			0		(229,482)	229,482	0
Post Employment Expenses - Reg 284/09		1,165,963	1,165,963	0	0.0%	1,165,963	0	0	0	0	0
Post Employment Expenses (Contra)		(1,165,963)	(1,165,963)	0	0.0%	(1,165,963)	0	0	0	0	0
Special Project - Transfer to BM		0	0	0		0	0	0	0	0	592,800
EOWC Cell Project - Starts 2019		0	1,000,000	(1,000,000)	-100.0%	905,995	40,000				
Claybank Debt Interest (2028)		97,739	107,998	(10,259)	-9.5%	107,998	81,130				
Surplus Adj-Principal-Claybank Bridge (2028)		340,827	330,568	10,259	3.1%	330,568	536,534				
Surplus Adjustment - Trf to Gas Tax Reserve		2,671,773	2,671,773	0	0.0%	5,427,963	2,756,191	2,677,485	2,630,909	2,505,628	2,573,820
Surplus Adjustment - Trf to TCA Renewal Reserve		6,276,941	5,226,854	1,050,087	20.1%	5,226,854	4,786,809	4,168,552	3,013,946	1,971,617	351,510
Surplus Adjustment - Trf to Cannabis/Modernization Reserve		0	0	0		881,321					
Surplus Adjustment - Trf to WSIB Sched 2 Reserve		0	0	0		0	0	0	0	21,510	0
Surplus Adjustment - Trf to Building Reserve (FIT)		0	123,767	(123,767)	-100.0%	123,767	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	0	0	1,393,000
Debenture Interest - Miramichi Lodge (2014)		0	0	0		0	0	0	0	0	8,070
Vacant Building Rebates (ends 2018)		0	0	0		0	21,751	21,670	18,620	39,685	35,964
TOTAL EXPENSES	477,080	51,453,207	50,802,095	651,112	1.3%	54,018,830	49,524,193	44,705,018	41,499,369	41,639,914	40,800,534

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget Pressure</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
COUNTY LEVY (3% + 1.0% growth)	<u>0</u>	<u>47,482,184</u>	<u>45,655,946</u>	<u>1,826,238</u>	<u>4.00%</u>	<u>45,655,946</u>	<u>43,984,534</u>	<u>42,292,821</u>	<u>40,728,834</u>	<u>38,697,229</u>	<u>37,406,801</u>
PIL ADJUSTMENTS	<u>0</u>	<u>(150,000)</u>	<u>(150,000)</u>	<u>0</u>	<u>0.0%</u>	<u>(150,000)</u>	<u>(55,879)</u>	<u>(136,460)</u>	<u>(130,367)</u>	<u>497,112</u>	<u>(64,115)</u>
WATERPOWER GENERATING STATION	<u>0</u>	<u>394,109</u>	<u>394,109</u>	<u>0</u>	<u>0.0%</u>	<u>394,109</u>	<u>394,109</u>	<u>394,109</u>	<u>394,109</u>	<u>394,109</u>	<u>394,109</u>
RAILWAY/HYDRO RIGHTS-OF-WAY	<u>0</u>	<u>5,000</u>	<u>5,000</u>	<u>0</u>	<u>0.0%</u>	<u>5,000</u>	<u>4,211</u>	<u>0</u>	<u>4,067</u>	<u>4,121</u>	<u>63,494</u>
SUPPLEMENTARY REVENUE	<u>0</u>	<u>500,000</u>	<u>500,000</u>	<u>0</u>	<u>0.0%</u>	<u>500,000</u>	<u>443,963</u>	<u>421,676</u>	<u>297,965</u>	<u>454,412</u>	<u>502,136</u>
OTHER REVENUE	<u>0</u>	<u>3,373,273</u>	<u>4,397,040</u>	<u>(1,023,767)</u>	<u>-23.3%</u>	<u>8,040,546</u>	<u>3,263,754</u>	<u>3,158,723</u>	<u>2,880,779</u>	<u>2,608,883</u>	<u>3,390,124</u>
Interest Revenue		700,000	600,000	100,000	16.7%	700,000	625,064	384,962	281,687	232,708	211,999
Other Revenue			0	0		881,321	40	10	15	45	3,026
Gain / (Loss) Sale of Assets		0	0	0		0	(282,468)	(28,807)	(156,470)	(254,425)	7,174
BM Repayment of Loan (ends 2019)		0	123,767	(123,767)	-100.0%	123,767	123,767	123,767	123,767	123,767	0
Gas Tax Funding		2,671,773	2,671,773	(0)	0.0%	5,427,963	2,756,191	2,677,485	2,630,909	2,505,628	2,573,820
Surplus Adjustment - From Reserve		0	1,000,000	(1,000,000)	-100.0%	905,995	40,000				592,800
Licenses		1,500	1,500	0	0.0%	1,500	1,160	1,306	871	1,160	1,305
TOTAL REVENUES	<u>0</u>	<u>51,604,566</u>	<u>50,802,095</u>	<u>802,471</u>	<u>1.6%</u>	<u>54,445,601</u>	<u>48,034,692</u>	<u>46,130,869</u>	<u>44,175,387</u>	<u>42,655,866</u>	<u>41,692,549</u>
Municipal Surplus / (Deficit)	<u>(477,080)</u>	<u>151,359</u>	<u>0</u>	<u>151,359</u>		<u>426,771</u>	<u>(1,489,501)</u>	<u>1,425,851</u>	<u>2,676,018</u>	<u>1,015,952</u>	<u>892,015</u>
Surplus Adjustment - To Reserves	0	10,262,439	9,446,699	815,740	8.6%	12,202,889	8,830,912	8,442,804	7,577,947	7,668,040	5,386,404
Surplus Adjustment - From Reserves	0	(17,074,659)	(8,968,410)	(8,106,249)	90.4%	(8,859,405)	(8,241,901)	(6,798,874)	(4,276,018)	(4,940,926)	(4,997,162)
Surplus Adjustment - Capital	0	34,765,725	25,401,510	9,364,215	36.9%	25,386,510	29,918,990	51,022,159	14,733,688	13,525,739	12,102,207
Surplus Adjustment - Unfinanced Capital	0	375,000	375,000	0		375,000	0	375,000	375,000	375,000	
Surplus Adjustment - Debt Financing	0	(2,750,000)	(2,200,000)	(550,000)	25.0%	(2,200,000)	(170,404)	(2,707,037)	(4,846,591)	(891,081)	(1,644,453)
Surplus Adjustment - Depreciation	0	(10,865,750)	(10,528,140)	(337,610)	3.2%	(10,528,140)	(10,427,240)	(9,814,101)	(9,622,059)	(9,170,054)	(9,210,657)
Surplus Adjustment - LTD Principal	0	615,366	597,027	18,339	3.1%	597,027	795,149	126,439			1,393,000
Accounting Surplus / (Deficit)	<u>(477,080)</u>	<u>15,479,480</u>	<u>14,123,686</u>	<u>1,355,794</u>	<u>9.6%</u>	<u>17,400,652</u>	<u>19,216,005</u>	<u>42,072,241</u>	<u>6,617,986</u>	<u>7,582,670</u>	<u>3,921,354</u>

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>804,953</u>	<u>802,662</u>	<u>2,291</u>	<u>0.3%</u>	<u>802,662</u>	<u>799,983</u>	<u>789,444</u>	<u>772,051</u>	<u>754,438</u>	<u>736,229</u>
Salaries	636,325	627,235	9,090	1.4%	627,235	616,352	640,402	581,712	571,698	433,973
Employee Benefits	122,498	117,277	5,221	4.5%	117,277	75,874	124,718	111,958	92,656	81,810
Salary Allocations	34,816	36,985	(2,169)	-5.9%	36,985	33,464	0	0	0	0
Computers - Operation/Maint	902	900	2	0.2%	900	5,535	2,453	5,135	7,841	2,834
Depreciation	1,000	1,000	0	0.0%	1,000	774	774	776	774	774
Equipment - Replacements	1,000	1,000	0	0.0%	1,000	1,123	1,252	1,695	5,206	6,348
Equipment Operation/Maint.	670	900	(230)	-25.6%	900	110	152	487	495	94
Hobby Crafts	500	612	(112)	-18.3%	612	459	714	503	528	858
New Horizons	0	0	0		0	0	3,280	0	0	24,874
New Horizons - Federal Subsidy	0	0	0		0	0	(3,642)	0	0	(24,874)
Office Supplies	0	0	0		0	66	141	1,603	322	675
Other - Cable TV	0	3,443	(3,443)	-100.0%	3,443	2,198	2,198	3,135	3,930	3,657
Physio	0	0	0		0	0	0	0	0	154,647
Purchased Services	0	5,400	(5,400)	-100.0%	5,400	58,237	4,407	46,333	45,918	28,835
Recoveries - Other	(9,950)	(9,950)	0	0.0%	(9,950)	(16,184)	(11,411)	(15,179)	(19,191)	(16,472)
Recreation & Entertainment	8,912	9,112	(200)	-2.2%	9,112	9,534	11,578	14,608	18,911	22,248
Special Events	9,280	9,748	(468)	-4.8%	9,748	13,215	13,202	19,537	25,949	16,460
Staff Education	0	0	0		0	0	0	524	175	262
Surplus Adjustment - Depreciation	(1,000)	(1,000)	0	0.0%	(1,000)	(774)	(774)	(776)	(774)	(774)

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>NURSING SERVICES</u>	<u>8,549,197</u>	<u>8,329,167</u>	<u>220,030</u>	<u>2.6%</u>	<u>8,079,167</u>	<u>7,481,890</u>	<u>7,715,369</u>	<u>7,576,818</u>	<u>7,344,954</u>	<u>7,255,481</u>
Salaries - Direct Care	6,439,567	6,333,522	106,045	1.7%	6,183,522	6,080,766	5,853,680	5,733,338	5,670,640	5,576,917
Employee Benefits - Direct Care	1,145,636	1,123,925	21,711	1.9%	1,073,925	701,460	1,093,559	1,126,731	964,134	993,375
Salaries - Nursing Administration	465,704	476,379	(10,675)	-2.2%	436,379	438,920	434,382	433,897	380,655	345,737
Employee Benefits - Nursing Administ	119,770	126,505	(6,735)	-5.3%	116,505	86,107	110,595	115,057	95,078	86,882
Salary Allocation	(369)	0	(369)		0	(2,890)	0	0	0	0
Computers - Operation/Maint	24,864	19,500	5,364	27.5%	19,500	18,057	14,548	12,669	45,532	26,668
Depreciation	48,000	58,250	(10,250)	-17.6%	58,250	56,870	57,989	56,172	53,656	55,552
Equipment Operation/Maint.	2,797	1,900	897	47.2%	1,900	550	0	61	332	574
Equipment Replacement	7,000	9,150	(2,150)	-23.5%	9,150	3,000	17,963	2,018	4,104	7,229
Furniture Replacements	0	0	0		0	0	0	1,476	0	0
High Intensity Needs - Claims Based	15,000	15,000	0	0.0%	15,000	24,269	24,473	5,418	3,047	2,331
High Intensity Needs -Non Claims Ba	42,822	42,705	117	0.3%	42,705	24,050	14,922	11,766	13,910	30,032
High Intensity Needs - Prov Subsidy	(14,250)	(14,250)	0	0.0%	(14,250)	(23,056)	(23,249)	(5,148)	(2,895)	(2,214)
Incontinent Products (@\$1.20)	76,980	76,980	0	0.0%	76,980	81,496	79,973	83,388	97,422	94,507
Fall Prevention	18,000	18,000	0	0.0%	18,000	13,579				
Fall Prevention - Subsidy	(18,000)	(18,000)	0	0.0%	(18,000)	(13,500)				
Lab Fees	8,000	8,000	0	0.0%	8,000	7,045	7,180	7,240	8,255	8,010
Lab Fees - Prov Subsidy	(8,000)	(8,000)	0	0.0%	(8,000)	(7,045)	(7,180)	(7,240)	(8,255)	(8,010)
Medical Director (@\$0.30)	19,710	19,710	0	0.0%	19,710	19,710	19,710	19,764	19,710	19,710
Medical Nursing Supplies	68,500	68,500	0	0.0%	68,500	81,710	72,806	74,423	85,417	68,339
Memberships	0	0	0		0	1,445	806	396	679	1,239
Misc	1,599	1,223	376	30.7%	1,223	917	1,181	1,241	1,801	1,705
Phys On Call - Expenses (@\$100/hec	17,100	17,100	0	0.0%	17,100	18,000	18,000	18,000	18,000	18,000
Phys On Call - Prov Subsidy	(17,100)	(17,100)	0	0.0%	(17,100)	(17,433)	(17,433)	(17,432)	(17,633)	(17,910)
Professional Development	0	0	0		0	0	0	2,554	6,650	33,553
Purchased Services	4,000	0	4,000		0	0	2,071	362	1,110	1,578
Purchased Services - Nurse Practition	42,743	22,874	19,869	86.9%	22,874	12,294	18,415	18,391	10,236	7,914
RAI / MDS Expenses	87,124	87,344	(220)	-0.3%	87,344	85,346	94,851	84,018	82,316	87,353
RAI/MDS - Prov Subsidy	0	(81,800)	81,800	-100.0%	(81,800)	(81,804)	(81,804)	(81,804)	(81,804)	(81,804)
Recoveries	0	0	0		0	(71,103)	(34,080)	(63,766)	(53,487)	(46,234)
Surplus Adjustment - Depreciation	(48,000)	(58,250)	10,250	-17.6%	(58,250)	(56,870)	(57,989)	(56,172)	(53,656)	(55,552)

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	2020	2019			2019	2018	2017	2016	2015	2014
	<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>FOOD SERVICES</u>	<u>2,107,576</u>	<u>2,115,445</u>	<u>(7,869)</u>	<u>-0.4%</u>	<u>2,115,445</u>	<u>1,899,074</u>	<u>1,915,385</u>	<u>1,968,860</u>	<u>1,877,548</u>	<u>1,817,597</u>
Salaries	1,229,161	1,221,346	7,815	0.6%	1,221,346	1,177,558	1,094,463	1,093,563	1,065,915	1,042,258
Employee Benefits	252,341	250,480	1,861	0.7%	250,480	163,853	214,865	240,167	197,218	202,249
Salary Allocations	(65,963)	(68,107)	2,144	-3.1%	(68,107)	(60,929)	0	0	0	0
Depreciation	12,000	12,000	0	0.0%	12,000	11,373	11,038	10,704	10,287	10,287
Dietary Supplies	62,985	71,957	(8,972)	-12.5%	71,957	77,469	80,430	74,485	66,527	65,812
Equipment - Operation/Maint.	6,800	8,860	(2,060)	-23.3%	8,860	7,799	4,048	3,916	4,001	4,014
Computers - Operation/Maint	1,980	3,000	(1,020)	-34.0%	3,000	1,954	1,725	1,649	4,577	916
Equipment - Replacements	14,500	19,500	(5,000)	-25.6%	19,500	9,592	12,761	2,253	13,758	14,442
Other Expenses	1,750	1,750	0	0.0%	1,750	1,906	2,064	915	1,807	1,079
Professional Development	0	0	0		0	0	0	172		0
Purchased Services	600	600	0	0.0%	600	397	366	336	425	506
Surplus Adjustment - Depreciation	(12,000)	(12,000)	0	0.0%	(12,000)	(11,373)	(11,038)	(10,704)	(10,287)	(10,287)
Raw Food Costs	649,291	647,574	1,717	0.3%	647,574	575,481	574,366	623,559	585,233	538,540
Raw Food Recoveries	(20,796)	(20,796)	0	0.0%	(20,796)	(25,943)	(27,614)	(39,768)	(34,397)	(24,891)
Recoveries - Charge to ML - Supervis	(21,445)	(17,828)	(3,617)	20.3%	(17,828)	(15,000)	(14,720)	(14,700)		0
Recoveries	(11,761)	(11,624)	(137)	1.2%	(11,624)	(21,788)	(26,732)	(18,653)	(30,168)	(30,342)
Replacement - Dishes / Cutlery	9,633	9,633	0	0.0%	9,633	6,806	3,791	6,192	7,859	7,458
Vending - Net	(1,500)	(900)	(600)	66.7%	(900)	(81)	(4,428)	(5,226)	(5,207)	(4,444)
<u>HOUSEKEEPING SERVICES</u>	<u>924,717</u>	<u>914,943</u>	<u>9,774</u>	<u>1.1%</u>	<u>914,943</u>	<u>833,804</u>	<u>880,949</u>	<u>922,068</u>	<u>838,155</u>	<u>827,386</u>
Salaries	702,837	692,456	10,381	1.5%	692,456	665,748	666,148	662,750	643,095	631,757
Employee Benefits	154,480	155,028	(548)	-0.4%	155,028	102,448	151,714	159,872	131,678	137,394
Salary Allocations	(8,873)	(8,814)	(59)	0.7%	(8,814)	0	0	0	0	0
Depreciation	2,223	2,223	0	0.0%	2,223	2,217	2,217	2,223	2,217	2,217
Equipment - Operation/Maint.	2,500	2,500	0	0.0%	2,500	1,384	0	0	235	0
Equipment - Replacements	2,100	2,100	0	0.0%	2,100	519	1,965	35,946	1,650	1,343
Housekeeping Supplies	71,673	71,673	0	0.0%	71,673	72,620	70,387	73,313	69,655	68,077
Purchased Services	0	0	0		0	0	0	0	0	0
Surplus Adjustment - Depreciation	(2,223)	(2,223)	0	0.0%	(2,223)	(2,217)	(2,217)	(2,223)	(2,217)	(2,217)
Recoveries	0	0	0		0	(8,915)	(9,265)	(9,813)	(8,158)	(11,185)

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	<u>2020</u> <u>Budget</u>	<u>2019</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019</u> <u>Forecast</u>	<u>2018</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2014</u> <u>Actual</u>
<u>LAUNDRY AND LINEN SERVICES</u>	<u>463,935</u>	<u>458,634</u>	<u>5,301</u>	<u>1.2%</u>	<u>458,634</u>	<u>471,603</u>	<u>499,166</u>	<u>453,950</u>	<u>408,083</u>	<u>420,962</u>
Salaries	334,607	329,713	4,894	1.5%	329,713	356,463	331,309	334,121	313,467	321,601
Employee Benefits	78,830	77,705	1,125	1.4%	77,705	58,072	76,701	82,593	66,323	67,924
Salary Allocations	(3,377)	(3,327)	(50)	1.5%	(3,327)	0	0	0		
Bedding Etc Replacements	18,760	18,760	0	0.0%	18,760	30,565	60,965	23,841	14,201	14,674
Depreciation	7,200	7,000	200	2.9%	7,000	7,429	6,281	5,885	5,287	5,287
Equipment Operation/Maint.	13,800	10,800	3,000	27.8%	10,800	8,083	11,500	4,769	1,675	1,869
Equipment Replacements	0	0	0		0	679	1,200	2,616	935	456
Laundry Supplies	21,315	24,983	(3,668)	-14.7%	24,983	28,441	25,930	22,166	21,052	24,258
Recoveries	0	0	0		0	(10,700)	(8,439)	(16,156)	(9,570)	(9,820)
Surplus Adjustment - Depreciation	(7,200)	(7,000)	(200)	2.9%	(7,000)	(7,429)	(6,281)	(5,885)	(5,287)	(5,287)
<u>BUILDINGS AND PROPERTY MAIN</u>	<u>1,152,934</u>	<u>1,193,177</u>	<u>(40,243)</u>	<u>-3.4%</u>	<u>1,193,177</u>	<u>1,037,342</u>	<u>1,135,737</u>	<u>1,140,189</u>	<u>1,169,899</u>	<u>1,068,258</u>
Salaries	322,028	327,782	(5,754)	-1.8%	327,782	296,452	300,535	297,325	298,842	271,278
Employee Benefits	85,085	87,185	(2,100)	-2.4%	87,185	58,235	75,554	78,579	68,037	60,512
Salary Allocations	(3,626)	(3,327)			(3,327)	0	0	0		
Depreciation	560,000	555,800	4,200	0.8%	555,800	524,121	508,361	498,491	470,065	451,175
Equipment - Operation/Maint.	0	0	0		0	1,200	55,202	63,316	90,595	84,874
Computers - Operation/Maint	2,900	2,900	0	0.0%	2,900	2,852	0	0		
Equipment - Replacements	53,500	53,500	0	0.0%	53,500	17,775	5,241	3,489	5,157	8,475
Furniture - Replacements	40,064	44,064	(4,000)	-9.1%	44,064	44,548	41,308	0	27,764	40,033
Hydro	185,000	210,000	(25,000)	-11.9%	210,000	200,176	235,237	281,330	229,984	226,057
Natural Gas	105,000	105,000	0	0.0%	105,000	103,844	92,572	93,090	97,955	96,831
Insurance	55,635	55,873	(238)	-0.4%	55,873	53,347	54,510	58,414	56,313	54,767
Office Expenses	0	0	0		0	0	1,052			
Purchased Services	169,083	167,350	1,733	1.0%	167,350	157,619	137,995	139,201	135,668	129,442
Special Project - Phone / Cable Syste	32,000	32,000	0	0.0%	32,000	31,442	31,384	31,442	30,796	28,697
Recoveries - Residents (cable/phone)	(64,710)	(63,000)	(1,710)	2.7%	(63,000)	(63,544)	(60,218)	(61,803)	(61,188)	(60,123)
Recoveries	(19,485)	(20,610)	1,125	-5.5%	(20,610)	(34,485)	(32,333)	(29,397)	(40,749)	(47,936)
Repairs & Maint -Bldgs & Grounds	70,460	74,460	(4,000)	-5.4%	74,460	48,854	83,076	64,003	127,935	80,000
Surplus Adjustment - Depreciation	(560,000)	(555,800)	(4,200)	0.8%	(555,800)	(524,121)	(508,361)	(498,491)	(470,065)	(451,175)
Water / Wastewater	120,000	120,000	0	0.0%	120,000	119,027	114,622	121,200	102,790	95,351
							<u>0</u>			

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	<u>2020</u> <u>Budget</u>	<u>2019</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019</u> <u>Forecast</u>	<u>2018</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2014</u> <u>Actual</u>
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,158,259</u>	<u>1,141,778</u>	<u>16,481</u>	<u>1.4%</u>	<u>1,141,778</u>	<u>1,004,266</u>	<u>1,045,418</u>	<u>1,237,767</u>	<u>1,158,804</u>	<u>1,126,374</u>
Salaries	512,240	500,460	11,780	2.4%	500,460	458,433	438,081	597,931	468,561	486,691
Employee Benefits	142,658	134,514	8,144	6.1%	134,514	100,350	119,062	142,013	107,790	105,958
Salary Allocation	(26,067)	(25,154)	(913)	3.6%	(25,154)	(31,119)	0	0		0
Accreditation Fees	5,825	5,825	0	0.0%	5,825	5,333	5,156	5,127	7,646	5,157
Admin Charges	117,969	94,673	23,296	24.6%	94,673	94,872	96,005	96,745	94,515	92,803
Advertising/Awards Dinner	23,000	23,000	0	0.0%	23,000	21,444	22,658	19,656	26,211	23,362
Audit	8,900	8,500	400	4.7%	8,500	8,385	8,141	7,996	7,903	7,717
Computer / Internet	67,570	77,106	(9,536)	-12.4%	77,106	62,197	54,375	35,495	47,292	49,466
Conventions	3,000	3,000	0	0.0%	3,000	2,348	2,679	0	0	1,193
Depreciation	18,000	19,500	(1,500)	-7.7%	19,500	18,941	21,142	20,554	21,286	21,856
Equipment - Operation/Maint.	8,340	8,340	0	0.0%	8,340	8,387	9,019	7,545	7,400	7,326
Equipment - Replacements	400	400	0	0.0%	400	0	0	553	4,672	997
Gain / Loss from Disposal of Assets	0	0	0		0	2,706	3,965	0	87,217	0
Health & Safety Program	1,100	2,000	(900)	-45.0%	2,000	1,005	1,155	763	302	2,182
HR Charges	109,942	122,824	(12,882)	-10.5%	122,824	118,827	116,896	114,572	112,557	111,704
Insurance	47,846	42,000	5,846	13.9%	42,000	41,386	41,386	42,910	42,425	146,660
IT Charges	67,550	66,257	1,293	2.0%	66,257	65,114	64,018	62,422	60,450	59,324
Legal & Labour Contract Costs	15,000	25,000	(10,000)	-40.0%	25,000	13,336	28,204	28,782	33,192	35,782
Memberships	15,760	15,760	0	0.0%	15,760	12,937	12,847	12,567	13,629	12,302
Postage / Courier	7,024	7,065	(41)	-0.6%	7,065	4,076	4,719	6,271	5,516	6,351
Office Supplies	18,800	19,300	(500)	-2.6%	19,300	17,938	15,715	17,272	15,048	15,378
Purchased Services	1,520	1,520	0	0.0%	1,520	1,781	928	1,832	1,551	48,772
Recoveries - Other	(69,418)	(69,912)	494	-0.7%	(69,912)	(75,607)	(57,541)	(23,549)	(49,155)	(161,970)
Resident Transportation	0	0	0		0	0	0	4,986	8,531	9,961
Staff Training	27,000	27,000	0	0.0%	27,000	17,556	10,345	5,813	7,173	11,892
Surplus Adjustment - Depreciation	(18,000)	(19,500)	1,500	-7.7%	(19,500)	(18,941)	(21,142)	(20,554)	(21,286)	(21,856)
Telephone	15,300	15,300	0	0.0%	15,300	15,788	14,680	13,229	13,786	12,940
Travel	17,000	17,000	0	0.0%	17,000	18,018	15,956	18,145	14,053	15,996
Uniform Allowance	20,000	20,000	0	0.0%	20,000	18,775	16,969	18,691	20,539	18,430
<u>BONNECHERE MANOR TOTALS</u>	<u>15,161,571</u>	<u>14,955,806</u>	<u>205,765</u>	<u>1.4%</u>	<u>14,705,806</u>	<u>13,527,962</u>	<u>13,981,468</u>	<u>14,071,703</u>	<u>13,551,881</u>	<u>13,252,287</u>

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>73,342</u>	<u>172,791</u>	<u>(99,449)</u>	<u>-57.6%</u>	<u>172,791</u>	<u>379,689</u>	<u>339,135</u>	<u>172,791</u>	<u>193,453</u>	<u>17,327</u>
Homes for Aged Committee			0			0	0	0	0	1,536
Loan Repayment - to General Fund	0	123,767			123,767	123,767	123,767	123,767	123,767	
Surplus Adjustment - To Reserves	73,342	49,024	24,318	49.6%	49,024	255,922	215,368	49,024	69,686	15,791
<u>CAPITAL</u>	<u>755,000</u>	<u>486,225</u>	<u>268,775</u>	<u>55.3%</u>	<u>486,225</u>	<u>329,785</u>	<u>569,650</u>	<u>351,384</u>	<u>352,659</u>	<u>1,121,894</u>
Surplus Adjustment - Capital	755,000	486,225	268,775	55.3%	486,225	329,785	569,650	351,384	352,659	1,121,894
TOTAL EXPENDITURE	15,989,913	15,614,822	375,091	2.4%	15,364,822	14,237,436	14,890,253	14,595,878	14,097,993	14,391,508

