



County of
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2021 Budget & Long Term Financial Plan

**Budget Workshop
January 18, 2021**

Budget Workshop Agenda

2021 Budget Guidelines

Council Direction on Change in Presentation Format

2021 County Levy

2021 County Tax Rate (draft)

SDIP – Payback Plan and 2021 Budget Impact

COVID19 Impact on the 2021 Budget

Asset Management Plan & OREG 588/17 Impact on 2021 Budget

2021 Operating Budget

2021 Capital Budget

2021 Reserve Schedules

2021 Staffing Changes – Business Plans

10 Year Capital Program

Long Term Financial Plan & Report Card

Adopt Budget By-Law

2021 Budget Guidelines

2021 Budget Guidelines

RESOLUTION NO. FA-C-20-09-83

Moved by Chair

Seconded by Committee

THAT County Council approve the 2021 Budget Guidelines as follows:

- annual levy increase of ~~3.0%~~ 2.5%;

AND THAT County Council also confirm the remaining elements of the Long Term Financial Plan as follows:

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

2021 Budget Guidelines

RESOLUTION NO. FA-CC-20-09-84

Moved by Chair

Seconded by Committee

THAT County Council approve that the Cost of Living Allowance (COLA) increase for **non-union staff under Employment By-law #1 be set at 1.5% for 2021.**

RESOLUTION NO. FA-CC-20-09-85

Moved by Chair

Seconded by Committee

THAT County Council approve the **2021 Budget Schedule.**

Council Direction on Change in Presentation Format

Council Direction on Change in Presentation Format

Background

After our August 13, 2020 Finance and Administration Committee meeting a separate working group, comprised of Warden Robinson, Chair Murphy, Councillor Hunt, Mr. Moreau and Mr. Foss met to discuss Mr. Hunt's request to amend the current format of the Financial Statements.

Our Committee also noted that during the budget review by the Committees in January, any changes that these Committees asked for were not made immediately in the budget document, but were only summarized and discussed in the presentation at the end of the workshop. Staff indicated that they utilized this process due to the time involved in preparing the 250 page slide deck/PowerPoint presentation during the budget workshop, in addition to the 7 day turnaround to have the budget document printed and coil bound by an external company.

Council Direction on Change in Presentation Format

Background

This working group recommended that staff email a copy of the consolidated budget document to all Council members following the January 15, 2021 Finance and Administration Committee meeting and prior to the Budget Workshop on Monday, January 18, 2021.

This new process does not allow staff sufficient time to alter the PowerPoint presentation with Committee changes, nor does it allow sufficient time to have the revised budget booklet printed in time for the revised workshop date.

Therefore, Committee directed that a powerpoint presentation and a printed/bound Budget Workshop booklet not be provided at the 2021 Budget Workshop and the 2021 Draft “Net” Budget document be emailed to Elected Officials on Friday, January 15, 2021 for the Budget Workshop scheduled for Monday, January 18, 2020

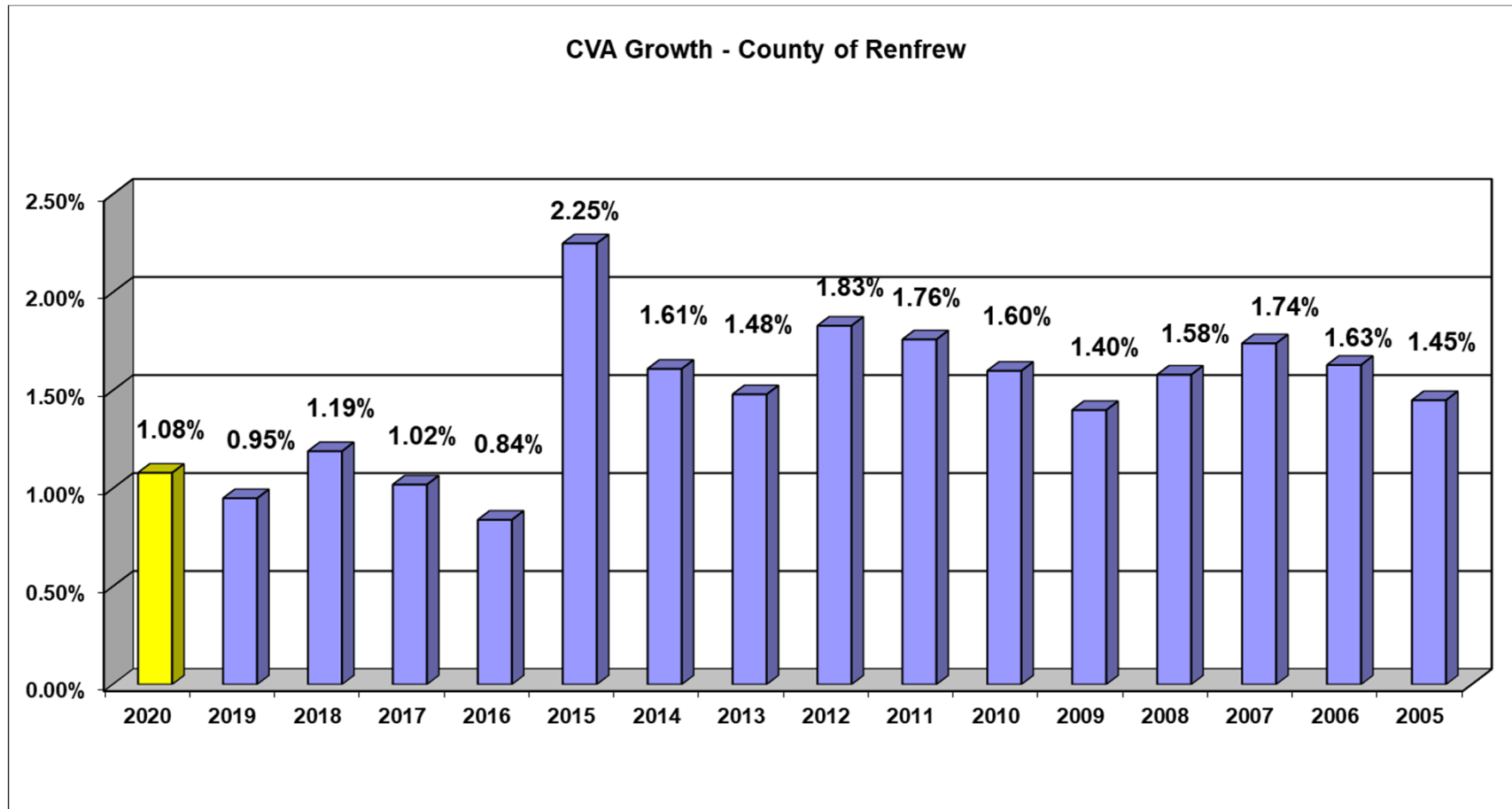
2021 County of Renfrew Levy

COLA Target + WTD CVA Growth



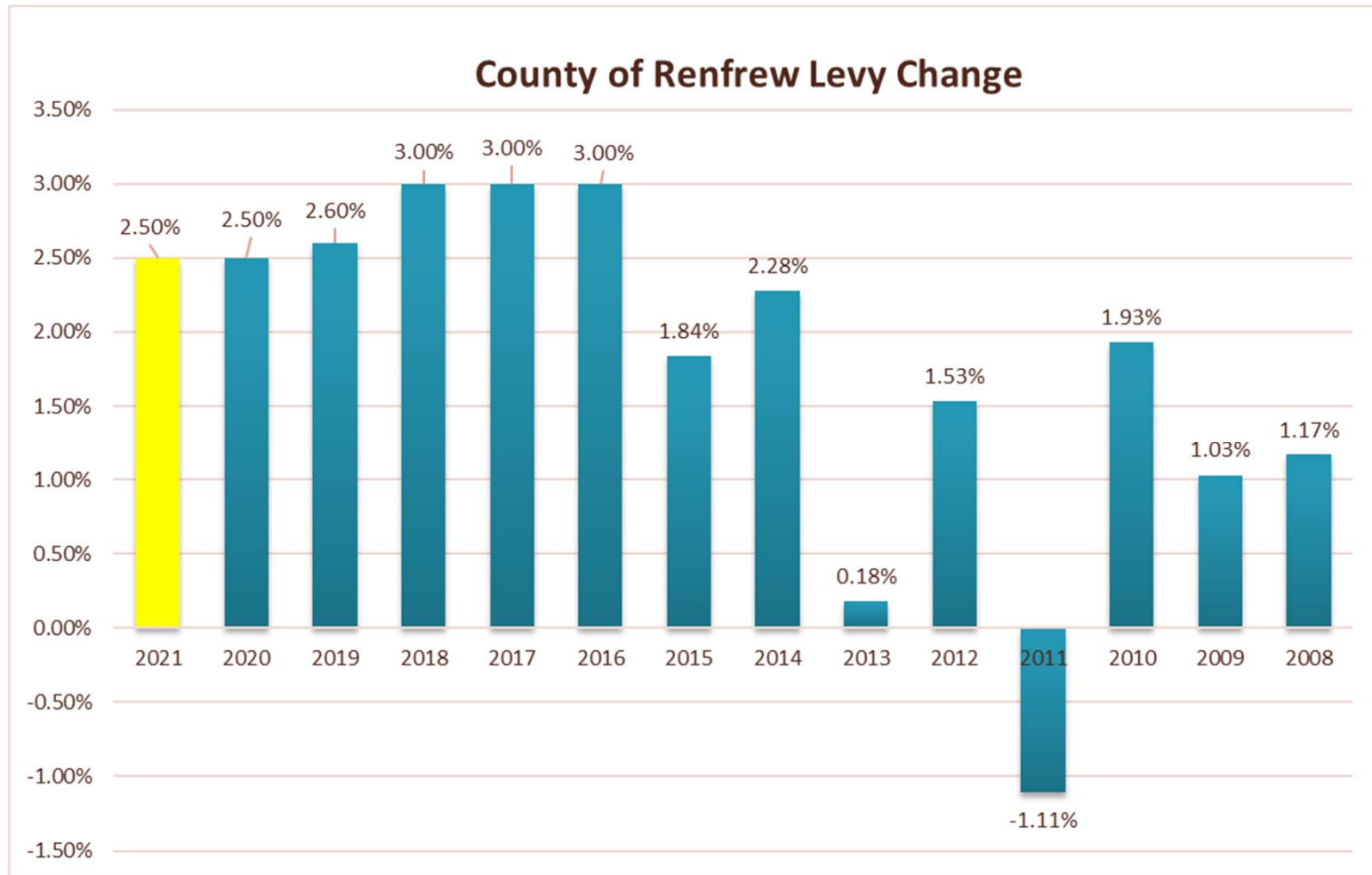
2021 County of Renfrew Levy

WTD CVA Growth



2021 County of Renfrew Levy

COLA Target



2021 County of Renfrew Levy

2020 Levy	2021 Levy	Difference	%
\$47,253,904	\$48,945,594	\$1,691,690	3.58%

2021 County of Renfrew Levy

2021 Levy %	2019 Growth %	Real Impact on Taxpayers
3.58%	(1.08%)	2.5%

2021 Tax Rate Assuming Status Quo Tax Policy From 2020

2021 Tax Rate Assuming Status Quo Tax Policy From 2020



Year	Rate per \$100,000	Median Property Value	County Taxes per Median Property
2021	375.07	203,000	761.39
2020	366.00	203,000	742.98
\$ Change - Annual	9.07		18.41
\$ Change - Monthly			1.53
% Change			2.5%

Final Tax Rates Are Not Set Until Tax Policy is Adopted in April 2021

Service Delivery Improvement Project



Service Delivery Improvement Project



June 26, 2019

Financials – June 2019

Dept	Location	2018 Lease Expense	2018 Taxes/Water/Other	2018 Occupancy Cost	2018 Lease Revenue
RCHC	169 Lake St	\$36,648	\$19,569	\$56,217	
OW	141 Lake St	\$115,432	\$29,755	\$145,187	
POA	169 Lake St	\$80,913	\$21,065	\$101,978	
Child Care	545 Pembroke St W	\$55,546	\$14,710	\$70,256	
RCDHU	7 International DR				\$318,740
Total		\$288,539	\$85,099	\$373,638	\$318,740

Additional Revenue - Property Division

\$54,898

Financials – June 2019

County Administration Building Retrofit - Financing Plan	
Project Cost	\$3,725,000
MMAH Modernization Grant	<u>(\$725,000)</u>
Principal	\$3,000,000
2020 OW Budget	
Term	25 Years
I/O Rate (quoted June 17/19)	2.74%
Annual Debt Service Costs	\$166,545
Added Revenue for CAB Property Dept	(\$54,898)
Shortfall to Finance Project	\$111,647

Financials – June 2019

CAB Lease Revenue Changes	
RCDHU – From VG+ Floor Plan	503 m2 = 5,414 sqft + 12% Common
Add 12% Common Space	5,414 * 1.12 = 6,064 sqft
Current RCDHU Lease Rate	\$20.88 / sqft
Estimate for Continued RCDHU Revenue	\$126,616
OHTO Revenue Loss (2018 actual)	<u>(\$18,725)</u>
CAB Revenue Changes	+ \$107,891

Financials – June 2019

County Administration Building Retrofit - Financing Plan	
Project Cost	\$3,725,000
MMAH Modernization Grant	<u>(\$725,000)</u>
Principal	\$3,000,000
Term	25 Years
I/O Rate (quoted June 17/19)	2.74%
Annual Debt Service Costs	\$166,545
Added Revenue for CAB	<u>(\$54,898)</u>
Shortfall to Finance Project	\$111,647
Additional CAB Revenue (HU & OHTO)	<u>(\$107,891)</u>
Shortfall to Finance Project	\$3,756

SDIP – Financials 2021

County Administration Building Retrofit - Financing Plan	
Project Cost	\$3,725,000
MMAH Modernization Grant	(\$725,000)
2020 OW Budget	(\$300,000)
2021 OW Budget	(\$150,000)
2020 Council Chamber Renovation	\$300,000
2020 Prov for Unallocated Funds	<u>(\$300,000)</u>
Principal	\$2,550,000

SDIP – Financials 2021

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

SDIP – Financials 2021

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

SDIP – Financials 2021

County Administration Building Retrofit - Financing Plan		
		Balance
Principal		2,550,000
Annual Savings - 2021	(169,149)	2,380,851
Annual Savings - 2022	(466,473)	1,914,378
Annual Savings – 2023	(466,473)	1,447,905
Annual Savings – 2024	(466,473)	981,432
Annual Savings – 2025	(466,473)	514,959
Annual Savings - 2026	(466,473)	48,486
Annual Savings - 2027	(48,473)	0
Payback TCA Reserve		6.1 years

COVID19 Impact on 2021 Budget

COVID19 Impact on 2021 Budget

To August 31, 2020

Department	OT1	REG1	Pandemic	SICK1	Expenses	Total	Revenues	Net Expense/(Surplus)
	Payroll	Payroll	Payroll	Payroll				
Admin					18,559	18,559		18,559
BM	2,442	180,085	610,665	21,611	136,865	951,668	(845,665)	106,003
Child Care					377	377		377
Ec Dev					8,475	8,475	0	8,475
ERC					254,398	254,398	(254,398)	-0.31
Financial Expense					669	669		669
HR		8,327			3,720	12,047		12,047
Housing					695,358	695,358	(695,358)	0
ML	6,617	115,014	559,065	12,344	116,816	809,856	(827,465)	(17,609)
OW				3,331	36,979	40,310		40,310
Planning					1,444	1,444		
Property		5,647			32,623	38,270		38,270
Paramedic	84,201	908,423	394,124	57,889	596,446	2,041,083	(1,420,419)	620,664
Public Works				1,852	67,250	69,102		69,102
RCHC	597	311		5,203	268,931	275,042	(211,533)	63,509
Totals	93,857	1,217,807	1,563,854	102,230	2,238,910	5,216,658	(4,254,838)	960,376

Estimate of Net Covid19 Expense in 2020 = \$1.4 Million

COVID19 Impact on 2021 Budget

August 12, 2020 Federal Safe Start	\$2,780,100
December 16, 2020 Federal Safe Start	<u>\$557,000</u>
Total Safe Start Funding	\$3,337,100
Estimate of Safe Start Used In 2020	(\$1,400,000)
Balance of Safe Start Available 2021	\$1,937,100

Staff have not included any COVID19 expense in the 2021 Budget that would impact the municipal levy !!

Asset Management Plan – OREG 588/17

Impact on the 2021 Budget

Infrastructure for Jobs and Prosperity Act, 2015

Infrastructure for Jobs and Prosperity Act, 2015

S.O. 2015, CHAPTER 15

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

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

Legislative History: [+]



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

Ontario Regulation 588/17

ONTARIO REGULATION 588/17

made under the

INFRASTRUCTURE FOR JOBS AND PROSPERITY ACT, 2015

Made: December 13, 2017

Filed: December 27, 2017

Published on e-Laws: December 27, 2017

Printed in The Ontario Gazette: January 13, 2018

ASSET MANAGEMENT PLANNING FOR MUNICIPAL INFRASTRUCTURE

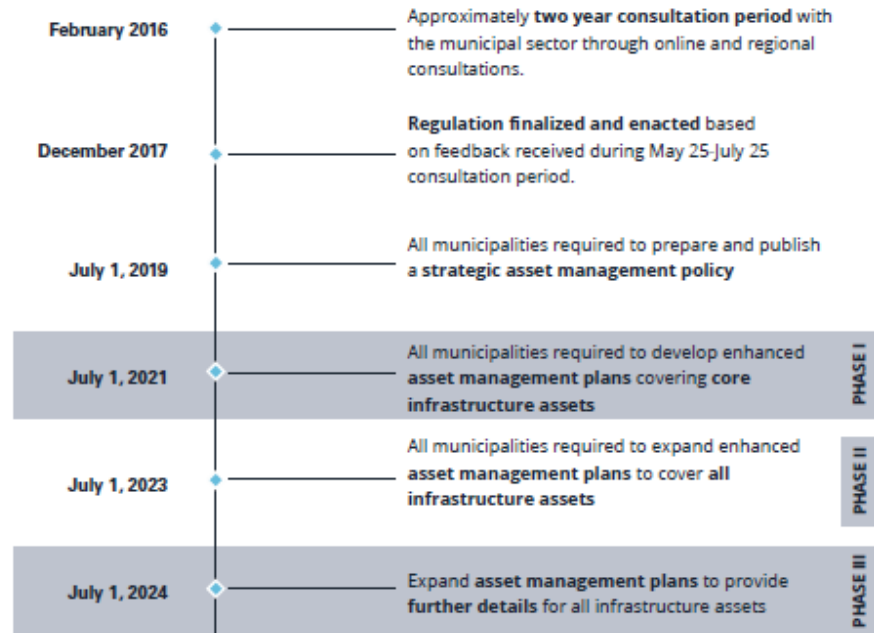
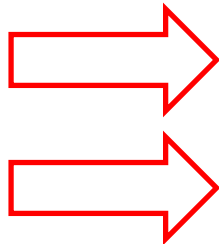
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<https://www.ontario.ca/laws/regulation/r17588>

Regulation Timeline



*Core Infrastructure Assets means any municipal infrastructure asset that is a:
(a) water asset that relates to the collection, production, treatment, storage, supply, or distribution of water,
(b) wastewater asset that relates to the collection, transmission, treatment, or disposal of wastewater, including any wastewater asset that from time to time manages stormwater,
(c) stormwater management asset that relates to the collection, transmission, treatment, retention, infiltration, control, or disposal of stormwater,
(d) road, or
(e) bridge or culvert.



This Toolkit is structured to help create a line of sight between the policy and the asset management plans that will need to be submitted in 2021, 2023, and 2024 and updated every five years thereafter.



Deadline #1 – Strategic Asset Management Policy

By July 1, 2019

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

Deadline #2 – Enhanced AMP Covering Core Assets

By July 1, 2021

Asset management plans, current levels of service

(1) Every municipality shall prepare an asset management plan in respect of its **core municipal infrastructure assets by July 1, 2021, and in respect of all of its other municipal infrastructure assets by July 1, 2023.**

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

1. For each asset category, **the current levels of service being provided**, determined in accordance with the following qualitative descriptions and technical metrics and based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan:
 - i. With **respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 1, 2, 3, 4 or 5, as the case may be.**
 - ii. With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.

Deadline #2 – Enhanced AMP Covering Core Assets

By July 1, 2021

TABLE 4
ROADS

Column 1 Service attribute	Column 2 Community levels of service (qualitative descriptions)	Column 3 Technical levels of service (technical metrics)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity.	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality.
Quality	Description or images that illustrate the different levels of road class pavement condition.	<ol style="list-style-type: none"> 1. For paved roads in the municipality, the average pavement condition index value. 2. For unpaved roads in the municipality, the average surface condition (e.g. excellent, good, fair or poor).

TABLE 5
BRIDGES AND CULVERTS

Column 1 Service attribute	Column 2 Community levels of service (qualitative descriptions)	Column 3 Technical levels of service (technical metrics)
Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	Percentage of bridges in the municipality with loading or dimensional restrictions.
Quality	<ol style="list-style-type: none"> 1. Description or images of the condition of bridges and how this would affect use of the bridges. 2. Description or images of the condition of culverts and how this would affect use of the culverts. 	<ol style="list-style-type: none"> 1. For bridges in the municipality, the average bridge condition index value. 2. For structural culverts in the municipality, the average bridge condition index value.

Deadline #2 – Enhanced AMP Covering Core Assets

By July 1, 2021

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

- i. The full lifecycle of the assets.
- ii. The options for which lifecycle activities could potentially be undertaken to maintain the current levels of service.
- iii. The risks associated with the options referred to in subparagraph ii.
- iv. The lifecycle activities referred to in subparagraph ii that can be undertaken for the lowest cost to maintain the current levels of service.