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	2020	2019			2019	2018	2017	2016	2015	2014
	<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>MUNICIPAL SUBSIDY</u>	<u>2,095,833</u>	<u>2,044,715</u>	<u>51,118</u>	<u>2.5%</u>	<u>2,044,715</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>
City of Pembroke - 30.63%	641,953	626,296	15,657	2.5%	626,296	808,049	737,854	733,478	649,572	731,185
County of Renfrew - 69.37%	1,453,879	1,418,419	35,460	2.5%	1,418,419	1,291,870	1,320,890	1,284,899	1,198,427	1,083,143
<u>RESIDENTS REVENUE</u>	<u>4,056,618</u>	<u>3,944,538</u>	<u>112,080</u>	<u>2.8%</u>	<u>3,944,538</u>	<u>3,995,321</u>	<u>3,922,614</u>	<u>3,821,678</u>	<u>3,636,966</u>	<u>3,479,294</u>
Basic Accommodation	3,559,778	3,470,638	89,140	2.6%	3,470,638	3,493,813	3,422,138	3,371,257	3,280,130	3,161,524
Bad Debts Expense	0	0	0		0	(3,758)	23,950	2,484	95	1,270
Preferred Accommodation	485,000	458,500	26,500	5.8%	458,500	488,885	464,537	411,486	344,304	293,378
Respite Care	11,840	15,400	(3,560)	-23.1%	15,400	16,381	11,989	12,434	12,437	23,122
Estate Recoveries - Provincial	0	0	0		0	0	0	16,813	0	0
Estate Recoveries - Municipal	0	0	0		0	0	0	7,204	0	0
<u>OTHER REVENUE</u>	<u>173,767</u>	<u>153,767</u>	<u>20,000</u>	<u>13.0%</u>	<u>153,767</u>	<u>282,746</u>	<u>237,436</u>	<u>149,584</u>	<u>151,646</u>	<u>619,240</u>
Donations	0	0	0		0	0	0	0	0	0
Donations In Kind	0	0	0		0	0	0	0	0	0
Interest Income	50,000	30,000	20,000	66.7%	30,000	40,349	22,034	19,302	22,907	0
Solar Panel FIT Revenue	123,767	123,767	0	0.0%	123,767	117,397	115,402	130,282	128,739	26,440
Transfer from Other Funds	0	0	0		0	0	100,000	0	0	592,800
Other	0	0	0		0	125,000	0	0	0	0
<u>PROVINCIAL SUBSIDY</u>	<u>8,908,695</u>	<u>8,985,577</u>	<u>(76,882)</u>	<u>-0.9%</u>	<u>8,985,577</u>	<u>8,774,040</u>	<u>8,545,975</u>	<u>8,375,091</u>	<u>8,218,821</u>	<u>8,191,438</u>
Operating Subsidy	8,908,695	8,985,577	(76,882)	-0.9%	8,985,577	8,740,299	8,411,728	8,242,656	8,086,551	8,034,751
Recovery - RPN Funding- MOH	0	0	0		0	33,741	134,247	132,435	132,270	133,287
One Time Funding	0	0	0		0	0	0	0	0	23,400
<u>SURPLUS ADJUSTMENT</u>	<u>755,000</u>	<u>486,225</u>	<u>268,775</u>	<u>55.3%</u>	<u>486,225</u>	<u>329,785</u>	<u>569,650</u>	<u>351,384</u>	<u>352,659</u>	<u>497,074</u>
Surplus Adjustment - Teml Loan	0	0	0		0	0	0	0	0	0
Surplus Adjustment - From Reserves	755,000	486,225	268,775	55.3%	486,225	329,785	569,650	351,384	352,659	497,074
GRAND TOTAL REVENUES	15,989,913	15,614,822	375,091	2.4%	15,614,822	15,481,811	15,334,419	14,716,114	14,208,091	14,601,374
Municipal Surplus / (Deficit)	(0)	0	(0)	-130.0%	250,000	1,244,375	444,166	120,236	110,098	209,866

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>744,008</u>	<u>741,846</u>	<u>2,162</u>	<u>0.3%</u>	<u>741,846</u>	<u>715,527</u>	<u>676,665</u>	<u>690,436</u>	<u>665,548</u>	<u>657,850</u>
Salaries	483,225	485,428	(2,203)	-0.5%	485,428	495,206	514,554	529,564	529,428	403,391
Employee Benefits	106,981	110,776	(3,795)	-3.4%	110,776	87,544	105,656	105,311	53,618	83,771
Salary Allocations	70,764	69,892	872	1.2%	69,892	76,471	0	0		
Computers Operation/Maint.	8,708	3,000	5,708	190.3%	3,000	2,530	955	381	858	1,384
Depreciation	1,200	1,200	0	0.0%	1,200	1,139	1,139	1,143	1,139	5,856
Equipment - Replacements	3,075	3,000	75	2.5%	3,000	0	636	0		542
Equipment Operation/Maint.	2,460	2,400	60	2.5%	2,400	783	1,007	1,156	2,228	1,606
Hobby Crafts	5,125	5,000	125	2.5%	5,000	4,007	2,875	2,564	4,165	3,438
Purchased Service - Physio	48,807	47,850	957	2.0%	47,850	35,860	34,700	36,504	17,535	103,308
Purchased Service	0	0	0		0	0	2,024	0	44,347	52,577
Recoveries	0	0	0		0	0	(405)	0	(1,003)	(5,066)
Recreation & Entertainment	11,275	11,000	275	2.5%	11,000	12,109	13,271	12,174	12,209	11,175
Special Events	3,588	3,500	88	2.5%	3,500	1,017	1,392	2,782	2,163	1,724
Surplus Adjustment - Depreciation	(1,200)	(1,200)	0	0.0%	(1,200)	(1,139)	(1,139)	(1,143)	(1,139)	(5,856)

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>NURSING SERVICES</u>	<u>8,298,320</u>	<u>8,122,966</u>	<u>175,355</u>	<u>2.2%</u>	<u>8,012,966</u>	<u>7,873,758</u>	<u>7,676,308</u>	<u>7,538,719</u>	<u>6,772,004</u>	<u>7,247,798</u>
Salaries - Direct Care	6,327,417	6,236,903	90,514	1.5%	6,226,903	6,328,384	5,891,142	5,735,860	5,629,935	5,523,965
Employee Benefits - Direct Care	1,034,008	1,079,666	(45,658)	-4.2%	1,029,666	938,299	1,029,973	1,024,540	443,101	999,505
Salary Allocations	(14,368)	(14,368)	0	0.0%	(14,368)	(21,954)	0	0	0	0
Salaries - Administration	422,947	401,478	21,469	5.3%	376,478	365,317	390,029	364,331	382,582	372,589
Employee Benefits - Administration	114,698	112,404	2,294	2.0%	102,404	94,771	105,433	108,364	68,456	102,707
Computers-Operation/Maint.	23,816	17,724	6,092	34.4%	17,724	15,384	19,277	17,707	15,926	26,133
Depreciation	32,000	30,000	2,000	6.7%	30,000	30,509	29,208	23,291	21,873	65,972
Equipment - Replacements	0	0	0		0	5,089	3,864	23,733	1,246	1,865
Equipment-Operation/Maint.	3,940	3,940	0	0.0%	3,940	6,174	2,802	6,847	7,359	6,422
High Intensity Needs Claims Based	7,000	7,000	0	0.0%	7,000	101,876	59,605	54,419	47,204	19,680
High Intensity Needs -Non Claims Based (0.64'	38,778	38,778	0	0.0%	38,778	21,109	36,040	41,015	43,519	40,612
High Intensity Needs - Prov Subsidy (95%)	(6,650)	(6,650)	0	0.0%	(6,650)	(96,782)	(56,625)	(51,698)	(44,843)	(18,696)
Incontinent Products (@\$1.20)	72,700	72,700	0	0.0%	72,700	87,863	95,328	93,251	87,224	84,261
Fall Prevention Equip	16,600	16,600	0	0.0%	16,600	5,960				
Fall Prevention Prov Subsidy	(16,600)	(16,600)	0	0.0%	(16,600)	(5,960)				
Lab Fees	10,000	10,000	0	0.0%	10,000	7,480	7,135	7,525	8,740	7,870
Lab Fees - Prov Subsidy	(10,000)	(10,000)	0	0.0%	(10,000)	(7,480)	(7,135)	(7,525)	(8,740)	(7,870)
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%	85,000	88,605	95,126	117,562	156,268	113,943
Nurse Practitioner	208,338	168,600	39,738	23.6%	168,600	145,375	152,449	153,447	131,039	130,757
Nurse Practitioner - Prov Subsidy	(122,853)	(122,853)	0	0.0%	(122,853)	(120,788)	(115,618)	(116,666)	(120,803)	(118,656)
Recoveries - BM	(42,743)	(22,874)	(19,870)	86.9%	(22,874)	(12,294)	(18,415)	(18,391)	(57,399)	(64,446)
Phys On Call - Expense (@\$100 per bed)	16,515	16,515	0	0.0%	16,515	16,517	16,517	16,517	16,517	16,517
Phys On Call - Prov Subsidy	(16,515)	(16,515)	0	0.0%	(16,515)	(16,077)	(16,077)	(16,075)	(16,263)	(16,517)
Professional Development	0	0	0		0	0	0	0	0	23,300
RAI-MDS - Expenses	112,115	111,040	1,075	1.0%	111,040	88,832	95,023	82,210	79,826	102,367
RAI-MDS - Prov Subsidy	0	(79,700)	79,700	-100.0%	(79,700)	(79,704)	(79,704)	(79,704)	(79,704)	(79,704)
Recovery	0	0	0		0	(100,415)	(48,230)	(37,585)	(37,880)	(37,816)
Subscriptions and Memberships	1,000	1,000	0	0.0%	1,000	0	192	858	517	833
Surplus Adjustment - Depreciation	(32,000)	(30,000)	(2,000)	6.7%	(30,000)	(30,509)	(29,208)	(23,291)	(21,873)	(65,972)

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>FOOD SERVICES</u>	<u>2,005,636</u>	<u>1,947,064</u>	<u>58,572</u>	<u>3.0%</u>	<u>1,902,064</u>	<u>1,861,710</u>	<u>1,819,298</u>	<u>1,762,791</u>	<u>1,622,671</u>	<u>1,777,471</u>
Salaries	1,175,059	1,156,900	18,159	1.6%	1,141,900	1,140,864	1,071,753	1,026,961	1,013,761	1,049,255
Employee Benefits	265,384	261,337	4,047	1.5%	231,337	207,955	216,202	214,382	103,257	221,567
Salary Allocations	(67,897)	(67,025)	(872)	1.3%	(67,025)	(43,297)	0	0		0
Dietary Supplies	18,137	17,695	442	2.5%	17,695	17,939	17,571	15,350	17,577	17,767
Computer - Operation/Maintenance	500	500	0	0.0%	500	0	0	153	916	2,628
Depreciation	20,250	20,250	0	0.0%	20,250	20,250	16,786	15,812	15,448	14,660
Equipment - Operation/Replacement	10,663	6,500	4,163	64.0%	6,500	6,107	5,879	10,260	3,439	5,434
Food Wrap & Disposable Items	7,995	7,800	195	2.5%	7,800	7,450	7,747	6,669	7,345	7,087
Meals on Wheels	3,000	3,000	0	0.0%	3,000	3,105	2,769	1,936	2,849	2,003
Memberships & Subscriptions	0	0	0		0	1,388	1,379	852	1,337	1,368
Purchased Service - Supervisor from BM	21,445	17,828	3,617	20.3%	17,828	15,795	14,720	17,331	15,905	14,058
Raw Food Costs	606,612	578,029	28,583	4.9%	578,029	563,248	519,206	508,883	494,928	481,664
Raw Food Recoveries	(27,000)	(27,000)	0	0.0%	(27,000)	(22,918)	(29,144)	(35,187)	(34,154)	(29,318)
Replacement - Dishes/Cutlery	9,738	9,500	238	2.5%	9,500	8,934	8,750	8,481	9,596	10,262
Recoveries	0		0			(27,499)				
Surplus Adjustment - Depreciation	(20,250)	(20,250)	0	0.0%	(20,250)	(20,250)	(16,786)	(15,812)	(15,448)	(14,660)
Café M	(14,000)	(14,000)	0	0.0%	(14,000)	(13,145)	(13,155)	(10,824)	(11,086)	0
Vending Machine Operation (Net)	(4,000)	(4,000)	0	0.0%	(4,000)	(4,216)	(4,379)	(2,456)	(2,999)	(6,304)
<u>HOUSEKEEPING SERVICES</u>	<u>900,841</u>	<u>883,777</u>	<u>17,064</u>	<u>1.9%</u>	<u>863,777</u>	<u>868,518</u>	<u>854,622</u>	<u>837,378</u>	<u>759,828</u>	<u>799,734</u>
Salaries	692,573	682,332	10,241	1.5%	672,332	692,925	669,046	663,137	646,277	629,677
Employee Benefits	150,268	147,995	2,273	1.5%	137,995	127,582	135,399	134,720	58,882	121,842
Depreciation	3,000	3,000	0	0.0%	3,000	3,141	3,104	2,875	2,867	2,867
Equipment - Operation/Maint.	1,750	750	1,000	133.3%	750	0	2,899	1,018	1,800	2,088
Equipment - Replacements	5,000	2,700	2,300	85.2%	2,700	2,038	2,809	279		45
Furniture - Replacements	0		0			0	0	0		0
Housekeeping Supplies	50,000	50,000	0	0.0%	50,000	47,249	47,824	44,296	56,104	46,835
Other	1,250		1,250			0	0			0
Recoveries	0		0			(1,276)	(3,355)	(6,072)	(3,235)	(753)
Surplus Adjustment - Depreciation	(3,000)	(3,000)	0	0.0%	(3,000)	(3,141)	(3,104)	(2,875)	(2,867)	(2,867)

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>LAUNDRY AND LINEN SERVICES</u>	<u>280,049</u>	<u>274,303</u>	<u>5,746</u>	<u>2.1%</u>	<u>274,303</u>	<u>277,614</u>	<u>262,044</u>	<u>271,142</u>	<u>260,295</u>	<u>246,150</u>
Salaries	200,323	197,380	2,943	1.5%	197,380	208,575	191,019	198,020	207,129	181,576
Employee Benefits	44,071	46,268	(2,197)	-4.7%	46,268	40,220	42,358	40,777	24,155	39,836
Depreciation	4,600	4,600	0	0.0%	4,600	4,561	4,561	4,574	4,561	4,561
Equipment - Operation/Maint.	2,105	2,105	0	0.0%	2,105	977	3,690	643	3,888	1,669
Equipment Replacement	0	0	0		0	0	0	0	0	0
Laundry Supplies	18,000	15,000	3,000	20.0%	15,000	15,417	13,203	14,745	13,819	10,848
Purchased Services - Other	0	0	0		0	0	0	0	0	0
Recoveries	0	0	0		0	(1,649)	(1,256)	(1,010)	(1,785)	(108)
Replacement - Bedding	15,550	13,550	2,000	14.8%	13,550	14,074	13,030	17,967	13,089	12,329
Surplus Adjustment - Depreciation	(4,600)	(4,600)	0	0.0%	(4,600)	(4,561)	(4,561)	(4,574)	(4,561)	(4,561)
<u>BUILDINGS AND PROPERTY OPERATION & MAINTENANCE</u>	<u>1,040,496</u>	<u>1,059,567</u>	<u>(19,071)</u>	<u>-1.8%</u>	<u>1,009,567</u>	<u>1,003,451</u>	<u>1,045,489</u>	<u>1,160,781</u>	<u>1,028,812</u>	<u>1,021,481</u>
Salaries	251,206	247,271	3,935	1.6%	217,271	241,967	245,104	236,867	234,396	233,079
Employee Benefits	66,427	68,299	(1,872)	-2.7%	58,299	56,014	64,330	62,957	32,379	62,154
Depreciation	765,000	755,000	10,000	1.3%	755,000	703,957	695,388	666,167	661,703	670,379
Computers - Operation/Maint.	900	800	100	12.5%	800	620	591	563	899	1,410
Equipment - Replacements	70,000	80,000	(10,000)	-12.5%	80,000	71,428	62,650	91,262	113,581	99,549
Furniture - Replacements	40,380	40,380	0	0.0%	40,380	18,257	6,169	35,330		5,647
Insurance	66,864	68,300	(1,436)	-2.1%	68,300	64,115	66,383	71,138	68,588	67,162
Hydro	185,000	210,000	(25,000)	-11.9%	200,000	184,173	238,956	288,675	231,362	217,385
Natural Gas	70,000	70,000	0	0.0%	70,000	75,404	72,595	68,287	90,761	75,749
Purchased Services	213,030	198,368	14,662	7.4%	198,368	212,989	195,988	206,128	223,138	162,292
Resident - Cable/Phone	20,000	20,000	0	0.0%	20,000	15,161	0	0	0	0
Resident - Cable/Phone Recoveries	(50,000)	(50,000)	0	0.0%	(50,000)	(31,640)	0	0	0	0
Recoveries	(20,264)	(20,264)	0	0.0%	(20,264)	(28,124)	(18,111)	(12,784)	(108,473)	(20,198)
Repairs & Maint-Bldgs & Grounds	86,953	86,413	540	0.6%	86,413	76,828	86,397	67,358	92,707	69,258
Surplus Adjustment - Depreciation	(765,000)	(755,000)	(10,000)	1.3%	(755,000)	(703,957)	(695,388)	(666,167)	(661,703)	(670,379)
Water / Wastewater	40,000	40,000	0	0.0%	40,000	46,259	24,437	45,000	49,474	47,994

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,110,538</u>	<u>1,076,615</u>	<u>33,923</u>	<u>3.2%</u>	<u>1,051,615</u>	<u>1,130,982</u>	<u>1,174,852</u>	<u>1,089,474</u>	<u>1,062,324</u>	<u>1,097,472</u>
Salaries	366,103	368,163	(2,060)	-0.6%	368,163	431,062	438,843	431,832	429,366	399,499
Employee Benefits	111,619	106,598	5,021	4.7%	106,598	110,482	124,093	120,561	78,269	107,700
Salary Allocations	(11,501)	(11,501)	0	0.0%	(11,501)	(1,436)	0	0		
Accreditation	5,825	5,825	0	0.0%	5,825	5,823	5,207	5,030	4,863	0
Admin Charges	117,791	94,673	23,118	24.4%	94,673	94,872	96,005	96,745	94,515	92,803
Advertising & Awards	15,000	15,000	0	0.0%	15,000	15,235	12,557	16,470	16,370	13,722
Audit	8,637	8,500	137	1.6%	8,500	8,385	8,141	7,995	7,903	7,717
Computer - Internet	57,679	46,640	11,039	23.7%	46,640	41,658	48,284	21,062	21,664	20,501
Conventions	3,000	3,000	0	0.0%	3,000	0	737	2,202	2,335	3,316
Depreciation	22,000	19,000	3,000	15.8%	19,000	20,102	15,118	13,623	14,103	25,196
Equipment - Replacements	0	0	0		0	0	0	499		0
Equipment-Operation/Maint.	7,000	7,000	0	0.0%	7,000	7,238	6,964	6,777	7,153	7,283
Gain / Loss from Disposal of Asset	0	0	0		0	0	5,643	978		0
Health & Safety Program	1,000	1,000	0	0.0%	1,000	189	819	2,504	1,567	1,854
HR Charges	108,706	121,443	(12,737)	-10.5%	121,443	117,492	115,582	113,752	111,737	111,704
Insurance	45,000	39,000	6,000	15.4%	39,000	38,370	38,370	39,783	39,308	138,955
IT Charges	67,550	66,257	1,293	2.0%	66,257	65,114	64,018	62,422	60,450	59,324
Legal & Labour Contract Costs	40,000	40,000	0	0.0%	40,000	77,572	87,239	72,200	76,716	41,193
Memberships	16,135	15,285	850	5.6%	15,285	13,003	12,921	12,546	13,212	14,506
Postage	6,500	6,500	0	0.0%	6,500	6,966	6,864	5,879	6,773	5,850
Office Supplies	16,908	16,520	388	2.3%	16,520	20,326	17,883	16,496	19,358	15,025
Staff Training	20,000	20,000	0	0.0%	20,000	38,050	11,276	14,495	22,510	19,448
Purchased Services	70,786	69,912	874	1.3%	69,912	42,117	41,086	1,647	1,537	6,024
Recoveries	(5,000)	(5,000)	0	0.0%	(30,000)	(43,769)	(15,676)	(10,377)	(6,341)	(25,915)
Surplus Adjustment - Depreciation	(22,000)	(19,000)	(3,000)	15.8%	(19,000)	(20,102)	(15,118)	(13,623)	(14,103)	(25,196)
Telephone	23,300	23,300	0	0.0%	23,300	22,715	29,500	28,312	28,848	36,469
Travel	2,000	2,000	0	0.0%	2,000	3,298	1,841	3,276	7,016	4,484
Uniform Allowance	16,500	16,500	0	0.0%	16,500	16,220	16,655	16,388	17,195	16,010
<u>MIRAMICHI LODGE TOTALS</u>	<u>14,379,888</u>	<u>14,106,138</u>	<u>273,750</u>	<u>1.9%</u>	<u>13,856,138</u>	<u>13,731,560</u>	<u>13,509,278</u>	<u>13,350,721</u>	<u>12,171,482</u>	<u>12,847,956</u>

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>661,228</u>	<u>675,833</u>	<u>(14,605)</u>	<u>-2.2%</u>	<u>675,833</u>	<u>620,928</u>	<u>823,615</u>	<u>701,170</u>	<u>702,407</u>	<u>654,153</u>
Homes for Aged Committee		0	0		0	0	0	0	0	1,536
Transfer to BM		0	0		0	0	100,000			
Valley Manor Capital		0	0		0	0	12,624	30,598	30,514	30,514
Surplus Adjustment - Trf To Reserves	34,419	49,024	(14,605)	-29.8%	49,024	0	89,745	49,024	50,059	0
Surplus Adjustment - Principal	454,880	454,880	0	0.0%	454,880	430,204	406,866	384,794	363,920	344,178
Debenture Payment Interest Only (2024)	171,929	171,929	0	0.0%	171,929	190,724	214,380	236,754	257,914	277,925
<u>EQUIPMENT ACQUISITIONS</u>	<u>626,615</u>	<u>418,360</u>	<u>208,255</u>	<u>49.8%</u>	<u>418,360</u>	<u>277,554</u>	<u>299,011</u>	<u>375,696</u>	<u>205,608</u>	<u>139,322</u>
Surplus Adjustment - Capital	626,615	418,360	208,255	49.8%	418,360	277,554	299,011	375,696	205,608	139,322
GRAND TOTAL EXPENDITURE	15,667,731	15,200,331	467,400	3.1%	14,950,331	14,630,042	14,631,904	14,427,587	13,079,497	13,641,431

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>MUNICIPAL SUBSIDY</u>	<u>1,704,397</u>	<u>1,662,826</u>	<u>41,571</u>	<u>2.5%</u>	<u>1,662,826</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>
City of Pembroke - 30.63%	522,057	509,324	12,733	2.5%	509,324	698,422	631,372	634,295	678,225	763,390
County of Renfrew - 69.37%	1,182,340	1,153,502	28,838	2.5%	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290	1,130,950
<u>REVENUE - MIRAMICHI LODGE</u>	<u>4,201,094</u>	<u>4,081,815</u>	<u>119,280</u>	<u>2.9%</u>	<u>4,081,815</u>	<u>4,112,806</u>	<u>4,030,253</u>	<u>3,973,392</u>	<u>3,875,719</u>	<u>3,769,915</u>
Basic Accommodation	3,315,929	3,250,486	65,443	2.0%	3,250,486	3,255,456	3,201,917	3,191,343	3,157,295	3,100,242
Bad Debt (Expense) / Recovery		0	0		0	(5,812)	5,217	(4,183)	0	(6,635)
Estate Recoveries - Municipal		0	0		0	0	0	0	65	0
Estate Recoveries - Provincial		0	0		0	0	0	0	152	0
Preferred Accommodation	867,134	815,175	51,959	6.4%	815,175	847,127	804,612	769,849	704,893	664,995
Respite Care	18,031	16,154	1,878	11.6%	16,154	16,035	18,507	16,383	13,314	11,313
<u>OTHER REVENUE</u>	<u>40,000</u>	<u>35,000</u>	<u>5,000</u>	<u>14.3%</u>	<u>35,000</u>	<u>40,016</u>	<u>113,984</u>	<u>23,830</u>	<u>30,715</u>	<u>3,314</u>
Donations			0			0	46,532	0	11,344	
Other			0			0	40,721	0		3,314
Interest Income	40,000	35,000	5,000	14.3%	35,000	40,016	26,731	23,830	19,371	
Federal - Revenue			0			0	0	0		
<u>PROVINCIAL SUBSIDY</u>	<u>9,095,625</u>	<u>9,002,330</u>	<u>93,295</u>	<u>1.0%</u>	<u>9,002,330</u>	<u>8,654,264</u>	<u>8,585,303</u>	<u>8,688,417</u>	<u>8,258,800</u>	<u>7,848,257</u>
Operating Subsidy	8,468,518	8,375,223	93,295	1.1%	8,375,223	7,994,621	7,826,309	7,923,009	7,493,943	7,096,544
One Time Funding		0	0		0	0	0	0	5,989	0
RPN Subsidy		0	0		0	32,547	131,898	136,594	131,772	124,617
Capital Facility Subsidy (2024)	627,107	627,107	0	0.0%	627,107	627,096	627,096	628,814	627,096	627,096
<u>SURPLUS ADJUSTMENT - From Reserves</u>	<u>626,615</u>	<u>418,360</u>	<u>208,255</u>	<u>49.8%</u>	<u>418,360</u>	<u>244,270</u>	<u>399,011</u>	<u>180,921</u>	<u>159,558</u>	<u>202,767</u>
Surplus Adjustment - Temp Loan			0							
Surplus Adjustment - Trf From Reserves	626,615	418,360	208,255	49.8%	418,360	244,270	399,011	180,921	159,558	202,767
GRAND TOTAL REVENUES	15,667,731	15,200,331	467,400	3.1%	15,200,331	14,866,383	14,890,099	14,612,006	14,254,307	13,718,593
Municipal Surplus / (Deficit)	(0)	0	(0)		250,000	236,341	258,195	184,419	1,174,810	77,162

COUNTY OF RENFREW
2020 Budget
Public Works

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>INFRASTRUCTURE MANAGEMENT</u>	<u>547,634</u>	<u>566,443</u>	<u>(18,809)</u>	<u>-3.3%</u>	<u>566,443</u>	<u>501,560</u>	<u>399,559</u>	<u>506,581</u>	<u>388,189</u>	<u>361,028</u>
Salaries	259,188	278,073	(18,885)	-6.8%	278,073	287,530	263,360	244,067	221,603	241,805
Benefits	61,696	67,120	(5,424)	-8.1%	67,120	74,033	65,128	61,350	51,563	60,363
Capital Projects - Under Threshold	0	0	0		0	0	21,544	41,275	16,549	(7,837)
Legal - Right of Way	0	0	0		0	0	0	0		583
Misc	6,000	10,000	(4,000)	-40.0%	10,000	8,355	14,326	18,368	12,579	9,445
Recoveries	0	0	0		0	0	0	0	(840)	(1,890)
Infrastructure Management	196,250	191,250	5,000	2.6%	191,250	112,983	32,353	119,497	56,082	50,869
Supplies	24,500	20,000	4,500	22.5%	20,000	18,659	2,848	22,024	30,653	7,690
<u>ADMINISTRATION</u>	<u>1,121,294</u>	<u>1,084,127</u>	<u>37,167</u>	<u>3.4%</u>	<u>1,084,127</u>	<u>1,016,553</u>	<u>1,064,727</u>	<u>979,066</u>	<u>1,020,332</u>	<u>1,295,867</u>
Salaries	525,265	503,769	21,496	4.3%	503,769	440,818	510,832	487,731	488,981	474,068
Benefits	141,781	138,758	3,023	2.2%	138,758	136,067	152,909	146,300	151,770	138,827
Advertising	10,000	10,000	0	0.0%	10,000	9,805	9,709	12,629	8,811	9,304
Answering Service	4,500	4,500	0	0.0%	4,500	4,644	4,419	4,141	3,932	3,595
Cell Telephone/Pager	13,000	10,000	3,000	30.0%	10,000	10,785	11,771	10,210	11,428	11,815
Communications (Radio System)	70,000	70,000	0	0.0%	70,000	75,316	62,915	45,306	43,300	48,590
Computer Supplies	61,900	53,200	8,700	16.4%	53,200	51,420	39,147	31,716	35,231	43,479
Conferences & Conventions	7,100	6,200	900	14.5%	6,200	3,500	6,432	2,717	4,041	3,619
Courier	750	750	0	0.0%	750	635	332	533	534	496
Health & Safety (Protection)	41,000	34,500	6,500	18.8%	34,500	34,791	33,661	33,297	31,887	32,445
Insurance	105,448	104,000	1,448	1.4%	104,000	101,490	101,490	105,226	100,435	343,348
Insurance Claims	30,000	30,000	0	0.0%	30,000	41,713	30,027	17,742	46,676	10,755
Internet	5,000	3,500	1,500	42.9%	3,500	4,193	3,350	3,347	2,912	3,223
Legal Fees	20,000	20,000	0	0.0%	20,000	7,690	6,918	5,322	21,084	76,486
Membership Fees	8,300	8,000	300	3.8%	8,000	6,980	7,949	7,683	8,062	7,193
Office Equipment Replacement	4,000	4,000	0	0.0%	4,000	3,112	3,965	3,973	3,161	2,980
Office Supplies/Publications/Awards	13,500	13,500	0	0.0%	13,500	12,709	13,287	12,531	9,419	14,895
Photocopier Supplies/Maint	4,200	4,200	0	0.0%	4,200	3,099	2,878	3,452	2,975	2,368
Postage	450	750	(300)	-40.0%	750	951	817	559	646	576
Recoveries	0	0	0		0	(2,281)	0	(3,000)	(11,598)	(95)
Recoveries - County	0	0	0		0	0	(8,257)	0		
Recruitment	15,000	25,000	(10,000)	-40.0%	25,000	30,757	13,994	12,180	22,939	13,112
Surplus Adjustment - Capital Equipment	0	0	0		0	0	16,094	0		13,524
Staff Training	20,000	20,000	0	0.0%	20,000	19,690	19,888	16,266	15,727	18,854
Telephone	11,000	11,000	0	0.0%	11,000	12,597	11,054	12,032	11,969	13,155
Travel	9,100	8,500	600	7.1%	8,500	6,072	9,146	7,173	6,010	9,255

**COUNTY OF RENFREW
2020 Budget
Public Works**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>MAINTENANCE</u>	<u>5,576,361</u>	<u>5,433,012</u>	<u>143,349</u>	<u>2.6%</u>	<u>5,433,012</u>	<u>5,930,531</u>	<u>5,361,023</u>	<u>5,005,022</u>	<u>4,468,886</u>	<u>4,686,226</u>
Salaries	1,895,094	1,826,659	68,435	3.7%	1,826,659	1,787,275	1,782,044	1,743,150	1,723,563	1,623,345
Benefits	513,917	498,353	15,564	3.1%	498,353	466,680	457,378	454,040	424,981	412,790
Bridges and Culverts	20,000	20,000	0	0.0%	20,000	48,722	38,954	22,664	1,899	3,114
Roadside Maintenance	200,000	200,000	0	0.0%	200,000	152,316	144,959	92,677	162,139	168,844
Hard Top Maintenance	360,000	360,000	0	0.0%	360,000	318,704	176,354	94,709	231,694	302,972
Loose Top Maintenance	0	0	0		0	0	0	0		1,606
Winter Control	2,117,350	2,058,000	59,350	2.9%	2,058,000	2,757,115	2,383,152	2,213,120	1,480,951	1,728,285
Safety Devices	570,000	570,000	0	0.0%	570,000	540,840	502,571	476,194	536,543	413,737
Misc	0	0	0		0	0	0	0	6,981	7,075
Surplus Adjustment - Trf To Reserves	0	0	0		0	0	0	0	0	122,843
Recoveries	(100,000)	(100,000)	0	0.0%	(100,000)	(141,121)	(124,389)	(91,532)	(99,865)	(98,385)
<u>EQUIPMENT</u>	<u>1,180,577</u>	<u>2,016,970</u>	<u>(836,393)</u>	<u>-41.5%</u>	<u>2,016,970</u>	<u>1,254,110</u>	<u>1,079,395</u>	<u>1,931,807</u>	<u>1,704,634</u>	<u>1,827,772</u>
Salaries	208,374	204,291	4,083	2.0%	204,291	198,679	204,519	193,455	194,066	196,216
Benefits	61,510	56,664	4,846	8.6%	56,664	51,124	54,240	52,642	50,126	48,762
Salary Allocations	(88,689)	(86,985)	(1,704)	2.0%	(86,985)	(85,855)	(84,212)	(82,037)	(80,361)	(87,246)
Small Equipment, Misc	65,600	64,000	1,600	2.5%	64,000	52,250	7,177	12,806	8,854	15,035
Vehicle Operating Costs - Fuel	425,000	400,000	25,000	6.3%	400,000	478,143	383,637	349,814	347,394	434,666
Vehicle Operating Costs-Insurance	39,782	42,000	(2,218)	-5.3%	42,000	40,337	37,322	50,957	49,451	51,347
Vehicle Operating Costs-Repairs	444,000	444,000	0	0.0%	444,000	493,642	451,744	445,812	390,198	378,739
Vehicle Operating Costs-Licence	55,000	55,000	0	0.0%	55,000	53,440	53,404	50,665	50,508	46,090
Vehicle Operating Revenue	(20,000)	(20,000)	0	0.0%	(20,000)	(14,850)	(16,580)	(28,915)	(14,465)	(17,080)
Surplus Adjustment - Capital Equipment	889,700	868,000	21,700	2.5%	868,000	771,024	745,378	808,767	932,285	498,044
Surplus Adjustment - Trf To Reserves	0	0	0		0	0	0	531,900	575,000	775,000
Surplus Adjustment - Trf From Reserves	(889,700)	0	(889,700)		0	(771,024)	(745,378)	(442,719)	(786,841)	(498,044)
Recoveries	(10,000)	(10,000)	0	0.0%	(10,000)	(12,800)	(11,856)	(11,340)	(11,581)	(13,757)
<u>HOUSING</u>	<u>186,550</u>	<u>295,000</u>	<u>(108,450)</u>	<u>-36.8%</u>	<u>295,000</u>	<u>185,800</u>	<u>189,161</u>	<u>229,466</u>	<u>276,951</u>	<u>171,257</u>
Operating Expenses	162,000	160,000	2,000	1.3%	160,000	154,837	142,765	134,157	181,552	150,813
Surplus Adjustment - Capital	185,525	113,000	72,525	64.2%	113,000	73,368	82,020	75,767	65,756	0
Surplus Adjustment - Trf From Reserves	(185,525)	0	(185,525)		0	(73,368)	(82,020)	0		
Major Repairs - Under Threshold	24,550	22,000	2,550	11.6%	22,000	31,301	47,191	19,798	29,923	22,756
Recoveries	0	0	0		0	(338)	(795)	(256)	(280)	(2,312)

**COUNTY OF RENFREW
2020 Budget
Public Works**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
OTHER	22,048,888	13,988,898	8,059,990	57.6%	13,988,898	12,984,374	12,603,692	9,571,617	11,908,924	12,355,637
Depreciation	9,200,000	9,000,000	200,000	2.2%	9,000,000	8,919,897	8,507,225	8,267,825	7,786,980	7,908,627
Surplus Adjustment - Depreciation	(9,200,000)	(9,000,000)	(200,000)	2.2%	(9,000,000)	(8,919,897)	(8,507,225)	(8,267,825)	(7,786,980)	(7,908,627)
Surplus Adjustment - Capital Construction	22,048,888	13,988,898	8,059,990	57.6%	13,988,898	12,984,374	12,603,692	9,571,617	10,585,277	11,875,793
Surplus Adjustment - Trf From Reserves			0			0				
Surplus Adjustment - TRF to Reserves-Const			0			0	0	0	1,323,647	479,844
CONSTRUCTION - LABOUR CLEARING ACC	0	0	0		0	0	0	0	0	0
Salaries	431,493	420,706	10,787	2.6%	420,706	402,367	405,521	374,521	395,450	497,690
Benefits	105,642	104,935	707	0.7%	104,935	72,643	79,731	75,119	71,699	99,202
Charge to Capital Construction above	(537,135)	(525,641)	(11,494)	2.2%	(525,641)	(475,010)	(485,252)	(449,640)	(467,149)	(596,892)
TOTAL EXPENDITURES	30,661,304	23,384,450	7,276,854	31.1%	23,384,450	21,872,928	20,697,557	18,223,559	19,767,916	20,697,787
ROADS REVENUES										
Municipal Contribution - Operating	8,522,416	8,314,552	207,864	2.5%	8,314,552	8,716,647	8,059,531	7,586,825	6,987,539	7,379,325
Municipal Contribution - Capital	8,376,675	8,222,447	154,228	1.9%	8,222,447	7,760,462	6,472,616	6,088,559	8,056,341	7,369,577
Provincial Grants & Subsidies	1,357,505	1,317,960	39,545	3.0%	1,317,960	864,673	605,519	317,806	1,567,806	450,000
Surplus Adjustment - TRF from Reserves	4,085,412	557,718	3,527,694	632.5%	557,718	1,136,569	460,078	0	565,349	150,000
Surplus Adjustment - TRF from Gas Tax Reser	5,479,296	2,671,773	2,807,523	105.1%	2,671,773	2,756,191	2,677,485	2,630,909	2,505,628	2,573,820
Surplus Adjustment - Temp Loan	2,750,000	2,200,000	550,000	25.0%	2,200,000	170,404	2,186,650	1,508,058		1,644,453
Federal Grants & Subsidies	15,000	25,000	(10,000)	-40.0%	25,000	13,765		3,153		0
Donations in Kind			0			296,075	185,250	0		1,079,154
Misc	75,000	75,000	0	0.0%	75,000	158,142	50,428	88,249	85,253	51,458
TOTAL REVENUES	30,661,304	23,384,450	7,276,854	31.1%	23,384,450	21,872,928	20,697,557	18,223,559	19,767,916	20,697,787
Municipal Surplus / (Deficit)	0	0	0		0	0	0	0	0	0

**Renfrew County Housing Corporation
2020 Budget**

	2020	2020	2019			2019	2018	2017	2016	2015	2014
	<u>Opeongo</u>	<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		0			-17,434	6,586	(34,658)	(5,180)	(5,366)
Interest on Investments		54,000	25,000	29,000	116.0%	25,000	40,618	22,793	24,694	46,230	69,526
Miscellaneous Revenue	1,479	81,579	80,100	1,479	1.8%	80,100	69,295	85,081	85,544	87,610	55,187
Federal Subsidy		0	0	0		0	0	0	0	31,450	
Insurance Proceeds - 41 Vimy		0	0	0		0	0	0	0	1,550,775	
Insurance Proceeds - Rental Loss		0	0	0		0	0	0	0	104,567	
Provincial Subsidy - Debentures		829,150	1,010,047	(180,897)	-17.9%	1,010,047	1,009,834	1,114,413	1,114,413	1,132,144	1,153,199
Surplus Adjustment - From Reserves	60,000	60,000	118,368	(58,368)	-49.3%	118,368	9,350	116,593	540,446	1,845,145	556,182
Tenant Revenue	169,930	4,573,930	4,135,846	438,084	10.6%	4,135,846	4,195,368	4,026,506	4,015,478	3,778,274	3,808,327
County Transfer - Base		5,358,897	5,228,193	130,704	2.5%	5,228,193	5,219,437	4,952,707	5,169,882	4,621,696	4,412,588
County Transfer - Capital		1,653,062	1,338,961	314,101	23.5%	1,338,961	654,683	687,161	0		
County Transfer - CHPI		1,375,228	1,260,953	114,275	9.1%	1,260,953	882,763	935,205	556,010	969,414	899,138
County Transfer - CHPI Admin		72,380	140,106	(67,726)	-48.3%	140,106	121,475	102,794	88,750	110,108	106,179
County Transfer - COCHI		246,643	0	246,643							
County Transfer - COCHI Admin		12,981	0	12,981							
County Transfer - OPHI		402,325	0	402,325							
County Transfer - OPHI Admin		21,175	0	21,175							
County Transfer - Asset Mgt		0	0	0		0	0	0	0	6,331	6,657
County Transfer - IAH		108,000	479,845	(371,845)	-77.5%	479,845	418,127	672,571	232,257	296,184	186,465
County Transfer - IAH Admin		0	25,255	(25,255)	-100.0%	25,255	53,023				
County Transfer - SHIP		0	0	0		0	61,565	1,022,056			
County Transfer - SIF		0	0	0		0	269,549	55,265			
County Transfer - SDV - PHB		0	0	0		0	116,676	365,422	108,291		
County Transfer - Strong Communities		140,086	140,086	0	0.0%	140,086	140,086	140,086	140,086	174,474	158,709
Total Revenues	231,409	14,989,436	13,982,760	1,006,676	7.2%	13,982,760	13,244,415	14,305,239	12,041,193	14,749,222	11,406,791

**Renfrew County Housing Corporation
2020 Budget**

	2020 <u>Opeongo</u>	2020 <u>BUDGET</u>	2019 <u>BUDGET</u>	<u>Variance \$</u>	<u>Variance %</u>	2019 <u>Forecast</u>	2018 <u>Actual</u>	2017 <u>Actual</u>	2016 <u>Actual</u>	2015 <u>Actual</u>	2014 <u>Actual</u>
Salaries		1,905,556	1,876,943	28,613	1.5%	1,876,943	1,791,822	1,778,554	1,769,964	1,708,889	1,643,262
Benefits		467,800	460,511	7,289	1.6%	460,511	390,475	404,520	404,456	304,810	366,479
Administration	24,008	1,224,176	1,170,971	53,205	4.5%	1,170,971	1,075,915	1,123,556	1,117,413	965,563	956,320
Building - Heat, Light & Power	2,472	926,582	1,000,000	(73,418)	-7.3%	900,000	898,943	992,932	1,173,086	1,070,233	1,031,555
Building - Repairs & Maintenance	3,518	426,245	378,250	47,995	12.7%	378,250	382,598	364,026	331,354	355,484	299,093
Building - Natural Gas	875	210,875	206,000	4,875	2.4%	206,000	188,144	189,604	170,154	179,721	177,805
Building - Heating & Plumbing	1,914	137,742	92,200	45,542	49.4%	92,200	82,027	102,953	103,014	99,681	72,208
Building - Taxes	58,311	1,674,219	1,575,252	98,967	6.3%	1,575,252	1,514,493	1,487,267	1,465,061	1,387,902	1,291,196
Building - Water	49,349	744,349	654,149	90,200	13.8%	654,149	668,136	669,998	653,065	616,986	618,192
Building - Elevator		66,300	65,000	1,300	2.0%	65,000	46,531	46,049	41,648	47,099	40,112
Building - Painting	637	234,637	234,000	637	0.3%	234,000	177,429	184,480	177,568	209,555	142,418
Building - Garbage Removal	696	75,316	62,124	13,192	21.2%	62,124	48,443	53,667	51,706	52,421	46,700
Building - Snow Removal	5,107	222,207	193,620	28,587	14.8%	193,620	161,908	171,833	130,430	109,400	
Building - Grounds Keeping		60,000	60,000	0	0.0%	60,000	47,364	52,170	55,507	94,868	149,973
Building - Repairs - non TCA		839,136	818,670	20,466	2.5%	818,670	761,816	497,016	604,383	1,136,810	638,940
Financial - Depreciation	141,647	1,193,647	994,000	199,647	20.1%	994,000	989,319	938,197	806,155	773,605	750,014
Financial - Rent Waiver	1,035	226,925	223,324	3,601	1.6%	223,324	229,534	210,054	270,162	303,467	229,986
Financial - Mortgage Interest	25,284	887,074	1,055,811	(168,737)	-16.0%	1,055,811	1,063,900	1,182,856	1,190,056	1,214,727	1,242,781
Financial - Rent Supplement		290,761	284,502	6,259	2.2%	284,502	233,885	248,611	285,543	284,381	281,134
Financial - Rent Supplement - Strong Communities		140,086	140,086	0	0.0%	140,086	133,912	151,064	167,182	174,474	158,709
Financial - CHPI		1,375,228	1,260,953	114,275	9.1%	1,260,953	882,763	935,205	556,010	969,414	899,138
Financial - Can Ont Community Housing Initiative		246,643	0	246,643							
Financial - Ontario Priorities Housing Initiative		402,325	0	402,325							
Financial - Asset Management		0	0	0		0	0	0	0	6,657	6,657
Financial - SDV - PHB (90%)		0	0	0		0	106,050	347,143	92,176		
Financial - SHIP		0	0	0		0	21,878	442,401	0		
Financial - IAH Home Ownership		0	0	0		0	114,300	250,910	0		
Financial - IAH/SIF Ontario Renovates		36,000	359,845	(323,845)	-90.0%	359,845	510,827	344,533	167,098	229,115	170,660
Financial - IAH HADD		72,000	120,000	(48,000)	-40.0%	120,000	43,000	23,750	12,000	750	
Financial - IAH Project Costs		0	0	0		0	0	0	0	0	10,328
Surplus Adjustment - To Reserves		0	0	0		0	0	44,571	43,749	47,482	47,610
Surplus Adjustment - TCA Capital	60,000	1,713,062	1,457,329	255,733	17.5%	1,457,329	732,158	1,275,902	830,547	2,957,135	295,949
Surplus Adjustment - Depreciation	(141,647)	(1,193,647)	(994,000)	(199,647)	20.1%	(994,000)	(989,319)	(938,197)	(806,155)	(773,605)	(750,014)
Surplus Adjustment - Principal	139,596	384,192	233,220	150,972	64.7%	233,220	227,176	217,327	210,117	203,213	196,331
Total Expenditures	372,802	14,989,436	13,982,760	1,006,676	7.2%	13,882,760	12,535,427	13,792,952	12,073,449	14,730,237	11,013,536
Municipal Surplus / (Deficit)	(141,393)	(0)	0	(0)		100,000	708,988	512,287	(32,256)	18,985	393,255

County of Renfrew
 Schedule of Reserves
 2020 BUDGET

		Budget Balance 31-Dec-19	Prop-Pembroke	Property-RCP	Property - Base	Prop- Arnprior	Housing	GIS	Trails	PW	Forestry	Transfers To	Transfers From	Transfers Between	Net Change	Balance 31-Dec-20	c = capital reserve	s=shared prov/city
Child Care	Mitigation	1,376,972													0	1,376,972		s
General	Building Reserve	2,263,944	(175,000)	(16,704)	150,055	67,375						(185,525)			(159,799)	2,104,145	c	
General	Development Reserve	8,163													0	8,163	c	
General	Federal Gas Tax Reserve	2,807,523										(5,479,296)	2,671,773		(2,807,523)	0		
General	Insurance	150,000													0	150,000		
General	Reforestation Reserve	130,260										14,694	(12,400)		2,294	132,554	c	s
General	OPP Bldg	336,245										65,305			65,305	401,550	c	
General	Sick leave	69,458													0	69,458		
General	TCA Renewal Reserve	13,412,770	(3,000,000)				(1,483,904)	(30,000)				(4,975,112)	6,276,941	(87,000)	(3,299,075)	10,113,695	c	
General	Working Capital	9,121,430							(68,422)						(68,422)	9,053,008	c	
General	WSIB Sched 2	643,057													0	643,057		
General	Cannabis Reserve	156,321													0	156,321		
General	Provincial Modernization	725,000	(725,000)												(725,000)	0	c	
Housing	DOOR	0													0	0	c	s
Housing	Non Profit Capital	116,222													0	116,222		s
Housing	Severance	208,635													0	208,635		s
Paramedic	Infrastructure	1,233,373										945,000	(765,000)		180,000	1,413,373	c	s
Paramedic	Severance	1,378,862													0	1,378,862		s
Paramedic	WSIB (County/City)	23,391													0	23,391		s
Public Works	Capital	292,643													0	292,643	c	
Social Services	Fiscal Pressure	316,047													0	316,047		s
County Of Renfrew		34,770,316	(3,900,000)	(16,704)	150,055	67,375	(1,483,904)	(30,000)	(68,422)	(10,639,933)	0	9,973,713	(864,400)	0	(6,812,220)	27,958,096		
BM	WSIB Sched 2	322,720										49,024			49,024	371,744		s
BM	Butterfly	0										24,318			24,318	24,318		
BM	Unallocated	1,100,802											(755,000)		(755,000)	345,802	c	s
BM	LTC CMI Stabilization	94,411													0	94,411		
BM	Equip	100,000													0	100,000	c	s
BM	Inventory	0													0	0		s
Bonnechere Manor		1,617,933	0	0	0	0	0	0	0	0	0	73,342	(755,000)	0	(681,658)	936,275		
ML	Contingency	0													0	0		s
ML	Butterfly	0										34,419			34,419	34,419		s
ML	WSIB Sched 2	326,490													0	326,490		
ML	Unallocated	1,012,188											(626,615)		(626,615)	385,573	c	s
ML	Equip	38,782													0	38,782	c	s
ML	Sick leave	186,402													0	186,402		s
ML	Inventory	0													0	0		s
Miramichi Lodge		1,563,862	0	0	0	0	0	0	0	0	0	34,419	(626,615)	0	(592,196)	971,666		
Ottawaska	Ottawaska - Capital	0													0	0	c	s
Opeongo	Capital	500,000											(60,000)		(60,000)	440,000	c	s
RCHC	Capital	255,259													0	255,259	c	s
RCHC	Working Capital	50,000													0	50,000	c	s
RCHC	WSIB Sched 2	152,628													0	152,628		s
Renfrew County Housing Corp		957,887	0	0	0	0	0	0	0	0	0	0	(60,000)	0	(60,000)	897,887		
Total Surplus Adjustment		38,909,998	(3,900,000)	(16,704)	150,055	67,375	(1,483,904)	(30,000)	(68,422)	(10,639,933)	0	10,081,474	(2,306,015)	0	(8,146,074)	30,763,924		
capital reserve balance for LTFP		30,580,859														25,134,547		

County of Renfrew
2020 BUDGET

Department	Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised 10 Year Plan	Budget \$	Sources of Financing					Total
								Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax	Reserves	
BM	Building	D1010 - Elevators & Lift	motors		L	15,000	15,000					15,000	15,000
BM	Building	C3020 - Floor Finishes	rolled vinyl		M	30,000	30,000					30,000	30,000
BM	Building	D2010 - Plumbing Fixtur	Argo Tubs (2)		L	35,000	35,000					35,000	35,000
BM	Building	Architects Fees	Butterfly Bldg Re-design				25,000					25,000	25,000
BM	Building	D5037 - Fire Alarm Syst	Fire Alarm System				50,000					50,000	50,000
BM	Building	B30 - Roofing	washed river stone over single EPDM roof ment		M	225,000	215,000					215,000	215,000
BM	Building	D3031 - Chillers	air handling units (phase 1 of 3)		M	463,488	285,000					285,000	285,000
BM	Land Improvements	G2020 - Parking Lots	Asphalt - damaged sections and curbs		L	100,000	100,000					100,000	100,000
BM Total						868,488	755,000	0	0	0	0	755,000	755,000
GIS	Equipment	Software - DRAPE III	Digital Imagery (carryover from 2019)		H		30,000					30,000	30,000
GIS Total						0	30,000	0	0	0	0	30,000	30,000
IT	Equip	Software	Website Redevelopment and Licence (balance from 201		H		20,000					20,000	20,000
IT	Equip	VM Server	Hosting multiple virtual servers (replaces 2016 server)		H		17,000					17,000	17,000
IT	Equipment	Storage Area Network (SAN)	All data for CAB resides (replaces 2014 server)		H		50,000					50,000	50,000
IT Total						0	87,000	0	0	0	0	87,000	87,000
ML	Building	E1042 - Laundry Room	Commercial Laundry and Dry Cleaning Equipme		M	12,000	12,000					12,000	12,000
ML	Building	B2030 - Exterior Doors	steel doors - front entrance		L	30,000	30,000					30,000	30,000
ML	Building	D5037 - Fire Alarm Syst	control panel upgrade		M	30,000	30,000					30,000	30,000
ML	Building	D3045 - Exhaust Ventila	Variable Air Ventilators - 100		M	50,000	50,000					50,000	50,000
ML	Building	Architects Fees	Butterfly Bldg Re-design				25,000					25,000	25,000
ML	Building	D2010 - Plumbing Fixtur	3 x New tubs		M	70,000	70,000					70,000	70,000
ML	Building	D1010 - Elevators & Lift	New Tracks		M	80,000	80,000					80,000	80,000
ML	Building	D3034 - Packaged Air C	Humidifer for Air Handler 1		M	85,000	85,000					85,000	85,000
ML	Building	C3020 - Floor Finishes	Ceramic tile flooring (carpet to ceramic - C Block		M	86,615	86,615					86,615	86,615
ML	Equipment	Phone System Replacement			H		100,000					100,000	100,000
ML	Equipment	D5031 - Public Address	Community Centre		L	28,000	28,000					28,000	28,000
ML	Land Improvements	G-Building Sitework	G2020 - Parking Lots		L	291,140	30,000					30,000	30,000
ML Total						762,755	626,615	0	0	0	0	626,615	626,615
Property-Arnprior Base	Roof	Replace Shingle Roof - Arnprior			H		12,000					12,000	12,000
Property-Arnprior Base Total						0	12,000	0	0	0	0	12,000	12,000
Property-Arnprior Office	Building	B30 - Roofing	BUR, 2ply mod bit. - repairs		L	6,000	6,000					6,000	6,000
Property-Arnprior Office	Land Improvements	G2020 - Parking Lots	Asphalt parking lot, 6-8 spaces.		M	10,000	10,000					10,000	10,000
Property-Arnprior Office Total						16,000	16,000	0	0	0	0	16,000	16,000
Property-CAB	Building	D-Services - Mechanica	Humidifiers		L	50,000	50,000					50,000	50,000
Property-CAB	Building	D-Services - Electrical	councilor chambers sound/light/electrical		M	50,000							0
Property-CAB	Building	D-Services - Mechanica	Hydraulic elevator.		M	60,000							0
Property-CAB	Building	B-Shell	soffits / wood siding		L	75,000	75,000					75,000	75,000
Property-CAB	Building	B-Shell	SDIP Project				3,725,000					3,725,000	3,725,000
Property-CAB	Land Improvements	G2040 - Site Developm	Electronic sign		L	50,000	50,000					50,000	50,000
Property-CAB Total						285,000	3,900,000	0	0	0	0	3,900,000	3,900,000
Property-RCP	Building	D5038 - Security System	Camera - interior and exterior		M	5,000	5,000					5,000	5,000
Property-RCP	Building	D5033 - Telephone Syst	Telephone system. Server room.		L	10,000							0
Property-RCP	Building	B2010 - Exterior Walls	Caulking around windows EFIS		L	25,000	25,000					25,000	25,000
Property-RCP	Building	C3060 - Floor Finishes	epoxy coating (Paramedic areas)		M	30,000	30,000					30,000	30,000
Property-RCP Total						70,000	60,000	0	0	0	0	60,000	60,000
PS	Equipment	Oxygen Analyzer	Equip to test O2 in Vehicle				10,000					10,000	10,000
PS	Equipment	Bosch Vehicle Scan Tool	For Mercedes				10,000					10,000	10,000
PS	Equipment	I-Stat Blood Analyzer Tool	(2)				20,000					20,000	20,000
PS	Equipment	Generator	For Pembroke Base				20,000					20,000	20,000
PS	Vehicles	AMBU-16-1321566	AMBULANCE DEMERS TYPE III		H	235,000	235,000					235,000	235,000
PS	Vehicles	AMBU-16-1330434	AMBULANCE DEMERS TYPE III		H	235,000	235,000					235,000	235,000
PS	Vehicles	AMBU-16-1333254	AMBULANCE DEMERS TYPE III		H	235,000	235,000					235,000	235,000
PS Total						705,000	765,000	0	0	0	0	765,000	765,000
PW	Bridge	B258	Madawaska River Bridge - final		H	2,750,000	2,750,000						2,750,000