CORPORATION OF THE COUNTY OF RENFREW

ASSET MANAGEMENT PLAN

November 26, 2014

Level of Service (LOS) Analysis

Appendix 'D'

Roads

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

Level of Service (LOS) Analysis

Appendix 'E'

Bridges

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

Level of Service (LOS) Analysis

Major Culverts (over 3.0 m in Span)

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

Asset	Target PCI or BCI	Actual PCI or BCI in 2020	10 Year Capital Plan	Estimated PCI or BCI in 2030
Roads	72.5	69.5	\$138,879,015	78.2
Bridge	75	68	\$33,525,400	74
Culvert	90	64	<u>\$29,558,500</u>	64
Total			<u>\$201,962,915</u>	

*10 year capital plan based on 2020 values and does not include inflation

2021 Budget

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u> Pressure	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PUBLIC WORKS	250,000	8,657,110	16,899,091	(8,241,981)	-48.8%	14,360,558	16,477,109	14,532,147	13,675,530	15,043,880
Operations Committee	250,000	8,657,110	16,899,091	(8,241,981)	-48.8%	14,360,558	16,477,109	14,532,147	13,675,530	15,043,880
PROPERTY - Pembroke	0	411,486	464,053	(52,567)	-11.3%	208,120	242,806	300,171	313,746	327,343
PROPERTY - Renfrew County Place	0	(234,273)	(234,273)	0	0.0%	(271,350)	(262,715)	(221,140)	(208,605)	(194,979)
PROPERTY - Base Stations (4)	0	0	0	0		0	0	0	0	0
PROPERTY - Arnprior Office	0	0	0	0		0	0	0	0	3,144
PROPERTY - Renfrew OPP	0	0	0	0		0	0	0	0	0
FORESTRY	0	28,130	27,444	686	2.5%	80,589	(43,289)	872	6,832	(33,028)
TRAILS	0	312,113	304,500	7,613	2.5%	279,085	320,038	92,333	19,955	21,331
GEOGRAPHIC INFORMATION SYSTEMS	0	246,247	241,997	4,250	1.8%	235,877	225,075	218,145	213,155	199,458
ECONOMIC DEVELOPMENT	200,000	428,476	428,057	419	0.1%	411,898	407,993	404,709	400,499	384,786
ENTERPRISE CENTRE	0	28,055	28,055	0	0.0%	28,055	28,055	28,055	28,055	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	0	276,288	269,549	6,739	2.5%	262,975	256,561	251,530	246,598	241,763
PLANNING DEPARTMENT	0	671,346	684,320	(12,974)	-1.9%	665,497	588,135	594,375	516,847	658,708
Development & Property Committee	200,000	2,167,868	2,213,702	(45,834)	-2.1%	1,900,746	1,762,659	1,669,050	1,537,082	1,636,581
BONNECHERE MANOR	0	1,490,227	1,453,880	36,347	2.5%	1,418,419	1,291,870	1,320,890	1,284,899	1,198,427
MIRAMICHI LODGE	0	1,247,451	1,217,025	30,426	2.5%	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290
OTHER LONG TERM CARE	0	100,228	97,783	2,445	2.5%	97,783	86,718	90,439	89,981	91,412
HEALTH UNIT	0	1,733,289	1,598,003	135,286	8.5%	1,452,730	1,421,259	1,421,259	1,143,995	1,171,594
PARAMEDIC SERVICE	115,616	8,193,291	7,998,059	195,232	2.4%	8,038,322	9,580,317	7,244,161	6,843,623	6,629,969
Paramedic - Other	0	0	0	0		0	0	0	0	0
EMERGENCY MANAGEMENT	0	175,153	184,738	(9,585)	-5.2%	99,869	119,751	113,515	101,444	94,592
Health Committee	115,616	12,939,639	12,549,488	390,151	3.1%	12,260,625	13,616,520	11,320,440	10,575,093	10,437,284
ONTARIO WORKS	0	1,306,014	1,245,175	60,839	4.9%	1,034,715	954,290	1,287,601	1,593,794	1,683,518
CHILD CARE	0	513,259	512,780	479	0.1%	468,131	475,437	506,709	492,711	479,822
SOCIAL HOUSING	0	4,930,369	4,892,189	38,180	0.8%	5,007,655	4,949,276	4,699,652	4,617,607	4,364,981
Community Services Committee	0	6,749,642	6,650,144	99,498	1.5%	6,510,501	6,379,003	6,493,962	6,704,112	6,528,321
MEMBERS OF COUNCIL	(100,000)	618,295	611,093	7,202	1.2%	499,919	430,040	437,121	408,209	358,891
GENERAL - ADMINISTRATION	0	930,565	912,775	17,790	1.9%	745,237	789,887	717,617	811,130	775,138
INFORMATION TECHNOLOGY	0	465,820	459,507	6,313	1.4%	391,499	400,595	391,747	409,116	429,242
HUMAN RESOURCES DEPARTMENT	0	247,767	242,024	5,743	2.4%	196,074	254,604	220,880	216,895	192,216
EXPO 150	0	0	0	0		0	0	0	0	0
PUBLICITY/PUBLIC RELATIONS SERVICE	0	15,000	15,000	0	0.0%	14,518	14,517	9,958	11,794	12,502
AGRICULTURE & REFORESTATION	0	20,000	20,000	0	0.0%	14,580	15,619	12,674	21,784	12,487
PROVINCIAL OFFENCES ADMINISTRATION	0	(546,849)	(560,265)	13,416	-2.4%	(540,040)	(708,163)	(516,336)	(631,405)	(815,228)
MPAC	0	1,545,566	1,555,448	(9,882)	-0.6%	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289
FINANCIAL EXPENSE	100,000	19,428,997	9,808,279	9,620,718	98.1%	10,291,749	8,549,662	7,888,038	6,234,643	5,514,311
Finance & Administration Committee	0	22,725,161	13,063,861	9,661,300	74.0%	13,163,478	11,288,902	10,689,419	9,007,552	7,993,848
Total Net Expenses	565,616	53,239,420	51,376,286	1,863,134	3.6%	48,195,908	49,524,193	44,705,018	41,499,369	41,639,914
COUNTY LEVY (2.5% + 1.08% cva growth)	0	48,945,594	47,253,904	1,691,690	3.6%	45,655,946	43,984,534	42,292,821	40,728,834	38,697,229
OTHER REVENUE	0	4,293,826	4,122,382	171,444	4.2%	5,655,411	4,050,158	3,838,048	3,446,553	3,958,637
Total Revenues	0	53,239,420	51,376,286	1,863,134	3.6%	51,311,357	48,034,692	46,130,869	44,175,387	42,655,866
Municipal Surplus/ (Deficit)	(565,616)	(0)	0	(0)		3,115,449	(1,489,501)	1,425,851	2,676,018	1,015,952

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u> <u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PUBLIC WORKS	250,000	8,657,110	16,899,091	(8,241,981)	-48.8%	14,360,558	16,477,109	14,532,147	13,675,530	15,043,880
Operations Committee	250,000	8,657,110	16,899,091	(8,241,981)	-48.8%	14,360,558	16,477,109	14,532,147	13,675,530	15,043,880

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PUBLIC WORKS	250,000	8,657,110	16,899,091	(8,241,981)	-48.8%	14,360,558	16,477,109	14,532,147	13,675,530	15,043,880
Administration		1,062,694	1,121,294	(58,600)	-5.2%	1,019,123	1,016,553	1,048,633	979,212	1,020,332
Infrastructure Management		597,660	547,634	50,026	9.1%	401,582	501,560	399,559	506,581	388,189
Depreciation		9,600,000	9,200,000	400,000	4.3%	9,277,309	8,919,897	8,507,225	8,267,825	7,786,980
Equipment		1,256,523	1,180,577	75,946	6.4%	1,262,845	1,254,110	1,079,395	1,033,860	984,190
Housing		186,550	186,550	0	0.0%	143,448	185,799	189,161	153,698	211,195
Maintenance	250,000	5,628,683	5,576,361	52,322	0.9%	5,699,487	5,930,531	5,361,023	5,005,022	4,468,886
Donations In Kind		0	0	0		0	(296,075)	(185,250)	0	
Recoveries - Federal		0	(15,000)	15,000	-100.0%	0	(13,765)	0	(3,153)	
Recoveries - Other		(75,000)	(75,000)	0	0.0%	(101,249)	(158,142)	(50,428)	(88,249)	(85,253)
Recoveries - Provincial		(1,357,505)	(1,357,505)	0	0.0%	(1,317,960)	(864,673)	(605,519)	(317,806)	(1,567,806)
Surplus Adjustment - Trf To Reserves		0	0	0		0	0	0	531,900	1,898,647
Surplus Adjustment - Capital		20,522,718	23,474,113	(2,951,395)	-12.6%	12,260,528	13,828,767	13,447,184	10,456,151	11,583,318
Surplus Adjustment - Temp Loan		0	(2,750,000)	2,750,000	-100.0%	(2,409,146)	(170,404)	(2,186,650)	(1,508,058)	
Surplus Adjustment - Depreciation		(9,600,000)	(9,200,000)	(400,000)	4.3%	(9,277,309)	(8,919,897)	(8,507,225)	(8,267,825)	(7,786,980)
Surplus Adjustment - Trf From Reserves		(19,165,213)	(10,989,933)	(8,175,280)	74.4%	(2,598,100)	(4,737,152)	(3,964,961)	(3,073,628)	(3,857,818)

**COUNTY OF RENFREW
2021 BUDGET
Public Works**

	<u>Budget Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>INFRASTRUCTURE MANAGEMENT</u>	<u>0</u>	<u>597,660</u>	<u>547,634</u>	<u>50,026</u>	<u>9.1%</u>	<u>401,581</u>	<u>501,560</u>	<u>399,559</u>	<u>506,581</u>	<u>388,189</u>
Salaries		292,249	259,188	33,061	12.8%	258,772	287,530	263,360	244,067	221,603
Benefits		73,861	61,696	12,165	19.7%	62,685	74,033	65,128	61,350	51,563
Capital Projects - Under Threshold			0	0		16,065	0	21,544	41,275	16,549
Legal - Right of Way			0	0		0	0	0	0	
Misc		6,000	6,000	0	0.0%	3,934	8,355	14,326	18,368	12,579
Recoveries			0	0		0	0	0	0	(840)
Infrastructure Management		196,250	196,250	0	0.0%	45,924	112,983	32,353	119,497	56,082
Supplies		29,300	24,500	4,800	19.6%	14,201	18,659	2,848	22,024	30,653
<u>ADMINISTRATION</u>	<u>0</u>	<u>1,062,694</u>	<u>1,121,294</u>	<u>(58,600)</u>	<u>-5.2%</u>	<u>1,019,123</u>	<u>1,016,553</u>	<u>1,064,727</u>	<u>979,066</u>	<u>1,020,332</u>
Salaries		477,585	525,265	(47,680)	-9.1%	441,851	440,818	510,832	487,731	488,981
Benefits		127,239	141,781	(14,542)	-10.3%	128,888	136,067	152,909	146,300	151,770
Advertising		25,000	10,000	15,000	150.0%	14,274	9,805	9,709	12,629	8,811
Answering Service		4,600	4,500	100	2.2%	4,963	4,644	4,419	4,141	3,932
Cell Telephone/Pager		13,200	13,000	200	1.5%	13,260	10,785	11,771	10,210	11,428
Communications (Radio System)		71,750	70,000	1,750	2.5%	63,378	75,316	62,915	45,306	43,300
Computer Supplies		53,000	61,900	(8,900)	-14.4%	53,200	51,420	39,147	31,716	35,231
Conferences & Conventions		7,200	7,100	100	1.4%	8,849	3,500	6,432	2,717	4,041
Courier		770	750	20	2.7%	455	635	332	533	534
Health & Safety (Protection)		42,000	41,000	1,000	2.4%	35,292	34,791	33,661	33,297	31,887
Insurance		107,500	105,448	2,052	1.9%	102,876	101,490	101,490	105,226	100,435
Insurance Claims		30,000	30,000	0	0.0%	46,598	41,713	30,027	17,742	46,676
Internet		5,100	5,000	100	2.0%	6,605	4,193	3,350	3,347	2,912
Legal Fees		20,000	20,000	0	0.0%	3,942	7,690	6,918	5,322	21,084
Membership Fees		8,500	8,300	200	2.4%	6,648	6,980	7,949	7,683	8,062
Office Equipment Replacement		4,100	4,000	100	2.5%	3,495	3,112	3,965	3,973	3,161
Office Supplies/Publications/Awards		10,000	13,500	(3,500)	-25.9%	12,954	12,709	13,287	12,531	9,419
Photocopier Supplies/Maint		4,200	4,200	0	0.0%	2,521	3,099	2,878	3,452	2,975
Postage		450	450	0	0.0%	303	951	817	559	646
Recoveries		0	0	0		(60)	(2,281)	0	(3,000)	(11,598)
Recoveries - County		0	0	0		0	0	(8,257)	0	
Recruitment		10,000	15,000	(5,000)	-33.3%	26,763	30,757	13,994	12,180	22,939
Surplus Adjustment - Capital Equipment		16,000	0	16,000		0	0	16,094	0	
Surplus Adjustment - From Reserves		(16,000)		(16,000)						
Staff Training		20,000	20,000	0	0.0%	21,216	19,690	19,888	16,266	15,727
Telephone		11,200	11,000	200	1.8%	8,686	12,597	11,054	12,032	11,969
Travel		9,300	9,100	200	2.2%	12,166	6,072	9,146	7,173	6,010

**COUNTY OF RENFREW
2021 BUDGET
Public Works**

	<u>Budget Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>MAINTENANCE</u>	<u>250,000</u>	<u>5,628,683</u>	<u>5,576,361</u>	<u>52,322</u>	<u>0.9%</u>	<u>5,699,486</u>	<u>5,930,531</u>	<u>5,361,023</u>	<u>5,005,022</u>	<u>4,468,886</u>
Salaries		1,890,054	1,895,094	(5,040)	-0.3%	1,862,591	1,787,275	1,782,044	1,743,150	1,723,563
Benefits		523,356	513,917	9,439	1.8%	466,392	466,680	457,378	454,040	424,981
Bridges and Culverts		40,000	20,000	20,000	100.0%	71,450	48,722	38,954	22,664	1,899
Roadside Maintenance		180,000	200,000	(20,000)	-10.0%	89,326	152,316	144,959	92,677	162,139
Hard Top Maintenance		360,000	360,000	0	0.0%	267,836	318,704	176,354	94,709	231,694
Winter Control	250,000	2,165,273	2,117,350	47,923	2.3%	2,501,106	2,757,115	2,383,152	2,213,120	1,480,951
Safety Devices		570,000	570,000	0	0.0%	524,840	540,840	502,571	476,194	536,543
Misc		0	0	0		0	0	0	0	6,981
Surplus Adjustment - Trf To Reserves		0	0	0		0	0	0	0	0
Recoveries		(100,000)	(100,000)	0	0.0%	(84,055)	(141,121)	(124,389)	(91,532)	(99,865)
<u>EQUIPMENT</u>	<u>0</u>	<u>1,256,523</u>	<u>1,180,577</u>	<u>75,946</u>	<u>6.4%</u>	<u>1,980,497</u>	<u>1,254,110</u>	<u>1,079,395</u>	<u>1,931,807</u>	<u>1,704,634</u>
Salaries		211,500	208,374	3,126	1.5%	214,004	198,679	204,519	193,455	194,066
Benefits		65,135	61,510	3,625	5.9%	57,366	51,124	54,240	52,642	50,126
Salary Allocations		(92,212)	(88,689)	(3,523)	4.0%	(86,452)	(85,855)	(84,212)	(82,037)	(80,361)
Small Equipment, Misc		65,600	65,600	0	0.0%	54,541	52,250	7,177	12,806	8,854
Vehicle Operating Costs - Fuel		435,000	425,000	10,000	2.4%	435,520	478,143	383,637	349,814	347,394
Vehicle Operating Costs-Insurance		42,500	39,782	2,718	6.8%	38,812	40,337	37,322	50,957	49,451
Vehicle Operating Costs-Repairs		500,000	444,000	56,000	12.6%	517,322	493,642	451,744	445,812	390,198
Vehicle Operating Costs-Licence		59,000	55,000	4,000	7.3%	58,956	53,440	53,404	50,665	50,508
Vehicle Operating Revenue		(20,000)	(20,000)	0	0.0%	(12,845)	(14,850)	(16,580)	(28,915)	(14,465)
Surplus Adjustment - Capital Equipment		893,000	889,700	3,300	0.4%	717,652	771,024	745,378	808,767	932,285
Surplus Adjustment - Trf To Reserves		0	0	0		0	0	0	531,900	575,000
Surplus Adjustment - Trf From Reserves		(893,000)	(889,700)	(3,300)	0.4%	0	(771,024)	(745,378)	(442,719)	(786,841)
Recoveries		(10,000)	(10,000)	0	0.0%	(14,379)	(12,800)	(11,856)	(11,340)	(11,581)
<u>HOUSING</u>	<u>0</u>	<u>186,550</u>	<u>186,550</u>	<u>0</u>	<u>0.0%</u>	<u>400,869</u>	<u>185,800</u>	<u>189,161</u>	<u>229,466</u>	<u>276,951</u>
Operating Expenses		162,000	162,000	0	0.0%	134,260	154,837	142,765	134,157	181,552
Surplus Adjustment - Capital		230,000	185,525	44,475	24.0%	257,421	73,368	82,020	75,767	65,756
Surplus Adjustment - Trf From Reserves		(230,000)	(185,525)	(44,475)	24.0%	0	(73,368)	(82,020)	0	0
Major Repairs - Under Threshold		24,550	24,550	0	0.0%	9,671	31,301	47,191	19,798	29,923
Recoveries		0	0	0		(483)	(338)	(795)	(256)	(280)

**COUNTY OF RENFREW
2021 BUDGET
Public Works**

	<u>Budget Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
OTHER	0	19,383,718	22,398,888	(3,015,170)	-13.5%	11,285,456	12,984,374	12,603,692	9,571,617	11,908,924
Depreciation		9,600,000	9,200,000	400,000	4.3%	9,277,309	8,919,897	8,507,225	8,267,825	7,786,980
Surplus Adjustment - Depreciation		(9,600,000)	(9,200,000)	(400,000)	4.3%	(9,277,309)	(8,919,897)	(8,507,225)	(8,267,825)	(7,786,980)
Surplus Adjustment - Capital Construction		19,383,718	22,398,888	(3,015,170)	-13.5%	11,285,456	12,984,374	12,603,692	9,571,617	10,585,277
Surplus Adjustment - TRF to Reserves-Const				0		0	0	0	0	1,323,647
CONSTRUCTION - LABOUR CLEARING ACC	0	0	0	0		0	0	0	0	0
Salaries		408,322	431,493	(23,171)	-5.4%	419,446	402,367	405,521	374,521	395,450
Benefits		81,393	105,642	(24,249)	-23.0%	76,283	72,643	79,731	75,119	71,699
Charge to Capital Construction above		(489,715)	(537,135)	47,420	-8.8%	(495,729)	(475,010)	(485,252)	(449,640)	(467,149)
TOTAL EXPENDITURES	250,000	28,115,828	31,011,304	(2,895,476)	-9.3%	20,787,012	21,872,928	20,697,557	18,223,559	19,767,916
ROADS REVENUES										
Municipal Contribution - Operating		8,657,110	8,522,416	134,694	1.6%	8,416,088	8,716,647	8,059,531	7,586,825	6,987,539
Municipal Contribution - Capital		0	8,376,675	(8,376,675)	-100.0%	5,944,470	7,760,462	6,472,616	6,088,559	8,056,341
Provincial Grants & Subsidies		1,357,505	1,357,505	0	0.0%	1,317,960	864,673	605,519	317,806	1,567,806
Surplus Adjustment - TRF from Reserves		15,232,996	4,085,412	11,147,584	272.9%	471,848	1,136,569	460,078	0	565,349
Surplus Adjustment - TRF from Gas Tax Reserves		2,793,217	5,829,296	(3,036,079)	-52.1%	2,126,252	2,756,191	2,677,485	2,630,909	2,505,628
Surplus Adjustment - Temp Loan		0	2,750,000	(2,750,000)	-100.0%	2,409,146	170,404	2,186,650	1,508,058	
Federal Grants & Subsidies		0	15,000	(15,000)	-100.0%	0	13,765		3,153	
Donations in Kind				0		0	296,075	185,250	0	
Misc		75,000	75,000	0	0.0%	101,248	158,142	50,428	88,249	85,253
TOTAL REVENUES	0	28,115,828	31,011,304	(2,895,476)	-9.3%	20,787,012	21,872,928	20,697,557	18,223,559	19,767,916
Municipal Surplus / (Deficit)	(250,000)	0	0	0		0	0	0	0	0

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
	<u>Pressure</u>									
PROPERTY - Pembroke	0	411,486	464,053	(52,567)	-11.3%	208,120	242,806	300,171	313,746	327,343
PROPERTY - Renfrew County Place	0	(234,273)	(234,273)	0	0.0%	(271,350)	(262,715)	(221,140)	(208,605)	(194,979)
PROPERTY - Base Stations (4)	0	0	0	0		0	0	0	0	0
PROPERTY - Arnprior Office	0	0	0	0		0	0	0	0	3,144
PROPERTY - Renfrew OPP	0	0	0	0		0	0	0	0	0
FORESTRY	0	28,130	27,444	686	2.5%	80,589	(43,289)	872	6,832	(33,028)
TRAILS	0	312,113	304,500	7,613	2.5%	279,085	320,038	92,333	19,955	21,331
GEOGRAPHIC INFORMATION SYSTEMS	0	246,247	241,997	4,250	1.8%	235,877	225,075	218,145	213,155	199,458
ECONOMIC DEVELOPMENT	200,000	428,476	428,057	419	0.1%	411,898	407,993	404,709	400,499	384,786
ENTERPRISE CENTRE	0	28,055	28,055	0	0.0%	28,055	28,055	28,055	28,055	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	0	276,288	269,549	6,739	2.5%	262,975	256,561	251,530	246,598	241,763
PLANNING DEPARTMENT	0	671,346	684,320	(12,974)	-1.9%	665,497	588,135	594,375	516,847	658,708
Development & Property Committee	200,000	2,167,868	2,213,702	(45,834)	-2.1%	1,900,746	1,762,659	1,669,050	1,537,082	1,636,581