County of Renfrew
2020 BUDGET

Department	Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised 10 Year Plan	Budget \$	Sources of Financing						Total
								Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax	Reserves	Debt	
PW	Bridge	B008	Sylvester Power's Bridge		H	600,000	600,000	600,000						600,000
PW	Bridge	B026	Old Hwy 62 Bridge		H	500,000	700,000	700,000						700,000
PW	Bridge	B101	Bonnechere River Bridge		M	950,000	950,000				950,000			950,000
PW	Bridge	B180	Hurds Creek Bridge		M	700,000	700,000				700,000			700,000
PW	Bridge	B202	Cameron Street Bridge		M	800,000	800,000	800,000						800,000
PW	Bridge	B234	Coles Creek Bridge		H	1,600,000	1,600,000				1,600,000			1,600,000
PW	Bridge	B002	Bonnechere River Bridge		H	40,000	40,000	40,000						40,000
PW	Bridge	B095	Hyland Creek Bridge		M	20,000	20,000	20,000						20,000
PW	Bridge	B240	Fourth Chute Bridge		M	40,000	40,000	40,000						40,000
PW	Bridge	B319	Bucholtz Bridge		M	48,000	48,000	6,088				41,912		48,000
PW	Bridge	Various	General Structure Repairs			200,000	200,000	200,000						200,000
PW	Building	Calabogie-Main	B2040 - Industrial Doors		L	8,000								0
PW	Building	Cobden-Main	B2010 - Exterior Walls		H	25,090	28,525					28,525		28,525
PW	Building	Cobden-Main	B30 - Roofing		H	75,000	75,000					75,000		75,000
PW	Building	Cobden-Salt	A10 - Foundations		M	4,000								0
PW	Building	Cobden-Sand	A10 - Foundations		M	4,000								0
PW	Building	Goshen-Main	C1030 - Interior Doors		H	3,000								0
PW	Building	Goshen-Main	B2030 - Exterior Doors		M	7,000								0
PW	Building	Southwest-Salt	B10 - Superstructure (Phase 1 only)		M	6,000	6,000					6,000		6,000
PW	Building	Southwest-Sand	B10 - Superstructure (Phase 1 only)		M	5,985	6,000					6,000		6,000
PW	Building	White Water-Sand	B10 - Roofing		M	30,000	30,000					30,000		30,000
PW	Building	White Water-Sand	B10 - Superstructure		M	40,000	40,000					40,000		40,000
PW	Culvert	C003	Moore's Creek Culvert		M	50,000	50,000	50,000						50,000
PW	Culvert	C013	Bromley Culvert		M	252,000	252,000	252,000						252,000
PW	Culvert	C036	Halliday Creek Culvert		H	234,000	234,000	234,000						234,000
PW	Culvert	C046	O'Neil Culvert (South Fork)		H	342,000	342,000	342,000						342,000
PW	Culvert	C048	Egan Culvert		H	235,000	235,000	235,000						235,000
PW	Culvert	C159	Gutz Culvert		L	300,000	300,000				300,000			300,000
PW	Culvert	C222	Pleasant Valley Steel Arch		H	200,000	200,000	200,000						200,000
PW	Culvert	C300	Wolf Road Twin pipes		H	200,000	200,000	200,000						200,000
PW	Culvert	C058	Constant Creek Culverts		H	60,000	60,000	60,000						60,000
PW	Culvert	C099	Colton Creek Culvert		H	28,000	28,000	28,000						28,000
PW	Culvert	C116	Dunlop Crescent Culvert		H	40,000	40,000	40,000						40,000
PW	Culvert	C142	Quade Creek Culvert		H	22,500	22,500	22,500						22,500
PW	Culvert	C197	Etmanskie Swamp Culvert		M	30,000	30,000	30,000						30,000
PW	Culvert	C201	Broomes Creek Culvert		M	200,000	200,000	200,000						200,000
PW	Culvert	C252	Vanderploegs Culvert		M	20,000	20,000	20,000						20,000
PW	Equipment	TRAI-10-H102142	WWF Asphalt Hot box				38,000					38,000		38,000
PW	Equipment	2000- Line Paint Machin	Line Paint Machine WWRP/SWP				11,700					11,700		11,700
PW	Equipment	ATTA-99-PSWEEP	SWEEPER				20,000					20,000		20,000
PW	Equipment	ATTA-13-HED0298	MASCHIO MOWER				14,000					14,000		14,000
PW	Equipment	ATTA-12-HED0282	MASCHIO MOWER				14,000					14,000		14,000
PW	Roads	1 River Road	Sand Point E Limit to Mast Rd		H		500,000					500,000		500,000
PW	Roads	1 River Road	Mullins Rd-to-Rex Lane		H	646,304	646,304			646,304				646,304
PW	Roads	1 River Road	Rex Lane-to-Cty Rd 4 (Storyland Rd)		H	299,313	299,313			299,313				299,313
PW	Roads	5 Stone Road	Reid Rd-to-Foy Rd		H	369,656	369,656			369,656				369,656
PW	Roads	5 Stone Road	Foy Rd-to-Berlanquet Rd		H	472,320	472,320	430,087		42,232				472,319
PW	Roads	7 Forrester's Falls Rd	Marjorie Rd-to-Zion Line		E	594,617	594,617				594,617			594,617
PW	Roads	7 Forrester's Falls Rd	Zion Line-to-Cty Rd 4 (Queens Line)		E	769,699	769,699				769,699			769,699
PW	Roads	52 Burnstown Rd	1.8 km N Fraser Road -to-Lime Kiln Rd		E		270,900				270,900			270,900
PW	Roads	52 Burnstown Rd	Lime Kiln Rd-to-Pucker St		E		262,300				262,300			262,300
PW	Roads	52 Burnstown Rd	Pucker St-to-Graham Ave		E	187,860	225,000	193,220			31,780			225,000
PW	Roads	52 Raglan St S	Graham Ave-to-Hwy 60 (Columbes St)		E	369,357	557,217	557,217						557,217
PW	Roads	65 Centennial Lake Rd	Chimo Rd North-to-Black Donald Rd		H	1,054,630	890,930					890,930		890,930
PW	Roads	67 Simpson Pit Rd	Mask Rd-to-Byers Creek Rd		H	675,680	675,680					675,680		675,680
PW	Roads	508 Black Donald Rd	Cty Rd 65 (Centennial Lake Rd)-to-Cty Rd 508 (I		H	326,250	326,250					326,250		326,250

County of Renfrew
2020 BUDGET

Department	Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised 10 Year Plan	Budget \$	Sources of Financing						Total
								Pembroke		Provincial				
								Taxation/Other	Share	Grant	Gas Tax	Reserves	Debt	
PW	Roads	512 Foymount Rd	Buelow Rd-to-Verch Rd		H	1,094,500	0							0
PW	Roads	512 Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)		H	703,120	703,120					703,120		703,120
PW	Roads	512 Foymount Rd	Miller Rd (Heidemans Lumber)-to-Silver Lake Rc		H	947,520	947,520					947,520		947,520
PW	Roads	515 Palmer Rd	Latchford Bdge N Exp Jnt-to-Guiney Rd		H	630,298	630,298	630,298						630,298
PW	Roads	515 Quadeville Rd	Kargus Rd-to-Sacred Heart Rd		M	563,300	563,300	563,300						563,300
PW	Roads	515 Quadeville Rd	Sacred Heart Rd-to-1400 Quadeville Rd.		M	636,400	636,400	636,400						636,400
PW	Roads	Various	Scratch Coat			695,564	695,564	695,564						695,564
PW	Roads	Various	Active Transportation			150,000	150,000	150,000						150,000
PW	Roads		Traffic Signal - upgrades CR 51 & CR 26				67,000	67,000						67,000
PW	Roads		Traffic Signal - upgrades CR 51 & CR 16				67,000	67,000						67,000
PW	Roads		Traffic Signal - upgrades CR 51 & CR 55				67,000	67,000						67,000
PW	Vehicles	LDTR-13-S648197	Pickup Truck		L	34,000	34,000					34,000		34,000
PW	Vehicles	LDTR-13-S647785	Pickup Truck		L	34,000	34,000					34,000		34,000
PW	Vehicles	LDTR-13-S689597	Pickup Truck		L	34,000	34,000					34,000		34,000
PW	Vehicles	HDTR-00-H345758	6 Ton Truck		E	345,000	345,000					345,000		345,000
PW	Vehicles	HDTR-03-J085282	6 Ton Truck		H	345,000	345,000					345,000		345,000
PW Total						22,647,963	23,124,113	8,376,675	0	1,357,505	5,479,296	5,160,637	2,750,000	23,124,113
RCHC	Building	1 Mackercher Drive	T8 Fluorescent Light - Interior		H	30,000	30,000		3,070			26,930		30,000
RCHC	Building	130-144 Fraser, 135-147 Ar	Vinyl framed dual glazed windows.		E	205,000	205,000	20,978				184,022		205,000
RCHC	Building	236 Hail Avenue	Face brick.		M	33,150	33,150	3,392				29,758		33,150
RCHC	Building	26 Spruce Street - (3)	Town Vinyl clad wood dual glazed windows.		E	70,000	70,000	7,163				62,837		70,000
RCHC	Building	26 Spruce Street - (3)	Town Vinyl siding 70%		E	170,000	170,000	17,396				152,604		170,000
RCHC	Building	26 Spruce Street - (3)	Town Vinyl clad wood dual glazed windows.		E	220,000	220,000	22,513				197,487		220,000
RCHC	Building	260 Elizabeth Street North	Balcony rails upgrade & paint		M	55,000	55,000	5,628				49,372		55,000
RCHC	Building	510 MacKay Street / 515 Ri	Attic insulation/ventilation		H	55,000	55,000	5,628				49,372		55,000
RCHC	Building	510 MacKay Street 515 Riv	Canopy over upper balconies		H	80,000	80,000	8,186				71,814		80,000
RCHC	Building	515 River Road	Patio doors (25 doors)		H	100,000	100,000	10,233				89,767		100,000
RCHC	Building	5967 Palmer Rapids Road	Replacement of aged waterline from well to building		E	75,000	75,000	7,675				67,325		75,000
RCHC	Building	63 Russell Street	Balcony repairs		H	100,000	100,000	10,233				89,767		100,000
RCHC	Building	8 Burwash Street	phase 2 of masonry balcony repairs		H	75,000	75,000	7,675				67,325		75,000
RCHC	Building	Opeongo Family - Vimy St	Porch Roofs		H		60,000					60,000		60,000
RCHC	Land Improvements	150 Elizabeth Street North	Sidewalks		H	55,000	55,000	5,628				49,372		55,000
RCHC	Land Improvements	260 Elizabeth Street North	Concrete sidewalks.		H	26,000	26,000	2,661				23,339		26,000
RCHC	Land Improvements	260 Elizabeth Street North	-4 lighting poles, and wall mounted Hg lighting		H	45,000	45,000	4,605				40,395		45,000
RCHC	Land Improvements	510 & 515 MacKay Street	Concrete walkways.		E	40,000	40,000	4,093				35,907		40,000
RCHC	Land Improvements	59 Wallace Street - Site	Interlocking pavers 70% and concrete 30%		H	45,000	45,000	4,605				40,395		45,000
RCHC	Land Improvements	59 Wallace Street - Site	Site lighting*		E	50,000	50,000	5,117				44,883		50,000
RCHC	Land Improvements	Bronx Street/Reynolds Aver	Site lighting		H	25,500	25,500	2,609				22,891		25,500
RCHC	Roof	174/178,202 Massey, 220/3	Asphalt shingles.		E	65,000	65,000	6,651				58,349		65,000
RCHC	Vehicles	LDTR-12-G206190	TRUCK PICKUP DODGE RAM 2500		L	33,412	33,412	3,419				29,993		33,412
RCHC Total						1,653,062	1,713,062	0	169,158	0	0	1,543,904	0	1,713,062
Trails	Land Imp	Phase III Final Transfer	Former CP Rail Transfer		L		68,422					68,422		68,422
Trails Total						0	68,422	0	0	0	0	68,422	0	68,422
Grand Total						27,008,268	31,157,212	8,376,675	169,158	1,357,505	5,479,296	13,024,578	2,750,000	31,157,212

County of Renfrew - 2020 Staffing Budget

Division	Department	Union	Job Title	2020 Budget	2019 Budget	Variance	Business Case Reference #	
				Hours	Hours	Hours		
BM	Administration	C	Receptionist	1,967	1,555	412	NEW 2020-BM-01	
BM	Nurse Admin	C	Unit Clerk	2,765	3,203	(438)	NEW 2020-BM-01	
BM	Dietary	N	Dietician	1,094	1,475	(381)	H-CC-19-09-63	
BM	Dietary	N	FSS - Assistant	1,820	1,366	454	H-CC-19-09-63	
BM	Maintenance	C	Maintenance Person	4,573	4,973	(400)	Reduced Sick Leave - RTW	
Bonnechere Manor Total				12,219	12,572	(353)		
Development & Property		Planning	N	Planning Assistant - Contract	-	1,061	(1,061)	CC Approved Business Case 2019-DP-03 - Never Filled
Development & Property Total					1,061	(1,061)		
Finance		Finance	N	Financial Services Officer	1,365	455	910	CC Approved Business Case 2019-FIN-01 (2019-3 Months/2020-9 months)
Finance Total				1,365	455	910		
POA		Prosecutor	N	Prosecutor	-	960	(960)	Staff Retirement changed to Purchased Service
Provincial Offences Total					960	(960)		
Paramedic	Administration	N	Commanders - Secondment	-	1,600	(1,600)	H-CC-18-08-66 - Secondment ended 2019	
Paramedic	Administration	N	Commanders - Secondment	1,560	2,080	(520)	H-CC-18-10-86 - Secondment ends September 30, 2020	
Paramedic	Administration	N	Acting Commanders	1,040	-	1,040	NEW 2020-ES-01	
Paramedic	Paramedics	C	Paramedics	211,612	210,712	900	Hours for Bargaining Recovered from Union	
Paramedic	Paramedics	C	Paramedics - ACP	8,137	7,933	204	H-CC-19-04-27 - Summer Students added via reduced ACP Hours	
Paramedic Total				222,349	222,325	24		
Public Works		Infrastructure Mgmt	N	Supervisor - Tech Services	1,517	1,820	(303)	Position in Acting Manager ends March 1, 2020
Public Works		Maintenance	N	Stand By Pay	728	-	728	OP-CC-19-11-96
Public Works Total				2,245	1,820	425		
Grand Total				238,178	239,193	(1,015)		



BUSINESS CASE - STAFFING REPORT

Date: January 15, 2020

Department: Bonnechere Manor

Report Prepared by: S. Sheedy, DLTC

PROPOSAL	Increase the Part Time Receptionist position to a Full Time position by transferring the hours from the Part Time Unit Clerk position, resulting in increased service and decreased costs.
POSITIONS Union <input checked="" type="checkbox"/> Non-Union <input type="checkbox"/>	Part Time Receptionist position – increase 1 day per week (338 hours/year) Part Time Unit Clerk position – reduce 1.1 day per week (399 hours/year)
SUMMARY <ul style="list-style-type: none"> • Background • Discussion 	<p><u>Background</u> Part Time Receptionist currently working 25 hrs/week Part Time Unit Clerk currently working 18.2 hrs/week</p> <p><u>Discussion:</u> As a result of streamlining administrative functions at Bonnechere Manor, it has been identified that, by converting no longer required unit clerk hours into reception hours, it created an overall increased service at a reduced cost. The Part Time Receptionist is on a permanent WSIB workplace accommodation. Pre-injury, this person was a Full Time Personal Support Worker. Therefore WSIB is currently supplementing the Permanent Loss of Earnings (PLOE). This means that the Employer pays not only this wage gap without concurrent service; but also administration fees to WSIB. By increasing the current Part Time Receptionist hours to a Full Time position, Bonnechere Manor's 30 year fiscal liability to WSIB would be eliminated; with both a small financial saving of approximately \$7,000 per year and an increase in worked hours.</p>
RECOMMENDATION	That the Health Committee recommends to County Council that the Part Time Receptionist position be changed to a Full Time position with the increase of 338 hours being transferred from the Part Time Unit Clerk position. Further, that the Finance and Administration Committee be so advised.

**FINANCIAL
CONSIDERATIONS**

Receptionist (Change from Part Time to FT – increase of 338 hours)

-338 hrs x \$26.12 (including benefits/stats/vacation)

FINANCIAL COST \$ 9,566

Part Time Unit Clerk (reduction of 399 hrs per year)

399 hrs @ \$27.78 (including benefits/stats/vacation)

FINANCIAL SAVING \$ 16,693

Net Financial saving in Annual Salary and Benefits \$ 7,127



BUSINESS CASE—STAFFING REPORT

Date: January 15, 2020

Department: Emergency Services

Report Prepared by: Mathieu Grenier

PROPOSAL	<p>Increase the paramedic staffing budget by 1,040 hours to increase hours for Acting Commanders.</p>
POSITIONS Union <input checked="" type="checkbox"/> Non-Union <input type="checkbox"/>	<p>Acting Commanders are unionized employees, but when activated are recognized as non-union administration.</p>
SUMMARY <ul style="list-style-type: none"> • Background • Discussion 	<p><u>Background</u></p> <p>The Service is realigning Commanders with platoons and allocating appropriate base funding for Commanders based on entitled leave. This will enable staff to be able to focus on priorities of the Service based on operational needs on the road. The existing model does not allow for adequate staffing. These are not new hours or a new position but reflects hours required to provide backfill. We provide 24/7 Commander staff and vacation replacement is imperative for operational health and safety and industry liaison.</p> <p><u>Discussion</u></p> <p>Providing the resources for Acting Commanders to fill vacancies when Commanders request entitled leave will ensure that front-line support to operations remains a priority. This will allow for ongoing administrative tasks to be performed on a day-to-day basis and not be interrupted by direct operational support and supervision.</p>
RECOMMENDATION	<p>THAT this committee recommends to County Council an increase of 1,040 hours in Emergency Services Administration line for Paramedic Service Acting Commanders hours to enable entitled vacation replacement and ensure continuity of service provision, succession and contingency planning.</p>
FINANCIAL CONSIDERATIONS	<p>A 1,040-hour increase for Acting Commanders represents estimated salary and benefit costs of \$65,355.</p>

County of Renfrew - 10 Year Capital Plan

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Totals
County Admin Building	285,000	120,000	186,425	25,000	60,000	270,000	25,000	-	127,975	849,876	1,949,276
Renfrew County Place	70,000	111,000	25,000	132,855	145,925	60,013	572,119	-	32,000	65,000	1,213,912
80 McGonigal	16,000	-	-	-	-	10,000	50,950	-	-	-	76,950
Miramichi Lodge	762,755	325,000	585,760	354,500	527,465	900,366	410,375	640,176	245,000	184,211	4,935,608
Bonnechere Manor	868,488	292,000	302,000	258,000	548,235	458,400	434,465	460,470	347,090	228,010	4,197,158
Arnprior Paramedic Base	-	17,000	25,000	10,000	-	20,095	10,000	-	12,000	-	94,095
Barry's Bay Paramedic Base	-	5,000	12,000	-	25,000	-	20,000	5,000	35,095	15,000	117,095
Petawawa Paramedic Base	-	5,000	-	12,000	17,000	-	15,000	5,000	35,095	47,000	136,095
Deep River Paramedic Base	-	17,000	-	-	-	-	17,000	-	25,000	12,000	71,000
OPP Station	-	8,000	-	8,000	-	8,000	-	40,083	-	40,932	105,014
PW Patrols	208,075	213,277	218,609	224,074	229,676	235,418	241,303	247,336	253,519	259,857	2,331,144
RCHC	1,619,650	1,738,850	1,746,246	1,619,832	1,296,540	1,538,240	1,312,320	1,210,980	1,253,400	1,364,617	14,700,675
Fleet - PW	792,000	878,000	882,000	792,000	912,000	908,000	976,000	1,057,000	1,069,000	1,103,000	9,369,000
Fleet - D&P	-	-	-	30,000	30,000	30,000	30,000	30,000	-	-	150,000
Fleet - RCHC	33,412	57,525	58,000	52,079	47,000	97,000	68,533	37,000	49,000	49,000	548,549
Fleet - EMS	705,000	1,475,000	1,440,000	1,565,000	705,000	1,175,000	1,710,000	1,175,000	1,095,000	1,175,000	12,220,000
Roads	11,186,388	13,073,746	11,674,627	13,249,964	14,199,560	14,432,821	14,538,384	14,386,880	15,083,650	16,010,268	137,836,287
Culverts	2,213,500	2,666,000	2,645,000	2,034,000	2,126,500	2,320,000	2,748,000	2,944,500	2,858,000	2,976,500	25,532,000
Bridges	8,248,000	2,697,000	4,164,000	3,881,000	2,925,000	3,143,200	3,196,220	3,260,240	3,420,140	2,649,760	37,584,560
TOTAL	27,008,268	23,699,398	23,964,667	24,248,303	23,794,901	25,606,553	26,375,669	25,499,666	25,940,964	27,030,029	253,168,417

County Administration Building

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
D3051 - Terminal Self-Contained Units	Humidifiers	Fair	\$ 50,000									
D5031 - Public Address And Music	councilor chambers	Poor	\$ 50,000									
D1010 - Elevators & Lifts	Hydraulic elevator.	Poor	\$ 60,000									
B2010 - Exterior Walls	soffits / wood siding	Good	\$ 75,000									
B10 - Superstructure	Steel and concrete structure.	Good		\$ 60,000								
B2010 - Exterior Walls	Caulking / Repointing	Poor		\$ 60,000								\$ 60,000
B2020 - Exterior Windows	Large and operable non-operable windows	Good										\$ 400,000
B30 - Roofing	Mod bit roofing membrane	Good										\$ 350,000
C1020 - Fittings	Blinds on exterior windows,cabinets,shelves	Good									\$ 65,875	
C3060 - Floor Finishes - Units	Vinyl Compostite tile	Fair										
D2040 - Rain Water Drainage	Roof drains and drainage piping.	Good										
D3012 - Gas Supply System	Steel gas supply piping.	Good									\$ 42,101	
D3060 - Controls And Instrumentation	BAS control system	Good					\$ 60,000					
D5010 - Electrical Service And Distr	Generator Transfer Switch	Good			\$ 30,000							
D5022 - Lighting Equipment	T-8 fluorescent, T-5 80% of building, LED	Good										
D5038 - Security Systems	Landlord is responsible security system.	Good		\$ 76,425								
D5092 - Emergency Power & Generat	500kW emergency generator, diesel.	Good						\$ 150,000				
E2020 - Movable Furnishings	Office / Conference room furnishings	Fair				\$ 25,000			\$ 25,000			\$ 25,000
			\$ 235,000	\$ 120,000	\$ 106,425	\$ 25,000	\$ 60,000	\$ 150,000	\$ 25,000	\$ -	\$ 107,975	\$ 835,000

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
G2020 - Parking Lots	Crack filling - sealing	Fair			\$ 20,000			\$ 20,000			\$ 20,000	
G2020 - Parking Lots	Asphalt Parking lots around the building.	Fair						\$ 100,000				
G2040 - Site Development	Stairs, accessibility ramps, railings	Poor			\$ 60,000							
G2040 - Site Development	Signage	Fair										\$ 14,876
G2040 - Site Development	Electronic sign	Good	\$ 50,000									
G2050 - Landscaping	General landscaping including trees,shrubs,	Fair										
			\$ 50,000	\$ -	\$ 80,000	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ 20,000	\$ 14,876

TOTAL			\$ 285,000	\$ 120,000	\$ 186,425	\$ 25,000	\$ 60,000	\$ 270,000	\$ 25,000	\$ -	\$ 127,975	\$ 849,876
--------------	--	--	------------	------------	------------	-----------	-----------	------------	-----------	------	------------	------------

Renfrew County Place Building

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
D5038 - Security Systems	Camera - interior and exterior	Poor	\$ 5,000									
D5033 - Telephone Systems	Telephone system. Server room.	Good	\$ 10,000									
B2010 - Exterior Walls	Caulking around windows EFIS	Fair	\$ 25,000			\$ 25,000			\$ 25,000			\$ 25,000
C3060 - Floor Finishes - Units	epoxy coating (Paramedic base and workshop areas)	Poor	\$ 30,000									
B2030 - Exterior Doors	Storefront double doors/main entrance. Exit aluminium door	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 building.	Fair				\$ 45,855						
C3040 - Wall Finishes - Units	Painted	Good			\$ 25,000							
C3060 - Floor Finishes - Units	VCT	Good							\$ 33,600			
C3060 - Floor Finishes - Units	Carpet	Good				\$ 25,000						
C3070 - Floor Finishes - Common Area	Mostly ceramic - Halls and washrooms - some carpet	Good					\$ 46,020					
C3080 - Ceiling Finishes - Units	Lay-in tiles.	Good										
D1010 - Elevators & Lifts	Hydraulic elevator (1)	Good		\$ 26,000								
D2010 - Plumbing Fixtures	2 men and 2 women, public washrooms, multiple fixtures.	Good						\$ 60,000				
D3034 - Packaged Air Conditioning Units	Gas fired roof top units, electric baseboard heaters perimeter	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		
D5038 - Security Systems	Security system	Good					\$ 39,905					
D5038 - Security Systems	CO detection in Paramedic garage area	Good		\$ 5,000								
E2020 - Movable Furnishings	Archive storage	Good						\$ 50,013				
			\$ 70,000	\$ 61,000	\$ 25,000	\$ 120,855	\$ 145,925	\$ 50,013	\$ 572,119	\$	\$ 20,000	\$ 25,000

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
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, and sods.	Good										\$ 40,000
G3092 - Industrial Waste Systems - Liquid	oil water seperator	Fair						\$ 10,000				
			\$	\$ 50,000	\$	\$ 12,000	\$	\$ 10,000	\$	\$	\$ 12,000	\$ 40,000

TOTAL			\$ 70,000	\$ 111,000	\$ 25,000	\$ 132,855	\$ 145,925	\$ 60,013	\$ 572,119	\$	\$ 32,000	\$ 65,000
--------------	--	--	-----------	------------	-----------	------------	------------	-----------	------------	----	-----------	-----------

80 McGonigal Building

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
B30 - Roofing	BUR, 2ply mod bit.	Good	\$ 6,000									
D5038 - Security Systems	Security cameras, fob entry and sensors	Good							\$ 50,950			
			\$ 6,000	\$	\$	\$	\$	\$	\$ 50,950	\$	\$	\$

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
G2020 - Parking Lots	Asphalt parking lot, 6-8 spaces.	Critical	\$ 10,000					\$ 10,000				
			\$ 10,000	\$	\$	\$	\$	\$ 10,000	\$	\$	\$	\$

TOTAL			\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 50,950	\$ -	\$ -	\$ -
--------------	--	--	-----------	------	------	------	------	-----------	-----------	------	------	------

Miramichi Lodge Building

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
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										\$ 54,211
C3020 - Floor Finishes	Waterproof membrane on floors	Fair										\$ 30,000
C3020 - Floor Finishes	Resilient tile flooring	Good						\$ 30,000				
C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) - C Block	Fair			\$ 75,000							
C3020 - Floor Finishes	carpet rolled	Good				\$ 40,000						
C3020 - Floor Finishes	Ceramic tile flooring (carpet to ceramic)	Critical	\$ 86,615									
C3020 - Floor Finishes	Ceramic flooring (existing)	Good										\$ 50,000
C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) - C Block	Fair				\$ 75,000						
C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) - C Block	Fair					\$ 75,000					
D1010 - Elevators & Lifts	2 Hydraulic passenger elevators controllers /tank	Good		\$ 123,000								
D1010 - Elevators & Lifts	68 special purpose lifts from 160 kg - 455 kg temp	Fair					\$ 80,000					
D1010 - Elevators & Lifts	New Tracks	Good			\$ 80,000							
D1010 - Elevators & Lifts	New Tracks	Critical	\$ 80,000									
D2010 - Plumbing Fixtures	162 Water closets, 3 urinals,162 washroom sinks,	Good								\$ 60,000		
D2010 - Plumbing Fixtures	3 x New tubs	Critical	\$ 70,000									
D2095 - Domestic Water Heaters	2 domestic and 2 laundry / kitchen	Good							\$ 127,375			
D3022 - Hot Water Boilers	MCC panel in Room C317 & C222 domestic	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 Motors	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	Critical	\$ 85,000									
D3035 - Cooling Piping And Fittings		Good						\$ 136,546				
D3036 - Cooling Generating Equip & Piping In		Good						\$ 18,480				
D3043 - Hydronic Distribution Systems		Good						\$ 284,900				
D3045 - Exhaust Ventilation Systems	18 x Upblast style ventilation fans	Good						\$ 18,000				
D3045 - Exhaust Ventilation Systems	2xair volume 4700x3300 Unit ventilators split units	Good						\$ 30,000				
D3045 - Exhaust Ventilation Systems	VAV boxes - 100	Poor	\$ 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						
D3058-D - Make-Up AHU		Fair						\$ 103,000				
D3060 - Controls And Instrumentation	updated 2014	Good				\$ 36,500						
D4010 - Sprinklers	Yes	Fair										\$ 30,000
D5010 - Electrical Service And Distribution	347/600 Volt, 1200 amp	Good										
D5022 - Lighting Equipment	LED Lighting	Good		\$ 70,000								
D5022 - Lighting Equipment	2 A & B	Good				\$ 100,000						
D5022 - Lighting Equipment	C Block	Good								\$ 100,000		
D5022 - Lighting Equipment	Changing to LED lights	Poor			\$ 30,000			\$ 30,000			\$ 30,000	
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	Poor	\$ 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 Syst	450 Kw Emergency Generator	Good						\$ 20,380				
E1042 - Laundry Room Equipment	Commercial Laundry & Dry Cleaning Equip.	Critical	\$ 12,000									
E1042 - Laundry Room Equipment	Commercial Laundry & Dry Cleaning equip.	Poor		\$ 12,000								
E1042 - Laundry Room Equipment	Commercial Laundry & Dry cleaning Equip	Poor			\$ 30,000							
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 master	Good									\$ 55,000	
E2010 - Fixed Furnishings	Kitchen areas 2 x each floor	Fair						\$ 30,060				
E2010 - Fixed Furnishings	Servery 1 A & 1 B	Good					\$ 30,000					
TOTAL			\$ 471,615	\$ 325,000	\$ 585,760	\$ 354,500	\$ 527,465	\$ 880,366	\$ 410,375	\$ 455,000	\$ 245,000	\$ 164,211

Miramichi Lodge - Site

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
G2010 - Roadways		Good								\$ 150,000		
G2020 - Parking Lots	Asphalt *	Fair	\$ 291,140									
G2030 - Pedestrian Paving	concrete sidewalk and patio	Good								\$ 35,176		
G2046 - Fountains, Pools, Watercourses	Drainage ditch	Poor						\$ 20,000				
G2050 - Landscaping	grass, trees, scrubs, flowers, mulch	Good										\$ 20,000
TOTAL			\$ 291,140	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 185,176	\$ -	\$ 20,000
TOTAL			\$ 762,755	\$ 325,000	\$ 585,760	\$ 354,500	\$ 527,465	\$ 900,366	\$ 410,375	\$ 640,176	\$ 245,000	\$ 184,211

Bonnechere Manor Building

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
A10 - Foundations	Concrete slab	Good						\$ 72,420				
B10 - Superstructure	Cement blocks, metal studding and concrete slab	Good								\$ 40,000		
B2010 - Exterior Walls	Clay brick clad exterior walls	Fair								\$ 68,000		
B2020 - Exterior Windows	exterior windows	Poor		\$ 40,000					\$ 40,000			
B30 - Roofing	washed river stone over single EPDM roof membrane	Poor	\$ 225,000									
B30 - Roofing	washed river stone over single EPDM roof membrane	Fair		\$ 212,000								
B30 - Roofing	washed river stone over single EPDM roof membrane	Fair			\$ 222,000							
B30 - Roofing	washed river stone over single EPDM roof membrane	Fair				\$ 203,000						
C1020 - Fittings	SpecialityAustco system	Good										
C1030 - Interior Doors	Interior doors-199 steel units/365 wood units/312 with accessibil	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	Poor							\$ 30,000			
C3020 - Floor Finishes	rolled vinyl	Critical	\$ 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 Distribution	Municipal water-Metered	Good						\$ 25,745				
D2030 - Sanitary Waste	Municipal sanitary Lift station	Good		\$ 10,000		\$ 10,000		\$ 10,000		\$ 10,000		\$ 10,000
D2095 - Domestic Water Heaters	Replacement completed 2014	Good					\$ 175,000					
D3012 - Gas Supply System	Natural Gas	Good										
D3016 - Solar Energy Supply	New solar panels Repairs - Replace inverter	Good					\$ 25,000					
D3024 - Boiler Room Piping And Specialti		Good									\$ 34,080	
D3031 - Chillers		Poor	\$ 463,488									
D3034 - Packaged Air Conditioning Units	replacement of servery units	Good							\$ 50,000			
D3034 - Packaged Air Conditioning Units	movencool ac units	Poor						\$ 10,000				
D3055 - Fin Tube Radiation	Heaters in all rooms	Fair			\$ 20,000			\$ 20,000			\$ 20,000	
D3058-D - Make-Up AHU	7 AHU units serving building,ranging 3,900 CFM to 9,000 CFM	Good								\$ 93,010	\$ 93,010	
D3060 - Controls And Instrumentation	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 Distribution	Municipal, Marcus serial # 9578-994 transformer in rm #3003	Good						\$ 30,000				
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good								\$ 124,000		
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good									\$ 100,000	
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good										\$ 100,000
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good										
D5022 - Lighting Equipment	Changing to LED lights	Poor			\$ 30,000			\$ 30,000			\$ 30,000	
D5032 - Intercommunications And Paging	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	Fair		\$ 20,000								
D5038 - Security Systems	Security Cameras	Fair					\$ 10,000		\$ 10,000		\$ 10,000	
D5091 - Exit & Emergency Light Systems	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 staff room 1 x aditu	Good						\$ 110,760				
TOTAL			\$ 768,488	\$ 292,000	\$ 302,000	\$ 258,000	\$ 528,235	\$ 458,400	\$ 384,465	\$ 435,470	\$ 322,090	\$ 203,010

Bonnechere Manor - Site

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
G2020 - Parking Lots	Asphalt *	Fair	\$ 100,000									
G2020 - Parking Lots	Asphalt	Good							\$ 25,000	\$ 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	\$ 25,000

TOTAL			\$ 868,488	\$ 292,000	\$ 302,000	\$ 258,000	\$ 548,235	\$ 458,400	\$ 434,465	\$ 460,470	\$ 347,090	\$ 228,010
--------------	--	--	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------

Arnprior Paramedic Base Building

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
B2040 - Industrial Doors	6 overhead garage doors open on both sides.	Fair										
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 Uni	Gas fired AHU with A/C & remote condensor	Good			\$ 15,000							
D3053 - Unit Heaters	Radiant Heaters	Good							\$ 5,000			
D5092 - Emergency Power/Generation	10kW emergency generator, natural gas.	Good						\$ 15,000				
			\$	\$ 12,000	\$ 15,000	\$	\$	\$ 20,095	\$ 5,000	\$	\$ 12,000	\$

Arnprior Paramedic Base - Site

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
G2020 - Parking Lots	Asphalt parking lot side of bldg & asphalt drivewa	Fair				\$ 10,000						
G2020 - Parking Lots	Asphalt crack sealing	Fair		\$ 5,000					\$ 5,000			
G2020 - Parking Lots		Fair			\$ 10,000							
			\$	\$ 5,000	\$ 10,000	\$ 10,000	\$	\$	\$ 5,000	\$	\$	\$

TOTAL			\$	- \$ 17,000	\$ 25,000	\$ 10,000	\$	- \$ 20,095	\$ 10,000	\$	- \$ 12,000	\$ -
--------------	--	--	----	-------------	-----------	-----------	----	-------------	-----------	----	-------------	------

Barry's Bay Paramedic Base Building

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
B2040 - Industrial Doors	6 overhead garage doors open on both sides	Fair									\$ 30,000	
B30 - Roofing	Asphalt shingles (30 years)	Good			\$ 12,000							
D2095 - Domestic Water Heaters	Electric instantaneous hot water heater	Fair									\$ 5,095	
D3034 - Packaged Air Conditioning Units	Propane fired AHU A/C & Remote condenser	Good							\$ 15,000			
D3053 - Unit Heaters	Radiant heaters	Good							\$ 5,000			
D5092 - Emergency Power & Generation	12 kW emergency fixed generator/propane gas	Good										\$ 15,000
			\$	\$	\$ 12,000	\$	\$	\$	\$ 20,000	\$	\$ 35,095	\$ 15,000

Barrys Bay Paramedic Base - Site

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
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	\$ -	\$ 20,000	\$ 5,000	\$ 35,095	\$ 15,000
--------------	--	--	------	----------	-----------	------	-----------	------	-----------	----------	-----------	-----------

Petawawa Paramedic Base Building

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
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						\$ 12,000
D2095 - Domestic Water Heaters	Gas fired instantaneous hot water heater	Fair									\$ 5,095	
D3034 - Packaged Air Conditioning Units	AHU	Good							\$ 15,000			
D5092 - Emergency Power & Generation Systems	12 kW natural gas emergency generator	Good										\$ 15,000
			\$	\$	\$	\$ 12,000	\$ 12,000	\$	\$ 15,000	\$	\$ 35,095	\$ 27,000

Petawawa Paramedic Base - Site

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
G2020 - Parking Lots	Asphalt with concrete curbs.	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	\$	\$	\$ 5,000	\$	\$ 20,000

TOTAL			\$	- \$ 5,000	\$	- \$ 12,000	\$ 17,000	\$	- \$ 15,000	\$ 5,000	\$ 35,095	\$ 47,000
--------------	--	--	----	------------	----	-------------	-----------	----	-------------	----------	-----------	-----------

Deep River Paramedic Base Building

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
B2040 - Industrial Doors	6 over head garage doors	Fair										
B30 - Roofing	Asphalt Shingles (25 year)	Good							\$ 12,000			
C3020 - Floor Finishes	Epoxy Coating in Garage area	Good		\$ 12,000								\$ 12,000
			\$	\$ 12,000	\$	\$	\$	\$	\$ 12,000	\$	\$	\$ 12,000

Deep River Paramedic Base - Site

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
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			\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000	\$ -	\$ 25,000	\$ 12,000
--------------	--	--	------	-----------	------	------	------	------	-----------	------	-----------	-----------

OPP Police Station

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
C3010 - Wall Finishes		Good										\$ 32,932
D2095 - Domestic Water Heaters		Good								\$ 32,083		
D5021 - Branch Wiring		Good										
			\$	\$	\$	\$	\$	\$	\$	\$ 32,083	\$	\$ 32,932

Category	Brief Description	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
G2020 - Parking Lots	line painting	Good		\$ 5,000		\$ 5,000		\$ 5,000		\$ 5,000		\$ 5,000
G2050 - Landscaping	Landscaping	Good		\$ 3,000		\$ 3,000		\$ 3,000		\$ 3,000		\$ 3,000
			\$	\$ 8,000	\$	\$ 8,000	\$	\$ 8,000	\$	\$ 8,000	\$	\$ 8,000

TOTAL			\$ -	\$ 8,000	\$ -	\$ 8,000	\$ -	\$ 8,000	\$ -	\$ 40,083	\$ -	\$ 40,932
--------------	--	--	------	----------	------	----------	------	----------	------	-----------	------	-----------

Public Works Patrols

Location		Category	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
General Inspections								\$ 30,000	\$ 30,000	\$ 30,000	\$ 50,000	\$ 50,000	\$ 50,000
Goshen	Main Building	C1030 - Interior Doors	NOW	\$ 3,000									
Cobden	Salt Building	A10 - Foundations	Fair	\$ 4,000									
Cobden	Sand Building	A10 - Foundations	Fair	\$ 4,000									
Southwest	Sand Building	B10 - Superstructure	Fair	\$ 5,985	\$ 50,000								
Southwest	Salt Building	B10 - Superstructure	Fair	\$ 6,000	\$ 50,000								
Goshen	Main Building	B2030 - Exterior Doors	Poor	\$ 7,000									
Calabogie	Main Building	B2040 - Industrial Doors	Poor	\$ 8,000									
Cobden	Main Building	B2010 - Exterior Walls	Poor	\$ 25,090									
White Water	Sand Building	B10 - Roofing	Fair	\$ 30,000									
White Water	Sand Building	B10 - Superstructure	Fair	\$ 40,000									
Cobden	Main Building	B30 - Roofing	Poor	\$ 75,000	\$ 25,000								
Cobden	Main Building	A10 - Foundations	Fair		\$ 50,000								
Cobden	Main Building	B2030 - Exterior Doors	Poor		\$ 10,000								
Cobden	Main Building	E2010 - Fixed Furnishings	Fair		\$ 20,000								
Goshen	Main Building	E2010 - Fixed Furnishings	Good		\$ 3,000								
Southwest	Main Building	E1042 - Laundry Room Equipment	Poor		\$ 2,000								
Southwest	Salt Building	B30 - Roofing	Poor		\$ 34,000								
Southwest	Storage Shed S	E2010 - Fixed Furnishings	Poor		\$ 2,000								
White Water	General Site	G2080 - Site Equipment	Poor		\$ 4,000								
Calabogie	Main Building	B30 - Roofing	Fair			\$ 10,000							
Calabogie	Storage Shed	A10 - Foundations	Fair			\$ 15,000							
Calabogie	Storage Shed	B2030 - Exterior Doors	Poor			\$ 2,500							
Cobden	Main Building	D5010 - Electrical Service And Distribution	Good			\$ 3,000							
Goshen	Salt Building	A10 - Foundations	Fair		\$ 5,277	\$ 20,000							
Goshen	Salt Building	D5022 - Lighting Equipment	Good			\$ 3,000							
Goshen	Sand Building	A10 - Foundations	Fair			\$ 20,000							
Goshen	Sand Building	D5022 - Lighting Equipment	Good			\$ 3,000							
Goshen	Storage Shed N	A10 - Foundations	Fair		\$ 8,000	\$ 14,500							
Goshen	Storage Shed S	A10 - Foundations	Fair			\$ 14,500							
Southwest	Sand Building	B30 - Roofing	Poor			\$ 35,109							
White Water	Main Building	D2020 - Domestic Water Distribution	Good			\$ 3,000							
White Water	Main Building	D2030 - Sanitary Waste	Good			\$ 2,000							
White Water	Main Building	D2095 - Domestic Water Heaters	Fair			\$ 1,000							
White Water	Storage Shed	B2030 - Exterior Doors	Poor			\$ 5,000							
White Water	Storage Shed	D5022 - Lighting Equipment	Fair			\$ 3,000							
Calabogie	Sand Building	B30 - Roofing	Fair			\$ 7,000	\$ 35,006						
Calabogie	Sand Building	B10 - Superstructure	Fair			\$ 7,000	\$ 50,000						
Goshen	Storage Shed N	B10 - Superstructure	Fair				\$ 20,000						
Goshen	Storage Shed N	B2010 - Exterior Walls	Fair				\$ 21,750						
Goshen	Storage Shed S	B10 - Superstructure	Fair				\$ 20,000						
Goshen	Storage Shed S	B2010 - Exterior Walls	Fair				\$ 21,750						
White Water	Main Building	A10 - Foundations	Fair				\$ 40,000						
Calabogie	Sand Building	D5010 - Lighting	Fair				\$ 3,568						
Cobden	General Site	G2010 - Roadways	Poor				\$ 15,568	\$ 140,108					
Goshen	Storage Shed N	B2040 - Industrial Doors	Fair				\$ 4,000						
Goshen	Storage Shed N	B30 - Roofing	Fair				\$ 20,000						
Goshen	Storage Shed S	B2040 - Industrial Doors	Fair				\$ 4,000						

Location	Category	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Goshen	Storage Shed S	B30 - Roofing	Fair				\$ 20,000					
Goshen	Storage Shed S	D5022 - Lighting Equipment	Fair				\$ 1,000					
Goshen	Storage Shed S	D5021 - Branch Wiring	Fair				\$ 1,000					
Southwest	Salt Building	D5021 - Lighting	Fair				\$ 3,000					
Southwest	Sand Building	D5021 - Lighting	Fair				\$ 3,000					
Calabogie	Sand Building	A10 - Foundations	Fair					\$ 5,000				
Cobden	General Site	G4020 - Site Lighting	Fair					\$ 2,000				
Cobden	Salt Building	D5021 - Lighting	Good					\$ 2,000				
Cobden	Sand Building	D5022 - Lighting Equipment	Good					\$ 2,000				
Cobden	Storage Shed	A10 - Foundations	Fair					\$ 20,000				
Cobden	Storage Shed	B2040 - Industrial Doors	Fair					\$ 5,418				
Cobden	Storage Shed	B10 - Superstructure	Fair					\$ 20,000				
Cobden	Storage Shed	D5022 - Lighting Equipment	Fair					\$ 2,000				
Cobden	Storage Shed	D5010 - Electrical Service And Distribution	Fair					\$ 3,000				
Goshen	Main Building	D5092 - Emergency Power & Generation Systems	Fair					\$ 10,000				
Goshen	Storage Shed N	D5022 - Lighting Equipment	Fair					\$ 1,000				
Goshen	Storage Shed N	D5021 - Branch Wiring	Fair					\$ 1,000				
Southwest	Main Building	A10 - Foundations	Fair					\$ 50,000				
Southwest	Main Building	D3053 - Unit Heaters	Fair					\$ 20,000				
White Water	General Site	G2040 - Site Development	Fair					\$ 5,000				
White Water	Main Building	C1030 - Interior Doors	Poor					\$ 7,000				
White Water	Salt Building	A10 - Foundations	Fair					\$ 20,000				
White Water	Salt Building	D5010 - Lighting	Good					\$ 5,000				
White Water	Sand Building	A10 - Foundations	Fair					\$ 20,000				
White Water	Sand Building	D5010 - Lighting	Good					\$ 5,000				
Calabogie	Main Building	B2010 - Exterior Walls	Fair						\$ 10,000			
Cobden	General Site	G2080 - Site Equipment	Fair						\$ 20,000			
Cobden	Main Building	D2095 - Domestic Water Heaters	Good						\$ 2,000			
Cobden	Main Building	E2020 - Movable Furnishings	Fair						\$ 5,000			
Goshen	General Site	G2010 - Roadways	Fair						\$ 60,000			
Goshen	Main Building	E2020 - Movable Furnishings	Fair						\$ 5,000			
Southwest	General Site	G2010 - Roadways	Fair						\$ 67,303			
White Water	Main Building	B2040 - Industrial Doors	Fair						\$ 30,000			
White Water	Main Building	E2010 - Fixed Furnishings	Good						\$ 6,000			
White Water	Main Building	E2020 - Movable Furnishings	Fair						\$ 6,000			
Calabogie	Main Building	C20 - Stairs	Good							\$ 10,000		
Calabogie	Main Building	D3057 - Radiant Heater Units	Good							\$ 35,000		
Calabogie	Main Building	D5092 - Emergency Power & Generation Systems	Fair							\$ 10,000		
Calabogie	Main Building	E2010 - Fixed Furnishings	Good							\$ 5,000		
Calabogie	Main Building	E2020 - Movable Furnishings	Fair							\$ 5,000		
Calabogie	Salt Building	D5022 - Lighting Equipment	Good							\$ 5,000		
Calabogie	Salt Building	D5010 - Electrical Service And Distribution	Good							\$ 5,000		
Cobden	Main Building	C20 - Stairs	Fair							\$ 2,000		
Goshen	Main Building	A10 - Foundations	Fair							\$ 53,336		
Goshen	Main Building	D5022 - Lighting Equipment	Good							\$ 5,000		
Goshen	Main Building	D5021 - Branch Wiring	Good							\$ 10,000		
Southwest	Main Building	D5092 - Emergency Power & Generation Systems	Fair							\$ 15,000		
Southwest	Main Building	E2020 - Movable Furnishings	Fair							\$ 6,000		
Southwest	Storage Shed S	D5022 - Lighting Equipment	Good							\$ 3,000		

Location		Category	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
White Water	Main Building	D5022 - Lighting Equipment	Good								\$ 10,000		
White Water	Main Building	D5010 - Electrical Service And Distribution	Good								\$ 3,000		
Calabogie	Main Building	D2030 - Sanitary Waste	Good									\$ 10,000	
Southwest	Main Building	B2030 - Exterior Doors	Fair									\$ 9,469	
Southwest	Main Building	B2020 - Exterior Windows	Fair									\$ 10,000	
Southwest	Main Building	C3030 - Ceiling Finishes	Good									\$ 2,500	
Southwest	Main Building	C1030 - Interior Doors	Good									\$ 1,050	
Southwest	Main Building	C3020 - Floor Finishes	Good									\$ 10,000	
Southwest	Main Building	C3010 - Wall Finishes	Good									\$ 2,500	
Southwest	Main Building	D2010 - Plumbing Fixtures	Good									\$ 6,000	
Southwest	Main Building	D2095 - Domestic Water Heaters	Good									\$ 2,000	
Southwest	Main Building	D5022 - Lighting Equipment	Good									\$ 3,000	
White Water	General Site	G2010 - Roadways	Fair							\$ 15,000	\$140,000		
Calabogie	Salt Building	B30 - Roofing	Fair										\$ 35,000
Calabogie	Salt Building	Exterior Siding	Fair								\$ 7,000	\$ 50,000	
Goshen	Main Building	C3020 - Floor Finishes	Fair										\$ 10,000
Goshen	Main Building	C20 - Stairs	Good										\$ 5,000
Goshen	Main Building	C3010 - Wall Finishes	Good										\$ 2,200
Goshen	Main Building	D2020 - Domestic Water Distribution	Good										\$ 10,000
Goshen	Main Building	Roofing	Fair										\$ 7,657
Calabogie	Main Building	A10 - Foundations											\$ 30,000
Calabogie	Main Building	C3020 - Floor Finishes											\$ 10,000
Calabogie	Main Building	D2010 - Plumbing Fixtures											\$ 10,000
Calabogie	Salt Building												\$ 20,000
Calabogie	Salt Building	B30 - Roofing											\$ 20,000
TOTAL				\$ 208,075	\$ 213,277	\$ 218,609	\$ 224,074	\$ 229,676	\$ 235,418	\$ 241,303	\$247,336	\$253,519	\$259,857

Renfrew County Housing Corporation

Facility: Name	Category	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Bronx Street/Reynolds Avenue - Site	G4020 - Site Lighting	Poor	\$ 25,500									
260 Elizabeth Street North - Site	G2030 - Pedestrian Paving	Poor	\$ 26,000									
1 Mackercher Drive	D5024 - Lighting Equipment - Common	poor	\$ 30,000									
236 Hall Avenue	B2010 - Exterior Walls	Fair	\$ 33,150									
510 & 515 MacKay Street - Site	G2030 - Pedestrian Paving	Critical	\$ 40,000					\$ 40,000				
260 Elizabeth Street North - Site	G4020 - Site Lighting	Poor	\$ 45,000									
59 Wallace Street - Site	G2030 - Pedestrian Paving	Poor	\$ 45,000									
59 Wallace Street - Site	G4020 - Site Lighting	Critical	\$ 50,000									
150 Elizabeth Street North - Site	Sidewalks	Poor	\$ 55,000									
260 Elizabeth Street North	B1013 - Balcony Construction	Fair	\$ 55,000					\$ 25,000				
510 MacKay Street / 515 River Road	B30 - Roofing	Poor	\$ 55,000									
174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1	B30 - Roofing	Critical	\$ 65,000				\$ 75,000					
26 Spruce Street - (3) Townhome Blocks	B2030 - Exterior Doors	Critical	\$ 70,000									
5967 Palmer Rapids Road	Water line Replacement	Critical	\$ 75,000									
8 Burwash Street	Continus balcony repairs	Poor	\$ 75,000									
510 MacKay Street 515 River Road	B30 - Roofing	Poor	\$ 80,000									
515 River Road	B2030 - Exterior Doors	Poor	\$ 100,000									
63 Russell Street	Continuous balcony repairs	poor	\$ 100,000									
26 Spruce Street - (3) Townhome Blocks	B2010 - Exterior Walls	Critical	\$ 170,000									
130-144 Fraser, 135-147 Arnolds, 520-546 Nelson - (6) To	B2020 - Exterior Windows	Critical	\$ 205,000									
26 Spruce Street - (3) Townhome Blocks	B2020 - Exterior Windows	Critical	\$ 220,000									
1 Mackercher Drive	B30 - Roofing	Fair									\$ 71,400	
1030-1106 Lea St - (4) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair					\$ 221,340					
1030-1106 Lea St - (4) Townhome Blocks	B2020 - Exterior Windows	Poor			\$ 260,000							
1030-1106 Lea St - (4) Townhome Blocks	B2020 - Exterior Windows	Poor			\$ 275,000							
1030-1106 Lea St - (4) Townhome Blocks	B30 - Roofing	Critical										
1030-1106 Lea St - Site	G2020 - Parking Lots	Fair										
1110-1144 Lea St - (2) Townhome Blocks	B30 - Roofing	Good										
1110-1144 Lea St - (2) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair								\$ 100,980		
1110-1144 Lea St - (2) Townhome Blocks	B2020 - Exterior Windows	Fair		\$ 125,000								
130-144 Fraser, 135-147 Arnolds, 520-546 Nelson - (6) To	C1060 - Kitchen Refurbishment	Fair					\$ 183,600					
130-144 Fraser, 135-147 Arnolds, 520-546 Nelson - (6) To	B30 - Roofing	Fair										
130-144 Fraser, 135-147 Arnolds, 520-546 Nelson - (6) To	B2010 - Exterior Walls	Fair			\$ 76,500			\$ 50,000				
136-148 Vimy Blvd S	D3023 - Furnaces	Fair			\$ 60,000							
143-157 Vimy Blvd S	D3023 - Furnaces	Fair										\$ 60,000
150 Elizabeth Street North	D2095 - Domestic Water Heaters	Good				\$ 15,000						
150 Elizabeth Street North	435-481 Nelson St - (6) Townhome Blo	Good										
150 Elizabeth Street North	Sidewalks	Good	\$ 30,000									
150 Elizabeth Street North	D5013 - Main Electrical Service and Di	Fair									\$ 35,000	
150 Elizabeth Street North - Site	G2020 - Parking Lots	Poor							\$ 35,600			
172 & 174 & 202 Cecil Street	C1060 - Kitchen Refurbishment	Fair						\$ 27,000				
174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1	C1060 - Kitchen Refurbishment	Fair							\$ 200,000			
174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1	G2020 - Parking Lots	Good					\$ 65,000					\$ 45,900
174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1	G2050 - Landscaping	Poor						\$ 30,600				
174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1	A20 - Basement Construction	Critical			\$ 65,000							
177-213 Allan Dr, 178-244 Wilfred Cres - (10) Duplex	B2010 - Exterior Walls	Fair										
19 Smith Street	C1060 - Kitchen Refurbishment	Fair							\$ 36,720			
199-201 Wilfred Cres, 208-307 Edward St - (10) Duplex	C1060 - Kitchen Refurbishment	Fair								\$ 100,000		
204/206-240/242 Cecil Street - (18) Duplex	C1060 - Kitchen Refurbishment	Poor							\$ 315,000			
206-251 Oak Cres, 596-598 Frank Dench St - (13) Duplex	A20 - Basement Construction	Fair						\$ 25,000				
206-251 Oak Cres, 596-598 Frank Dench St - (13) Duplex	B30 - Roofing	Fair				\$ 167,280						
229/231 Albert Street	B2010 - Exterior Walls	Fair					\$ 60,000					
236 Hall Avenue	B2020 - Exterior Windows	Fair				\$ 102,000						
236 Hall Avenue	A10 - Foundations	Poor		\$ 150,000					\$ 150,000			
236 Hall Avenue	B1013 - Balcony Construction	Poor		\$ 75,000								
26 Spruce Street - Apartment	C1060 - Kitchen Refurbishment	Poor					\$ 106,000					
26 Spruce Street - Apartment	D3058-D - Make-Up AHU	Critical			\$ 61,200							

Facility: Name	Category	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
260 Elizabeth Street North	D3058-D - Make-Up AHU	Fair			\$ 80,073							
260 Elizabeth Street North	D3058-D - Make-Up AHU	Fair			\$ 80,073							
260 Elizabeth Street North	D4010 - Sprinklers	Good							\$ 50,000			
260 Elizabeth Street North	B1013 - Balcony Construction	Fair										\$ 25,000
260 Elizabeth Street North	B30 - Roofing	Poor									\$ 180,000	
260 Elizabeth Street North	B2030 - Exterior Doors	Poor						\$ 250,000				
260 Elizabeth Street North	B2020 - Exterior Windows	Critical		\$ 122,400								
260 Elizabeth Street North	B2020 - Exterior Windows	Critical			\$ 122,400							
260 Elizabeth Street North - Site	G2040 - Site Development	Critical						\$ 55,000				
400 Nelson Street	B30 - Roofing	Good										
400 Nelson Street	Common area Flooring	Fair						\$ 53,040				
400 Nelson Street	C1060 - Kitchen Refurbishment	Fair										
41 Vimy Boulevard	C1060 - Kitchen Refurbishment	Fair				\$ 147,900						
41 Vimy Boulevard	D1010 - Elevators & Lifts	Fair				\$ 26,000						
41 Vimy Boulevard	A10 - Foundations	Poor										\$ 50,000
41-103 Fourth Ave, 74-82 Riverview Dr - (25) Single Family	D3023 - Furnaces	Good										\$ 44,007
425 Nelson Street	B30 - Roofing	Good										
425 Nelson Street	B2010 - Exterior Walls	Fair				\$ 12,240					\$ 25,000	
425 Nelson Street	C1060 - Kitchen Refurbishment	Fair							\$ 80,000			
425 Nelson Street	D3041 - Air Distribution Systems	Poor						\$ 33,660				
425 Nelson Street	B2020 - Exterior Windows	Poor		\$ 70,000								
425 Nelson Street - Site	G2030 - Pedestrian Paving	Poor						\$ 18,360				
435-481 Nelson St - (6) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair										\$ 200,000
435-481 Nelson St - (6) Townhome Blocks	B1013 - Balcony Construction	Critical		\$ 25,000								
44 Lorne Street	D4010 - Sprinklers	Good										\$ 45,000
44 Lorne Street	B2020 - Exterior Windows	Fair				\$ 25,000						
44 Lorne Street	B2010 - Exterior Walls	Fair										\$ 32,640
44 Lorne Street	B30 - Roofing	Poor										\$ 30,600
44 Lorne Street	B2030 - Exterior Doors	Poor			\$ 26,000							
510 MacKay Street	B30 - Roofing	Good										
510 MacKay Street	C1060 - Kitchen Refurbishment	Fair										\$ 279,990
510 MacKay Street	B2020 - Exterior Windows	Fair		\$ 127,000								
510 MacKay Street	D5037 - Fire Alarm System	Fair				\$ 12,812						
510 River Road	B2020 - Exterior Windows	Fair		\$ 127,000								
515 River Road	B30 - Roofing	Fair										
55 Poplar Street	C1060 - Kitchen Refurbishment	Fair										
55 Poplar Street	B2030 - Exterior Doors	Fair		\$ 65,000								
59 Wallace Street	C1060 - Kitchen Refurbishment	Poor						\$ 160,000				
59 Wallace Street	B2010 - Exterior Walls	Fair										
5967 Palmer Rapids Road	B30 - Roofing	Fair										\$ 44,880
5967 Palmer Rapids Road	B2020 - Exterior Windows	Fair										
5967 Palmer Rapids Road	B2030 - Exterior Doors	Fair						\$ 55,000				
63 Russell Street	C1060 - Kitchen Refurbishment	Fair					\$ 188,700					
63 Russell Street	D3058-D - Make-Up AHU	Poor				\$ 81,600						
63 Russell Street	B30 - Roofing	Fair		\$ 85,000								
75 Stafford Street	B30 - Roofing	Fair										\$ 81,600
75 Stafford Street	D4010 - Sprinklers	Fair				\$ 50,000						
75 Stafford Street - Site	G2049-B - Sheds	Fair						\$ 45,900				
75 Stafford Street - Site	G2020 - Parking Lots	Poor							\$ 30,000			
8 Burwash Street	D4010 - Sprinklers	Fair						\$ 65,000				
Allan Ave, Archibald Ave, Francis St, George Ave - (31) Sir	B2030 - Exterior Doors	Good										
Allan Ave, Archibald Ave, Francis St, George Ave - (31) Sir	A20 - Basement Construction	Poor						\$ 34,680				
1 Mackercher Drive	B2030 - Exterior Doors	fair								\$ 75,000		
1110-1144 Lea St - (2) Townhome Blocks	B2020 - Exterior Windows	Poor				\$ 180,000						
136-148 Vimy Blvd S	C1060 - Kitchen Refurbishment	Fair							\$ 160,000			
150 Elizabeth Street North	D3058-D - Make-Up AHU	Poor				\$ 100,000						
150 Elizabeth Street North	B30 - Roofing	Fair										
150 Elizabeth Street North	Building Automation system	Good						\$ 65,000				