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u> <u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PROPERTY - Pembroke	0	411,486	464,053	(52,567)	-11.3%	208,120	242,806	300,171	313,746	327,343
Advertising		1,000	1,000	0	0.0%	447	943	0	0	535
Capital - under threshold		0	0	0		5,658	13,570	18,954	16,721	28,415
Computer Supplies		15,000	14,000	1,000	7.1%	0	0	0	0	
Depreciation		227,000	242,000	(15,000)	-6.2%	236,630	224,648	202,240	200,698	211,092
Elevator Maintenance		7,755	7,529	226	3.0%	6,185	6,308	5,964	6,450	5,951
Employee Benefits		67,556	64,673	2,883	4.5%	57,893	60,171	59,148	60,284	54,467
Garbage Disposal		6,000	5,067	933	18.4%	5,443	4,890	4,708	4,169	4,060
Groundskeeping		5,765	5,652	113	2.0%	3,143	3,584	3,715	4,603	5,245
Insurance		33,572	32,128	1,444	4.5%	31,344	28,357	29,788	31,804	29,908
Janitorial Contract		110,000	110,000	0	0.0%	103,820	90,413	84,631	87,156	93,551
Legal		2,000	1,000	1,000	100.0%	3,283	0	1,685	0	
Lights, Heat & Power		123,000	123,000	0	0.0%	116,947	111,190	130,005	155,022	152,867
Mechanical		19,890	19,500	390	2.0%	8,335	5,449	5,509	15,081	18,948
Memberships/Subscriptions		2,500	2,500	0	0.0%	816	872	1,821	2,257	1,476
Miscellaneous Bldg		2,800	2,800	0	0.0%	8,522	2,687	2,676	2,458	2,896
Office Supplies		12,546	12,300	246	2.0%	13,208	11,853	14,726	12,437	10,775
Professional Development		5,000	5,000	0	0.0%	1,090	0	636	1,257	3,671
Recoveries - Internal Charges		(16,300)	(16,300)	0	0.0%	(28,305)	(28,195)	(16,159)	(24,925)	(15,842)
Revenues - Provincial		(12,500)		(12,500)						
Recoveries - Other		(11,752)	(11,752)	0	0.0%	(60,513)	(4,479)	(30,806)	(3,470)	(1,550)
Recruitment		750	750	0	0.0%	1,843	493	772	547	502
Repairs & Maintenance		59,384	58,220	1,164	2.0%	26,815	32,104	36,033	29,426	30,378
Revenue - Lease		(292,000)	(216,754)	(75,246)	34.7%	(339,176)	(337,466)	(329,171)	(322,904)	(322,938)
Salaries		228,600	227,940	660	0.3%	229,598	228,245	221,949	219,258	208,613
Security & Monitoring		6,120	6,000	120	2.0%	3,219	3,129	2,544	2,937	5,746
Special Projects		25,000	0	25,000		0	0	15,000	41	
Surplus Adjustment - Capital		2,110,000	3,900,000	(1,790,000)	-45.9%	180,251	148,300	861,204	65,364	25,898
Surplus Adjustment - Depreciation		(227,000)	(242,000)	15,000	-6.2%	(236,630)	(224,648)	(202,240)	(200,698)	(211,092)
Surplus Adjustment - Trf To Reserves			0	0						
Surplus Adjustment - Trf From Reserves		(2,110,000)	(3,900,000)	1,790,000	-45.9%	(180,251)	(148,300)	(834,340)	(65,364)	(25,898)
Telephone		1,500	1,500	0	0.0%	2,823	2,994	2,768	2,207	2,333
Travel		4,800	4,800	0	0.0%	4,169	3,282	3,942	6,177	4,360
Vehicle Expenses		3,500	3,500	0	0.0%	1,513	2,412	2,469	4,753	2,976

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	
PROPERTY - Renfrew County Place	0	(234,273)	(234,273)	0	0.0%	(271,350)	(262,715)	(221,140)	(208,605)	(194,979)
Capital - Under Threshold	0	18,450	(18,450)	-100.0%	4,987	23,752	9,158	32,503	9,380	
Depreciation	193,000	179,000	14,000	7.8%	167,067	177,349	186,873	192,934	192,407	
Elevator Maintenance	6,948	6,746	202	3.0%	4,826	4,649	3,671	6,227	5,633	
Garbage Removal	3,903	3,790	113	3.0%	3,668	3,277	3,294	3,261	3,243	
Groundskeeping / Snow Removal	21,931	21,501	430	2.0%	17,653	18,079	17,445	16,638	16,017	
Insurance	15,886	15,496	390	2.5%	15,118	14,891	14,979	16,218	15,723	
Janitorial Contract	95,217	93,350	1,867	2.0%	79,218	79,115	78,444	76,390	74,319	
Lease Revenue- Outside	(344,976)	(336,552)	(8,424)	2.5%	(296,269)	(296,114)	(345,589)	(338,917)	(330,039)	
Legal	4,000	4,000	0	0.0%	0	0	0	0	0	
Lights,Heat & Power	95,000	95,000	0	0.0%	82,029	83,556	85,781	90,929	87,559	
Mechanical	16,646	16,320	326	2.0%	19,495	12,463	6,426	10,596	9,975	
Miscellaneous Bldg	2,000	2,000	0	0.0%	3,827	3,032	3,638	9,493	13,151	
Municipal Taxes	16,000	16,000	0	0.0%	16,333	8,381	15,837	15,166	14,823	
Office Supplies / Admin Costs	3,060	3,000	60	2.0%	9,078	6,683	10,062	3,492	3,481	
Revenue Lease - Internal	(323,553)	(326,326)	2,773	-0.8%	(604,249)	(303,371)	(282,529)	(274,644)	(266,645)	
Recoveries - OPP	(19,041)	(18,759)	(282)	1.5%			0	0		
Recoverable - Outside	(16,000)	(12,000)	(4,000)	33.3%	(20,416)	(10,510)	(16,856)	(22,059)	(25,987)	
Repairs & Maintenance	39,372	20,922	18,450	88.2%	17,478	13,733	23,406	19,639	18,170	
Salaries / Benefits	91,627	90,754	873	1.0%	71,636	71,775	69,201	64,238	66,182	
Security & Monitoring	5,882	5,767	115	2.0%	4,238	3,894	3,847	4,837	2,775	
Surplus Adjustment - Capital	122,000	60,000	62,000	103.3%	515,684	35,610	0	0		
Surplus Adjustment - Depreciation	(193,000)	(179,000)	(14,000)	7.8%	(167,067)	(177,349)	(186,873)	(192,934)	(192,407)	
Surplus Adjustment - Trf From Reserves	(122,000)	(60,000)	(62,000)	103.3%	(515,684)	(35,610)	0	0		
Surplus Adjustment - Trf To Reserves	48,853	43,296	5,557	12.8%	300,000	0	78,645	57,388	87,261	
Vehicle Expenses	2,972	2,972	0	0.0%	0	0	0	0	0	
PROPERTY - Base Stations (4)	0	0	0	0	0	0	0	0	0	
Depreciation	61,750	61,750	0	0.0%	61,725	61,725	61,725	60,984	60,001	
Capital - Under Threshold	0	0	0		0	11,118	11,220	0	20,820	
Groundskeeping/Snow Removal	44,904	44,245	659	1.5%	32,974	32,732	30,912	28,422	27,631	
Internal Charges	0	0	0		2,904	2,904				
Janitorial Contract	31,593	31,416	177	0.6%	20,879	24,512	23,564	18,071	18,505	
Lights,Heat & Power	36,300	36,300	0	0.0%	25,752	26,423	28,059	28,397	29,080	
Mechanical	10,727	10,416	311	3.0%	3,725	4,137	3,920	3,549	8,564	
Miscellaneous Bldg	2,000	2,000	0	0.0%	4,532	4,640	3,663	415	3,969	
Revenue - Internal Lease	(328,725)	(323,556)	(5,169)	1.6%	(318,540)	(313,667)	(308,937)	(304,344)	(310,708)	
Recoveries - Outside	0	0	0		(258)	(177)				
Repairs & Maintenance	33,952	32,964	988	3.0%	21,690	30,647	28,082	29,616	16,997	
Security & Monitoring	4,240	4,160	80	1.9%	0	0		3,012	0	
Surplus Adjustment - Depreciation	(61,750)	(61,750)	0	0.0%	(61,725)	(61,725)	(61,725)	(60,984)	(60,001)	
Surplus Adjustment- Capital	15,000	12,000	3,000	25.0%	-	0	0	9,932	10,666	
Surplus Adjustment - Trf From Reserves	(15,000)	(12,000)	(3,000)	25.0%	-	0	0	(9,932)	(20,820)	
Surplus Adjustment - Trf To Reserves	165,009	162,055	2,954	1.8%	206,342	176,731	179,517	192,862	195,296	

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PROPERTY - Armprior Office	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,144</u>
Capital Under Threshold	0	0	0		0	0	0	0	3,144
Depreciation	38,000	38,000	0	0.0%	37,946	36,926	36,926	37,027	36,926
Groundskeeping / Snow Removal	4,023	4,023	0	0.0%	3,473	2,579	2,087	2,031	2,069
Insurance	2,678	2,678	0	0.0%	2,609	2,564	2,510	2,690	2,602
Janitorial Contract	27,000	27,000	0	0.0%	29,417	27,886	27,833	26,692	25,018
Lights, Heat & Power	13,249	13,249	0	0.0%	8,858	8,835	10,289	11,329	10,038
Mechanical	2,000	2,000	0	0.0%	1,143	1,119	1,030	2,014	1,948
Miscellaneous Bldg	500	500	0	0.0%	609	0	41	77	13
Revenue - Internal Lease	(139,825)	(139,825)	0	0.0%	(129,437)	(132,285)	(134,081)	(129,089)	(120,814)
Recoveries - Outside	0	0	0		(67)	(52)			
Repairs & Maintenance	5,500	5,500	0	0.0%	1,224	1,800	4,025	4,381	3,496
Security & Monitoring	1,500	1,500	0	0.0%	3,528	1,332	1,095	1,493	567
Surplus Adjustment- Capital	0	16,000	(16,000)	-100.0%	15,213			78,382	
Surplus Adjustment- Depreciation	(38,000)	(38,000)	0	0.0%	(37,946)	(36,926)	(36,926)	(37,027)	(36,926)
Surplus Adjustment - Trf From Building Reserve	0	(16,000)	16,000	-100.0%	(15,000)				(8,312)
Surplus Adjustment - Trf To Building Reserve	83,375	83,375	0	0.0%	78,430	86,222	85,171		83,375
PROPERTY - Renfrew OPP	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Garbage Removal	2,100	2,100	0	0.0%	1,983	2,044	1,632	0	0
Groundskeeping / Snow Removal	29,520	29,520	0	0.0%	20,210	26,881	22,136	5,427	0
Capital Under Threshold	0	0	0		1,883	0			
Depreciation	115,500	115,500	0	0.0%	115,758	115,225	9,782		
Heat, Light & Power			0		0		1,984	1,251	
Insurance	12,078	12,078	0	0.0%	11,783	11,581	12,830	0	0
Internal Chg - County	11,752	11,752	0	0.0%	18,776	24,596	1,171	9,180	0
LTD Interest Expense	112,988	121,314	(8,326)	-6.9%	126,083	134,021	128,971	0	
Mechanical			0		550	9,520			
Municipal Taxes	40,656	40,656	0	0.0%	42,194	56,394	34,040		
Office Expense			0		2,650	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	(146,657)	(146,375)	(282)	0.2%	(155,270)	(175,130)	(113,643)	(17,307)	0
Repairs & Maintenance	31,510	31,510	0	0.0%	25,779	21,365	12,408	0	0
Salary & Benefits	19,041	18,759	282	1.5%	25,844	14,616	20,147	0	0
Security/Monitoring			0		3,618	4,856	3,585		
Surplus Adjustment- Capital			0		0	14,554	336,811	3,338,533	891,081
Surplus Adjustment- Depreciation	(115,500)	(115,500)	0	0.0%	(115,758)	(115,225)	(9,782)		
Surplus Adjustment- Proceeds From Debt			0		0		(520,386)	(3,338,533)	(891,081)
Surplus Adjustment - LTD Principal Pmts	282,865	274,539	8,326	3.0%	266,458	258,615	126,439		
Surplus Adjustment - Trf From Reserves			0		0	(14,554)	0	0	
Surplus Adjustment - Trf To Reserves	65,305	65,305			68,617	68,772	389,323	193,330	

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
FORESTRY	0	28,130	686	2.5%	80,589	(43,289)	872	6,832	(33,028)
Advertising	300	300	0	0.0%	1,033	750	340	247	139
Conventions	1,800	1,800	0	0.0%	605	583	908	1,257	842
Depreciation	23,000	18,000	5,000	27.8%	19,830	16,524	16,524	16,149	15,681
Legal	900	900	0	0.0%	45	0	0	0	204
Memberships/Subscriptions	8,900	8,900	0	0.0%	8,132	7,952	7,989	7,923	7,794
Miscellaneous	1,000	1,000	0	0.0%	1,116	1,579	1,700	1,214	1,326
Office Supplies	2,900	2,900	0	0.0%	4,158	2,716	2,356	8,573	1,649
Professional Development	1,500	1,500	0	0.0%	0	0	1,575	1,000	568
Recoveries - Other	(2,000)	(2,000)	0	0.0%	(521)	(1,840)	(4,923)	(51)	(22,756)
Recoveries - Timber Sales	(180,000)	(180,000)	0	0.0%	(97,085)	(255,293)	(205,932)	(200,428)	(204,690)
Salary Allocation	(49,192)	(48,000)	(1,192)	2.5%	(47,000)	(44,034)	0		
Salary/Benefit	213,493	209,950	3,543	1.7%	198,034	190,278	180,484	173,027	157,654
Small Tools / Supplies	1,000	1,000	0	0.0%	168	344	504	0	1,167
Special Project- Other	2,500	2,000	500	25.0%	45	1,221	35	916	
Special Project - Well Remediation	3,600	5,000	(1,400)	-28.0%	4,803	1,496	0		
Surplus Adjustment - Capital	0	0	0		36,093	0		30,906	
Surplus Adjustment - Depreciation	(23,000)	(18,000)	(5,000)	27.8%	(19,830)	(16,524)	(16,524)	(16,149)	(15,681)
Surplus Adjustment - Trf From Reserves	(14,100)	(12,400)	(1,700)	13.7%	(42,721)	(6,881)	(17,030)	(43,036)	0
Surplus Adjustment - Trf To Reserves	8,529	14,694	(6,165)	-42.0%	0	38,294			
Travel	5,000	5,000	0	0.0%	5,487	7,081	2,766	2,932	3,012
Tree Marking	6,500	5,400	1,100	20.4%	1,173	1,212	998	1,144	1,321
Tree Planting	8,000	2,000	6,000	300.0%	651	5,385	17,030	12,130	11,242
Vehicle Expenses	7,500	7,500	0	0.0%	6,373	5,868	12,072	9,078	7,500

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	
TRAILS	0	312,113	304,500	7,613	2.5%	279,085	320,038	92,333	19,955	21,331
Salary/Benefit	16,747	16,500	247	1.5%	16,654	3,956	0			
Salary Allocation	49,192	48,000	1,192	2.5%	47,000	44,034	0			
Office Expenses	500	500	0	0.0%	390	1,006	0			
Recoveries - Other		0	0		0	0	(12,792)			(7,550)
Recoveries - Donations		0	0		0	0	(24,100)			
Recoveries - Donations In Kind	(3,500,000)	(6,703,190)	3,203,190	-47.8%	0	(13,968,792)	(34,952,600)			
Recruitment	1,000	1,000	0	0.0%	0	1,817				
Surplus Adjustment - Capital	3,534,000	6,771,612	(3,237,612)	-47.8%	14,759	14,237,392	35,184,819	97,078		0
Surplus Adjustment - Trf From Reserves	(34,000)	(68,422)	34,422	-50.3%	(14,759)			(97,078)		
Surplus Adjustment - Trf To Reserves	0	0	0				34,125			
Surplus Adjustment - Trf From Reserves	(4,000,000)	0	0			(234,516)	(232,219)	(13,608)		(9,349)
K&P Rail Line Development	28,174	21,500	6,674	31.0%	21,807	52,272	20,386	22,158		41,331
K&P Rail Line Revenue	(6,500)	0	(6,500)		0	(36,480)	0	(2,203)		(20,000)
CN Rail Line Development	0	0	0		1,182	5,496	0	0		0
Algonquin Trail Development	4,000,000	248,000	242,000	6,000	2.5%	294,298	727,363	192,067	13,608	16,899
Algonquin Trail Federal Recoveries	0	0	0		0	(42,156)	0	0		0
Algonquin Trail Prov Recoveries	0	0	0		(63,316)	(304,140)	(38,548)			
Algonquin Trail Municipal Recoveries	0	0	0		0	(142,558)	(47,205)			
Algonquin Trail Other Recoveries	(25,000)	(25,000)	0	0.0%	(38,930)	(24,656)	(31,600)	0		
GEOGRAPHIC INFORMATION SYSTEMS	0	246,247	241,997	4,250	1.8%	235,877	225,075	218,145	213,155	199,458
Salaries	175,893	173,292	2,601	1.5%	170,443	166,089	162,980	156,262		149,595
Benefits	45,354	44,205	1,149	2.6%	40,443	38,820	40,439	38,254		36,276
Computer Supplies	32,000	25,500	6,500	25.5%	19,662	17,939	11,883	18,935		11,455
Conventions	500	500	0	0.0%	127	254	344	102		279
Office Supplies	1,000	2,000	(1,000)	-50.0%	2,417	2,769	2,585	1,689		1,688
Professional Development	500	500	0	0.0%	1,036	0	49	0		1,508
Special Project	0	0	0		0	0	3,445	0		0
Travel	500	500	0	0.0%	769	1,068	864	338		336
Weed Inspection	2,000	2,000	0	0.0%	2,798	2,795	1,680	861		
Surplus Adjustment - Capital	0	30,000	(30,000)	-100.0%	0	0				
Surplus Adjustment - Trf From Reserves	0	(30,000)	30,000	-100.0%	0	0				
Recoveries - Municipal	(8,000)	(3,000)	(5,000)	166.7%	0	0	0	0		
Recoveries - Federal	0	0	0		0	(2,200)				
Recoveries - Other	(3,500)	(3,500)	0	0.0%	(1,818)	(2,459)	(6,124)	(3,286)		(1,679)

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	
<u>ECONOMIC DEVELOPMENT</u>	<u>200,000</u>	<u>428,476</u>	<u>428,057</u>	<u>419</u>	<u>0.1%</u>	<u>411,898</u>	<u>407,993</u>	<u>404,709</u>	<u>400,499</u>	<u>384,786</u>
Benefits	67,384	65,782	1,602	2.4%	59,189	60,523	58,728	57,402	53,657	
Computer Expense	3,000	4,200	(1,200)	-28.6%	239	1,674	1,949	504	7,568	
Conventions	1,500	3,500	(2,000)	-57.1%	1,410	3,617	4,412	2,158	1,710	
Hospitality	800	1,500	(700)	-46.7%	1,480	1,958	401	1,367	893	
Marketing Program	70,000	66,500	3,500	5.3%	85,610	73,395	57,016	33,727	29,160	
Memberships/Subscriptions	2,500	2,500	0	0.0%	4,697	2,214	11,355	7,148	7,361	
Office Expense	4,000	4,000	0	0.0%	6,899	7,783	10,039	7,744	8,462	
Professional Development/Staff Training	750	1,000	(250)	-25.0%	526	2,829	2,086	756	660	
Recoveries - Federal	(10,000)	0	(10,000)		(17,408)	(5,538)	(4,376)	0	(2,122)	
Recoveries-Other	(10,000)	(10,000)	0	0.0%	(8,283)	(7,436)	(6,543)	(1,870)	(6,662)	
Recoveries-Provincial	(32,000)	(31,715)	(285)	0.9%	1,123	(9,343)	0	0		
Recruitment	0	0	0		0	0	0	2,367		
Salaries	254,072	250,605	3,467	1.4%	245,212	240,778	232,215	225,393	216,271	
Special Projects - RED	7,000	14,455	(7,455)	-51.6%			0	0		
Special Projects	200,000	22,260	7,740	34.8%		6,672	88			
Special Projects	10,000	5,000	5,000	100.0%	448	10,000	2,000	32,043	37,302	
Special Projects - Agriculture	22,470	22,470	0	0.0%	22,470	22,470	22,470	22,470	22,470	
Surplus Adjustment - Transfer From Reserves	0	0	0			(10,000)		0		
Travel	7,000	6,000	1,000	16.7%	8,286	6,397	12,869	9,290	8,056	
<u>ENTERPRISE CENTRE</u>	<u>0</u>	<u>28,055</u>	<u>28,055</u>	<u>0</u>	<u>0.0%</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>
Benefits	35,208	34,261	947	2.8%	29,198	16,811	19,184	26,164	26,577	
Marketing	5,500	7,500	(2,000)	-26.7%	446	451	5,146	250		
Office Expenses	4,000	4,500	(500)	-11.1%	2,555	6,767	6,071	3,039	4,524	
Professional Development	700	1,000	(300)	-30.0%	0	90	0	0	417	
County Charges - IT	6,262	6,143	119	1.9%	6,022	5,920	5,819	5,674	5,521	
Recoveries - Federal	0	0	0		0	(5,005)	(750)	(1,000)	(2,000)	
Recoveries - Municipalities	(6,000)	(6,000)	0	0.0%	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	
Recoveries - Other	(5,000)	(5,000)	0	0.0%	(1,831)	(7,435)	(3,589)	(4,670)	(2,250)	
Recoveries - Provincial - Starter Company	(60,000)	(55,000)	(5,000)	9.1%	(37,289)	(156,232)	(85,918)	(72,858)	(54,187)	
Recoveries - Provincial - Summer Company	(21,000)	(21,000)	0	0.0%	(25,192)	(32,000)	(32,000)			
Recoveries - Provincial	(164,200)	(164,200)	0	0.0%	(134,948)	(97,972)	(85,357)	(140,633)	(129,671)	
Salaries	139,411	137,351	2,060	1.5%	123,051	75,481	76,601	109,828	108,119	
Special Projects - Starter Company	60,000	55,000	5,000	9.1%	37,289	160,238	85,918	72,858	54,187	
Special Projects	5,000	5,000	0	0.0%	500	27,150	5,097	27,175	14,725	
Special Projects - Summer Company	21,000	21,000	0	0.0%	25,192	32,000	32,000			
Telephone/Internet Access	3,500	3,500	0	0.0%	3,315	3,373	2,756	4,050	3,151	
Travel	3,674	4,000	(326)	-8.2%	5,747	4,418	3,077	4,178	4,942	