Facility: Name	Category	Overall Condition	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1B2020 - Exterior Windows		Poor		\$ 300,000								
174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1B2010 - Exterior Walls		Critical				\$ 55,000						
177-213 Allan Dr, 178-244 Wilfred Cres - (10) Duplex	C1060 - Kitchen Refurbishment	Fair								\$ 100,000		
19 Smith Street	B2030 - Exterior Doors	fair								\$ 75,000		
206-251 Oak Cres, 596-598 Frank Dench St - (13) Duplex	A10 - Foundations	Good		\$ 30,000								
229/231 Albert Street	B30 - Roofing	Fair								\$ 50,000		
229/231 Albert Street	B2030 - Exterior Doors	Fair								\$ 150,000		
229/231 Albert Street	B10 - Superstructure	Critical		\$ 27,450								
229/231 Albert Street	B2020 - Exterior Windows	Fair						\$ 75,000				
229/231 Albert Street	C1060 - Kitchen Refurbishment	Fair									\$ 222,000	
236 Hall Avenue	G2050 - Landscaping	Fair			\$ 35,000							
236 Hall Avenue	B1013 - Balcony Construction	Poor			\$ 75,000							
236 Hall Avenue	B2030 - Exterior Doors	Fair										\$ 200,000
26 Spruce Street - (3) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair			\$ 330,000							
26 Spruce Street - Apartment	B2030 - Exterior Doors	Poor			\$ 100,000							
260 Elizabeth Street North	A20 - Basement Construction	Poor				\$ 275,000						
260 Elizabeth Street North	A20 - Basement Construction	Poor						\$ 275,000				
260 Elizabeth Street North	B2010 - Exterior Walls	Poor										\$ 65,000
260 Elizabeth Street North	Building Automation System	Good									\$ 120,000	
260 Elizabeth Street North - Site	G2020 - Parking Lots	Poor					\$ 45,900					
400 Nelson Street	B2010 - Exterior Walls	Fair								\$ 35,000		
41-103 Fourth Ave, 74-82 Riverview Dr - (25) Single Family	C1060 - Kitchen Refurbishment	Fair									\$ 200,000	
41-103 Fourth Ave, 74-82 Riverview Dr - (25) Single Family	A20 - Basement Construction	Fair					\$ 125,000					
41-103 Fourth Ave, 74-82 Riverview Dr - (25) Single Family	Chimney Removal / siding repairs	Fair				\$ 200,000						
435-481 Nelson St - (6) Townhome Blocks	435-481 Nelson St - (6) Townhome Blo	Poor		\$ 60,000								
435-481 Nelson St - (6) Townhome Blocks	B30- Roofing	Poor		\$ 70,000								
44-72 Sullivan	C1060 - Kitchen Refurbishment	Fair						\$ 180,000				
510 & 515 MacKay Street - Site	Site lighting	Poor						\$ 30,000				
510 MacKay Street	B2030 - Exterior Doors	Poor		\$ 100,000								
510 MacKay Street	B30 - Roofing	Fair								\$ 40,000		
510 MacKay Street 515 River Road	waterlines	Fair						\$ 60,000				
55 Poplar Street	waterlines	Fair						\$ 55,000				
59 Wallace Street	Balcony Repairs	Poor								\$ 75,000		
5967 Palmer Rapids Road	D3058-D - Make-Up AHU	Fair					\$ 26,000					
5967 Palmer Rapids Road	C1060 - Kitchen Refurbishment	Fair				\$ 170,000						
75 Stafford Street	C1060 - Kitchen Refurbishment	Fair						\$ 245,000				
8 Burwash Street	Parking lot	Fair								\$ 150,000		
8 Burwash Street	Parking lot	Fair									\$ 150,000	
8 Burwash Street	Balcony doors	Fair								\$ 100,000		
8 Burwash Street	B2020 - Exterior Windows	Fair					\$ 200,000					
Allan Ave, Archibald Ave, Francis St, George Ave - (31) Sir	C1060 - Kitchen Refurbishment	Fair									\$ 250,000	
Bronx Street/Reynolds Avenue	B2020 - Exterior Windows	Poor		\$ 250,000								
	C1060 - Kitchen Refurbishment	Fair										\$ 160,000
TOTAL			\$ 1,619,650	\$ 1,738,850	\$ 1,746,246	\$ 1,619,832	\$ 1,296,540	\$ 1,538,240	\$ 1,312,320	\$ 1,210,980	\$ 1,253,400	\$ 1,364,617

Light Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs											
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029		
AMBU-07-1218615	Service Van (Mechanic)	2014	7	H		\$120,000										
LDTR-12-S287313	Pickup Truck (Mechanic)	2012	7	L							\$34,000					
AMBU-18-	Service Van (Mechanic)	2018	7						\$120,000							
LDTR-11-Z367619	Pickup Truck	2011	7	M								\$34,000				
LDTR-12-S260774	Pickup Truck	2012	7	L								\$34,000				
LDTR-13-S648197	Pickup Truck	2013	7	L	\$34,000.00									\$34,000		
LDTR-13-S647785	Pickup Truck	2013	7	L	\$34,000.00											\$34,000
LDTR-13-S689597	Pickup Truck	2013	7	L	\$34,000.00											\$34,000
LDTR-13-S702813	Pickup Truck	2013	7	L												
LDTR-14-S351839	Pickup Truck	2014	7	L												
LDTR-14-S370373	Pickup Truck	2014	7	L		\$34,000										
LDTR-14-S344123	Pickup Truck	2014	7	L		\$34,000										
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				\$34,000								
LDTR-16-Z337328	Pickup Truck	2016	7	L				\$34,000								
LDTR-17-Z340878	Pickup Truck	2017	7	H					\$34,000							
LDTR-00-JJ36502	Pickup Truck	2017	7	H				\$34,000								
LDTR-17-Z340368	Pickup Truck	2017	7	H					\$34,000							
LDTR-17-Z340472	Pickup Truck	2017	7	H					\$34,000							
LDTR-18-G420742	Pickup Truck	2018	7							\$34,000						
LDTR-18-G420382	Pickup Truck	2018	7							\$34,000						
LDTR-18-G422506	Pickup Truck	2018	7								\$34,000					
LDTR-19-	Pickup Truck	2019	7								\$34,000					
LDTR-19-	Pickup Truck	2019	7								\$34,000					
TOTAL						\$102,000	\$188,000	\$102,000	\$102,000	\$222,000	\$68,000	\$136,000	\$68,000	\$34,000	\$68,000	

Heavy Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs												
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029			
HDTR-00-H345759	6 Ton Truck	2000	14	E													
HDTR-00-H345758	6 Ton Truck	2000	14	E	\$345,000												
HDTR-03-J085282	6 Ton Truck	2003	14	H	\$345,000												
HDTR-06-J456640	6 Ton Truck	2006	14	M		\$345,000											
HDTR-07-J424017	6 Ton Truck	2007	14	M		\$345,000											
HDTR-07-J653946	6 Ton Truck	2007	14	M			\$345,000										
HDTR-08-J105697	6 Ton Truck	2008	14	M			\$345,000										
HDTR-09-J239888	6 Ton Truck	2009	14	L				\$345,000									
HDTR-11-J368927	6 Ton Truck	2011	14	L				\$345,000									
HDTR-12-HBL2575	6 Ton Truck	2012	14	L					\$345,000								
HDTR-12-HBL2574	6 Ton Truck	2012	14	L					\$345,000								
HDTR-12-HFB1171	6 Ton Truck	2012	14	L						\$345,000							
HDTR-13-H780241	6 Ton Truck	2013	14	L						\$345,000							
HDTR-13-H780242	6 Ton Truck	2013	14	L							\$345,000						
HDTR-14-PGE7703	6 Ton Truck	2014	14	L							\$345,000						
HDTR-89-H201485	Water truck	1989	14	E								\$345,000					\$345,000
HDTR-15-N208304	6 Ton Truck	2015	14	L									\$345,000				
HDTR-15-N208305	6 Ton Truck	2015	14	L										\$345,000			
HDTR-15-N208306	6 Ton Truck	2015	14	L										\$345,000			
HDTR-16-	6 Ton Truck	2016	14	E										\$345,000			
HDTR-16-	6 Ton Truck	2016	14	E													\$345,000
HDTR-18-	6 Ton Truck	2017	14	E													\$345,000
HDTR-18-	6 Ton Truck	2018	14	E													\$345,000
HDTR-19-	6 Ton Truck	2019	14														
TOTAL					\$690,000	\$690,000	\$690,000	\$690,000	\$690,000	\$690,000	\$690,000	\$690,000	\$345,000	\$1,035,000	\$1,035,000		

Tractors - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
TRAC-02-L25026	Tractor	2002	15	H											
TRAC-02-L25212	Tractor	2002	15	H			\$90,000								
TRAC-04-N153059	Tractor	2004	15	H									\$90,000		
TRAC-07-T090H45	Tractor	2007	15	M											
TRAC-19-	Tractor	2019	15	M											
TOTAL					\$0	\$0	\$90,000	\$0	\$0	\$0	\$0	\$0	\$90,000	\$0	\$0

Backhoe and Loaders - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
BACK-99-0484047	Backhoe	1999	15	H											
BACK-96-FL00908	Backhoe	1996	15	H											
BACK-06-G959459	Backhoe	2006	15	M											
BACK-10-0185367	Backhoe	2010	15	L						\$150,000					
BACK-11-D205702	Bakchoe	2011	17	L							\$150,000				
BACK-12-D215014	Backhoe	2012	17	L								\$154,000			
BACK-19-	Backhoe	2019	17												
LOAD-18-0320202	Excavator - 17 ton Wheel	2018	25	E											
LOAD-23	Excavator - 17 ton Wheel	2020	25	E									\$400,000		
LOAD-08-Z621907	Loader 624K	2008	15												
TOTAL					\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$150,000	\$554,000	\$0	\$0

Development & Property

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
LDTR-07-HB37840	TRUCK PICKUP DODGE RAM 1500 4X2	2017	7	L					\$30,000					
LDTR-11-S667960	TRUCK PICKUP DODGE RAM 1500	2018	7	M						\$30,000				
LDTR-12-S287312	TRUCK PICKUP DODGE RAM 1500 4X2	2012	7	L							\$30,000	\$30,000		
LDTR-16-	TRUCK PICKUP CHEV SILVERADO 4X4	2016	7	L				\$30,000						
TOTAL					\$0	\$0	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$0	\$0

Renfrew County Housing Corporation

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
LDT														
LDTR-04-1183149	TBD	2018	7	E						\$46,000				
LDTR-17-Z367678	TRUCK PICKUP Chevrolet Silverado WT	2017	7	E					\$47,000					
LDTR-16-Z321006	TRUCK PICKUP Chevrolet Silverado WT	2016	7	E				\$34,163						
LDTR-11-1130481	TBD	2018	7	M						\$51,000				
LDTR-12-G206190	TRUCK PICKUP DODGE RAM 2500	2012	7	L	\$33,412						\$33,000			
LDTR-13-N101805	VAN MTCE NISSAN 2013	2013	7	L		\$37,000						\$37,000		
LTDR-15-N107755	VAN MTCE NISSAN 2014	2015	7	L			\$49,000						\$49,000	\$49,000
R-LDTR-06-G254539	TRUCK PICKUP DODGE RAM 2500 06	2006	7	E										
D-LDTR-06-G253089	TRUCK PICKUP DODGE RAM 2500 06	2006												
Lawn Tractor														
TRAC-90-LAWNP18	Tractor 5967 Palmer	1990	15	E										
TRAC-09-LAWNP02	Tractor 510 MacKay/515 River Rd	2009	15	L				\$17,916						
TRAC-11-LAWNP17	Tractor 59 Wallace	2011	15	L							\$6,000			
TRAC-11-KUBOA07	Tractor Arnprior Shop	2011	15	L							\$29,533			
TRAC-15-31000	Tractor 44 Lorne	2015	15	L										
TRAC-15-30980	Tractor 75 Stafford	2015	15	L										
TRAC-16-LAWNR06	Tractor 236 Hall	2016	15	E										
TRAC-16-LAWNP18	Tractor 5967 Palmer	2016												
TRAC-17-LAWNP13	Tractor 19 Smith	2017												
TRAC-06-LAWNP04	Lawn tractor 150 Elizabeth	2006				\$5,763								
TRAC-06-LAWNP05	Lawn tractor 425 Nelson	2006				\$5,763								
TRAC-18-LAWN	Lawn tractor 260 Elizabeth	2018												
TRAC-04-B002106	Lawn tractor 26 Spruce	2004												
Trailers														
TRAI-01-G003096	TRAILER DUMP	2001	15	E		\$9,000								
TRAI-01-G003095	TRAILER DUMP	2001	15	E			\$9,000							
TRAI-15-2085016	TRAILER DUMP P12	2015	15	L										
TOTAL					\$33,412	\$57,525	\$58,000	\$52,079	\$47,000	\$97,000	\$68,533	\$37,000	\$49,000	\$49,000

Emergency Services

Asset ID	Asset Description	In Service	RISK	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
		Year	(L, M, H, E)										
AMBU-12-5683996	AMBULANCE DEMERS TYPE II	2012	H				\$235,000				\$235,000		
AMBU-14-5833606	AMBULANCE DEMERS TYPE II	2014	M				\$235,000				\$235,000		
AMBU-14-5921494	AMBULANCE DEMERS TYPE II	2014	L				\$235,000				\$235,000		
AMBU-15-1189150	AMBULANCE DEMERS TYPE III	2015	L				\$235,000				\$235,000		
AMBU-16-1321566	AMBULANCE DEMERS TYPE III	2016	H	\$235,000				\$235,000				\$235,000	
AMBU-16-1330434	AMBULANCE DEMERS TYPE III	2016	H	\$235,000				\$235,000				\$235,000	
AMBU-16-1333254	AMBULANCE DEMERS TYPE III	2016	H	\$235,000				\$235,000				\$235,000	
AMBU-17-9738095	AMBULANCE DEMERS TYPE III	2017	M		\$235,000				\$235,000				\$235,000
AMBU-17-9738598	AMBULANCE DEMERS TYPE II	2017	E		\$235,000				\$235,000				\$235,000
AMBU-17-9738792	AMBULANCE DEMERS TYPE III	2017	M		\$235,000				\$235,000				\$235,000
AMBU-17-9740290	AMBULANCE DEMERS TYPE III	2017	H		\$235,000				\$235,000				\$235,000
AMBU-17-9741893	AMBULANCE DEMERS TYPE III	2017	M		\$235,000				\$235,000				\$235,000
AMBU-17-9774496	AMBULANCE DEMERS TYPE II	2018	E			\$235,000				\$235,000			
AMBU-18-9774473	AMBULANCE DEMERS TYPE III	2018	M			\$235,000				\$235,000			
AMBU-18-9774474	AMBULANCE DEMERS TYPE III	2018	L			\$235,000				\$235,000			
AMBU-18-9774495	AMBULANCE DEMERS TYPE III	2018	L			\$235,000				\$235,000			
AMBU-18-9774497	AMBULANCE DEMERS TYPE III	2018	L			\$235,000				\$235,000			
AMBU-18-9774498	AMBULANCE DEMERS TYPE III	2018	L				\$235,000				\$235,000		
AMBU-19-N044507	AMBULANCE DEMERS TYPE III	2019	L			\$235,000				\$235,000			
ATV-15-G497853	POLARIS 4X4 SIDE BY SIDE	2015	M		\$30,000					\$30,000			
ATV-18-8054008	POLARIS 4X4 SIDE BY SIDE	2018					\$30,000					\$30,000	
ERV-16-EA29256	Ford Expedition	2016	E		\$90,000					\$90,000			
ERV-16-EA54329	FORD F250	2016	L		\$90,000					\$90,000			
ERV-16-ERO7647	Ford Expedition	2016			\$90,000					\$90,000			
ERV-18-F286261	TRUCK FORD EXPEDITION	2018	H				\$90,000					\$90,000	
ERV-18-R375167	TRUCK FORD EXPLORER	2018	H				\$90,000					\$90,000	
ERV-18-R375824	TRUCK FORD EXPLORER	2018	H				\$90,000					\$90,000	
ERV-18-R376195	Ford Expedition	2018	M				\$90,000					\$90,000	
TRAI-07-1118086	WELLS CARGO	2007	M			\$15,000							
TRAI-07-N063595	TRAILER - COMMAND UNIT	2007	M			\$15,000							
TRAI-15-E043331	TRAILER - STEALTH - UTV	2015	L										
TRAI-15-E043332	TRAILER - STEALTH - ESU	2015	L										
TRAI-19-W072345	CARGO - SxS	2019											
TOTAL				\$705,000	\$1,475,000	\$1,440,000	\$1,565,000	\$705,000	\$1,175,000	\$1,710,000	\$1,175,000	\$1,095,000	\$1,175,000

Road Sections

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
ANNUAL TOTAL						\$ 11,186,388	\$ 13,073,746	\$ 11,674,627	\$ 13,249,964	\$ 14,199,560	\$ 14,432,821	\$ 14,538,384	\$ 14,386,880	\$ 15,083,650	\$ 16,010,268
SCRATCH COAT						\$ 695,564	\$ 716,431	\$ 737,924	\$ 750,000	\$ 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	Mullins Rd-to-Rex Lane	2.44	H	25	646,304									
1	River Road	Rex Lane-to-Cty Rd 4 (Storyland Rd)	1.13	H	39	299,313									
5	Stone Road	Reid Rd-to-Foy Rd	1.13	H	52	369,656									
5	Stone Road	Foy Rd-to-Berlanquet Rd	1.44	H	29	472,320									
7	Forresters Falls Rd	Marjorie Rd-to-Zion Line	1.80	E	48	594,617									
7	Forresters Falls Rd	Zion Line-to-Cty Rd 4 (Queens Line)	2.33	E	46	769,699									
52	Burnstown Rd	Pucker St-to-Graham Ave	0.62	E	51	187,860									
52	Raglan St S	Graham Ave-to-Hwy 60 (Columbes St)	1.22	E	45	369,357									
65	Centenial Lake Rd	Chimo Rd North-to-Black Donald Rd	4.01	H	11	1,054,630									
67	Simpson Pit Rd	Mask Rd-to-Byers Creek Rd	2.06	H	37	675,680									
508	Black Donald Rd	Cty Rd 65 (Centennial Lake Rd)-to-Cty Rd 508 (Calabogie Rd)	0.75	H	53	326,250									
512	Foymount Rd	Buelow Rd-to-Verch Rd	1.99	H	14	1,094,500									
512	Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)	1.87	H	12	703,120									
512	Foymount Rd	Miller Rd (Heidemans Lumber)-to-Silver Lake Rd	2.52	H	30	947,520									
515	Palmer Rd	Latchford Bdge N Exp Jnt-to-Guiney Rd	2.33	H	49	630,298									
515	Quadeville Rd	Kargus Rd-to-Sacred Heart Rd	2.62	M	63	563,300									
515	Quadeville Rd	Sacred Heart Rd-to-1400 Quadeville Rd.	2.96	M	53	636,400									
1	Madawaska Blvd	Madawaska Bdge W Exp Jnt-to-Daniel St	0.04	E	53		14,269								
1	Madawaska Blvd	Daniel St-to-Elgin St	0.47	E	53		145,556								
1	Elgin Street West	Madawaska & Elgin-to-Cty Rd 10 (Division St)	0.83	E	48		230,129								
1	River Road	Mast Rd-to-Henry Crescent	1.83	H	29		600,240								
2	White Lake Road	Mountain View Rd-to-Robertson Line	1.31	E	55		271,629								
2	White Lake Road	Robertson Line-to-Cty Rd 23 (Highland Rd)	3.18	E	53		645,540								
2	White Lake Road	Cty Rd 23 (Highland Rd)-to-Waba Creek Bdge E Exp Jnt	0.95	E	65		195,605								
5	Stone Road	Berlanquet Rd-to-Culhane Rd	1.94	H	35		729,440								
5	Stone Road	Culhane Rd-to-1574 Stone Rd	1.42	M	23		304,440								
7	Forresters Falls Rd	Harriet Street (urban begins)-to-Beginning of semi-urban	0.65	H	34		357,500								
23	Highland Rd	Renfrew/Lanark Line-to-Sawmill Road	1.51	H	39		324,650								
23	Highland Rd	Sawmill Rd-to-Frank St	0.59	H	58		105,020								
23	Highland Rd	Frank St-to-Cty Rd 2 (White Lake Rd)	1.67	H	57		297,260								
26	Doran Rd	Black Bay Rd-to-Cty Rd 37 (Murphy Rd)	1.99	E	56		464,566								
26	Doran Rd	Cty Rd 37 (Murphy Rd)-to-Herman St	0.38	E	62		209,000								
26	Doran Rd	Herman St-to-Cty Rd 51 (Petawawa Blvd)	0.65	E	61		147,550								
30	Lake Dore Rd	Sperberg Rd-to-Trail Blazers Rd	2.28	H	43		405,662								
40	Greenwood Rd	Hwy 17-to-Meath Hill Rd	0.83	E	76		178,118								
40	Greenwood Rd	Meath Hill Rd-to-Cemetery Rd	2.50	E	71		525,625								
40	Greenwood Rd	Cemetery Rd-to-Cty Rd 21 (Beachburg Rd)	1.33	E	70		281,561								
51	Petawawa Blv	Cty Rd 37 (Murphy Rd)-to-Cty Rd 26 (Doran St)	0.22	E	69		66,706								
51	Petawawa Blv	Cty Rd 26 (Doran St)-to-Cty Rd 16 (Victoria St)	0.56	E	64		167,980								
51	Petawawa Blv	Cty Rd 16 (Victoria St)-to-Petawawa River Bdge S Exp Jnt	0.16	E	59		47,475								
51	Petawawa Blv	Petawawa River Bdge N Exp Jnt-to-Military Camp Rd	0.26	E	61		77,991								
52	Burnstown Rd	?-to-Lime Kiln Rd	1.26		48		413,280								
52	Burnstown Rd	Lime Kiln Rd-to-Pucker St	1.22	E	61		217,160								
65	Centenial Lake Rd	Deer Mountain Rd-to-Chimo Rd North	4.10	H	12		1,078,300								
67	Simpson Pit Rd	Byers Creek Rd-to-Buck Hill Rd	2.45	H	43		921,200								
512	Foymount Rd	B257-to-Lake Clear Rd	1.28	H	-1		704,000								
512	Foymount Rd	Lake Clear Rd-to-Buelow Rd	1.43	H	-1		537,680								
515	Palmer Rd	Palmer Rapids S Urban Lmt-to-Palmer Rapids N Urban Lmt	0.55	H	55		124,850								
515	Palmer Rd	Palmer Rapids N Urban Lmt-to-Cty Rd 514 (Schutt Road)	1.10	H	75		195,800								
517	Dafoe Rd	Radcliffe Twp (Coulas Rd)-to-CA 2049	1.00	M	27		263,000								
517	Dafoe Rd	CA 2049-to-Peplinskie Rd	1.20	M	25		315,600								
517	Dafoe Rd	Peplinskie Rd-to-Serran Rd	0.53	H	20		230,550								
517	Dafoe Rd	CA 2532-to-CA 2647	0.56	H	38		149,384								
517	Dafoe Rd	CA 2647-to-Lower Craigmont Rd	0.37	H	19		97,310								
517	Dafoe Rd	Erran Road - to - CA 2532	0.63	H	23		165,690								
1	River Road	Cty Rd 10 (Division St)-to-Usborne St	0.49	E	46			333,025							