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>									
	<u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
OTTAWA VALLEY TOURIST ASSOCIATION	0	276,288	269,549	6,739	2.5%	262,975	256,561	251,530	246,598	241,763
Salaries		186,991	184,228	2,763	1.5%	132,391	177,273	167,543	166,500	165,066
Benefits		56,577	55,448	1,129	2.0%	36,930	51,881	50,011	46,704	47,565
Transfer To / (From) OVTA		32,720	29,873	2,847	9.5%	93,654	27,407	33,976	33,394	29,132
PLANNING DEPARTMENT	0	671,346	684,320	(12,974)	-1.9%	665,497	588,135	594,375	516,847	658,708
Computer Supplies / Maintenance		12,000	12,000	0	0.0%	8,155	10,839	6,390	4,539	4,901
Conventions		3,000	3,000	0	0.0%	4,085	2,061	2,463	1,323	1,606
County Official Plan		1,000	3,000	(2,000)	-66.7%	0	16,436	200	7,102	
Depreciation		0		0		0	0	0	1,733	2,592
Employee Benefits		170,632	172,854	(2,222)	-1.3%	164,672	163,728	160,738	146,537	162,292
Legal Fees		1,000	1,000	0	0.0%	0	0	0	2,442	
Memberships		3,500	3,500	0	0.0%	2,816	2,676	2,439	2,897	3,897
Office Expense		16,500	16,500	0	0.0%	18,615	22,987	19,100	20,213	20,240
Professional Development		3,000	3,000	0	0.0%	4,174	2,857	2,790	2,841	3,585
Recruitment		2,000	2,000	0	0.0%	0	0	0	9,396	1,135
Revenue - Municipal Projects		(10,000)	(20,000)	10,000	-50.0%	0	(3,318)	(4,902)	(461)	(2,650)
Revenue - Other		(2,000)	(2,000)	0	0.0%	(2,953)	(1,636)	(2,599)	(2,188)	(3,098)
Revenue - Service Charges		(35,000)	(35,000)	0	0.0%	(39,905)	(51,220)	(35,910)	(33,700)	(25,105)
Revenue - Severance Applications		(137,500)	(137,500)	0	0.0%	(121,500)	(155,350)	(132,050)	(147,950)	(100,250)
Revenues - Subdivision Applications		(25,000)	(25,000)	0	0.0%	(38,000)	(58,850)	(19,200)	(33,100)	(32,600)
Salaries		653,214	674,466	(21,252)	-3.2%	649,887	623,037	582,792	523,522	609,839
Special Projects		0	0	0		515	1,051	1,413	723	26,792
Surplus Adjustment - Depreciation		0	0	0		0	0	0	(1,733)	(2,592)
Surplus Adjustment - Trf From Reserves		0	0	0		0	0	0	0	(25,880)
Travel		15,000	12,500	2,500	20.0%	14,936	12,837	10,711	12,711	14,004

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
	<u>Pressure</u>									
BONNECHERE MANOR	0	1,490,227	1,453,880	36,347	2.5%	1,418,419	1,291,870	1,320,890	1,284,899	1,198,427
MIRAMICHI LODGE	0	1,247,451	1,217,025	30,426	2.5%	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290
OTHER LONG TERM CARE	0	100,228	97,783	2,445	2.5%	97,783	86,718	90,439	89,981	91,412
HEALTH UNIT	0	1,733,289	1,598,003	135,286	8.5%	1,452,730	1,421,259	1,421,259	1,143,995	1,171,594
PARAMEDIC SERVICE	115,616	8,193,291	7,998,059	195,232	2.4%	8,038,322	9,580,317	7,244,161	6,843,623	6,629,969
Paramedic - Other	0	0	0	0		0	0	0	0	0
EMERGENCY MANAGEMENT	0	175,153	184,738	(9,585)	-5.2%	99,869	119,751	113,515	101,444	94,592
Health Committee	115,616	12,939,639	12,549,488	390,151	3.1%	12,260,625	13,616,520	11,320,440	10,575,093	10,437,284

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u> <u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>BONNECHERE MANOR</u>	<u>0</u>	<u>1,490,227</u>	<u>1,453,880</u>	<u>36,347</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>
Total Municipal Cost		2,148,229	2,095,833	52,396	2.5%	2,044,715	2,099,919	2,058,744	2,018,377	1,850,999
Recoveries - City of Pembroke		(658,002)	(641,953)	(16,049)	2.5%	(626,296)	(808,049)	(737,854)	(733,478)	(652,572)
<u>MIRAMICHI LODGE</u>	<u>0</u>	<u>1,247,451</u>	<u>1,217,025</u>	<u>30,426</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>
Total Municipal Cost		1,798,257	1,754,397	43,860	2.5%	1,662,826	1,815,027	1,761,548	1,745,446	1,932,515
Recoveries - City of Pembroke		(550,806)	(537,372)	(13,434)	2.5%	(509,324)	(698,422)	(631,372)	(634,295)	(681,225)
<u>OTHER LONG TERM CARE</u>	<u>0</u>	<u>100,228</u>	<u>97,783</u>	<u>2,445</u>	<u>2.5%</u>	<u>97,783</u>	<u>86,718</u>	<u>90,439</u>	<u>89,981</u>	<u>91,412</u>
North Renfrew Long Term Care		144,483	140,959	3,524	2.5%	140,959	140,959	140,959	141,346	140,959
Recoveries - City of Pembroke		(44,255)	(43,176)	(1,079)	2.5%	(43,176)	(54,241)	(50,520)	(51,365)	(49,547)
<u>HEALTH SERVICES</u>	<u>0</u>	<u>1,733,289</u>	<u>1,598,003</u>	<u>135,286</u>	<u>8.5%</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>
Renfrew County & District Health Unit		1,733,289	1,598,003	135,286	8.5%	1,452,730	1,421,259	1,421,259	1,421,259	1,459,535
Renfrew County & District Health Unit - Rebate				0		0	0	0	(277,264)	(287,941)

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PARAMEDIC SERVICE	115,616	8,193,291	7,998,059	195,232	2.4%	8,038,322	9,580,317	7,244,161	6,843,623	6,629,969
Admin - Admin Charge		198,403	117,260	81,143	69.2%	105,720	85,257	92,841	100,589	98,137
Admin - Medications/Base Hosp		66,625	65,000	1,625	2.5%	76,533	58,807	56,525	41,153	33,001
Admin - Communication & Computing		245,692	239,700	5,992	2.5%	199,492	231,016	191,315	197,044	189,465
Admin - Conferences & Conventions		4,500	5,000	(500)	-10.0%	1,472	594	1,724	4,112	3,399
Admin - Employee Benefits	27,384	436,029	402,267	33,762	8.4%	218,427	361,314	365,531	305,225	274,732
Admin - HR Charge		158,303	157,501	802	0.5%	153,785	170,230	167,464	164,394	160,769
Admin - IT Charge		49,299	48,360	939	1.9%	47,435	46,649	45,835	44,702	43,926
Admin - Legal		25,000	15,000	10,000	66.7%	26,032	10,535	44,919	22,370	26,040
Admin - Office Expenses		39,975	39,000	975	2.5%	44,316	39,626	46,837	48,101	52,457
Admin - Professional Development		40,000	40,000	0	0.0%	41,862	56,932	41,386	39,870	32,955
Admin - Purchased Service		134,500	134,500	0	0.0%	34,094	0	14,246		
Admin - Salaries	104,839	1,672,923	1,561,352	111,571	7.1%	940,999	1,500,645	1,459,669	1,275,462	1,147,500
Admin - Special Projects		65,000	65,000	0	0.0%	30,200	18,816	38,274	34,038	6,836
Admin - Travel		40,000	40,000	0	0.0%	44,535	46,037	41,807	33,233	45,880
Admin - Spec Proj - PTSD Prevention & Fatigue Risk		455,000	559,000	(104,000)	-18.6%	870	0			
Capital - Under Threshold		0	0	0		0		9,206	0	23,372
Depreciation		1,121,000	945,000	176,000	18.6%	972,482	794,126	706,219	755,463	780,939
Paramedic - Base Station Costs-Internal		470,286	468,671	1,615	0.3%	390,494	383,526	376,761	370,193	374,482
Paramedic - Base Station Costs-External		76,932	49,000	27,932	57.0%	41,907	40,914	48,290	41,557	40,121
Paramedic - Base Station Costs - Expenses		86,000	86,000	0	0.0%	65,114	32,729	45,376	38,286	54,015
Paramedic - Benefits		2,876,312	3,207,597	(331,285)	-10.3%	3,258,808	5,771,915	2,156,238	1,967,353	1,847,449
Paramedic - Insurance		139,421	125,035	14,386	11.5%	121,985	119,534	121,103	138,529	135,022
Paramedic - Insurance Claims Costs		10,000	10,000	0	0.0%	24,217	0	1,519	6,359	641
Paramedic - Leased Equipment		0	0	0		126,858	127,787	127,787	127,787	127,787
Paramedic - Uniform/Laundry		127,000	127,000	0	0.0%	136,540	137,399	125,527	155,793	103,487
Paramedic - Salaries		9,702,707	9,787,560	(84,853)	-0.9%	10,285,073	9,738,584	9,512,103	9,181,088	9,212,692
Paramedic - LHIN		0	0	0		0	0	8,848	28,083	39,380
Paramedic - CSS		0	0	0		0	0	0	14,529	107,874
Paramedic - Small Equipment & Supplies		386,540	386,540	0	0.0%	327,635	282,402	316,254	323,428	310,083
Paramedic - Vehicle Operation & Maintenance		494,300	482,264	12,036	2.5%	493,238	609,932	486,532	462,811	413,429
Paramedic - PW Salary Allocations		90,019	88,689	1,330	1.5%	86,985	86,300	84,212	82,037	80,361
Federal Rev - Can. Safety and Security Program		0	0	0		0	0	0	(14,529)	(107,874)
Federal Revenue - DND / Indigenous		0	(245,988)	245,988	-100.0%	(247,997)	(191,647)	(148,046)	(93,626)	
Federal Revenue - PTSI Prevention & Fatigue		(455,000)	(559,000)	104,000	-18.6%	(1,570)	0			
Provincial Revenue - LHIN		0	0	0		0	0	(8,848)	(28,083)	(39,380)
Provincial Subsidy - Operating	(9,047,427)		(8,872,473)	(174,954)	2.0%	(8,531,221)	(8,129,819)	(7,940,026)	(7,738,198)	(7,682,063)
Provincial Subsidy - Other	0		0	0		0	(58,381)		(10,103)	
Recovery - County	(28,153)		(27,737)	(416)	1.5%	(27,193)	(26,530)	(26,010)	(25,500)	(25,000)
Recovery - Cross Border	0		0	0		0	0	0	(651)	(50,832)
Recovery - Donations	0		0	0		(7,453)	(8,566)	(4,100)	(15,000)	
Recovery - Interest	(70,000)		(70,000)	0	0.0%	(73,480)	(92,636)	(65,670)	(56,362)	(63,032)
Recovery - Other Agency	0		(89,187)	89,187	-100.0%	(45,619)	(101,213)	(50,200)	(30,641)	(34,025)
Recovery - Insurance Proceeds	0		0	0		0	(192,578)			
Revenue - Other		(241,000)	(241,000)	0	0.0%	(217,773)	(203,435)	(177,250)	(136,399)	(154,741)
Surplus Adjustment - Trf To Reserves		1,121,000	945,000	176,000	18.6%	972,482	794,126	706,219	755,463	780,939
Surplus Adjustment - Capital		1,490,000	765,000	725,000	94.8%	1,013,155	1,637,748	1,121,669	653,106	890,019
Surplus Adjustment - Depreciation		(1,121,000)	(945,000)	(176,000)	18.6%	(972,482)	(794,126)	(706,219)	(755,463)	(780,939)
Surplus Adjustment - Trf From Reserves		(1,490,000)	(765,000)	(725,000)	94.8%	(965,000)	(2,428,102)	(1,121,669)	(653,106)	(890,019)
Municipal Contribution - City of Pembroke	(16,607)	(1,176,895)	(1,148,852)	(28,043)	2.4%	(1,154,635)	(1,376,130)	(1,070,037)	(1,010,874)	(979,315)

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

<u>2021 Budget Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	
Paramedic - Other	<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>	
Paramedic - Comm Paramed LTC - Sal/Ben	1,687,500	0	1,687,500							
Paramedic - Comm Paramed LTC - Expenses	562,500	0	562,500							
Provincial Revenue - Comm Paramed - LTC	(2,250,000)	0	(2,250,000)							
Paramedic - VTAC - Sal/Ben	969,600	0	969,600							
Paramedic - VTAC - Expenses	242,400	0	242,400							
Provincial Revenue - VTAC	(1,212,000)	0	(1,212,000)							
Paramedic - Community Paramed	331,000	415,000	(84,000)	-20.2%	300,222	317,788	275,610	259,664	247,914	
Provincial Revenue - Comm Paramed	(331,000)	(415,000)	84,000	-20.2%	(300,222)	(317,788)	(275,610)	(259,664)	(247,914)	
EMERGENCY MANAGEMENT	<u>0</u>	<u>175,153</u>	<u>184,738</u>	<u>(9,585)</u>	<u>-5.2%</u>	<u>99,869</u>	<u>119,751</u>	<u>113,515</u>	<u>101,444</u>	<u>94,592</u>
911	60,000	60,000	0	0.0%	51,725	51,933	51,919	51,919	51,919	
Admin Charge (Paramedic Service)	28,153	27,738	415	1.5%	27,193	26,530	26,010	25,500	25,000	
Emergency Management	51,000	51,000	0	0.0%	73,604	31,835	16,758	4,398	4,783	
Fire Services Charges	110,000	110,000	0	0.0%	107,611	110,128	107,679	104,961	104,629	
Purchased Service	41,000	51,000	(10,000)	-19.6%	0	16,903	26,278	27,078	20,340	
Recoveries - Other	(115,000)	(115,000)	0	0.0%	(160,264)	(117,578)	(115,129)	(112,412)	(112,079)	

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>812,388</u>	<u>804,953</u>	<u>7,435</u>	<u>0.9%</u>	<u>804,183</u>	<u>799,983</u>	<u>789,444</u>	<u>772,051</u>	<u>754,438</u>
Salaries	645,862	636,325	9,537	1.5%	623,412	616,352	640,402	581,712	571,698
Employee Benefits	124,223	122,498	1,725	1.4%	121,514	75,874	124,718	111,958	92,656
Salary Allocations	29,889	34,816	(4,927)	-14.2%	38,190	33,464	0	0	
Computers - Operation/Maint	2,002	902	1,100	122.0%	4,518	5,535	2,453	5,135	7,841
Depreciation	1,000	1,000	0	0.0%	774	774	774	776	774
Equipment - Replacements	1,000	1,000	(1,000)	-100.0%	1,073	1,123	1,252	1,695	5,206
Equipment Operation/Maint.	670	670	0	0.0%	137	110	152	487	495
Hobby Crafts	500	500	0	0.0%	613	459	714	503	528
New Horizons	0	0	0		0	0	3,280	0	0
New Horizons - Federal Subsidy	0	0	0		0	0	(3,642)	0	0
Office Supplies	0	0	0		0	66	141	1,603	322
Other - Cable TV	0	0	0		2,358	2,198	2,198	3,135	3,930
Physio	0	0	0		0	0	0	0	0
Purchased Services	0	0	0		5,006	58,237	4,407	46,333	45,918
Recoveries - Other	(9,950)	(9,950)	0	0.0%	(9,187)	(16,184)	(11,411)	(15,179)	(19,191)
Recreation & Entertainment	8,912	8,912	0	0.0%	7,542	9,534	11,578	14,608	18,911
Special Events	9,280	9,280	0	0.0%	9,007	13,215	13,202	19,537	25,949
Staff Education		0	0		0	0	0	524	175
Surplus Adjustment - Depreciation	(1,000)	(1,000)	0	0.0%	(774)	(774)	(774)	(776)	(774)

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>NURSING SERVICES</u>	<u>8,668,653</u>	<u>8,549,197</u>	<u>119,456</u>	<u>1.4%</u>	<u>8,096,407</u>	<u>7,481,890</u>	<u>7,715,369</u>	<u>7,576,818</u>	<u>7,344,954</u>
Salaries - Direct Care	6,504,340	6,439,567	64,773	1.0%	6,154,828	6,080,766	5,853,680	5,733,338	5,670,640
Employee Benefits - Direct Care	1,153,825	1,145,636	8,189	0.7%	1,143,895	701,460	1,093,559	1,126,731	964,134
Salaries - Nursing Administration	474,929	465,704	9,225	2.0%	436,292	438,920	434,382	433,897	380,655
Employee Benefits - Nursing Administration	121,003	119,770	1,233	1.0%	111,162	86,107	110,595	115,057	95,078
Salary Allocation	0	(369)	369	-100.0%	0	(2,890)	0	0	
Computers - Operation/Maint	26,664	24,864	1,800	7.2%	26,636	18,057	14,548	12,669	45,532
Depreciation	46,000	48,000	(2,000)	-4.2%	41,931	56,870	57,989	56,172	53,656
Equipment Operation/Maint.	3,097	2,797	300	10.7%	1,611	550	0	61	332
Equipment Replacement	11,600	7,000	4,600	65.7%	13,240	3,000	17,963	2,018	4,104
Furniture Replacements	0	0	0		0	0	0	1,476	0
High Intensity Needs - Claims Based	40,000	15,000	25,000	166.7%	38,803	24,269	24,473	5,418	3,047
High Intensity Needs - Non Claims Based	42,822	42,822	0	0.0%	29,650	24,050	14,922	11,766	13,910
High Intensity Needs - Prov Subsidy 95%	(38,000)	(14,250)	(23,750)	166.7%	(36,863)	(23,056)	(23,249)	(5,148)	(2,895)
Incontinent Products (@\$1.20)	76,980	76,980	0	0.0%	100,569	81,496	79,973	83,388	97,422
Fall Prevention	18,000	18,000	0	0.0%	10,137	13,579			
Fall Prevention - Subsidy	(18,000)	(18,000)	0	0.0%	(10,137)	(13,500)			
Lab Fees	8,000	8,000	0	0.0%	7,445	7,045	7,180	7,240	8,255
Lab Fees - Prov Subsidy	(8,000)	(8,000)	0	0.0%	(7,445)	(7,045)	(7,180)	(7,240)	(8,255)
Medical Director (@\$0.30)	19,710	19,710	0	0.0%	19,710	19,710	19,710	19,764	19,710
Medical Nursing Supplies	116,089	68,500	47,589	69.5%	85,470	81,710	72,806	74,423	85,417
Memberships	0	0	0		0	1,445	806	396	679
Misc	1,600	1,599	1	0.1%	2,947	917	1,181	1,241	1,801
Phys On Call - Expenses (@\$100/bed)	17,100	17,100	0	0.0%	18,000	18,000	18,000	18,000	18,000
Phys On Call - Prov Subsidy	(17,100)	(17,100)	0	0.0%	(17,859)	(17,433)	(17,433)	(17,432)	(17,633)
Professional Development	0	0	0		0	0	0	2,554	6,650
Purchased Services	4,000	4,000	0	0.0%	0	0	2,071	362	1,110
Purchased Services - Nurse Practitioner	21,989	42,743	(20,754)	-48.6%	15,526	12,294	18,415	18,391	10,236
RAI / MDS Expenses	88,005	87,124	881	1.0%	92,549	85,346	94,851	84,018	82,316
RAI/MDS - Prov Subsidy	0	0	0		(86,864)	(81,804)	(81,804)	(81,804)	(81,804)
Recoveries	0	0	0		(52,895)	(71,103)	(34,080)	(63,766)	(53,487)
Surplus Adjustment - Depreciation	(46,000)	(48,000)	2,000	-4.2%	(41,931)	(56,870)	(57,989)	(56,172)	(53,656)

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

	2021	2020			2019	2018	2017	2016	2015
	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
<u>FOOD SERVICES</u>	<u>2,110,818</u>	<u>2,107,576</u>	<u>3,242</u>	<u>0.2%</u>	<u>1,997,258</u>	<u>1,899,074</u>	<u>1,915,385</u>	<u>1,968,860</u>	<u>1,877,548</u>
Salaries	1,225,538	1,229,161	(3,623)	-0.3%	1,167,289	1,177,558	1,094,463	1,093,563	1,065,915
Employee Benefits	265,968	252,341	13,627	5.4%	238,685	163,853	214,865	240,167	197,218
Salary Allocations	(61,776)	(65,963)	4,187	-6.3%	(68,107)	(60,929)	0	0	
Depreciation	12,000	12,000	0	0.0%	12,210	11,373	11,038	10,704	10,287
Dietary Supplies	62,985	62,985	0	0.0%	55,725	77,469	80,430	74,485	66,527
Equipment - Operation/Maint.	6,800	6,800	0	0.0%	4,895	7,799	4,048	3,916	4,001
Computers - Operation/Maint	1,980	1,980	0	0.0%	1,954	1,954	1,725	1,649	4,577
Equipment - Replacements	4,500	14,500	(10,000)	-69.0%	1,463	9,592	12,761	2,253	13,758
Other Expenses	1,750	1,750	0	0.0%	1,188	1,906	2,064	915	1,807
Professional Development	0	0	0		0	0	0	172	
Purchased Services	600	600	0	0.0%	778	397	366	336	425
Surplus Adjustment - Depreciation	(12,000)	(12,000)	0	0.0%	(12,210)	(11,373)	(11,038)	(10,704)	(10,287)
Raw Food Costs	639,088	649,291	(10,203)	-1.6%	641,938	575,481	574,366	623,559	585,233
Raw Food Recoveries	(12,310)	(20,796)	8,486	-40.8%	(21,071)	(25,943)	(27,614)	(39,768)	(34,397)
Recoveries - Charge to ML - Supervisor	(19,677)	(21,445)	1,768	-8.2%	(13,028)	(15,000)	(14,720)	(14,700)	
Recoveries	(11,761)	(11,761)	0	0.0%	(18,631)	(21,788)	(26,732)	(18,653)	(30,168)
Replacement - Dishes / Cutlery	9,633	9,633	0	0.0%	4,756	6,806	3,791	6,192	7,859
Vending - Net	(2,500)	(1,500)	(1,000)	66.7%	(576)	(81)	(4,428)	(5,226)	(5,207)
<u>HOUSEKEEPING SERVICES</u>	<u>918,814</u>	<u>924,717</u>	<u>(5,903)</u>	<u>-0.6%</u>	<u>879,574</u>	<u>833,804</u>	<u>880,949</u>	<u>922,068</u>	<u>838,155</u>
Salaries	713,219	702,837	10,382	1.5%	669,120	665,748	666,148	662,750	643,095
Employee Benefits	138,181	154,480	(16,299)	-10.6%	144,350	102,448	151,714	159,872	131,678
Salary Allocations	(8,859)	(8,873)	14	-0.2%	0	0	0	0	
Depreciation	2,223	2,223	0	0.0%	2,217	2,217	2,217	2,223	2,217
Equipment - Operation/Maint.	2,500	2,500	0	0.0%	2,056	1,384	0	0	235
Equipment - Replacements	2,100	2,100	0	0.0%	2,171	519	1,965	35,946	1,650
Housekeeping Supplies	71,673	71,673	0	0.0%	72,734	72,620	70,387	73,313	69,655
Purchased Services	0	0	0		0	0	0	0	0
Surplus Adjustment - Depreciation	(2,223)	(2,223)	0	0.0%	(2,217)	(2,217)	(2,217)	(2,223)	(2,217)
Recoveries	0	0	0		(10,857)	(8,915)	(9,265)	(9,813)	(8,158)

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>LAUNDRY AND LINEN SERVICES</u>	<u>469,723</u>	<u>463,935</u>	<u>5,788</u>	<u>1.2%</u>	<u>447,681</u>	<u>471,603</u>	<u>499,166</u>	<u>453,950</u>	<u>408,083</u>
Salaries	339,546	334,607	4,939	1.5%	331,453	356,463	331,309	334,121	313,467
Employee Benefits	79,729	78,830	899	1.1%	76,244	58,072	76,701	82,593	66,323
Salary Allocations	(3,427)	(3,377)	(50)	1.5%	0	0	0	0	
Bedding Etc Replacements	18,760	18,760	0	0.0%	18,745	30,565	60,965	23,841	14,201
Depreciation	7,200	7,200	0	0.0%	7,429	7,429	6,281	5,885	5,287
Equipment Operation/Maint.	13,800	13,800	0	0.0%	7,893	8,083	11,500	4,769	1,675
Equipment Replacements	0	0	0		0	679	1,200	2,616	935
Laundry Supplies	21,315	21,315	0	0.0%	23,373	28,441	25,930	22,166	21,052
Recoveries	0	0	0		(10,027)	(10,700)	(8,439)	(16,156)	(9,570)
Surplus Adjustment - Depreciation	(7,200)	(7,200)	0	0.0%	(7,429)	(7,429)	(6,281)	(5,885)	(5,287)
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>1,164,888</u>	<u>1,152,934</u>	<u>11,954</u>	<u>1.0%</u>	<u>1,069,728</u>	<u>1,037,342</u>	<u>1,135,737</u>	<u>1,140,189</u>	<u>1,169,899</u>
Salaries	326,856	322,028	4,828	1.5%	295,481	296,452	300,535	297,325	298,842
Employee Benefits	86,334	85,085	1,249	1.5%	73,579	58,235	75,554	78,579	68,037
Salary Allocations	(3,681)	(3,626)			0	0	0	0	
Depreciation	550,000	560,000	(10,000)	-1.8%	530,384	524,121	508,361	498,491	470,065
Equipment - Operation/Maint.	0	0	0		600	1,200	55,202	63,316	90,595
Computers - Operation/Maint	2,900	2,900	0	0.0%	1,629	2,852	0	0	
Equipment - Replacements	54,500	53,500	1,000	1.9%	32,329	17,775	5,241	3,489	5,157
Furniture - Replacements	40,064	40,064	0	0.0%	53,359	44,548	41,308	0	27,764
Hydro	185,000	185,000	0	0.0%	184,355	200,176	235,237	281,330	229,984
Natural Gas	105,000	105,000	0	0.0%	90,132	103,844	92,572	93,090	97,955
Insurance	56,417	55,635	782	1.4%	54,278	53,347	54,510	58,414	56,313
Office Expenses	0	0	0		0	0	1,052		
Purchased Services	171,433	169,083	2,350	1.4%	172,241	157,619	137,995	139,201	135,668
Special Project - Phone / Cable System	32,000	32,000	0	0.0%	31,838	31,442	31,384	31,442	30,796
Recoveries - Residents (cable/phone)	(64,710)	(64,710)	0	0.0%	(62,903)	(63,544)	(60,218)	(61,803)	(61,188)
Recoveries	(19,485)	(19,485)	0	0.0%	(42,812)	(34,485)	(32,333)	(29,397)	(40,749)
Repairs & Maint -Bldgs & Grounds	70,460	70,460	0	0.0%	65,255	48,854	83,076	64,003	127,935
Surplus Adjustment - Depreciation	(550,000)	(560,000)	10,000	-1.8%	(530,384)	(524,121)	(508,361)	(498,491)	(470,065)
Water / Wastewater	121,800	120,000	1,800	1.5%	120,367	119,027	114,622	121,200	102,790

0

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,230,811</u>	<u>1,158,259</u>	<u>72,552</u>	<u>6.3%</u>	<u>1,087,142</u>	<u>1,004,266</u>	<u>1,045,418</u>	<u>1,237,767</u>	<u>1,158,804</u>
Salaries	539,830	512,240	27,590	5.4%	499,266	458,433	438,081	597,931	468,561
Employee Benefits	149,167	142,658	6,509	4.6%	135,533	100,350	119,062	142,013	107,790
Salary Allocation	(27,544)	(26,067)	(1,477)	5.7%	(25,154)	(31,119)	0	0	
Accreditation Fees	5,971	5,825	146	2.5%	5,804	5,333	5,156	5,127	7,646
Admin Charges	123,300	117,969	5,331	4.5%	110,148	94,872	96,005	96,745	94,515
Advertising/Awards Dinner	23,000	23,000	0	0.0%	20,512	21,444	22,658	19,656	26,211
Audit	9,073	8,900	173	1.9%	8,637	8,385	8,141	7,996	7,903
Computer / Internet	65,048	67,570	(2,522)	-3.7%	85,268	62,197	54,375	35,495	47,292
Conventions	3,000	3,000	0	0.0%	2,463	2,348	2,679	0	0
Depreciation	18,000	18,000	0	0.0%	17,672	18,941	21,142	20,554	21,286
Equipment - Operation/Maint.	8,340	8,340	0	0.0%	10,102	8,387	9,019	7,545	7,400
Equipment - Replacements	400	400	0	0.0%	0	0	0	553	4,672
Gain / Loss from Disposal of Assets	0	0	0		13,360	2,706	3,965	0	87,217
Health & Safety Program	1,100	1,100	0	0.0%	1,312	1,005	1,155	763	302
HR Charges	110,503	109,942	561	0.5%	107,349	118,827	116,896	114,572	112,557
Insurance	51,975	47,846	4,129	8.6%	47,846	41,386	41,386	42,910	42,425
IT Charges	68,845	67,550	1,295	1.9%	66,257	65,114	64,018	62,422	60,450
Legal & Labour Contract Costs	50,000	15,000	35,000	233.3%	17,811	13,336	28,204	28,782	33,192
Memberships	17,485	15,760	1,725	10.9%	13,368	12,937	12,847	12,567	13,629
Postage / Courier	5,374	7,024	(1,650)	-23.5%	4,574	4,076	4,719	6,271	5,516
Office Supplies	18,800	18,800	0	0.0%	18,562	17,938	15,715	17,272	15,048
Purchased Services	1,720	1,520	200	13.2%	1,208	1,781	928	1,832	1,551
Recoveries - Other	(73,876)	(69,418)	(4,458)	6.4%	(115,209)	(75,607)	(57,541)	(23,549)	(49,155)
Resident Transportation	0	0	0		0	0	0	4,986	8,531
Staff Training	27,000	27,000	0	0.0%	7,750	17,556	10,345	5,813	7,173
Surplus Adjustment - Depreciation	(18,000)	(18,000)	0	0.0%	(17,672)	(18,941)	(21,142)	(20,554)	(21,286)
Telephone	15,300	15,300	0	0.0%	13,990	15,788	14,680	13,229	13,786
Travel	17,000	17,000	0	0.0%	18,642	18,018	15,956	18,145	14,053
Uniform Allowance	20,000	20,000	0	0.0%	17,743	18,775	16,969	18,691	20,539
<u>BONNECHERE MANOR TOTALS</u>	<u>15,376,095</u>	<u>15,161,571</u>	<u>214,524</u>	<u>1.4%</u>	<u>14,381,973</u>	<u>13,527,962</u>	<u>13,981,468</u>	<u>14,071,703</u>	<u>13,551,881</u>

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>49,024</u>	<u>73,342</u>	<u>(24,318)</u>	<u>-33.2%</u>	<u>172,791</u>	<u>379,689</u>	<u>339,135</u>	<u>172,791</u>	<u>193,453</u>
Loan Repayment - to General Fund	0	0			123,767	123,767	123,767	123,767	123,767
Surplus Adjustment - To Reserves	49,024	73,342	(24,318)	-33.2%	49,024	255,922	215,368	49,024	69,686
<u>CAPITAL</u>	<u>1,151,000</u>	<u>755,000</u>	<u>396,000</u>	<u>52.5%</u>	<u>446,278</u>	<u>329,785</u>	<u>569,650</u>	<u>351,384</u>	<u>352,659</u>
Surplus Adjustment - Capital	1,151,000	755,000	396,000	52.5%	446,278	329,785	569,650	351,384	352,659
<u>TOTAL EXPENDITURE</u>	<u>16,576,119</u>	<u>15,989,913</u>	<u>586,206</u>	<u>3.7%</u>	<u>15,001,042</u>	<u>14,237,436</u>	<u>14,890,253</u>	<u>14,595,878</u>	<u>14,097,993</u>

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>MUNICIPAL SUBSIDY</u>	<u>2,148,229</u>	<u>2,095,833</u>	<u>52,396</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>
City of Pembroke - 30.63% (2020 & 2021)	658,002	641,953	16,049	2.5%	626,296	808,049	737,854	733,478	649,572
County of Renfrew - 69.37%	1,490,227	1,453,880	36,347	2.5%	1,418,419	1,291,870	1,320,890	1,284,899	1,198,427
<u>RESIDENTS REVENUE</u>	<u>4,035,433</u>	<u>4,056,618</u>	<u>(21,185)</u>	<u>-0.5%</u>	<u>4,072,419</u>	<u>3,995,321</u>	<u>3,922,614</u>	<u>3,821,678</u>	<u>3,636,966</u>
Basic Accommodation	3,545,133	3,559,778	(14,645)	-0.4%	3,565,456	3,493,813	3,422,138	3,371,257	3,280,130
Bad Debts Expense	0	0	0		(5)	(3,758)	23,950	2,484	95
Preferred Accommodation	486,813	485,000	1,813	0.4%	494,243	488,885	464,537	411,486	344,304
Respite Care	3,487	11,840	(8,353)	-70.5%	12,725	16,381	11,989	12,434	12,437
Estate Recoveries - Provincial		0	0		0	0	0	16,813	0
Estate Recoveries - Municipal		0	0		0	0	0	7,204	0
<u>OTHER REVENUE</u>	<u>168,767</u>	<u>173,767</u>	<u>(5,000)</u>	<u>-2.9%</u>	<u>166,838</u>	<u>282,746</u>	<u>237,436</u>	<u>149,584</u>	<u>151,646</u>
Donations			0		0	0	0		0
Donations In Kind			0		0	0	0		0
Interest Income	45,000	50,000	(5,000)	-10.0%	61,372	40,349	22,034	19,302	22,907
Solar Panel FIT Revenue	123,767	123,767	0	0.0%	105,466	117,397	115,402	130,282	128,739
Transfer from Other Funds			0		0	0	100,000	0	0
Other			0		0	125,000	0		0
<u>PROVINCIAL SUBSIDY</u>	<u>9,072,690</u>	<u>8,908,695</u>	<u>163,995</u>	<u>1.8%</u>	<u>8,921,638</u>	<u>8,774,040</u>	<u>8,545,975</u>	<u>8,375,091</u>	<u>8,218,821</u>
Operating Subsidy	9,072,690	8,908,695	163,995	1.8%	8,921,638	8,740,299	8,411,728	8,242,656	8,086,551
Recovery - RPN Funding- MOH			0		0	33,741	134,247	132,435	132,270
One Time Funding			0						0
<u>SURPLUS ADJUSTMENT</u>	<u>1,151,000</u>	<u>755,000</u>	<u>396,000</u>	<u>52.5%</u>	<u>446,278</u>	<u>329,785</u>	<u>569,650</u>	<u>351,384</u>	<u>352,659</u>
Surplus Adjustment - Teml Loan			0		0				
Surplus Adjustment - From Reserves	1,151,000	755,000	396,000	52.5%	446,278	329,785	569,650	351,384	352,659
<u>GRAND TOTAL REVENUES</u>	<u>16,576,119</u>	<u>15,989,913</u>	<u>586,206</u>	<u>3.7%</u>	<u>15,651,888</u>	<u>15,481,811</u>	<u>15,334,419</u>	<u>14,716,114</u>	<u>14,208,091</u>
<u>Municipal Surplus / (Deficit)</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>650,846</u>	<u>1,244,375</u>	<u>444,166</u>	<u>120,236</u>	<u>110,098</u>

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>737,937</u>	<u>744,008</u>	<u>(6,071)</u>	<u>-0.8%</u>	<u>743,846</u>	<u>715,527</u>	<u>676,665</u>	<u>690,436</u>	<u>665,548</u>
Salaries	492,948	483,225	9,723	2.0%	482,552	495,206	514,554	529,564	529,428
Employee Benefits	96,756	106,981	(10,225)	-9.6%	86,397	87,544	105,656	105,311	53,618
Salary Allocations	75,320	70,764	4,556	6.4%	69,892	76,471	0	0	
Computers Operation/Maint.	1,145	8,708	(7,563)	-86.9%	2,591	2,530	955	381	858
Depreciation	3,792	1,200	2,592	216.0%	2,139	1,139	1,139	1,143	1,139
Equipment - Replacements	3,075	3,075	0	0.0%	2,297	0	636	0	
Equipment Operation/Maint.	2,460	2,460	0	0.0%	3,236	783	1,007	1,156	2,228
Hobby Crafts	5,125	5,125	0	0.0%	3,418	4,007	2,875	2,564	4,165
Purchased Service - Physio	48,807	48,807	0	0.0%	34,275	35,860	34,700	36,504	17,535
Purchased Service	0	0	0		43,936	0	2,024	0	44,347
Recoveries	0	0	0		0	0	(405)	0	(1,003)
Recreation & Entertainment	10,507	11,275	(768)	-6.8%	11,815	12,109	13,271	12,174	12,209
Special Events	1,794	3,588	(1,794)	-50.0%	3,437	1,017	1,392	2,782	2,163
Surplus Adjustment - Depreciation	(3,792)	(1,200)	(2,592)	216.0%	(2,139)	(1,139)	(1,139)	(1,143)	(1,139)

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>NURSING SERVICES</u>	<u>8,336,524</u>	<u>8,298,320</u>	<u>38,204</u>	<u>0.5%</u>	<u>7,897,808</u>	<u>7,873,758</u>	<u>7,676,308</u>	<u>7,538,719</u>	<u>6,772,004</u>
Salaries - Direct Care	6,353,366	6,327,417	25,949	0.4%	6,219,929	6,328,384	5,891,142	5,735,860	5,629,935
Employee Benefits - Direct Care	1,036,676	1,034,008	2,668	0.3%	1,033,532	938,299	1,029,973	1,024,540	443,101
Salary Allocations	(17,765)	(14,368)	(3,397)	23.6%	(14,368)	(21,954)	0	0	
Salaries - Administration	438,945	422,947	15,998	3.8%	386,419	365,317	390,029	364,331	382,582
Employee Benefits - Administration	119,253	114,698	4,555	4.0%	104,029	94,771	105,433	108,364	68,456
Computers-Operation/Maint.	30,476	23,816	6,660	28.0%	23,454	15,384	19,277	17,707	15,926
Depreciation	40,000	32,000	8,000	25.0%	34,098	30,509	29,208	23,291	21,873
Equipment - Replacements	0	0	0		0	5,089	3,864	23,733	1,246
Equipment-Operation/Maint.	3,940	3,940	0	0.0%	5,116	6,174	2,802	6,847	7,359
High Intensity Needs Claims Based	30,000	7,000	23,000	328.6%	31,649	101,876	59,605	54,419	47,204
High Intensity Needs -Non Claims Based (0.64'	39,384	38,778	606	1.6%	16,795	21,109	36,040	41,015	43,519
High Intensity Needs - Prov Subsidy (95%)	(28,500)	(6,650)	(21,850)	328.6%	(30,066)	(96,782)	(56,625)	(51,698)	(44,843)
Incontinent Products (@\$1.20)	72,700	72,700	0	0.0%	93,974	87,863	95,328	93,251	87,224
Fall Prevention Equip	16,600	16,600	0	0.0%	13,241	5,960			
Fall Prevention Prov Subsidy	(16,600)	(16,600)	0	0.0%	(13,241)	(5,960)			
Lab Fees	10,000	10,000	0	0.0%	6,675	7,480	7,135	7,525	8,740
Lab Fees - Prov Subsidy	(10,000)	(10,000)	0	0.0%	(6,675)	(7,480)	(7,135)	(7,525)	(8,740)
Medical Director (@\$0.30)	18,177	18,177	0	0.0%	18,177	18,177	18,177	18,177	18,177
Medical Nursing Supplies	103,654	100,000	3,654	3.7%	91,860	88,605	95,126	117,562	156,268
Nurse Practitioner	166,831	208,338	(41,507)	-19.9%	153,896	145,375	152,449	153,447	131,039
Nurse Practitioner - Prov Subsidy	(122,853)	(122,853)	0	0.0%	(122,844)	(120,788)	(115,618)	(116,666)	(120,803)
Recoveries - BM	(21,989)	(42,743)	20,754	-48.6%	(15,526)	(12,294)	(18,415)	(18,391)	(57,399)
Phys On Call - Expense (@\$100 per bed)	16,515	16,515	0	0.0%	16,199	16,517	16,517	16,517	16,517
Phys On Call - Prov Subsidy	(16,515)	(16,515)	0	0.0%	(16,199)	(16,077)	(16,077)	(16,075)	(16,263)
RAI-MDS - Expenses	113,229	112,115	1,114	1.0%	83,579	88,832	95,023	82,210	79,826
RAI-MDS - Prov Subsidy	0	0	0		(82,594)	(79,704)	(79,704)	(79,704)	(79,704)
Recovery	0	0	0		(99,203)	(100,415)	(48,230)	(37,585)	(37,880)
Subscriptions and Memberships	1,000	1,000	0	0.0%	0	0	192	858	517
Surplus Adjustment - Depreciation	(40,000)	(32,000)	(8,000)	25.0%	(34,098)	(30,509)	(29,208)	(23,291)	(21,873)

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>FOOD SERVICES</u>	<u>2,043,777</u>	<u>2,005,636</u>	<u>38,141</u>	<u>1.9%</u>	<u>1,915,519</u>	<u>1,861,710</u>	<u>1,819,298</u>	<u>1,762,791</u>	<u>1,622,671</u>
Salaries	1,192,463	1,175,059	17,404	1.5%	1,141,923	1,140,864	1,071,753	1,026,961	1,013,761
Employee Benefits	268,130	265,384	2,746	1.0%	223,913	207,955	216,202	214,382	103,257
Salary Allocations	(57,555)	(67,897)	10,342	-15.2%	(44,023)	(43,297)	0	0	
Dietary Supplies	18,137	18,137	0	0.0%	17,658	17,939	17,571	15,350	17,577
Computer - Operation/Maintenance	500	500	0	0.0%	1,895	0	0	153	916
Depreciation	12,000	20,250	(8,250)	-40.7%	20,250	20,250	16,786	15,812	15,448
Equipment - Operation/Replacement	10,663	10,663	0	0.0%	6,432	6,107	5,879	10,260	3,439
Food Wrap & Disposable Items	7,995	7,995	0	0.0%	7,459	7,450	7,747	6,669	7,345
Meals on Wheels	0	3,000	(3,000)	-100.0%	3,081	3,105	2,769	1,936	2,849
Memberships & Subscriptions	0	0	0		0	1,388	1,379	852	1,337
Purchased Service - Supervisor from BM	19,677	21,445	(1,768)	-8.2%	13,029	15,795	14,720	17,331	15,905
Raw Food Costs	583,029	606,612	(23,583)	-3.9%	603,772	563,248	519,206	508,883	494,928
Raw Food Recoveries	(5,000)	(27,000)	22,000	-81.5%	(22,290)	(22,918)	(29,144)	(35,187)	(34,154)
Replacement - Dishes/Cutlery	9,738	9,738	0	0.0%	11,445	8,934	8,750	8,481	9,596
Recoveries	0	0	0		(29,471)	(27,499)			
Surplus Adjustment - Depreciation	(12,000)	(20,250)	8,250	-40.7%	(20,250)	(20,250)	(16,786)	(15,812)	(15,448)
Café M	0	(14,000)	14,000	-100.0%	(15,441)	(13,145)	(13,155)	(10,824)	(11,086)
Vending Machine Operation (Net)	(4,000)	(4,000)	0	0.0%	(3,863)	(4,216)	(4,379)	(2,456)	(2,999)
<u>HOUSEKEEPING SERVICES</u>	<u>910,181</u>	<u>900,841</u>	<u>9,340</u>	<u>1.0%</u>	<u>866,040</u>	<u>868,518</u>	<u>854,622</u>	<u>837,378</u>	<u>759,828</u>
Salaries	702,824	692,573	10,251	1.5%	674,987	692,925	669,046	663,137	646,277
Employee Benefits	149,357	150,268	(911)	-0.6%	134,739	127,582	135,399	134,720	58,882
Depreciation	2,000	3,000	(1,000)	-33.3%	2,689	3,141	3,104	2,875	2,867
Equipment - Operation/Maint.	1,750	1,750	0	0.0%	2,122	0	2,899	1,018	1,800
Equipment - Replacements	5,000	5,000	0	0.0%	1,553	2,038	2,809	279	
Housekeeping Supplies	50,000	50,000	0	0.0%	53,928	47,249	47,824	44,296	56,104
Other	1,250	1,250	0	0.0%	0	0	0		
Recoveries	0	0	0		(1,289)	(1,276)	(3,355)	(6,072)	(3,235)
Surplus Adjustment - Depreciation	(2,000)	(3,000)	1,000	-33.3%	(2,689)	(3,141)	(3,104)	(2,875)	(2,867)