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
ANNUAL TOTAL						\$ 11,186,388	\$ 13,073,746	\$ 11,674,627	\$ 13,249,964	\$ 14,199,560	\$ 14,432,821	\$ 14,538,384	\$ 14,386,880	\$ 15,083,650	\$ 16,010,268
1	River Road	Henry Crescent-to-Lochwinnoch Rd	2.36	H	38			887,360							
7	Forresters Falls Rd	Cty Rd 4 (Queens Line)-to-Cty Rd 21 (Beachburg Rd)	0.39	E	35			160,814							
7	Forresters Falls Rd	Cty Rd 21 (Beachburg Rd)-to-Government Rd	2.06	H	45			449,227							
7	Forresters Falls Rd	Government Road-to-Harriet Street (urban begins)	0.29	H	56			62,795							
9	Bulger Rd	Agnew Rd-to-McGaghran Rd	2.67	H	38			574,050							
13	Mountain Rd	Micksburg Rd-to-Soike Rd	1.40	M	36			301,000							
13	Mountain Rd	Soike Rd-to-Stafford Third Line	1.38	M	38			296,700							
24	White Water Rd	Hwy 17-to-Cty Rd 40 (Greenwood Rd)	2.45	E	31			826,560							
26	Doran Rd	Cty Rd 58 (Round Lake Rd)-to-Lubitz Rd	1.98	H	58			404,811							
29	Drive Inn Rd	City of Pembroke (South Limits)-to-Wilson Rd	1.06	E	55			188,680							
29	Drive Inn Rd	Wilson Rd-to-Clearview Crescent	1.09	E	69			194,020							
30	Lake Dore Rd	Hwy 60-to-St. John's Church Steps	0.40	H	54			455,308							
30	Lake Dore Rd	St. John's Church Steps-to-Lovers Lane	1.19	H	20			390,976							
36	TV Tower Road	Cty Rd 35 (Jean Ave)-to-CPR Crossing	1.36	E	46			285,940							
36	TV Tower Road	CPR Crossing-to-Cty Rd 42 (Forest Lea Rd)	1.07	E	49			226,519							
62	Combermere Rd	Combermere S Urban Lt-to-Combermere N Urban Lt	0.25	H	74			15,107							
62	Combermere Rd	Combermere North Urban Limit-to-Cty Rd 517 (Dafoe Rd)	0.15	H	76			9,450							
62	Combermere Rd	Cty Rd 517 (Dafoe Rd)-to-Combermere Bdge S Exp Jnt	0.09	H	85			6,750							
65	Centennial Lake Rd	Black Donald Access Point-to-Deer Mountain Rd	4.29	H	16			1,128,270							
67	Simpson Pit Rd	Buck Hill Rd-to-Cty Rd 58 (Round Lake Rd)	1.42	H	47			781,000							
508	Calabogie Rd	Cty Rd 34 (Norton Rd)-to-Mill St	1.84	H	43			603,520							
508	Calabogie Rd	Mill St-to-Cty Rd 511 (Lanark Rd)	1.94	H	35			636,320							
512	Foymount Rd	County Road 66-to-Brudenell East Limit	0.38	H	41			99,940							
512	Foymount Rd	Brudenell Village East Limit-to-Lorwell Lake Drive	2.53	H	16			543,950							
512	Foymount Rd	Lorwell Lake Drive-to-Hubers Rd	0.77	H	42			202,510							
517	Dafoe Rd	Lower Craigmont Rd-to-Cty Rd 62 (Combermere Rd)	1.66	H	19			722,100							
1	River Road	Moore St-to-Dochart St	2.10	E	43				789,600						
1	River Road	Lochwinnoch Rd-to-Storie Rd	1.20	H	31				454,423						
1	River Road	Storie Rd-to-County CP Trail	1.07	H	25				350,960						
4	Storyland Road	Eady Rd-to-Cty Rd 1 (River Rd)	1.40	E	59				501,840						
4	Storyland Road	Cty Rd 1 (River Rd)-to-Alex Lane	1.29	E	72				459,387						
9	Bulger Rd	McGaghran Rd-to-Stone Hedges Rd	2.56	H	42				550,400						
20	Bruce St	Hwy 60-to-Urban Limit	0.48	E	78				35,794						
20	Bruce St	Urban Limit-to-Cobus Rd	1.30	E	75				91,929						
20	Bruce St	Cobus Rd-to-Hwy 17	1.33	E	73				79,800						
20	Castleford Rd	Humphries Rd-to-Cty Rd 1 (River Rd)	1.39	H	42				462,433						
21	Beachburg Rd	Cty Rd 49 (Lapasse Rd)-to-Davidson Rd	1.32	H	76				81,142						
21	Beachburg Rd	Davidson Rd-to-Zion Line	1.99	H	73				121,227						
24	White Water Rd	Stafford Third Line-to-Hwy 17	2.57	H	41				861,023						
26	Doran Rd	Lubitz Rd-to-Forest Lea Rd	1.99	H	56				409,741						
30	Lake Dore Rd	Lovers Lane-to-Sperberg Rd	1.67	H	29				627,168						
37	Murphy Rd	Hwy 17-to-Cty Rd 26 (Doran St)	2.16	H	22				708,480						
37	Murphy Rd	Cty Rd 26 (Doran St)-to-Cty Rd 51 (Petawawa Blvd)	0.93	E	35				322,471						
45	Russett Dr	Vanjumar Rd-to-Nieman Dr	1.95	E	54				395,850						
45	Russett Dr	Nieman Dr-to-Scheel Dr	1.81	H	63				367,430						
58	Round Lake Rd	Deer Trail Rd-to-Turners Rd	1.53	H	49				310,590						
58	Round Lake Rd	Turners Rd-to-Bonnechere R Bdge W Exp Jnt	0.99	H	58				200,970						
65	Centennial Lake Rd	2872 Centennial Lake Rd-to-Black Donald Access Point	1.63	H	18				428,690						
508	Calabogie Rd	Cty Rd 511 (Lanark Rd)-to-Kubiseski Rd	1.41	E	68				250,980						
508	Calabogie Rd	Kubiseski Rd-to-Public Picnic Area N. Ent. (CA 4099)	1.53	E	64				272,340						
508	Calabogie Rd	Goshen Rd-to-Nabarr Rd	1.50	H	52				270,814						
508	Calabogie Rd	Nabarr Rd-to-Cty Rd 63 (Stewartville Rd)	1.47	H	66				263,529						
508	Calabogie Rd	Cty Rd 63 (Stewartville Rd)-to-Hwy 17	1.39	H	59				252,722						
512	Foymount Rd	Hubers Rd-to-McCauley Mountain Rd	2.51	H	37				539,650						
512	Foymount Rd	McCauley Mountain Rd-to-Cty Rd 515 (Quadeville Rd)	0.74	H	37				159,100						
512	Foymount Rd	Cty Rd 515 (Quadeville Rd)-to-Sebastopol Dr	0.97	H	34				264,221						
512	Foymount Rd	Sebastopol Dr-to-Cty Rd 64 (Opeongo Rd)	0.88	H	18				189,200						
515	Palmer Rd	Riverside Dr-to-McPhee Bay Rd	2.19	H	49				450,921						
515	Palmer Rd	McPhee Bay Rd-to-Finch Rd	2.07	H	66				426,213						

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
ANNUAL TOTAL						\$ 11,186,388	\$ 13,073,746	\$ 11,674,627	\$ 13,249,964	\$ 14,199,560	\$ 14,432,821	\$ 14,538,384	\$ 14,386,880	\$ 15,083,650	\$ 16,010,268
515	Palmer Rd	Finch Rd-to-Palmer Rapids Dam Rd	1.81	H	53				398,924						
1	River Road	County CP Trail-to-Castleford Bdge S Exp Jnt	2.17	H	44					732,096					
2	Daniel St. North	Madawaska St-to-Michael St (left)	0.93	E	70					268,411					
3	Usborne Street	Braeside West Limits-to-Carlea Rd	0.46	H	80					27,600					
3	Usborne Street	Carlea Rd-to-Carmichael Sideroad	2.08	H	71					124,800					
3	Usborne Street	Carmichael Sideroad-to-Cty Rd 54 (McLean Dr)	1.68	H	79					100,800					
4	Storyland Road	Alex Lane-to-Bingham Road	1.20	E	51					396,411					
4	Storyland Road	Bingham Road-to-CR 653 (Chenau Rd)	1.64	E	54					545,605					
8	Cobden Rd	Hwy 60/Cty Rd 9 (Bulger Rd)-to-Pine Valley Rd	3.01	H	78					180,600					
8	Cobden Rd	Pine Valley Rd-to-Barr Line	2.59	H	79					156,510					
8	Cobden Rd	Barr Line-to-McPeak Line	2.66	H	79					165,300					
8	Cobden Rd	McPeak Line-to-Behm Line	2.81	H	75					171,009					
12	Westmeath Rd	Lovers Lane-to-Urban beginning	1.07	H	69					217,210					
13	Mountain Rd	Wilberforce/Stafford Line-to-Micksburg Rd	1.64	M	57					431,320					
21	Beachburg Rd	Zion Line-to-Valleyview Rd	2.12	H	67					379,876					
21	Beachburg Rd	Valleyview Rd-to-Hila Rd	2.34	H	60					425,991					
24	White Water Rd	Hwy 41-to-Stafford Third Line	1.42	H	33					479,067					
26	Doran Rd	Forest Lea Rd-to-Cty Rd 28 (Barron Canyon Rd)	2.01	H	42					692,244					
26	Doran Rd	Cty Rd 28 (Barron Canyon Rd)-to-Hwy 17	0.29	H	61					103,273					
40	Greenwood Rd	Robinson Rd-to-HWY 148	1.58	E	66					332,195					
51	Pembroke West	City of Pembroke West Limits-to-Cty Rd 42 (Forest Lea Rd)	0.90	E	52					232,290					
58	Round Lake Rd	8266 Round Lake Rd-to-Kelly Lake Rd	1.40	H	60					249,200					
58	Round Lake Rd	Kelly Lake Rd-to-Long Lake Rd	2.30	H	56					409,400					
62	Combermere Rd	Kingdom Hall Rd-to-County Picnic Area Rd	2.13	E	65					389,973					
62	John St.	County Picnic Area Rd-to-Barry's Bay South Limit	1.76	E	70					362,510					
62	Bay St.	Barry's Bay South Limit-to-Hwy 60	0.42	E	82					26,100					
63	Flatt Rapids Rd	Cty Rd 45 (Russet Rd)-to-Mill Ridge Rd	1.51	H	74					98,685					
63	Flatt Rapids Rd	Mill Ridge Rd-to-Watts Line	2.10	H	78					135,257					
65	Centennial Lake Rd	Matawatchan/Brougham Twp Line-to-2872 Centennial Lake Rd	2.26	H	14					594,380					
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					281,647					
508	Calabogie Rd	Dickson Rd-to-Hutson Rd	1.32	H	59					238,317					
508	Calabogie Rd	Hutson Rd-to-Goshen Rd	1.40	H	67					261,660					
512	Foymount Rd	Cty Rd 64 (Opeongo Rd)-to-McCauley Mountain Rd	2.44	H	53					1,107,481					
512	Foymount Rd	Silver Lake Rd-to-Donegal Rd	2.45	H	77					436,100					
512	Foymount Rd	Donegal Rd-to-Spring Creek Rd	1.25	H	60					230,446					
512	Foymount Rd	Spring Creek Rd-to-Sand Rd	2.27	H	72					415,605					
512	Foymount Rd	Sand Rd-to-HWY 41	1.65	H	73					293,700					
515	Palmer Rd	Cty Rd 62 (Combermere Rd)-to-Riverside Dr	2.28	H	80					138,754					
515	Palmer Rd	Palmer Rapids Dam Rd-to-Jewellville Bdge S Exp Jnt	1.26	H	75					81,540					
515	Palmer Rd	Cty Rd 514 (Schutt Rd)-to-Wingle Rd	2.47	H	34					531,050					
515	Palmer Rd	Wingle Rd-to-Latchford Bdge S Exp Jnt	0.42	H	61					92,880					
635	Swisha Rd	Hwy 17-to-Interprovincial Bdge S Exp Jnt	2.58	H	77					158,117					
2	Daniel St. North	Michael St-to-Arthur Street	0.54	E	56						157,603				
2	Daniel St. North	Arthur Street-to-CR 10 (Baskin Drive W)	0.26	E	56						75,883				
2	Daniel St. North	Baskin Dr-to-Hwy 17	0.54	E	76						157,603				
3	Usborne Street	Cty Rd 1 (River Rd)-to-Braeside West Limits	0.38	H	54						147,983				
6	Gillan Rd	Hwy 60 (O'Brien Rd)-to-Jamieson Lane	1.15	E	76						73,929				
14	Witt Rd	Cty Rd 56 (Woito Station Rd)-to-Locksley Rd	2.18	M	37						585,894				
14	Witt Rd	Locksley Rd-to-Cty Rd 26 (Doran Rd)	2.26	M	37						597,566				
16	Victoria St	Cty Rd 51 (Petawawa Blvd)-to-Wolfe Ave	0.87	E	78						52,200				
16	Victoria St	Wolfe Ave-to-Armstrong Rd	0.89	H	79						60,647				
16	Victoria St	Armstrong Rd-to-CR 25 (Laurentian Drive)	0.37	H	87						25,213				
21	Beachburg Rd	Buchannan's Pit Entrance (1046)-to-Pappin Rd	1.10	H	45						411,720				
21	Beachburg Rd	Pappin Rd-to-Watchorn Dr	1.05	H	46						348,322				
21	Beachburg Rd	Watchorn Dr-to-Urban Beginning	0.34	H	45						110,665				
29	Drive Inn Rd	Clearview Crescent-to-Spruce St East	0.42	E	77						28,800				
29	Drive Inn Rd	Elm St-to-Hwy 148	0.23	E	82						13,800				

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
ANNUAL TOTAL						\$ 11,186,388	\$ 13,073,746	\$ 11,674,627	\$ 13,249,964	\$ 14,199,560	\$ 14,432,821	\$ 14,538,384	\$ 14,386,880	\$ 15,083,650	\$ 16,010,268
52	Burnstown Rd	McLachlan Rd-to-McLeod Rd	5.95	H	51						1,216,478				
52	Burnstown Rd	McLeod Rd-to-Burnstown Bdge S Exp Jnt	0.77	H	54						158,543				
52	Burnstown Rd	Burnstown Bdge N Exp Jnt-to-Cty Rd 508 (Calabogie Rd)	0.23	H	78						46,690				
52	Burnstown Rd	Cty Rd 508 (Calabogie Rd)-to-Picket Hill Lane S Jct	0.33	E	65						74,910				
54	McLean Dr	Hwy 17-to-1887 McLean Dr	0.73	H	47						407,236				
55	Paquette Rd	Cty Rd 51 (Petawawa Blvd)-to-Hwy 417	2.32	E	77						160,080				
58	Round Lake Rd	Tramore Rd-to-1922 Round Lake Rd	2.93	H	61						558,793				
58	Round Lake Rd	Bonnechere R Bdge E Exp Jnt-to-Dunnes Bay Lane	1.11	H	42						364,080				
58	Round Lake Rd	Dunnes Bay Lane-to-Red Rock Rd	2.95	H	35						967,600				
61	Godfrey Rd	Haley Rd-to-Hwy 17	0.87	H	71						189,252				
62	Combermere Rd	Hastings County Line-to-Combermere South Urban Lt.	1.76	H	49						618,514				
62	Combermere Rd	Chapeskie Rd-to-Kingdom Hall Rd	3.45	E	67						614,100				
65	Centenial Lake Rd	4126 Centennial Lake Rd-to-Matawatchan/Brougham Twp Line	3.87	M	24						1,017,810				
69	Siberia Rd	River Rd-to-End of HMA	1.45	M	43						381,350				
69	Siberia Rd	End of HMA-to-Bark Lake Dam Rd	0.46	M	1						120,980				
69	Siberia Rd	Bark Lake Dam Rd-to-Sunny Hill Rd	2.45	M	10						526,750				
69	Siberia Rd	Yakabuski Rd-to-710 Siberia Rd	1.18	H	65						211,540				
69	Siberia Rd	710 Siberia Rd-to-Kartuzy Rd	1.01	H	60						179,780				
69	Siberia Rd	Kartuzy Rd-to-Trader Lane	1.46	H	62						259,880				
70	Ruby Rd	Cty Rd 512 (Brudenell Rd)-to-Gorman Rd	4.28	M	62						164,934				
70	Ruby Rd	Gorman Rd-to-Wolfe Rd	3.23	M	65						122,084				
70	Ruby Rd	Wolfe Rd-to-Hoffman Road	2.21	M	71						83,828				
70	Ruby Rd	Hoffman Rd-to-Zadow Rd	2.07	M	77						79,811				
70	Ruby Rd	Zadow Rd-to-Hoffman Rd	2.21	M	74						80,811				
70	Ruby Rd	Hoffman Rd-to-Reserve Boundary	0.94	M	83						34,619				
70	Ruby Rd	Golden Lake Bdge N Exp Jnt-to-Hwy 60	0.62	H	71						27,081				
72	Ridge Road	Dalton St-to-Champlain St	0.63	H	66						168,548				
72	Ridge Road	Champlain St-to-Deep River Road	0.17	E	34						227,171				
508	Calabogie Rd	Fraser Rd-to-Riopelle Rd	3.05	E	54						542,900				
508	Calabogie Rd	Riopelle Rd-to-Cty Rd 52 (Burnstown Rd)	1.38	E	59						245,640				
653	Chenau Rd	Hwy 17-to-Cty Rd 48 (Magnesium Rd)	0.53	E	59						98,683				
653	Chenau Rd	Cty Rd 48 (Magnesium Rd)-to-Camp Galilee Lane	0.67	E	54						122,966				
653	Chenau Rd	Camp Galilee Lane-to-Service Rd	1.75	E	67						325,036				
653	Chenau Rd	Service Rd-to-Berts Rd	1.53	E	67						286,518				
6	Gillan Rd	Jamieson Lane-to-Lime Kiln Rd	1.72	E	69							343,337			
6	Gillan Rd	Lime Kiln Rd-to-Hwy 17	0.86	E	59							153,080			
19	Mud Lake Rd	Cty Rd 24 (White Water Rd)-to-Robinson Rd	1.27	H	75							88,174			
19	Mud Lake Rd	Robinson Rd-to-McDonnell Bdge S Exp Jnt	0.90	H	73							63,257			
19	Mud Lake Rd	McDonnell Bdge N Exp Jnt-to-Sawmill Rd	1.21	H	72							86,601			
19	Mud Lake Rd	Sawmill Rd-to-City of Pembroke South Limit	1.52	E	73							111,394			
20	Castleford Rd	Hwy 17-to-Collins Rd	1.49	H	43							492,211			
20	Castleford Rd	Collins Rd-to-Eady Rd	1.86	H	41							614,438			
22	Grattan Rd	Scotch Bush Rd-to-Bromley/Grattan Twp Line	2.03	H	81							122,670			
22	Grattan Rd	Bromley/Grattan Twp Line-to-Gallagher Rd	0.83	H	81							51,223			
22	Grattan Rd	Gallagher Rd-to-Cty Rd 5 (Stone Rd)	2.18	H	81							132,669			
28	Barron Canyon Rd	Smith Lane-to-Priebe Rd	4.74	M	58							910,012			
51	Pembroke West	Cty Rd 42 (Forest Lea Rd)-to-Meadowbrook Dr	0.61	E	77							58,821			
51	Pembroke West	Meadowbrook Dr-to-B Line Rd	2.16	E	76							157,371			
51	Petawawa Blv	B Line Rd-to-Sharon Street	1.29	E	66							119,417			
52	Burnstown Rd	Cty Rd 2 (White Lake Rd)-to-Waba Cr Bdge W Exp Jnt	0.74	H	85							44,400			
52	Burnstown Rd	Waba Cr Bdge W Exp Jnt-to-McLachlan Rd	0.51	H	64							32,130			
56	Woitto Station Rd	Cty Rd 14 (Witt Rd)-to-Alice Twp Dump (Gate 3)	1.30	H	62							278,425			
58	Round Lake Rd	1922 Round Lake Rd-to-John St North	1.06	H	69							204,853			
58	Round Lake Rd	John St North-to-Byers Creek Bdge N Exp Jnt	1.19	H	55							228,463			
58	Round Lake Rd	Byers Creek Bdge S Exp Jnt-to-Round Lake CenterUrban Begins	1.09	H	72							214,808			
58	Round Lake Rd	Red Rock Rd-to-Foy Park Corridor	1.09	H	49							357,520			
58	Round Lake Rd	Long Lake Rd-to-Dabers Rd	2.00	H	67							361,086			
58	Round Lake Rd	Dabers Rd-to-Bucholtz Rd	2.08	H	59							383,463			

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
ANNUAL TOTAL						\$ 11,186,388	\$ 13,073,746	\$ 11,674,627	\$ 13,249,964	\$ 14,199,560	\$ 14,432,821	\$ 14,538,384	\$ 14,386,880	\$ 15,083,650	\$ 16,010,268
58	Round Lake Rd	Bucholtz Rd-to-Rahns Rd	2.22	H	64							406,450			
61	Haley Rd	Orin Rd-to-Godfrey Rd	3.80	H	59							696,275			
62	Combermere Rd	Cty Rd 515 (Palmer Rd)-to-Pine Cliff Rd	2.07	H	66							683,810			
64	Opeongo Rd	Cty Rd 512 (Foymount Rd)-to-Raddatz Rd	3.72	M	73							248,709			
64	Opeongo Rd	Raddatz Rd-to-Lake Clear Rd	3.13	M	76							207,921			
64	Opeongo Rd	Lake Clear Rd-to-Baptist Church Rd	1.64	M	75							111,051			
64	Opeongo Rd	Baptist Church Rd-to-Wieland Shore Rd	2.50	M	79							167,143			
64	Opeongo Rd	Wieland Shore Rd-to-Gierman Rd	2.56	M	74							172,251			
64	Opeongo Rd	Gierman Rd-to-Sebastopol/Grattan Township Line	4.00	M	62							269,143			
64	Opeongo Rd	Sebastopol/Grattan Township Line-to-Constant Lake Rd	1.63	M	71							101,293			
64	Opeongo Rd	Constant Lake Rd-to-Hwy 41	5.33	M	76							356,349			
65	Centennial Lake Rd	Morrow Lake Rd-to-4126 Centennial Lake Rd	1.72	M	19							452,360			
66	Wilno South Rd	Hwy 60-to-Mountain View Rd	1.96	M	36							515,480			
66	Wilno South Rd	Mountain View Rd-to-Inukshuk Rd	0.97	M	51							180,060			
68	Rockingham Rd	Dovetail Rd-to-Guiney Rd	2.05	H	68							375,143			
68	Rockingham Rd	Guiney Rd-to-Letterkenny Rd	2.56	H	59							551,045			
69	Siberia Rd	Trader Lane-to-Biernacki St	0.67	E	57							152,090			
69	Dunn St	Biernacki St-to-Wilno St	0.53	E	54							122,029			
73	Deep River Road	Huron St/Algonquin St-to-Champlain St	0.35	E	38							481,793			
73	Deep River Road	Champlain St/ Glendale Ave-to-Ridge Road/Hillcrest Ave	0.19	E	60							289,076			
508	Calabogie Rd	Brydges Rd-to-Fleming Rd	0.79	E	59							160,370			
508	Calabogie Rd	Fleming Rd-to-Fraser Rd	1.23	E	57							218,940			
515	Palmer Rd	Jewellville Bdge S Exp Jnt-to-Palmer Rapids S Urban Lmt	1.78	H	45							382,700			
653	Chenau Rd	Berts Rd-to-Queens Line	1.51	E	57							285,490			
653	Chenau Rd	Queens Line-to-Kerr Line Rd	1.45	E	64							274,882			
653	Chenau Rd	Kerr Line-to-County/Quebec Boundary	0.88	E	68							166,710			
4	Queens Line	Cty Rd 653 (Chenau Rd)-to-CA 1890	2.10	H	69								140,400		
4	Queens Line	1890 Queens Line-to-Magnesium Rd (CR 48)	2.20	H	81								152,743		
4	Queens Line	Cty Rd 48 (Magnesium Rd)-to-Acres Rd	3.30	H	80								229,114		
4	Queens Line	Acres Rd-to-Kohlsmith Rd	3.09	H	75								215,859		
4	Queens Line	Kohlsmith Rd-to-Cty Rd 7 (Foresters Falls Rd)	2.55	H	82								174,857		
5	Stone Road	1574 Stone Rd-to-Fulton Rd	0.71	M	79								42,783		
5	Stone Road	Fulton Rd-to-Kennelly Rd	2.55	M	77								153,912		
5	Stone Road	Kennelly Rd-to-Mhusk Rd	1.37	M	78								83,778		
8	Cobden Rd	Behm Line-to-Cobden Urban Beginning	0.51	E	76								33,441		
8	Cobden Rd	Cobden Urban Beginning-to-Hwy 17	0.91	E	73								58,500		
10	Baskin Drive West	CR 2(Daniel Street)-to-Division Street	1.21	E	73								89,713		
12	Westmeath Rd	Westmeath Twp Dump-to-Lovers Lane	1.09	H	56								234,350		
20	Castleford Rd	Eady Rd-to-Ferguson Rd	1.40	H	48								462,480		
20	Castleford Rd	Ferguson Rd-to-Humphries Rd	1.48	H	44								488,907		
21	Beachburg Rd	Hila Rd-to-Cty Rd 12 (Westmeath Rd)	1.70	H	70								311,063		
21	Beachburg Rd	Cty Rd 12 (Westmeath Rd)-to-Finchley Rd	2.50	E	71								453,808		
42	Forest Lea Rd	Hwy 17-to-B Line Rd	2.17	E	72								149,730		
42	Forest Lea Rd	B Line Rd-to-Meadowbrook Dr West Junction	1.42	E	58								98,589		
42	Forest Lea Rd	Meadowbrook Dr West Junction-to-Cty Rd 51 (Pembroke St W)	0.63	E	71								43,740		
56	Woitto Station Rd	Alice Twp Dump (Gate 3)-to-B Line Rd	2.87	H	58								615,975		
58	Round Lake Rd	Foy Park Corridor-to-Laurentian Valley Boundary	4.59	H	71								275,400		
58	Round Lake Rd	Laurentian Valley Bndry-to-C309 (Garipey Creek Culvert)	4.64	H	76								282,377		
62	Combermere Rd	Combermere Bdge S Exp Jnt-to-CR 515 (Palmer Rd)	0.52	H	73								31,646		
65	Centennial Lake Rd	Doyle Drive-to-Centennial Lake Bdge N Exp Jnt	1.55	M	34								407,650		
65	Centennial Lake Rd	Centennial Lake Bdge S Exp Jnt-to-Morrow Lake Rd	2.01	M	32								528,630		
66	Wilno South Rd	Inukshuk Rd-to-Opeongo Rd N	2.40	M	37								1,058,914		
67	Simpson Pit Rd	Scenic Rd-to-Mask Rd	2.00	H	85								120,000		
69	Siberia Rd	Sunny Hill Rd-to-Babinski Rd	1.72	M	49								455,591		
69	Siberia Rd	Babinski Rd-to-Pipedream Lane	2.04	M	13								536,520		
69	Siberia Rd	Pipedream Lane-to-Yakabuski Rd	1.36	M	56								595,826		
511	Lanark Road	Calabogie Bridge N Exp Jnt-to-K&P Trail	0.44	H	85								26,400		
511	Lanark Road	K&P Trail-to-CR 508 (Calabogie Rd)	0.81	H	79								52,419		
512	Queens St	Hwy 60 (Killaloe Beginning)-to-Killaloe North Urban Limit	0.56	H	64								33,840		

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
ANNUAL TOTAL						\$ 11,186,388	\$ 13,073,746	\$ 11,674,627	\$ 13,249,964	\$ 14,199,560	\$ 14,432,821	\$ 14,538,384	\$ 14,386,880	\$ 15,083,650	\$ 16,010,268
512	Queens St	Killaloe North Urban Limit-to-Killaloe South Urban Limit	1.38	H	65								82,800		
512	Queens St	Killaloe South Urban Limit-to-Killaloe South Town Limit	1.22	H	59								76,337		
514	Schutt Rd	Hwy 28-to-Genricks Rd	1.01	H	67								221,803		
514	Schutt Rd	Genricks Rd-to-Walters Rd	2.49	H	65								539,174		
514	Schutt Rd	Walters Rd-to-Moccasin Lake Rd	0.93	H	69								221,373		
514	Schutt Rd	Moccasin Lake Rd-to-Lidke Rd	0.43	H	71								103,676		
514	Schutt Rd	Lidke Rd-to-Cedar Grove Rd	1.31	H	65								309,815		
514	Schutt Rd	Cedar Grove Rd-to-Raglan White Lake Rd	3.02	H	67								663,214		
514	Schutt Rd	Raglan White Lake Rd-to-Raglan Twp Dump Rd	3.10	H	66								685,543		
514	Schutt Rd	Raglan Twp Dump-to-Cty Rd 515 (Palmer Rd)	0.16	H	66								35,383		
515	Palmer Rd	Guiney Rd-to-Eneas Creek Rd	1.69	H	45								363,350		
515	Palmer Rd	Eneas Creek Rd-to-Quadeville W Urban Limit	3.25	H	51								698,750		
515	Quadeville Rd	Quadeville W Urban Limit-to-Quadeville E Urban Limit	0.39	H	53								107,208		
517	Dafoe Rd	Raglan Twp Boundary West-to-Raglan Twp Boundary North	1.70	M	28								739,500		
2	White Lake Road	Hwy 17-to-Cty Rd 45 (Vanjumar Dr)	0.47	E	62									226,335	
2	White Lake Road	Cty Rd 45 (Vanjumar Dr)-to-Campbell Dr	0.37	E	69									95,389	
2	White Lake Road	Campbell Dr-to-Claybank Bdge E Exp Jnt	1.24	E	62									289,478	
2	White Lake Road	Claybank Bdge W Exp Jnt-to-Young Rd	1.28	E	55									298,816	
7	Forresters Falls Rd	Beginning of rural-to-Grants Settlement Rd	1.08	H	50									594,000	
12	Westmeath Rd	Sand Point Rd-to-Old Mill Bridge Rd	1.66	H	39									436,580	
12	Westmeath Rd	Urban Beginning-to-Cty Rd 50 (Gore Line)	0.68	H	79									46,046	
28	Barron Canyon Rd	McKay/Petawawa Township Line-to-Smith Lane	1.64	M	79									105,429	
30	Lake Dore Rd	Trail Blazers Rd-to-Black Creek Rd	2.11	H	57									374,868	
30	Lake Dore Rd	Black Creek Rd-to-Limestone Rd	2.01	H	75									125,831	
30	Lake Dore Rd	Limestone Rd-to-Biederman Rd	0.98	H	77									59,754	
30	Lake Dore Rd	Biederman Rd-to-Scheuneman Rd	4.28	H	77									264,322	
30	Lake Dore Rd	Scheuneman Rd-to-Hwy 41	1.15	H	68									69,432	
34	Whelan Rd	Kenopic Rd-to-1053 Whelan Rd	1.81	M	39									394,709	
34	Whelan Rd	1053 Whelan Rd-to-HWY 132	3.10	M	40									666,500	
35	Jean Av	Beginning of Urban-to-Boundary Rd E	0.24	E	78									17,486	
35	Boundary Rd East	Cty Rd 35 (Boundary Rd E)-to-Trafalgar Rd	0.54	E	71									33,094	
51	Petawawa Blv	Sharon Street-to-Airport Road	1.27	E	73									116,477	
51	Petawawa Blv	Airport Rd-to-Cty Rd 25 (Laurentian Dr)	1.70	E	76									162,471	
51	Petawawa Blv	Cty Rd 25 (Laurentian Dr)-to-Limestone Dr	1.86	E	76									174,574	
51	Petawawa Blv	Limestone Dr-to-Cty Rd 37 (Murphy Rd)	2.18	E	77									112,021	
54	McLean Dr	1887 McLean Dr	0.65	H	76									39,557	
54	McLean Dr	Libbys Rd-to-Scheel Dr	1.40	H	78									84,600	
54	McLean Dr	Scheel Dr-to-Cty Rd 3 (Usborne St)	2.33	H	75									140,799	
56	Woitto Station Rd	B Line Rd-to-Hwy 41	2.38	M	45									519,010	
58	Round Lake Rd	Hwy 60-to-Mask Rd	2.42	H	73									164,906	
58	Round Lake Rd	Mask Rd-to-800 Round Lake Road Sign	1.50	H	65									102,857	
58	Round Lake Rd	800 Round Lake Road Sign-to-Long Meadows Rd	1.48	H	77									101,486	
58	Round Lake Rd	Long Meadows Rd-to-Tramore Rd	1.03	H	76									67,539	
58	Round Lake Rd	Round Lake Center S Boundary-to-Cty Rd 67 (Simpson Pit Rd)	0.20	H	77									12,000	
58	Round Lake Rd	Cty Rd 67 (Simpson Pit Rd)-to-Round Lake Center N Boundary	0.54	H	70									32,400	
58	Round Lake Rd	Round Lake Center N Boundary-to-Lakeview Dr West End	2.12	H	76									129,926	
58	Round Lake Rd	Lakeview Dr West End-to-Sherwood River Bdge W Exp Jnt	1.33	H	76									80,940	
58	Round Lake Rd	Sherwood River Bdge E Exp Jnt-to-Deer Trail Rd	1.33	H	73									81,510	
58	Round Lake Rd	C309 (Garipey Creek Culvert)-to-Pakotina Trail	3.45	H	59									622,873	
58	Round Lake Rd	Pakotina Trail-to-8266 Round Lake Rd	1.68	H	72									305,448	
62	Combermere Rd	Pine Cliff Rd-to-Long Lake Rd	2.06	H	70									680,506	
62	Combermere Rd	Long Lake Rd-to-Chippewa Rd	1.67	E	58									305,753	
62	Combermere Rd	Chippewa Rd-to-Chapeskie Rd	2.86	E	58									519,989	
63	Flatt Rapids Rd	Watts Line-to-Stewartville Urban Begins	0.30	H	80									19,803	
63	Flatt Rapids Rd	Stewartville Urban Begins-to-Stewartville Urban Ends	0.32	H	81									24,823	
63	Stewartville Rd	Flatt Rapids Rd-to-Maple Bend Rd	1.30	H	72									87,961	
63	Stewartville Rd	Maple Bend Rd-to-Cty Rd 508 (Calabogie Rd)	1.79	H	81									122,674	
63	Anderson Rd	Cty Rd 508 (Calabogie Rd)-to-Hwy 17	1.52	H	80									104,366	
63	Miller Rd	Hwy 17-to-Clifford Sideroad	2.89	M	75									197,205	