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>LAUNDRY AND LINEN SERVICES</u>	<u>286,190</u>	<u>280,049</u>	<u>6,141</u>	<u>2.2%</u>	<u>274,794</u>	<u>277,614</u>	<u>262,044</u>	<u>271,142</u>	<u>260,295</u>
Salaries	203,308	200,323	2,985	1.5%	203,125	208,575	191,019	198,020	207,129
Employee Benefits	44,727	44,071	656	1.5%	40,385	40,220	42,358	40,777	24,155
Depreciation	0	4,600	(4,600)	-100.0%	4,561	4,561	4,561	4,574	4,561
Equipment - Operation/Maint.	2,105	2,105	0	0.0%	1,463	977	3,690	643	3,888
Equipment - Replacements	2,500	0	2,500						
Laundry Supplies	18,000	18,000	0	0.0%	20,144	15,417	13,203	14,745	13,819
Recoveries	0	0	0		(1,958)	(1,649)	(1,256)	(1,010)	(1,785)
Replacement - Bedding	15,550	15,550	0	0.0%	11,635	14,074	13,030	17,967	13,089
Surplus Adjustment - Depreciation	0	(4,600)	4,600	-100.0%	(4,561)	(4,561)	(4,561)	(4,574)	(4,561)
<u>BUILDINGS AND PROPERTY</u>									
<u>OPERATION & MAINTENANCE</u>	<u>1,043,659</u>	<u>1,040,496</u>	<u>3,163</u>	<u>0.3%</u>	<u>1,007,941</u>	<u>1,003,451</u>	<u>1,045,489</u>	<u>1,160,781</u>	<u>1,028,812</u>
Salaries	242,559	251,206	(8,647)	-3.4%	241,335	241,967	245,104	236,867	234,396
Employee Benefits	65,672	66,427	(755)	-1.1%	55,115	56,014	64,330	62,957	32,379
Depreciation	779,000	765,000	14,000	1.8%	713,740	703,957	695,388	666,167	661,703
Computers - Operation/Maint.	900	900	0	0.0%	2,219	620	591	563	899
Equipment - Replacements	50,000	70,000	(20,000)	-28.6%	70,320	71,428	62,650	91,262	113,581
Furniture - Replacements	40,380	40,380	0	0.0%	27,190	18,257	6,169	35,330	
Insurance	67,805	66,864	941	1.4%	65,233	64,115	66,383	71,138	68,588
Hydro	185,000	185,000	0	0.0%	189,288	184,173	238,956	288,675	231,362
Natural Gas	70,000	70,000	0	0.0%	68,298	75,404	72,595	68,287	90,761
Purchased Services	215,790	213,030	2,760	1.3%	195,331	212,989	195,988	206,128	223,138
Resident - Cable/Phone	20,000	20,000	0	0.0%	21,208	15,161	0	0	0
Resident - Cable/Phone Recoveries	(50,000)	(50,000)	0	0.0%	(56,872)	(31,640)	0	0	0
Recoveries	(3,900)	(20,264)	16,364	-80.8%	(29,441)	(28,124)	(18,111)	(12,784)	(108,473)
Repairs & Maint-Bldgs & Grounds	86,953	86,953	0	0.0%	115,351	76,828	86,397	67,358	92,707
Surplus Adjustment - Depreciation	(779,000)	(765,000)	(14,000)	1.8%	(713,740)	(703,957)	(695,388)	(666,167)	(661,703)
Water / Wastewater	52,500	40,000	12,500	31.3%	43,366	46,259	24,437	45,000	49,474

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,144,950</u>	<u>1,110,538</u>	<u>34,412</u>	<u>3.1%</u>	<u>1,090,347</u>	<u>1,130,982</u>	<u>1,174,852</u>	<u>1,089,474</u>	<u>1,062,324</u>
Salaries	375,652	366,103	9,549	2.6%	344,472	431,062	438,843	431,832	429,366
Employee Benefits	113,807	111,619	2,188	2.0%	99,471	110,482	124,093	120,561	78,269
Salary Allocations	0	(11,501)	11,501	-100.0%	(11,501)	(1,436)	0	0	
Accreditation	5,971	5,825	146	2.5%	5,443	5,823	5,207	5,030	4,863
Admin Charges	123,111	117,791	5,320	4.5%	109,974	94,872	96,005	96,745	94,515
Advertising & Awards	15,000	15,000	0	0.0%	15,224	15,235	12,557	16,470	16,370
Audit	8,900	8,637	263	3.0%	8,637	8,385	8,141	7,995	7,903
Computer - Internet	51,449	57,679	(6,230)	-10.8%	112,977	41,658	48,284	21,062	21,664
Conventions	3,000	3,000	0	0.0%	3,369	0	737	2,202	2,335
Depreciation	23,500	22,000	1,500	6.8%	23,810	20,102	15,118	13,623	14,103
Equipment - Replacements	0	0	0		0	0	0	499	
Equipment-Operation/Maint.	10,392	7,000	3,392	48.5%	6,416	7,238	6,964	6,777	7,153
Gain / Loss from Disposal of Asset	0	0	0		0	0	5,643	978	
Health & Safety Program	1,000	1,000	0	0.0%	798	189	819	2,504	1,567
HR Charges	109,260	108,706	554	0.5%	106,142	117,492	115,582	113,752	111,737
Insurance	48,192	45,000	3,192	7.1%	44,359	38,370	38,370	39,783	39,308
IT Charges	68,845	67,550	1,295	1.9%	66,257	65,114	64,018	62,422	60,450
Legal & Labour Contract Costs	50,000	40,000	10,000	25.0%	52,580	77,572	87,239	72,200	76,716
Memberships	17,340	16,135	1,205	7.5%	15,132	13,003	12,921	12,546	13,212
Postage	6,500	6,500	0	0.0%	6,792	6,966	6,864	5,879	6,773
Office Supplies	16,908	16,908	0	0.0%	17,532	20,326	17,883	16,496	19,358
Staff Training	20,000	20,000	0	0.0%	31,454	38,050	11,276	14,495	22,510
Purchased Services - from BM	73,876	70,786	3,090	4.4%	74,007	42,117	41,086	1,647	1,537
Recoveries	(5,000)	(5,000)	0	0.0%	(50,893)	(43,769)	(15,676)	(10,377)	(6,341)
Surplus Adjustment - Depreciation	(23,500)	(22,000)	(1,500)	6.8%	(23,810)	(20,102)	(15,118)	(13,623)	(14,103)
Telephone	12,247	23,300	(11,053)	-47.4%	12,790	22,715	29,500	28,312	28,848
Travel	2,000	2,000	0	0.0%	3,505	3,298	1,841	3,276	7,016
Uniform Allowance	16,500	16,500	0	0.0%	15,410	16,220	16,655	16,388	17,195
<u>MIRAMICHI LODGE TOTALS</u>	<u>14,503,218</u>	<u>14,379,888</u>	<u>123,330</u>	<u>0.9%</u>	<u>13,796,295</u>	<u>13,731,560</u>	<u>13,509,278</u>	<u>13,350,721</u>	<u>12,171,482</u>

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
NON-SUBSIDIZABLE EXPENSE	<u>626,810</u>	<u>711,228</u>	<u>(84,418)</u>	<u>-11.9%</u>	<u>620,590</u>	<u>620,928</u>	<u>823,615</u>	<u>701,170</u>	<u>702,407</u>
Seniors Housing Strategy	0	50,000	(50,000)	-100.0%	0	0	0	0	0
Transfer to BM	0		0		0	0	100,000		
Valley Manor Capital	0		0		0	0	12,624	30,598	30,514
Surplus Adjustment - Trf To Reserves		34,419	(34,419)	-100.0%	0	0	89,745	49,024	50,059
Surplus Adjustment - Principal	508,561	454,880	53,681	11.8%	454,880	430,204	406,866	384,794	363,920
Debenture Payment Interest Only (2024)	118,249	171,929	(53,680)	-31.2%	165,710	190,724	214,380	236,754	257,914
EQUIPMENT ACQUISITIONS	<u>345,000</u>	<u>626,615</u>	<u>(281,615)</u>	<u>-44.9%</u>	<u>477,895</u>	<u>277,554</u>	<u>299,011</u>	<u>375,696</u>	<u>205,608</u>
Surplus Adjustment - Capital	345,000	626,615	(281,615)	-44.9%	477,895	277,554	299,011	375,696	205,608
GRAND TOTAL EXPENDITURE	<u>15,475,028</u>	<u>15,717,731</u>	<u>(242,703)</u>	<u>-1.5%</u>	<u>14,894,780</u>	<u>14,630,042</u>	<u>14,631,904</u>	<u>14,427,587</u>	<u>13,079,497</u>

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
MUNICIPAL SUBSIDY	<u>1,798,257</u>	<u>1,754,397</u>	<u>43,860</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>
City of Pembroke - 30.63% (2020 & 2021)	550,806	537,372	13,434	2.5%	509,324	698,422	631,372	634,295	678,225
County of Renfrew - 69.37%	1,247,451	1,217,025	30,426	2.5%	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290
REVENUE - MIRAMICHI LODGE	<u>4,214,492</u>	<u>4,201,094</u>	<u>13,398</u>	<u>0.3%</u>	<u>4,255,857</u>	<u>4,112,806</u>	<u>4,030,253</u>	<u>3,973,392</u>	<u>3,875,719</u>
Basic Accommodation	3,341,060	3,315,929	25,131	0.8%	3,351,361	3,255,456	3,201,917	3,191,343	3,157,295
Bad Debt (Expense) / Recovery	0		0		523	(5,812)	5,217	(4,183)	0
Estate Recoveries - Municipal	0		0		0	0	0	0	65
Estate Recoveries - Provincial	0		0		0	0	0	0	152
Preferred Accommodation	866,672	867,134	(462)	-0.1%	886,734	847,127	804,612	769,849	704,893
Respite Care	6,760	18,031	(11,271)	-62.5%	17,239	16,035	18,507	16,383	13,314
OTHER REVENUE	<u>30,000</u>	<u>40,000</u>	<u>(10,000)</u>	<u>-25.0%</u>	<u>97,433</u>	<u>40,016</u>	<u>113,984</u>	<u>23,830</u>	<u>30,715</u>
Donations			0		29,837	0	46,532	0	11,344
Other			0		0	0	40,721	0	
Interest Income	30,000	40,000	(10,000)	-25.0%	43,387	40,016	26,731	23,830	19,371
Federal - Revenue			0		24,209	0	0	0	
PROVINCIAL SUBSIDY	<u>9,087,279</u>	<u>9,095,625</u>	<u>(8,346)</u>	<u>-0.1%</u>	<u>8,818,943</u>	<u>8,654,264</u>	<u>8,585,303</u>	<u>8,688,417</u>	<u>8,258,800</u>
Operating Subsidy	8,460,172	8,468,518	(8,346)	-0.1%	8,191,847	7,994,621	7,826,309	7,923,009	7,493,943
One Time Funding	0		0		0	0	0	0	5,989
RPN Subsidy	0		0		0	32,547	131,898	136,594	131,772
Capital Facility Subsidy (2024)	627,107	627,107	0	0.0%	627,096	627,096	627,096	628,814	627,096
SURPLUS ADJUSTMENT - From Reserves	<u>345,000</u>	<u>626,615</u>	<u>(281,615)</u>	<u>-44.9%</u>	<u>477,895</u>	<u>244,270</u>	<u>399,011</u>	<u>180,921</u>	<u>159,558</u>
Surplus Adjustment - Temp Loan			0						
Surplus Adjustment - Trf From Reserves	345,000	626,615	(281,615)	-44.9%	477,895	244,270	399,011	180,921	159,558
GRAND TOTAL REVENUES	<u>15,475,028</u>	<u>15,717,731</u>	<u>(242,703)</u>	<u>-1.5%</u>	<u>15,312,954</u>	<u>14,866,383</u>	<u>14,890,099</u>	<u>14,612,006</u>	<u>14,254,307</u>
Municipal Surplus / (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>		<u>418,174</u>	<u>236,341</u>	<u>258,195</u>	<u>184,419</u>	<u>1,174,810</u>

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>									
	<u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
ONTARIO WORKS	0	1,306,014	1,245,175	60,839	4.9%	1,034,715	954,290	1,287,601	1,593,794	1,683,518
CHILD CARE	0	513,259	512,780	479	0.1%	468,131	475,437	506,709	492,711	479,822
SOCIAL HOUSING	0	4,930,369	4,892,189	38,180	0.8%	5,007,655	4,949,276	4,699,652	4,617,607	4,364,981
Community Services Committee	0	6,749,642	6,650,144	99,498	1.5%	6,510,501	6,379,003	6,493,962	6,704,112	6,528,321

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	
ONTARIO WORKS	0	1,306,014	1,245,175	60,839	4.9%	1,034,715	954,290	1,287,601	1,593,794	1,683,518
Social Assistance - Admin	4,140,096	4,242,415	(102,319)	-2.4%	3,972,272	3,706,610	3,777,641	3,895,661	3,553,116	
Social Assistance - Benefits	12,827,000	12,843,000	(16,000)	-0.1%	11,722,980	12,502,689	12,043,085	10,653,939	10,457,618	
Low Income Energy Assist	5,000	5,000	0	0.0%	5,000	5,000	5,000	5,000	5,000	
Emergency Energy Fund	0	0	0		0	0	0	0	3,600	
Depreciation	20,500	24,500	(4,000)	-16.3%	22,881	24,101	25,787	30,715	31,608	
Provincial Subsidy - Social Assistance Admin	(2,406,500)	(2,534,255)	127,755	-5.0%	(2,544,079)	(2,384,255)	(2,390,250)	(2,397,077)	(2,252,861)	
Provincial Subsidy - Social Assistance - Benefits	(12,795,000)	(12,811,000)	16,000	-0.1%	(11,719,902)	(12,503,555)	(11,707,283)	(10,034,914)	(9,557,354)	
Revenue - Other	(5,000)	(5,000)	0	0.0%	(5,000)	(5,000)	(5,000)	(5,000)	(8,600)	
Surplus Adjustment - Capital	0	0	0		9,487	0	18,943	29,039	30,704	
Surplus Adjustment - Trf From Reserves	0	0	0		0			0	(6,602)	
Surplus Adjustment - Depreciation	(20,500)	(24,500)	4,000	-16.3%	(22,881)	(24,101)	(25,787)	(30,715)	(31,608)	
Municipal Contribution - City of Pembroke	(459,582)	(494,985)	35,403	-7.2%	(406,043)	(367,199)	(454,535)	(552,854)	(541,103)	
CHILD CARE	0	513,259	512,780	479	0.1%	468,131	475,437	506,709	492,711	479,822
Administration	371,580	492,753	(121,173)	-24.6%	517,654	545,656	721,760	578,178	422,662	
Fee Subsidy	3,250,000	3,250,000	0	0.0%	3,111,804	3,250,836	2,982,520	3,094,748	3,079,207	
General Operating	1,205,547	1,205,547	0	0.0%	1,431,395	1,324,938	1,649,899	1,284,702	1,198,514	
OW Child Care	77,000	77,000	0	0.0%	88,308	68,020	85,817	106,410	92,416	
Family Support	0	0	0		0	0	18,241	26,983	26,512	
Healthy Kids	0	0	0		0	195,190	275,941	384,110	10,523	
Special Needs Resourcing	963,731	1,039,306	(75,575)	-7.3%	839,572	888,970	792,845	1,045,453	1,214,092	
Depreciation	0	0	0		0	6,443	9,944	10,053	10,025	
Special Purpose	2,890,862	2,974,696	(83,834)	-2.8%	1,708,015	1,719,801	1,122,837	856,097	493,780	
Pay Equity	122,957	122,957	0	0.0%	122,957	123,527	124,325	124,325	124,325	
Licenced Family Home Day Care	365,788	355,720	10,068	2.8%	352,132	264,568	103,053			
Rev-Licenced Family Home Day Care	(365,788)	(355,720)	(10,068)	2.8%	(352,132)	(264,568)	(103,053)			
Early Years Centres	1,551,241	1,551,241	0	0.0%	1,520,281	1,598,228	0			
Expansion Plan	0	0	0		1,586,183	1,593,434	337,724			
Provincial Subsidy	(9,861,684)	(10,142,266)	280,582	-2.8%	(10,404,673)	(10,778,135)	(7,545,146)	(6,948,383)	(6,123,305)	
Surplus Adjustment - Depreciation	0	0	0		0	(6,443)	(9,944)	(10,053)	(10,025)	
Surplus Adjustment - Trf To Reserves	0	0	0		0	0		0		
Municipal Contribution - City of Pembroke	(57,975)	(58,454)	479	-0.8%	(53,365)	(55,028)	(60,054)	(59,912)	(58,904)	

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	
<u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	
SOCIAL HOUSING	0	4,930,369	4,892,189	38,180	0.8%	5,007,655	4,949,276	4,699,652	4,617,607	4,364,981
Admin Charges	134,920	130,435	4,485	3.4%	124,244	112,078	113,191	113,579	111,070	
Tax Rebate (Eganville, Arnprior)	12,000	12,000	0	0.0%	11,086	10,693	10,259	9,546	12,313	
HR Charges	81,325	80,913	412	0.5%	79,003	87,453	86,030	84,373	82,317	
IT Charges	34,490	33,812	678	2.0%	33,161	32,588	32,042	31,249	30,516	
Non Profit Housing	1,250,000	1,310,611	(60,611)	-4.6%	1,552,831	1,585,997	1,651,245	1,655,407	1,625,648	
Office Supplies	1,000	1,000	0	0.0%	917	1,631	1,033	1,254	976	
RCHC - Transfer - Base	5,419,451	5,358,897	60,554	1.1%	5,261,499	5,219,437	4,952,707	5,169,882	4,621,696	
RCHC - Transfer - Capital	0	1,653,062	(1,653,062)	-100.0%	1,016,336	654,683	687,161	0		
RCHC - Transfer - CHPI	1,447,608	1,447,608	0	0.0%	921,392	1,004,238	1,037,999	644,760	1,079,522	
RCHC - Transfer - IAH	0	108,000	(108,000)	-100.0%	803,553	471,150	670,941	204,718	296,184	
RCHC - Transfer - COCHI	451,899	259,624	192,275	74.1%	0					
RCHC - Transfer - OPHI	659,300	423,500	235,800	55.7%	26,421					
RCHC - Transfer - SDV - PHB	0	0	0		9,352	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	
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		241,401	469,553	1,905,297	0		
Revenue - Province - SIF	0	0	0		(241,401)	(469,552)	(1,905,297)	0		
Revenue - Federal (Provincial) - Public Housing	(1,202,678)	(1,259,793)	57,115	-4.5%	(1,234,312)	(1,305,376)	(1,368,884)	(1,352,184)	(1,321,544)	
Revenue - Outside	(237,243)	(220,000)	(17,243)	7.8%	(228,281)	(223,280)	(222,772)	(222,083)	(217,383)	
Revenue - Province - CHPI	(1,447,308)	(1,447,608)	300	0.0%	(921,392)	(1,004,238)	(1,037,999)	(644,760)	(1,079,522)	
Revenue - Province - IAH	0	(108,000)	108,000	-100.0%	(803,553)	(471,150)	(670,941)	(204,718)	(296,184)	
Revenue - Province - COCHI	(451,899)	(259,624)	(192,275)	74.1%	0					
Revenue - Province - OPHI	(659,300)	(423,500)	(235,800)	55.7%	(26,421)					
Revenue - Province - SDV - PHB	0	0	0		(9,352)	(116,676)	(365,423)	(108,292)		
Revenue - Province - SHIP	0	0	0		0	(61,565)	(1,022,056)	0	0	
Revenue - Province - Strong Communities	(140,086)	(140,086)	0	0.0%	(140,086)	(140,086)	(140,086)	(140,086)	(134,041)	
Surplus Adjustment - Trf From Reserves	0	(1,483,904)	1,483,904	-100.0%	(937,359)	(586,786)	(614,349)	(314,765)	(48,381)	
Travel	2,000	2,000	0	0.0%	3,380	736	1,795	2,986	3,611	
Municipal Contribution - City of Pembroke Capital	0	(169,158)	169,158	-100.0%	(104,002)	(67,897)	(72,812)	0		
Municipal Contribution - City of Pembroke	(565,196)	(557,686)	(7,510)	1.3%	(570,848)	(572,682)	(556,994)	(561,637)	(535,858)	

COUNTY OF RENFREW
2021 BUDGET
Child Care

	<u>2021</u>	<u>2020</u>			<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>
	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
SALARIES	372,889	365,160	7,729	2.1%	292,753	352,820	361,880	303,053	262,933
BENEFITS	98,648	85,563	13,085	15.3%	67,041	86,241	90,574	79,969	68,745
ADMINISTRATION CHARGES	0	0	0		23,645	21,571	22,466	23,243	12,043
HR CHARGES	0	0	0		13,872	15,335	15,105	15,081	7,737
IT CHARGES	0	0	0		16,513	16,222	15,953	15,568	8,022
STAFF DEVELOPMENT	1,000	1,000	0	0.0%	1,897	3,085	3,865	1,816	1,366
RECRUITMENT	250	250	0	0.0%	0	493	11,532	2,075	0
TRAVEL	6,000	6,000	0	0.0%	5,404	7,417	9,833	8,961	8,229
OFFICE SUPPLIES	5,000	5,000	0	0.0%	10,093	21,039	20,960	8,904	7,941
COMPUTERS	5,000	5,000	0	0.0%	18,859	30,530	23,020	15,762	11,352
PHOTOCOPY EXP.	1,000	1,000	0	0.0%	1,217	2,082	1,135	722	722
POSTAGE & COURIER	4,000	4,000	0	0.0%	3,843	4,040	3,549	4,201	3,684
TELEPHONE	4,000	4,000	0	0.0%	6,974	5,377	3,760	3,996	3,701
CELL TELEPHONE	0	0	0		0	3,852	2,780	1,658	1,567
COMMUNICATION FEES	9,000	9,000	0	0.0%	4,024	2,806	5,904	3,441	818
EQUIP. OPERATION	0	0	0		0	1,409	18,730	11,230	6,509
LEGAL COSTS	0	0	0		8,113	0	5,475	3,518	0
LEASE-External	30,000	30,000	0	0.0%	64,954	63,906	62,929	63,049	16,123
LEASE - INTERNAL (Amprior)	4,557	4,557	0	0.0%	4,219	4,312	4,370	4,208	1,023
AUDIT	500	500	0	0.0%	505	490	476	468	458
SPECIAL PROJECTS - HEALTH & SAFETY	0	0	0		0	0	0	0	3,504
JANITORIAL COSTS	0	0	0		7,683	7,572	6,350	6,350	1,691
RENOVATIONS	9,712	174,323	(164,611)	-94.4%	0	1,235	7,147	0	0
MEMBERSHIP FEES	2,500	2,500	0	0.0%	2,327	1,973	1,211	904	885
DEPRECIATION	0	0	0		0	6,443	9,944	10,053	10,025
SURPLUS ADJ - DEPRECIATION	0	0	0		0	(6,443)	(9,944)	(10,053)	(10,025)
RECOVERABLE - COUNTY	0	0	0		(36,282)	(108,151)	0	0	0
Recovery - Expansion/ELCC/Wage/	(182,476)	(205,100)	22,624	-11.0%	0	0	0	0	0
RECOVERABLE - OTHER	0	0	0		0	0	0	0	(6,390)
ADMINISTRATION EXPENSES	371,580	492,753	(121,173)	-24.6%	517,654	545,656	699,004	578,177	422,663
CHILD CARE FEE SUBSIDIES (previously A371,A661,A663,A664)	3,250,000	3,250,000	0	0.0%	3,111,804	3,250,836	2,982,520	3,094,748	3,079,207
GENERAL OPERATING - WAGE SUBSIDIES (prev A390,A661,A446)	1,205,547	1,205,547	0	0.0%	1,431,395	1,324,938	1,649,899	1,284,702	1,198,514

**COUNTY OF RENFREW
2021 BUDGET
Child Care**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
CC ONTARIO WORKS FORMAL A400	75,000	75,000	0	0.0%	86,158	68,020	85,817	105,030	88,115
CC ONTARIO WORKS INFORMAL A401	2,000	2,000	0	0.0%	2,150	0		1,379	4,302
OW Child Care	77,000	77,000	0	0.0%	88,308	68,020	85,817	106,409	92,416
SALARIES		0	0		0	0	13,643	24,717	17,450
BENEFITS		0	0		0	0	1,151	2,265	1,505
OTHER		0	0		0	0	3,447		4,275
Spec Projects - Aboriginal		0	0		0				3,283
Total Family Support	0	0	0		0	0	18,241	26,982	26,512
SALARIES		0	0		0			24,717	4,353
BENEFITS		0	0		0			2,265	316
Purch Serv - Coordinator		0	0		0				
Purch Serv - Program		0	0		0	194,700		312,137	0
Travel		0	0		0			3,233	17
Meeting		0	0		0			27,060	3,861
Administration		0	0		0	490		14,697	1,977
Total Healthy Kids Community	0	0	0		0	195,190	0	384,109	10,523
Salary	123,763	120,021	3,742	3.1%	113,749	84,703	13,643	0	
Benefits	28,025	21,699	6,326	29.2%	18,924	16,232	1,370		
Program Expenses	2,000	2,000	0	0.0%	0	163,633	249,901		
Admin Costs	2,000	2,000	0	0.0%	0		11,027		0
Home DayCare Provider	210,000	210,000	0	0.0%	219,459				0
Revenues - Internal	(245,788)	(235,720)	(10,068)	4.3%	(245,876)	(212,004)			0
Revenue - Parent	(120,000)	(120,000)	0	0.0%	(106,256)	(52,564)			0
Licenced Family Home	0	0	0		0	0	275,941		

COUNTY OF RENFREW
2021 BUDGET
Child Care

	<u>2021</u> <u>Budget</u>	<u>2020</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019</u> <u>Actual</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>
SALARIES	345,366	334,494	10,872	3.3%	251,888	296,326	269,177	319,912	277,993
BENEFITS	88,735	80,915	7,820	9.7%	59,430	68,769	48,299	70,633	58,543
ADMINISTRATION CHARGES	26,000	25,052	948	3.8%					10,680
HR CHARGES	14,278	14,209	69	0.5%					6,862
IT CHARGES	17,186	16,840	346	2.1%					7,114
RECRUITMENT	250	250	0	0.0%					0
TRAVEL	10,000	10,000	0	0.0%	14,279	14,096	12,686	10,946	10,257
OFFICE SUPPLIES	5,500	5,500	0	0.0%	224	249	346	50	344
COMPUTERS	5,000	5,000	0	0.0%		62	2,621		54
TELEPHONE	4,000	4,000	0	0.0%	2,294	4,244	2,173	2,191	0
CELL TELEPHONE	0	0	0						1,245
COMMUNICATION FEES			0						2,827
LEASE	35,546	35,546	0	0.0%	36,785	36,064			45,889
LEASE - INTERNAL			0						2,913
LEGAL			0			575			0
JANITORIAL COSTS	7,500	7,500	0	0.0%					4,812
PURCHASED SERVICES			0		1,904	9,623	13,383	14,700	13,950
RESOURCE PROGRAM FUNDING	404,370	500,000	(95,630)	-19.1%	472,617	432,148	439,375	651,077	797,246
PROGRAM SUPPLIES	0	0	0		149	26,814	4,785	3,691	1,891
RECOVERY-OUTSIDE			0					0	(781)
PROV SUBSIDY - PRC			0					(27,747)	(27,747)
TOTAL SPECIAL NEEDS COSTS (previously A376,A661,A665)	963,731	1,039,306	(75,575)	-7.3%	839,570	888,970	792,845	1,045,453	1,214,092
CAPACITY BUILDING	48,832	48,832	0	100.0%	47,049	44,686	42,975	40,309	39,729
CC TRANSITION CAPITAL A713	0		0			0	135,637	11,879	48,667
Internal CHG-Expansion	0		0			32,425			
Internal CHG-ELCC	0		0			32,425			
Internal CHG-Fee Stabilization	0		0		36,282	24,020			
Fee Stabilization - new	0	0	0		38,622	153,749			
Expansion Plan	649,517	649,517	0	0.0%	1,586,183	1,593,434	337,726		
Expansion Plan - Capacity Building	8,698	8,698	0	0.0%					
Expansion Plan - Admin 10%	68,382	109,410	(41,028)	-37.5%					
Expansion Plan - General Operating	600,000	600,000	0	0.0%					
Early Learning & Child Care	134,141	134,141	0	0.0%	609,145	582,097	161,664		
Early Learning & Child Care-Capacity Building	4,250	4,250	0	0.0%					
Early Learning & Child Care-Admin 10%	27,688	55,377	(27,689)	-50.0%					
Early Learning & Child Care-General Operating	360,000	360,000	0	0.0%					
Wage Enhancement	946,049	946,049	0	0.0%	848,451	833,493	766,490	755,299	355,445
Wage Enhancement - Admin	25,196	40,313	(15,117)	-37.5%					
SPECIAL PROJECT - REPAIRS & MAINT A375	18,109	18,109	0	0.0%	18,066	16,906	16,070	16,411	16,805
LHCC Base Funding			0		110,400				
TRANSFORMATION			0	100.0%		0	0	32,203	33,134
Special Purpose	2,890,862	2,974,696	(83,834)	-2.8%	3,294,198	3,313,235	1,460,562	856,101	493,780

**COUNTY OF RENFREW
2021 BUDGET
Child Care**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
SALARIES	146,315	145,999	316	0.2%	124,635	131,879			
BENEFITS	42,161	41,568	593	1.4%	32,858	35,506			
Purchased Service- Journey Together	212,095	212,095	0	0.0%	212,095	292,095			
Admin Expenses	50,670	51,579	(909)	-1.8%	4,693	17,202			
Program Costs	1,100,000	1,100,000	0	0.0%	1,146,001	1,121,546			
Early Year Centres	1,551,241	1,551,241	0	0.0%	1,520,282	1,598,228			
PAY EQUITY MEMORANDUM OF SETTLEMENT A393	122,957	122,957	0	0.0%	122,957	123,527	124,325	124,325	124,325
MCYS- COMMUNITY INNOVATION FUND	0	0			0	0		0	0
SURPLUS ADJ - TRANSFER TO RESERVE	0	0	0		0	0		0	0
Total Child Care Costs	10,432,918	10,713,500	(280,582)	-2.6%	10,926,168	11,308,600	8,089,154	7,501,006	6,662,032
CITY OF PEMBROKE - CHILD CARE	(57,975)	(58,454)	479	-0.8%	(53,365)	(55,028)	(60,054)	(59,912)	(58,904)
PROVINCIAL SUBSIDY - Family Support 100%			0				(18,241)	(26,983)	(26,512)
PROVINCIAL SUBSIDY - ADMIN 50%	(59,851)	(59,851)	0	0.0%	(59,851)	(59,851)	(59,851)	(59,851)	(59,851)
PROVINCIAL SUBSIDY - CHILD CARE 80%	(1,816,752)	(1,816,752)	0	0.0%	(1,846,577)	(1,846,577)	(1,846,577)	(1,885,292)	(1,885,292)
PROV SUBSIDY - Special Purpose-100%	(2,890,862)	(2,974,696)	83,834	-2.8%	(3,294,198)	(3,313,235)	(1,460,562)	(856,097)	(493,780)
PROV SUBSIDY - Healthy Kids 100%	0		0			(195,321)	(275,941)	(383,978)	(10,523)
RECOVERIES - LOCAL AGENCIES	0		0						0
PROV SUBS - ONE-TIME	0		0			8,188			0
PROVINCIAL SUBSIDY - CHILD CARE	(3,542,978)	(3,739,726)	196,748	-5.3%	(3,683,765)	(3,773,111)	(3,700,347)	(3,736,182)	(3,647,347)
PROV - Early Years Journey Together	0		0		(212,095)	(292,095)	(87,719)		
PROV - EarlyON Data Analysis	(107,067)	(107,067)	0	0.0%			(73,153)		
Prov - Off Reserve EarlyON	(212,095)	(212,095)	0	0.0%					
Prov - EarlyON	(1,232,079)	(1,232,079)	0	0.0%	(1,308,186)	(1,306,133)			
Total Revenue	(9,919,659)	(10,200,720)	281,061	-2.8%	(10,458,037)	(10,833,163)	(7,582,445)	(7,008,295)	(6,182,209)
TOTAL	513,259	512,780	479	0.1%	468,131	475,437	506,709	492,711	479,822

**COUNTY OF RENFREW
2021 BUDGET
Ontario Works (COA/OW Consolidated)**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
EQUIPMENT	25,000	30,000	(5,000)	-16.7%	28,264	42,956	28,121	37,747	12,675
Local Systems Support	25,000	30,000	(5,000)	-16.7%	28,264	42,956	28,121	37,747	12,675
SALARIES	206,118	201,146	4,972	2.5%	188,950	195,237	205,521	220,795	205,797
BENEFITS	61,004	56,387	4,617	8.2%	53,436	51,953	54,608	53,861	51,188
PURCHASED SERVICES	0	(13,153)	13,153	-100.0%	0	0	0	0	0
ADMIN CHARGE finance	123,490	118,576	4,914	4.1%	107,648	99,458	103,939	109,186	109,230
ADMIN CHARGE council/prope	79,700	79,700	0	0.0%	88,767	74,197	74,076	76,920	74,556
HUMAN RESOURCES	54,630	54,352	278	0.5%	53,070	58,747	57,791	57,029	55,459
IT CHARGE	68,845	67,550	1,295	1.9%	66,257	65,114	64,018	62,422	60,693
Computer Supply/Expense	0	1,100	(1,100)	-100.0%					
STAFF TRAINING	25,000	20,000	5,000	25.0%	15,889	28,746	32,195	16,543	14,675
RECRUITMENT	2,000	2,000	0	0.0%	0	4,486	0	3,515	1,068
TRAVEL	5,000	10,000	(5,000)	-50.0%	13,067	6,916	7,797	4,817	2,871
OFFICE SUPPLIES	2,000	2,000	0	0.0%	2,010	2,476	3,615	1,747	5,692
PHOTOCOPY EXP.	500	500	0	0.0%	988	1,046	630	887	697
POSTAGE	200	200	0	0.0%	129	115	119	150	116
CELL TELEPHONE/PAGER	1,200	1,100	100	9.1%	629	1,408	653	702	1,238
HEALTH & SAFETY	0	0	0		0	0	0	0	0
TELEPHONE	2,000	2,000	0	0.0%	1,855	1,917	1,932	1,943	2,171
COMMUNICATION FEES	43,500	35,000	8,500	24.3%	30,577	30,185	37,609	33,656	52,298
OFFICE EQUIPMENT/MAINTEN	500	500	0	0.0%	0	3,637	0	0	0
LEGAL COSTS	5,000	5,000	0	0.0%	252	10,370	27,503	19,230	28,471
SPECIAL PROJECTS- TRANSITION			0		0	0	0	0	11,525
MEMBERSHIP FEES	7,000	5,000	2,000	40.0%	7,034	5,520	4,805	6,556	5,462
INSURANCE	7,800	7,399	401	5.4%	7,220	6,385	6,383	6,618	6,407
MANDATORY DENTAL ADMIN	8,000	8,000	0	0.0%	6,372	6,404	5,881	7,393	11,158
SPECIAL PROJECTS - SAMS	0		0		0			0	123,800
RECOVERABLE OTHER	0		0		(4,744)	(50)	(7,043)	(614)	(125)
RECOVERABLE - COUNTY - T	0		0		0			(6,375)	0
RECOVERABLE - COUNTY	0		0		0				(135,325)
DEPRECIATION	20,500	24,000	(3,500)	-14.6%	22,881	24,101	25,787	30,715	31,608
SURPLUS ADJ - DEPRECIATI	(20,500)	(24,000)	3,500	-14.6%	(22,881)	(24,101)	(25,787)	(30,715)	(31,608)
SURPLUS ADJ - CAPITAL	0		0		9,487	0	18,943	29,039	30,704
OW ADMIN	703,487	664,357	39,130	5.9%	648,893	654,267	700,975	706,020	719,827

**COUNTY OF RENFREW
2021 BUDGET
Ontario Works (COA/OW Consolidated)**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
SALARIES	1,040,678	1,022,273	18,405	1.8%	987,067	951,731	971,450	904,121	902,036
BENEFITS	301,850	294,648	7,202	2.4%	254,646	252,363	260,616	226,824	211,168
TRAVEL	5,000	10,000	(5,000)	-50.0%	15,816	17,645	17,213	19,027	16,406
HEALTH & SAFETY	750	750	0	0.0%	620	1,191	152	1,388	0
OFFICE SUPPLIES	25,000	20,000	5,000	25.0%	26,959	37,307	34,791	28,478	35,353
PHOTOCOPY EXP	2,200	2,200	0	0.0%	1,835	1,693	2,007	1,855	930
POSTAGE	25,000	25,000	0	0.0%	23,753	25,048	28,762	26,835	26,056
CELL TELEPHONE/PAGER	7,000	7,000	0	0.0%	6,828	6,182	2,514	1,774	2,010
TELEPHONE	20,000	20,000	0	0.0%	20,247	19,722	20,612	20,225	19,795
Computer Supplies/Expense	0	4,250	(4,250)	-100.0%	2,385	0			
OFFICE EQUIPMENT/MAINTENANCE	8,000	12,000	(4,000)	-33.3%	1,413	13,543	15,314	5,670	4,833
LEASE	79,946	152,446	(72,500)	-47.6%	145,956	145,187	142,076	138,040	134,246
LEASE - Internal	72,500	0	72,500		0				
RENOVATIONS	150,000	300,000	(150,000)	-50.0%	0	0	0	4,179	0
RECOVERIES - PROV			0		0		0		0
O/S RECOVERABLE	0	0	0		(5,876)	(14,757)	(16,454)	(21,565)	(7,824)
O.W. PEMBROKE SITE	1,737,924	1,870,567	(132,643)	-7.1%	1,481,649	1,456,855	1,479,053	1,356,851	1,345,009
SALARIES	528,338	521,549	6,789	1.3%	488,658	454,135	455,812	446,816	420,909
BENEFITS	150,814	147,577	3,237	2.2%	116,287	119,065	123,340	104,638	96,406
TRAVEL	3,000	5,000	(2,000)	-40.0%	7,331	9,431	8,089	5,414	6,458
HEALTH & SAFETY	750	750	0	0.0%	499	31	447	604	0
OFFICE SUPP.	7,000	5,000	2,000	40.0%	8,995	5,937	5,271	3,313	7,982
Computer Supplies/Expense	0	2,125	(2,125)	-100.0%	1,391	0			
PHOTOCOPY EXP	600	600	0	0.0%	756	457	487	571	720
POSTAGE	11,000	11,000	0	0.0%	11,195	11,830	4,172	12,659	12,471
CELL TELEPHONE/PAGER	4,000	4,000	0	0.0%	3,965	3,383	1,040	626	722
TELEPHONE	7,000	7,000	0	0.0%	4,995	4,983	5,790	6,093	9,529
RENOVATIONS	0		0		0	19,781		7,693	0
OFFICE EQUIP/MAINT	0		0		0	691	901	9,028	3,437
Lease - Internal	135,225	134,137	1,088	0.8%	128,738	125,598	122,534	119,162	115,691
Lease - Internal - Capital Repay	0	0	0		300,000	0			
LEASE - External	0		0			0			0
O/S RECOVERABLE	0		0						
O.W. RENFREW	847,727	838,738	8,989	1.1%	1,072,810	755,322	727,883	716,617	674,325

**COUNTY OF RENFREW
2021 BUDGET
Ontario Works (COA/OW Consolidated)**

	<u>2021</u>	<u>2020</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>
	<u>Budget</u>	<u>Budget</u>			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
SALARIES	273,374	269,334	4,040	1.5%	255,017	222,367	253,187	379,713	306,572
BENEFITS	67,699	67,678	21	0.0%	60,018	57,241	73,303	97,117	72,392
TRAVEL	2,000	5,000	(3,000)	-60.0%	3,615	3,096	4,819	8,588	7,733
HEALTH & SAFETY	400	400	0	0.0%	0	0	15	1,316	0
OFFICE SUPP.	3,000	3,000	0	0.0%	1,987	2,170	5,532	4,759	5,419
Computer Supplies/Expense	0	910	(910)	-100.0%	795	0			
PHOTOCOPY EXP	600	600	0	0.0%	444	429	498	516	426
POSTAGE	4,000	6,000	(2,000)	-33.3%	5,873	5,578	5,962	6,960	6,033
CELL TELEPHONE/PAGER	2,000	2,000	0	0.0%	1,680	1,680	633	632	678
RENOVATIONS	0		0		0	0	1,417		1,170
TELEPHONE	8,000	7,500	500	6.7%	8,378	9,129	8,060	7,779	4,069
EQUIPMENT/FURNITURE			0		0				0
Lease - Internal	57,785	59,230	(1,445)	-2.4%	53,493	54,669	55,411	53,348	49,913
LEASE - External	5,100	5,100	0	0.0%	5,100	5,100	5,100	5,100	5,100
O.W. ARNPRIOR	423,958	426,752	(2,794)	-0.7%	396,400	361,459	413,937	565,828	459,505
OW Employment Program Cost	400,000	410,000	(10,000)	-2.4%	352,243	433,250	446,115	531,534	368,980
COMMUNITY PARTICIPATION EXP			0						
JOB PLACEMENT FEES			0					9,602	3,000
LEAP SUPPORTS			0						
SURPLUS ADJ - TRANSFER TO RESERVE			0						
LEAP INCENTIVES	2,000	2,000	0	0.0%	1,500	2,500	500	500	500
O.W. - PROGRAM COSTS	402,000	412,000	(10,000)	-2.4%	353,743	435,750	446,615	541,636	372,480
TRANSITION ALLOCATION		0	0			0	0	0	
OW Program Administration -	4,140,096	4,242,415	(102,319)	-2.4%	3,981,759	3,706,609	3,796,584	3,924,699	3,583,820
PROV REVENUE 100%			0				0	0	(11,525)
PROV - SDIP Renov 50%	0	(150,000)	150,000				0	0	0
RECOVERY PEMBROKE	(451,252)	(486,385)	35,133	-7.2%	(405,175)	(367,432)	(366,873)	(393,406)	(321,949)
SURPLUS ADJ - TRF FROM RESERVE			0					0	(6,602)
PROV UPLOAD FUNDING	(1,106,400)	(1,061,900)	(44,500)	4.2%	(1,106,400)	(1,061,900)	(1,013,100)	(926,500)	(868,275)
PROV REVENUE 50%	(1,300,100)	(1,322,355)	22,255	-1.7%	(1,437,680)	(1,322,355)	(1,377,150)	(1,470,576)	(1,249,261)
PROV REVENUE 100%			0	0.0%					(123,800)
Recoveries	(2,857,752)	(3,020,640)	162,888	-5.4%	(2,949,255)	(2,751,687)	(2,757,123)	(2,790,482)	(2,581,412)
OW Program Administration -	1,282,344	1,221,775	60,569	5.0%	1,032,504	954,922	1,039,461	1,134,217	1,002,408

**COUNTY OF RENFREW
2021 BUDGET
Ontario Works - Benefits**

	<u>2021</u> <u>Budget</u>	<u>2020</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019</u> <u>Actual</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>
SOCIAL ASSISTANCE	12,115,000	12,115,000	0	0.0%	11,176,853	11,873,439	11,462,930	10,339,049	10,168,438
SOCIAL ASSISTANCE - RECOVERIES	(315,000)	(315,000)	0	0.0%	(295,155)	(302,925)	(301,205)	(423,706)	(428,345)
SPECIAL ASSISTANCE - HEALTH	275,000	225,000	50,000	22.2%	182,350	213,549	217,457	218,771	201,376
SPECIAL ASSISTANCE - NON HEALTH	10,000	10,000	0	0.0%	1,316	5,242	8,048	3,488	5,966
FUNERALS & BURIALS	160,000	160,000	0	0.0%	190,398	151,174	121,457	149,428	149,344
FUNERALS 100% MUNIC.	32,000	32,000	0	0.0%	3,078	0	4,000	9,568	7,970
TRANSITION CHILD BENEFIT	100,000	66,000	34,000	51.5%	24,322	39,546	33,892	42,828	48,845
Mandatory Special Necessities	450,000	550,000	(100,000)	-18.2%	439,818	522,664	496,506	301,508	220,828
CHILDREN'S DENTAL	0	0	0		0	0	0	13,004	83,197
SOCIAL ASSISTANCE BENEFITS	12,827,000	12,843,000	(16,000)	-0.1%	11,722,980	12,502,689	12,043,085	10,653,938	10,457,618
CITY OF PEMBROKE REVENUE- SA BENEFIT	(8,330)	(8,600)	270	-3.1%	(868)	233	(87,662)	(159,449)	(219,155)
PROVINCIAL CHILD BENEFIT REV		0	0				(33,366)	(55,832)	(74,883)
PROVINCIAL SA SUBSIDY	(12,795,000)	(12,811,000)	16,000	-0.1%	(11,719,902)	(12,503,555)	(11,673,917)	(9,979,081)	(9,482,470)
Social Assistance - Recoveries	(12,803,330)	(12,819,600)	16,270	-0.1%	(11,720,770)	(12,503,322)	(11,794,945)	(10,194,362)	(9,776,508)
Social Assistance Benefit - Totals	23,670	23,400	270	1.2%	2,210	(633)	248,140	459,576	681,110