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
ANNUAL TOTAL						\$ 11,186,388	\$ 13,073,746	\$ 11,674,627	\$ 13,249,964	\$ 14,199,560	\$ 14,432,821	\$ 14,538,384	\$ 14,386,880	\$ 15,083,650	\$ 16,010,268
63	Miller Rd	Clifford Sideroad-to-Cty Rd 6 (Lochwinnoch Rd)	0.97	M	81									65,344	
65	Centenial Lake Rd	Matawatchan Rd-to-Doyle Drive	2.05	M	81									123,000	
66	Opeongo Rd	Opeongo Rd N-to-Hopefield Rd	0.80	H	38									142,400	
66	Opeongo Rd	Hopefield Rd-to-Doyle Mountain Rd	1.81	H	26									389,150	
68	Rockingham Rd	Cty Rd 515 (Palmer Rd)-to-Olscheskie	3.56	H	49									841,940	
71	Matawatchan Rd	Hwy 41-to-5655 Matawatchan Road	2.49	H	77									150,467	
71	Matawatchan Rd	5655 Matawatchan Rd-to-5266 Matawatchan Rd	1.89	H	76									113,400	
508	Calabogie Rd	6761 Calabogie Road-to-Barrett Chute Road	3.70	H	59									973,100	
511	Lanark Road	Barryvale Rd-to-Grassy Bay Rd	2.21	H	49									475,150	
511	Lanark Road	Grassy Bay Rd-to-Madawaska River Bridge S Jnt	1.05	H	53									225,750	
511	Lanark Road	Madawaska River Bridge N Jnt-to-Calabogie Bridge S Exp. Jnt	0.19	H	42									42,892	
515	Quadeville Rd	Quadeville E Urban Limit-to-Jessup Rd	2.13	H	39									510,287	
515	Quadeville Rd	Yukes Dr-to-Cty Rd 512 (Foymount Rd)	4.60	M	66									918,226	
1	Madawaska Blvd	Connifer Lane-to-Herrick Drive	0.11	E	82										6,977
1	Madawaska Blvd	Herrick Drive-to-Arnrior Town Limit (4 Lanes Begin)	0.44	E	79										27,720
1	Madawaska Blvd	Arnrior Town Line-to-Madawaska Bdge E Exp Jnt	1.19	E	74										112,200
1	River Road	Usborne St-to-Moore St	0.61	E	74										37,907
1	River Road	Dochart St-to-Cty Rd 3 (Usborne St)	1.21	E	74										84,009
1	River Road	Cty Rd 3 (Usborne St)-to-Braeside West Limit	0.60	H	77										36,000
1	River Road	Braeside West Limit-to-Toner Road	1.81	H	76										109,376
1	River Road	Toner Road-to-Sand Point East Limit	1.03	H	82										61,800
1	River Road	Sand Point East Limit-to-Mast Rd	2.06	H	82										123,600
2	White Lake Road	Young Rd-to-Mountain View Rd	2.75	E	34										927,771
2	White Lake Road	Waba Creek E Exp Jnt-to-Cty Rd 52 (Burnstown Rd)	0.39	E	81										24,403
4	Storyland Road	Hwy 17-to-Eady Rd	1.75	E	38										105,750
5	Stone Road	Hwy 132-to-Reid Rd	1.80	H	82										108,000
5	Stone Road	Cty Rd 22 (Hyndford Rd)-to-Hwy 60	0.33	H	39										143,550
7	Forresters Falls Rd	Hwy 17-to-Gypsy Lane	1.04	E	79										72,206
7	Forresters Falls Rd	Gypsy Lane-to-Marjorie Rd	1.66	E	79										115,251
7	Forresters Falls Rd	Beginning of semi-urban-to-Beginning of rural	0.55	H	49										302,500
9	Bulger Rd	Stone Hedges Rd-to-Hwy 41	4.39	H	44										1,154,570
10	Division St	Baskin Drive West-to-Alexandra Street	0.76	E	67										1,485,800
10	Division St	Alexandra Street-to-Cty Rd 1 (Division Street)	0.42	E	73										891,480
12	Westmeath Rd	Old Mill Bridge Rd-to-Westmeath Twp Dump	3.22	H	47										692,300
13	Mountain Rd	Hwy 41-to-Wilberforce/Stafford Line	2.62	M	82										157,200
21	Beachburg Rd	Cty Rd 7 (Foresters Falls Rd)-to-Fletcher Rd	3.02	H	73										205,451
21	Beachburg Rd	Fletcher Rd-to-Buchannan's Pit Entrance (1046)	2.07	H	76										143,995
22	Grattan Rd	Hwy 41-to-Perrault Rd	2.01	H	70										408,030
22	Grattan Rd	Perrault Rd-to-Wren Rd	2.02	H	59										410,060
22	Grattan Rd	Wren Rd-to-Scotch Bush Rd	1.93	H	68										391,790
25	Laurentian Dr	Cty Rd 51 (Petawawa Blvd)-to-Silke Dr	1.38	E	41										452,640
25	Laurentian Dr	Silke Dr-to-Civic Centre Rd	1.05	E	44										344,400
25	Laurentian Dr	Civic Centre Rd-to-Dundonald Dr	0.53	E	48										107,590
25	Laurentian Dr	Dundonald Dr-to-CR 16 (Victoria St)	0.46	E	51										141,713
31	Lookout Rd	Cty Rd 49 (Lapasse Rd)-to-Desjardins Rd	3.11	M	49										624,755
31	Lookout Rd	Desjardins Rd-to-Lovers Lane	3.12	M	45										591,062
31	Lookout Rd	Lovers Lane-to-Cty Rd 12 (Westmeath Rd)	0.60	M	64										113,666
45	Vanjumar Rd	Cty Rd 2 (White Lake Rd)-to-Russett Dr	0.54	E	82										32,863
45	Russett Dr	Scheel Dr-to-Cty Rd 63 (Miller Rd)	1.52	H	58										308,560
48	Magnesium Rd	Hwy 653-to-Mine View Rd	1.94	H	79										119,787
48	Magnesium Rd	Mine View Rd-to-Cty Rd 4 (Queens Line)	2.67	M	79										162,732
49	Lapasse Rd	Cty Rd 21 (Beachburg Rd)-to-Glen Rd	0.63	H	40										168,057
49	Lapasse Rd	Glen Rd-to-Cty Rd 31 (Lookout Rd)	2.67	H	45										574,050
52	Burnstown Rd	Picket Hill Lane S Jct-to-Picket Hill Lane N Jct	0.71	E	82										43,817
52	Burnstown Rd	Picket Hill Lane N Jct-to-2148 Burnstown Rd	1.29	E	82										77,400
52	Burnstown Rd	2148 Burnstown Rd-to-2349 Burnstown Rd	1.07	E	82										64,200
52	Burnstown Rd	2349 Burnstown Rd-to-Canaan Rd	1.65	E	82										99,000
52	Burnstown Rd	Canaan Rd-to-Fraser Rd (McNab/Horton Line)	0.97	E	82										58,200
58	Round Lake Rd	Henan Road-to-Hwy 17	0.76	E	72										46,903

Road No.	Road Name	Description	Length (km)	Probability of Incident	PCI @ Plan Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
ANNUAL TOTAL						\$ 11,186,388	\$ 13,073,746	\$ 11,674,627	\$ 13,249,964	\$ 14,199,560	\$ 14,432,821	\$ 14,538,384	\$ 14,386,880	\$ 15,083,650	\$ 16,010,268
58	Round Lake Rd	Hwy 17-to-B Line Rd	1.26	E	71										81,540
58	Round Lake Rd	B Line Rd-to-TV Tower Rd	2.46	E	77										159,197
58	Bruham Ave	TV Tower Rd-to-Lorne St East	0.98	E	77										72,660
58	Bruham Ave	Lorne St East-to-Boundary Rd	0.37	E	70										22,834
68	Rockingham Rd	Olsheskie Ranch-to-Diamond Lake Rd	3.02	H	58										699,621
72	Ridge Road	Hwy 17-to-Avon Road	0.30	H	73										18,643
72	Ridge Road	Avon Road-to-Dalton St	0.40	E	73										24,857
511	Lanark Road	Dolans Lane-to-Frost Lane	1.41	H	45										303,150
511	Lanark Road	Frost Lane-to-Stones Lake Rd	1.01	H	36										217,150
511	Lanark Road	Stones Lake Rd-to-Barryvale Rd	1.06	H	59										227,900
512	Foymount Rd	McCauley Mountain Rd-to-B257	2.42	H	82										145,200
515	Quadeville Rd	Jessup Rd-to-Kargus Rd	2.36	H	49										529,146
515	Quadeville Rd	1400 Quadeville Rd-to-Yukes Dr.	2.24	M	83										137,280

Culvert Structure

Structure	Description	Road	Type	Const Year	Age Today	Risk	Updated Plan Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Annual Totals								\$2,213,500	\$2,666,000	\$2,645,000	\$2,034,000	\$2,126,500	\$2,320,000	\$2,748,000	\$2,944,500	\$2,858,000	\$2,976,500
C003	Moores Creek Culvert	5	AOF	1997	23	M	2020	\$50,000									
C013	Bromley Culvert	Foy Road	CSPA	1986	34	M	2020	\$252,000									
C036	Halliday Creek Culvert	Halliday Creek Road	CSP	1968	52	H	2020	\$234,000									
C046	O'Neil Culvert (South Fork)	Pine Valley Road	SPCSP	1982	38	H	2020	\$342,000									
C048	Egan Culvert	Egan Line Road	SPCSPA	1982	38	H	2020	\$235,000									
C159	Gutz Culvert	7	SPCSPA	1980	40	L	2020	\$300,000									
C222	Pleasant Valley Steel Arch	Pleasant Valley Road	SPCSPA	1977	43	H	2020	\$200,000									
C300	Wolf Road Twin pipes	Wolfe Road	CSP	1970	50	H	2020	\$200,000									
C058	Constant Creek Culverts	Ferguson Lake Road	SPCSPA	1987	33	H	2021	\$60,000	\$540,000								
C099	Colton Creek Bridge	Matawatchan Road	AOF	1977	43	H	2021	\$28,000	\$252,000								
C116	Dunlop Crescent Culvert	Dunlop Crescent	SPCSPE	1999	21	H	2021	\$40,000	\$360,000								
C142	Quade Creek Culvert	Burchat Road	SPCSP	1977	43	H	2021	\$22,500	\$202,500								
C197	Etmanskie Swamp Culvert	62	FRR	1985	35	M	2021	\$30,000	\$270,000								
C201	Broomes Creek Culvert	7	FRA	1935	85	M	2021	\$200,000	\$589,500								
C252	Vanderploegs Culvert	Russett Drive	FRR	1936	84	M	2021	\$20,000	\$180,000								
C012	Farquharson's Culvert	S. McNaughton Road	SPCSP	1986	34	M	2022		\$15,000	\$135,000							
C037	Bagot Creek Culvert	Lower Spruce Hedge Road	CSP	1967	53	H	2022		\$38,000	\$342,000							
C040	Snake River Culvert	8	FRR	1982	38	L	2022		\$12,000	\$108,000							
C051	Harris Creek Culvert	Proven Line	SPCSPE	1987	33	H	2022		\$19,000	\$171,000							
C134	Campbell Drive Culvert	Campbell Drive	SPCSPA	1980	40	M	2022		\$65,000	\$585,000							
C137	Hanson Creek Culverts	Robertson Line	CSP	1992	28	M	2022		\$18,000	\$162,000							
C152	Wadsworth Lake Culvert	Old Barry's Bay Road	SPCSPA	1976	44	M	2022		\$28,000	\$252,000							
C242	Hales Creek Culvert	51	Box	1987	33	L	2022		\$15,000	\$135,000							
C243	Worms Culvert	20	CSPA	1998	22	M	2022		\$22,000	\$198,000							
C269	Jacks Lake Culverts	58	CSP	1970	50	M	2022		\$20,000	\$180,000							
C302	Wingle Creek Twin Culverts	Rochfort Road	CSP	1977	43	M	2022		\$20,000	\$180,000							
C001	Berlanquet Creek Culvert	5	SPCSP	1988	32	M	2023			\$38,500	\$346,500						
C054	Big Black Donald Creek Culvert	65	BOX	1995	25	L	2023				\$50,000						
C130	Lochiel Creek Culvert North	63	SPCSPE	1982	38	H	2023			\$33,500	\$301,500						
C191	Dicks Road Culvert	Dicks Road	SPCSP	1987	33	M	2023			\$20,000	\$180,000						
C204	Bellows Creek Culvert	12	FRA	1991	29	M	2023			\$30,000	\$270,000						
C268	St. Columbkille's Culvert	58	Box	1960	60	M	2023			\$75,000	\$675,000						
C062	John Watson Culvert 2	John Watson Road	CSP	1965	55	M	2024				\$26,000	\$234,000					
C126	Madawaska River Culvert	508	FRR	1984	36	L	2024				\$63,000	\$567,000					
C136	Robertson Twin Pipes	Robertson Line	SPCSPA	1990	30	M	2024				\$52,000	\$468,000					
C221	Kenny's Culvert	Pleasant Valley Road	SPCSP	1987	33	M	2024				\$20,000	\$180,000					
C250	Pleasant Valley Culvert	Grants Settlement Road	AOF	1989	31	L	2024				\$50,000	\$450,000					
C010	Rath's Culvert	S. McNaughton Road	SPCSP	1987	33	L	2025					\$58,000	\$522,000				
C024	Cliché Culvert	Sandy Beach Road	SPCSPE	1985	35	L	2025					\$66,500	\$598,500				
C170	Hurds Creek Culverts	Wittkie Road	CSP	1987	33	L	2025					\$37,000	\$333,000				
C215	Elm Creek Culverts	Snake River Line	SPCSP	1977	43	M	2025					\$36,000	\$324,000				
C317	Cobden Lake Cuvert	7	Box	2000	20	L	2025					\$10,000	\$90,000				
C323	Hoffmans Box Culvert	58	Box	1980	40	M	2025					\$20,000	\$180,000				
C014	Labombard Culvert	Chris Ruddy Road	SPCSPA	1982	38	L	2026						\$25,000	\$225,000			
C025	Borne Road Culvert	Borne Road	FRR	1957	63	L	2026						\$26,000	\$234,000			
C066	Voldeeks Culvert	Letterkenny Road	CSP	1977	43	L	2026						\$21,000	\$189,000			
C093	Bradley West Culvert	64	FRR	1977	43	L	2026						\$30,000	\$270,000			
C189	Ross Road Triple Cell	Ross Road	FRR	1970	50	L	2026						\$26,500	\$238,500			
C245	Indian Road Culvert	21	Box	2010	10	M	2026						\$29,000	\$261,000			
C265	Peter Black Culvert	24	SPCSP	1980	40	L	2026						\$45,000	\$405,000			
C305	Latchford Church Pipes	515	CSPA	2004	16	L	2026						\$32,000	\$288,000			
C315	Ross Road Double Cell	Ross Road	FRR	1970	50	L	2026						\$18,000	\$162,000			
C331	Rockingham Creek Box Culvert	62	Box	1980	40	L	2026						\$20,000	\$180,000			
C045	Agnew Culvert (South Fork)	Agnew Road	SPCSPA	1982	38	L	2027							\$34,000	\$306,000		
C050	Eady Culvert	Snake River Road	SPCSPA	1987	33	L	2027							\$27,000	\$243,000		
C119	Dochart Creek Culvert	1	FRR	1966	54	L	2027							\$72,000	\$648,000		
C125	McGregor Culvert	Lochwinnoch Road	SPCSPA	2010	10	M	2027							\$58,000	\$522,000		
C235	Devines Creek Culvert	512	SPCSPA	1963	57	L	2027							\$39,000	\$351,000		
C246	Culhane Culvert	Culhane Road	SPCSPA	1978	42	L	2027							\$45,000	\$405,000		
C316	Kenny's Culvert	Stafford Third Line	SPCSPA	1967	53	L	2027							\$20,500	\$184,500		
C052	Peever Culvert	McGuinty Road	CSP	1977	43	L	2028								\$30,000	\$270,000	
C135	Ryan Creek Culvert	Campbell Drive	SPCSP	1990	30	L	2028								\$37,000	\$333,000	
C160	Broomes Creek Culvert	Grant's Settlement Road	SPCSP	1990	30	L	2028								\$180,000	\$1,620,000	

Structure	Description	Road	Type	Const Year	Age Today	Risk	Updated Plan Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Annual Totals								\$2,213,500	\$2,666,000	\$2,645,000	\$2,034,000	\$2,126,500	\$2,320,000	\$2,748,000	\$2,944,500	\$2,858,000	\$2,976,500
C254	Alan James Culvert	4	SPCSP	1987	33	L	2028									\$38,000	\$342,000
C109	Thompson Hill Culvert	52	SPCSPA	1991	29	L	2029									\$58,000	\$522,000
C164	Wilderness Arch	Rafting Road	AOF	1985	35	L	2029									\$46,000	\$414,000
C236	Brennans Creek Culvert	512	SPCSP	1963	57	L	2029									\$160,000	\$1,440,000
C325	Neilson Creek Culvert	Clear Lake Road	CSP	1983	37	L	2029									\$29,000	\$261,000
C038	Mink Creek Culvert	8	SPCSP	1991	29	L	2030										\$52,000
C148	Halfway Creek Culvert	Old Barrys Bay Road	CSPA	1999	21	L	2030										\$45,000
C168	Lake Clear Tri Culverts	Lake Clear Road	SPCSP	1980	40	L	2030										\$35,500
C206	Gervais Creek Culvert	49	SPCSP	1989	31	L	2030										\$60,000
C216	Elm Creek Tri Pipes	Waterview Road	SPCSP	1977	43	L	2030										\$32,000
C241	Tims Waba Creek Bridge	23	AOF	1991	29	L	2030										\$51,000
C308	Tomisini's Culvert	58	CSP	2002	18	L	2030										\$24,000
C328	Devine Creek Tri Pipes	512	SPCSPE	1982	38	L	2030										\$40,000

Bridge Structures

Structure	Description	Road	Deck Area (sq.m)	Year Built	Age (Today)	Risk of Failure	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Annual Totals							\$8,248,000	\$2,697,000	\$4,164,000	\$3,881,000	\$2,925,000	\$3,143,200	\$3,196,220	\$3,260,240	\$3,420,140	\$2,649,760
General Structure Repairs							\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$120,000	\$120,000
B258	Madawaska River Bridge	1	3674.3	1976	44	H	\$2,750,000									
B008	Sylvester Power's Bridge	Kennelly Road	144.7	1940	80	H	\$600,000									
B026	Old Hwy 62 Bridge	Borne Road	71.5	1926	94	H	\$500,000									
B101	Bonnechere River Bridge	58	409.5	1967	53	M	\$950,000									
B180	Hurds Creek Bridge	South Algona/Grattan Line	52.9	1937	83	M	\$700,000									
B202	Cameron Street Bridge	Cameron Street	202.2	1950	70	M	\$800,000									
B234	Coles Creek Bridge	512	120.3	1960	60	H	\$1,600,000									
B002	Bonnechere River Bridge	Bonnechere Rd	649.7	1976	44	H	\$40,000	\$360,000								
B095	Hyland Creek Bridge	Hyland Creek Road	67.5	1980	40	M	\$20,000	\$180,000								
B240	Fourth Chute Bridge	Fourth Chute Road	250.0	1984	36	M	\$40,000	\$360,000								
B257	Harrington Creek Bridge	512	32.5	1930	90	M		\$800,000								
B319	Bucholtz Bridge	58	358.6	1984	36	M	\$48,000	\$432,000								
B022	Indian River Bridge	Sandy Beach Rd	202.5	1986	34	M		\$100,000	\$900,000							
B056	Colterman Bridge	Colterman Road	44.6	2006	14	M			\$100,000							
B057	Mount St. Patrick Bridge	Mount St Patrick Rd	96.0	1924	96	M		\$60,000	\$540,000							
B064	Pilgrim Road Bridge	Pilgrim Road	51.7	1999	21	H		\$20,000	\$180,000							
B068	Schimmins Creek Bridge	Welk Road	22.1	2004	16	M			\$100,000							
B150	Dam Lake Bridge	Stanley Olsheski Rd	85.4	1962	58	L			\$100,000							
B156	Burnt Bridge	Burnt Bridge Road	112.5	1975	45	H		\$25,000	\$225,000							
B203	Petawawa River Bridge	51	987.8	1973	47	H		\$130,000	\$1,170,000							
B310	Ski Hill Bridge	58	92.4	1937	83	M		\$30,000	\$270,000							
B007	Butler Bridge	Butler Road	540.0	1976	44	H			\$100,000	\$900,000						
B044	Douglas Bridge	5	215.7	1960	60	H			\$45,000	\$405,000						
B102	Brennans Creek Bridge	512	126.5	1960	60	M			\$54,000	\$486,000						
B108	Tramore Bridge	Tramore Road	239.2	2005	15	M			\$40,000	\$360,000						
B145	Combermere Bridge	62	918.0	1976	44	M			\$140,000	\$1,260,000						
B073	Kargus Creek Bridge	Kargus Road	30.0	1963	57	M			\$20,000	\$180,000						
B103	O'Grady Bridge	O'Grady Settlement Road	38.7	1981	39	M			\$20,000	\$180,000						
B181	Peter Black Bridge	24	261.7	1974	46	M			\$180,000	\$1,620,000						
B232	Cochrane Creek Bridge	Cement Bridge Road	40.0	1930	90	L			\$50,000	\$450,000						
B122	Waba Creek Bridge	52	89.3	1984	36	H				\$25,000	\$225,000					
B123	Burnstown Bridge	52	1694.6	1974	46	H			\$270,000	\$2,430,000						
B005	Scollard Bridge	Pucker Street	73.9	1928	92	H				\$28,000	\$252,000					
B019	CPR Overhead	42	463.6	1969	51	M				\$82,160	\$739,440					
B033	Springtown Bridge	Springtown Bridge Rd	623.2	2002	18	H				\$10,000	\$90,000					
B055	Mountain Chute Bridge	Hydro Dam Road	469.8	1988	32	H				\$10,000	\$90,000					
B071	Bruceton Bridge	Keller Road	42.0	2015	5	M					\$100,000					
B091	Danny Constant Bridge	Constant Lake Road	53.9	1982	38	M					\$13,040	\$117,360				
B106	Turner's Bridge	Turners Road	160.2	1981	39	M					\$35,000	\$315,000				
B121	Waba Creek Bridge	2	136.3	1972	48	H					\$30,000	\$270,000				
B176	Paugh Lake Road Lake Bridge	Paugh Lake Road	127.5	1980	40	M					\$50,000	\$450,000				
B188	Turcotte Bridge	Code Road	33.7	1920	100	M					\$30,000	\$270,000				
B031	Madawaska River Bridge	511	519.6	1972	48	H						\$93,600	\$842,400			
B032	Calabogie Bridge	511	336.8	1972	48	M						\$58,960	\$530,640			

Structure	Description	Road	Deck Area (sq.m)	Year Built	Age (Today)	Risk of Failure	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Annual Totals							\$8,248,000	\$2,697,000	\$4,164,000	\$3,881,000	\$2,925,000	\$3,143,200	\$3,196,220	\$3,260,240	\$3,420,140	\$2,649,760
B117	Mackey Creek Bridge	Mackey Creek Rd	37.6	1986	34	M							\$5,500	\$49,500		
B118	Arnprior CPR Overhead	1	259.5	1971	49	H							\$44,360	\$399,240		
B198	Mill Creek Bridge	21	145.1	1972	48	M							\$35,000	\$315,000		
B200	Bonnechere River Lower Bridge	John Street	377.3	1985	35	M							\$65,000	\$585,000		
B021	Indian River - B-Line Bridge	B-Line Road	395.2	1958	62	M								\$53,660	\$482,940	
B053	Constant Creek Bridge	Ferguson Lake Road.	70.6	1926	94	H							\$180,000	\$1,620,000		
B074	Fire Tower Creek Bridge	Fire Tower Road	30.0	2008	12	M								\$10,000	\$90,000	
B105	Coulas Bay's Bridge	Bear Trail Road	28.8	2010	10	M								\$10,000	\$90,000	
B158	Meilleurs Bridge	Meilleurs Road	25.3	1981	39	H								\$21,800	\$196,200	
B179	Golden Lake Reserve Bridge	70	469.2	1969	51	H								\$63,000	\$567,000	
B023	Zanders Bridge	Zanders Rd	212.9	1988	32	M									\$15,000	\$135,000
B034	Constant Creek Bridge	508	220.5	2001	19	M									\$9,000	\$81,000
B096	Centennial Lake Bridge	65	1109.1	1966	54	M									\$10,000	\$90,000
B100	Sherwood River Bridge	58	245.0	1967	53	H									\$40,000	\$360,000
B143	McDonnells Bridge	19	890.1	1987	33	H									\$15,000	\$135,000
B144	Johnston Bridge	19	151.8	1985	35	H									\$15,000	\$135,000
B153	Jewellville Bridge	515	693.5	1968	52	H									\$120,000	\$1,080,000
B173	Byers Creek Bridge	58	142.5	1981	39	H									\$30,000	\$270,000
B127	Stewartville Bridge	Stewartville Road	764.8	1984	36	H										\$130,000
B184	Hales Creek Bridge	Golf Course Road	95.2	1987	33	M										\$10,000
B185	Moffat Canal Bridge	Forest Park Road	125.8	2003	17	H										\$10,000
B233	Latchford Bridge	515	570.4	1982	38	H										\$93,760