**Renfrew County Housing Corporation
2021 BUDGET**

	2021 Opeongo	2021 BUDGET	2020 BUDGET	Variance \$	Variance %	2019 Actual	2018 Actual	2017 Actual	2016 Actual	2015 Actual
Gain / (Loss) on Disposal of Assets		0	0	0		(54,850)	(17,434)	6,586	(34,658)	(5,180)
Interest on Investments		42,000	54,000	(12,000)	-22.2%	68,783	40,618	22,793	24,694	46,230
Miscellaneous Revenue	1,615	72,215	81,579	(9,364)	-11.5%	125,545	69,295	85,081	85,544	87,610
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		681,990	829,150	(147,160)	-17.7%	1,010,047	1,009,834	1,114,413	1,114,413	1,132,144
Surplus Adjustment - From Reserves	85,000	1,776,450	60,000	1,716,450	2860.8%	118,368	9,350	116,593	540,446	1,845,145
Tenant Revenue	213,511	4,672,989	4,573,930	99,059	2.2%	4,519,355	4,195,368	4,026,506	4,015,478	3,778,274
County Transfer - Base		5,419,451	5,358,897	60,554	1.1%	5,261,499	5,219,437	4,952,707	5,169,882	4,621,696
County Transfer - Capital		0	1,653,062	(1,653,062)	-100.0%	1,016,336	654,683	687,161	0	
County Transfer - CHPI		1,375,228	1,375,228	0	0.0%	795,751	882,763	935,205	556,010	969,414
County Transfer - CHPI Admin		72,380	72,380	0	0.0%	125,641	121,475	102,794	88,750	110,108
County Transfer - COCHI		429,304	246,643	182,661	74.1%	0				
County Transfer - COCHI Admin		22,595	12,981	9,614	74.1%	0				
County Transfer - OPHI		626,335	402,325	224,010	55.7%	26,421				
County Transfer - OPHI Admin		32,965	21,175	11,790	55.7%	0				
County Transfer - Asset Mgt		0	0	0		0	0	0	0	6,331
County Transfer - IAH		0	108,000	(108,000)	-100.0%	771,364	418,127	672,571	232,257	296,184
County Transfer - IAH Admin		0	0	0		32,189	53,023			
County Transfer - SHIP		0	0	0		0	61,565	1,022,056		
County Transfer - SIF		0	0	0		249,355	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
Total Revenues	300,126	15,363,988	14,989,436	374,552	2.5%	14,205,890	13,244,415	14,305,239	12,041,193	14,749,222

**Renfrew County Housing Corporation
2021 BUDGET**

	2021 <u>Opeongo</u>	2021 <u>BUDGET</u>	2020 <u>BUDGET</u>	<u>Variance \$</u>	<u>Variance %</u>	2019 <u>Actual</u>	2018 <u>Actual</u>	2017 <u>Actual</u>	2016 <u>Actual</u>	2015 <u>Actual</u>
Salaries		1,876,401	1,905,556	(29,155)	-1.5%	1,843,655	1,791,822	1,778,554	1,769,964	1,708,889
Benefits		456,808	467,800	(10,992)	-2.3%	393,382	390,475	404,520	404,456	304,810
Administration	15,385	1,304,188	1,224,176	80,012	6.5%	1,128,696	1,075,915	1,123,556	1,117,413	965,563
Building - Heat, Light & Power	1,950	967,995	926,582	41,413	4.5%	906,342	898,943	992,932	1,173,086	1,070,233
Building - Repairs & Maintenance	14,961	441,206	426,245	14,961	3.5%	437,475	382,598	364,026	331,354	355,484
Building - Natural Gas	350	201,350	210,875	(9,525)	-4.5%	184,840	188,144	189,604	170,154	179,721
Building - Heating & Plumbing	3,786	129,386	137,742	(8,356)	-6.1%	96,195	82,027	102,953	103,014	99,681
Building - Taxes	67,103	1,743,695	1,674,219	69,476	4.1%	1,572,530	1,514,493	1,487,267	1,465,061	1,387,902
Building - Water	35,606	772,606	744,349	28,257	3.8%	718,505	668,136	669,998	653,065	616,986
Building - Elevator	-	66,500	66,300	200	0.3%	43,764	46,531	46,049	41,648	47,099
Building - Painting	6,243	240,891	234,637	6,254	2.7%	147,742	177,429	184,480	177,568	209,555
Building - Garbage Removal	1,356	76,656	75,316	1,340	1.8%	60,525	48,443	53,667	51,706	52,421
Building - Snow Removal	4,000	250,000	222,207	27,793	12.5%	232,579	161,908	171,833	130,430	109,400
Building - Grounds Keeping	3,256	69,056	60,000	9,056	15.1%	47,374	47,364	52,170	55,507	94,868
Building - Repairs - non TCA	19,413	798,499	839,136	(40,637)	-4.8%	582,017	761,816	497,016	604,383	1,136,810
Financial - Depreciation	141,647	1,256,647	1,193,647	63,000	5.3%	1,038,500	989,319	938,197	806,155	773,605
Financial - Rent Waiver	17,544	246,842	226,925	19,917	8.8%	239,880	229,534	210,054	270,162	303,467
Financial - Mortgage Interest	8,862	717,624	887,074	(169,450)	-19.1%	1,048,272	1,063,900	1,182,856	1,190,056	1,214,727
Financial - Rent Supplement		290,761	290,761	0	0.0%	225,960	233,885	248,611	285,543	284,381
Financial - Rent Supplement - Strong Communities		140,086	140,086	0	0.0%	137,653	133,912	151,064	167,182	174,474
Financial - CHPI		1,375,228	1,375,228	0	0.0%	795,751	882,763	935,205	556,010	969,414
Financial - Can Ont Community Housing Initiative		429,304	246,643	182,661	74.1%	0				
Financial - Ontario Priorities Housing Initiative		626,335	402,325	224,010	55.7%	26,421				
Financial - Asset Management		0	0	0		0	0	0	0	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		66,550	114,300	250,910	0	
Financial - IAH/SIF Ontario Renovates		0	36,000	(36,000)	-100.0%	873,699	510,827	344,533	167,098	229,115
Financial - IAH HADD		0	72,000	(72,000)	-100.0%	66,000	43,000	23,750	12,000	750
Surplus Adjustment - To Reserves		0	0	0		0	0	44,571	43,749	47,482
Surplus Adjustment - TCA Capital	85,000	1,776,450	1,713,062	63,388	3.7%	1,134,704	732,158	1,275,902	830,547	2,957,135
Surplus Adjustment - Depreciation	(141,647)	(1,256,647)	(1,193,647)	(63,000)	5.3%	(1,038,500)	(989,319)	(938,197)	(806,155)	(773,605)
Surplus Adjustment - Principal	156,018	366,121	384,192	(18,071)	-4.7%	238,572	227,176	217,327	210,117	203,213
Total Expenditures	440,833	15,363,988	14,989,436	374,552	2.5%	13,249,083	12,535,427	13,792,952	12,073,449	14,730,237
Municipal Surplus / (Deficit)	(140,707)	0	(0)	0	-100.0%	956,807	708,988	512,287	(32,256)	18,985

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>									
	<u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
MEMBERS OF COUNCIL	(100,000)	618,295	611,093	7,202	1.2%	499,919	430,040	437,121	408,209	358,891
GENERAL - ADMINISTRATION	0	930,565	912,775	17,790	1.9%	745,237	789,887	717,617	811,130	775,138
INFORMATION TECHNOLOGY	0	465,820	459,507	6,313	1.4%	391,499	400,595	391,747	409,116	429,242
HUMAN RESOURCES DEPARTMENT	0	247,767	242,024	5,743	2.4%	196,074	254,604	220,880	216,895	192,216
EXPO 150	0	0	0	0		0	0	0	0	0
PUBLICITY/PUBLIC RELATIONS SERVICE	0	15,000	15,000	0	0.0%	14,518	14,517	9,958	11,794	12,502
AGRICULTURE & REFORESTATION	0	20,000	20,000	0	0.0%	14,580	15,619	12,674	21,784	12,487
PROVINCIAL OFFENCES ADMINISTRATION	0	(546,849)	(560,265)	13,416	-2.4%	(540,040)	(708,163)	(516,336)	(631,405)	(815,228)
MPAC	0	1,545,566	1,555,448	(9,882)	-0.6%	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289
FINANCIAL EXPENSE	100,000	19,428,997	9,808,279	9,620,718	98.1%	10,291,749	8,549,662	7,888,038	6,234,643	5,514,311
Finance & Administration Committee	0	22,725,161	13,063,861	9,661,300	74.0%	13,163,478	11,288,902	10,689,419	9,007,552	7,993,848

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u> <u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
MEMBERS OF COUNCIL	(100,000)	618,295	611,093	7,202	1.2%	499,919	430,040	437,121	408,209	358,891
Ad Hoc Per Diem Payments		28,835	28,835	(0)	0.0%	26,244	21,491	20,489	20,209	17,935
AMO Board of Directors		10,000	10,000	0	0.0%	14,402	4,386	8,517	2,824	13,955
Computer Supplies		5,000	5,000	0	0.0%	5,480	3,900	3,234	3,717	188
Council Benefits - EHC/Dental	(50,000)	60,000	60,000	0	0.0%	47,594	66,043	60,639	52,586	35,806
Council Conventions		62,400	62,400	0	0.0%	36,958	45,798	44,207	37,112	22,947
Council CPP,Employer Health Tax		18,000	16,000	2,000	12.5%	18,287	11,829	11,698	11,729	10,990
Council Group Insurance		5,500	5,500	0	0.0%	4,896	4,896	5,304	5,896	5,896
Council Hospitality		20,000	20,000	0	0.0%	23,411	17,745	20,767	21,804	17,930
Council Liability Insurance		8,588	8,150	438	5.4%	8,147	7,703	7,703	7,812	7,662
Council Mileage	(22,000)	42,000	42,000	0	0.0%	42,146	37,853	35,822	40,321	40,627
FCM Board of Directors		10,000	10,000	0	0.0%	13,289	8,207	7,991	4,642	5,537
Legal - Integrity Commissioner		2,000	2,000	0	0.0%	8,846	3,297	7,575		
Office Expenses		5,000	5,000	0	0.0%	6,010	9,397	6,337	7,870	3,681
Recoveries - County	(59,400)	(59,400)	(59,400)	0	0.0%	(71,327)	(56,086)	(55,228)	(57,383)	(54,916)
Recoveries - Outside		0	0	0		(17,429)	(61)	(461)	(1,731)	(150)
Salary - Council		247,441	243,784	3,657	1.5%	236,732	172,822	169,520	166,008	169,179
Salary & Ad Hoc - Warden		74,931	73,824	1,108	1.5%	73,206	64,163	63,624	67,019	55,000
Advocacy / Delegations	(25,000)	65,000	65,000	0	0.0%	14,576	1,065	12,214		
Warden Banquet	(3,000)	3,000	3,000	0	0.0%	0	0	0	4,205	
Warden Expenses		10,000	10,000	0	0.0%	8,451	5,592	7,169	13,569	6,624
GENERAL - ADMINISTRATION	0	930,565	912,775	17,790	1.9%	745,237	789,887	717,617	811,130	775,138
Bank Charges - Moneris		1,400	1,300	100	7.7%	1,437	1,547	1,207	1,448	1,065
Computer Expense		38,000	38,000	0	0.0%	35,130	31,266	43,960	24,346	25,062
Conferences & Conventions		4,000	4,000	0	0.0%	2,769	2,844	3,131	2,259	1,342
Depreciation		1,700	3,000	(1,300)	-43.3%	2,308	4,345	6,328	5,647	5,084
Employee Benefits		314,473	290,075	24,398	8.4%	220,838	227,635	245,188	264,887	251,215
General Legal & Audit		28,000	26,000	2,000	7.7%	28,525	22,218	22,429	23,291	27,696
Membership Fees		29,784	29,784	0	0.0%	28,673	28,817	27,852	27,319	27,404
Office Expense		26,000	26,000	0	0.0%	24,021	24,885	15,942	20,304	21,831
Professional Development - Department Staff		5,000	5,000	0	0.0%	8,212	932	284	496	1,518
Professional Development - Mgt Team		0	0	0		19,073	0	0	0	3,551
Recovery - Other Departments	(781,973)	(781,973)	(676,575)	(105,398)	15.6%	(624,284)	(551,159)	(570,791)	(591,617)	(580,565)
Recovery - Outside	(500)	(500)	(500)	0	0.0%	(55)	(170)	(53)	(1,567)	(358)
Recruitment		-	3,000	(3,000)	-100.0%	1,217	44,843	554	0	
Salaries		1,189,881	1,090,191	99,690	9.1%	942,625	923,354	902,806	997,619	968,098
Special Projects - Strategic Plan		30,000	30,000	0	0.0%	15,293	-			
Special Projects - EOWC		19,500	19,500	0	0.0%	12,153	14,117	9,594	12,260	12,938
Surplus Adjustment - Capital		0	0	0		0	0	0	16,422	
Surplus Adjustment - Trf From Reserves		0	0	0		0	0	0	0	
Surplus Adjustment - Depreciation		(1,700)	(3,000)	1,300	-43.3%	(2,308)	(4,345)	(6,328)	(5,647)	(5,084)
Telephone		5,000	5,000	0	0.0%	4,878	5,211	5,428	4,702	5,688
Travel		22,000	22,000	0	0.0%	24,732	13,547	10,086	8,961	8,653

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u> <u>Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>INFORMATION TECHNOLOGY</u>	<u>0</u>	<u>465,820</u>	<u>459,507</u>	<u>6,313</u>	<u>1.4%</u>	<u>391,499</u>	<u>400,595</u>	<u>391,747</u>	<u>409,116</u>	<u>429,242</u>
Annual Software Maintenance Fees		100,150	100,000	150	0.2%	69,385	68,550	54,472	62,714	61,371
Benefits		133,060	128,395	4,665	3.6%	118,207	117,082	117,406	115,318	108,874
Communication Fees		29,896	24,700	5,196	21.0%	20,862	10,084	15,587	20,673	20,828
Computer Technology Supplies		5,000	10,000	(5,000)	-50.0%	1,754	9,674	8,143	10,048	6,930
Corporate Software		2,000	3,800	(1,800)	-47.4%	5,466	8,748	2,909	6,918	15,244
Depreciation		35,000	32,000	3,000	9.4%	30,976	36,192	37,202	38,477	30,213
Office Expense		1,100	1,100	0	0.0%	1,356	2,350	2,363	4,470	2,306
Professional Development		5,950	5,950	0	0.0%	453	2,993	6,245	3,930	4,558
Purchased Services		10,000	10,000	0	0.0%	0	0	4,350	7,957	5,368
Recoveries - County		(331,819)	(325,509)	(6,310)	1.9%	(319,266)	(313,787)	(308,481)	(300,821)	(292,608)
Recoveries - Outside		0	(2,000)	2,000	-100.0%	(1,050)	(1,861)	(1,190)	(3,726)	(2,625)
Salaries		493,022	485,771	7,251	1.5%	476,619	463,158	451,017	444,437	428,941
Surplus Adjustment - Capital		34,400	87,000	(52,600)	-60.5%	39,018	16,619	35,434	18,336	94,053
Surplus Adjustment - Depreciation		(35,000)	(32,000)	(3,000)	9.4%	(30,976)	(36,192)	(37,202)	(38,477)	(30,213)
Surplus Adjustment - Trf From Reserves		(34,400)	(87,000)	52,600	-60.5%	(39,018)	0	(14,307)	0	(42,347)
Telephone Costs		5,300	5,300	0	0.0%	5,552	6,783	7,188	6,836	5,518
Travel		12,161	12,000	161	1.3%	12,161	10,202	10,611	12,026	12,831
<u>HUMAN RESOURCES DEPARTMENT</u>	<u>0</u>	<u>247,767</u>	<u>242,024</u>	<u>5,743</u>	<u>2.4%</u>	<u>196,074</u>	<u>254,604</u>	<u>220,880</u>	<u>216,895</u>	<u>192,216</u>
Benefits		113,955	125,544	(11,589)	-9.2%	115,908	131,181	122,270	119,179	108,054
Capital Under Threshold		0	0	0	0.0%	0	0	0	3,435	4,493
Conference & Convention		4,000	4,000	0	0.0%	1,514	3,084	819	2,403	
Depreciation		500	500	0	0.0%	461	461	461	462	461
Expenses Recoverable From Others		10,000	10,000	0	0.0%	29,950	17,167	18,515	14,968	37,158
Legal Fees		60,000	10,000	50,000	500.0%	4,357	5,468	15,198	11,962	12,477
Membership Fees		3,000	3,000	0	0.0%	3,666	3,267	2,959	1,224	1,791
Office Expense		33,000	33,000	0	0.0%	25,118	35,521	35,341	32,685	28,301
Professional Development		5,000	5,000	0	0.0%	5,531	6,229	6,898	8,384	8,849
Purchased Services		109,864	99,000	10,864	11.0%	90,368	105,030	99,656	69,539	53,751
Recovery - County Departments		(528,299)	(525,623)	(2,676)	0.5%	(513,221)	(568,084)	(558,868)	(549,201)	(537,438)
Recovery - Federal		0	(1,000)	1,000	-100.0%	0	0	0	(1,577)	
Recovery - Outside Agencies		(32,000)	(32,000)	0	0.0%	(57,924)	(35,691)	(37,664)	(29,433)	(46,526)
Recruitment		5,000	5,000	0	0.0%	535	686	3,526	701	1,834
Salaries		444,747	492,103	(47,356)	-9.6%	472,861	523,067	487,503	510,949	499,653
Surplus Adjustment - Capital		0	0	0	0.0%	0	0	0	0	0
Surplus Adjustment - Depreciation		0	(500)	500	-100.0%	(461)	(461)	(461)	(462)	(461)
Travel		19,000	19,000	0	0.0%	17,411	27,679	24,727	21,677	19,819
<u>EXPO 150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Special Projects		0	0	0	0.0%	0	0	0	5,500	5,500
Surplus Adjustment - Trf From Reserves		0	0	0	0.0%	0	0	0	(5,500)	(5,500)
<u>PUBLICITY/PUBLIC RELATIONS SERVICE</u>	<u>0</u>	<u>15,000</u>	<u>15,000</u>	<u>0</u>	<u>0.0%</u>	<u>14,518</u>	<u>14,517</u>	<u>9,958</u>	<u>11,794</u>	<u>12,502</u>
Publicity/Public Relations Service		15,000	15,000	0	0.0%	14,518	14,517	9,958	11,794	12,622
Recoveries		0	0	0	0.0%	0	0	0	0	(120)
<u>AGRICULTURE & REFORESTATION</u>	<u>0</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.0%</u>	<u>14,580</u>	<u>15,619</u>	<u>12,674</u>	<u>21,784</u>	<u>12,487</u>
Reforestation - Grants in Lieu		15,000	15,000	0	0.0%	13,060	14,099	11,154	18,419	11,835
Forest Fire Protection		5,000	5,000	0	0.0%	1,520	1,520	1,520	3,365	652

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget Pressure</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>PROVINCIAL OFFENCES ADMINISTRATION</u>	0	(546,849)	(560,265)	13,416	-2.4%	(540,040)	(708,163)	(516,336)	(631,405)	(815,228)
Adjudication		80,850	80,850	0	0.0%	66,852	81,966	80,544	71,990	63,116
Admin Charges		52,749	49,492	3,257	6.6%	38,810	39,075	42,484	47,738	46,577
Bank Charges (Visa/Mastercard)		26,000	26,000	0	0.0%	24,596	26,233	22,749	25,175	23,494
Benefits		84,298	78,991	5,307	6.7%	65,160	73,271	79,831	78,496	74,865
Certificates of Offence		10,000	10,000	0	0.0%	4,139	1,349	5,545	5,849	3,048
City of Pembroke - Share of Net Revenue		78,406	80,477	(2,071)	-2.6%	77,572	101,721	76,268	93,265	120,418
Collection Costs		40,000	40,000	0	0.0%	36,544	16,684	25,655	23,121	12,714
Computer & Technology		16,075	15,000	1,075	7.2%	17,087	7,427	12,124	13,267	7,551
Conventions		2,300	3,150	(850)	-27.0%	499	1,281	2,798	1,652	1,462
Court Transcripts		3,000	3,000	0	0.0%	232	850	4,280	922	2,857
Depreciation		6,500	6,500	0	0.0%	6,399	9,278	6,865	3,894	6,045
ICON Charges		25,350	25,350	0	0.0%	19,502	23,967	20,186	22,041	25,046
Interpreter Fees		3,000	3,000	0	0.0%	2,698	1,606	2,456	3,220	2,149
IT Charges		18,047	17,704	343	1.9%	17,364	17,066	16,777	16,362	15,916
Lease Costs		102,000	102,000	0	0.0%	102,517	101,978	100,142	97,018	94,520
Legal Costs		1,000	1,000	0	0.0%	21,296	1,018	830	1,323	1,697
Miscellaneous		1,500	1,000	500	50.0%	396	282	364	728	449
Monitoring / Enforcement Fees		7,776	8,200	(424)	-5.2%	7,776	7,776	7,780	7,780	4,056
Office Equipment / Furniture		2,100	2,000	100	5.0%	1,623	1,708	6,396	8,468	1,729
Office Supplies		6,500	6,500	0	0.0%	6,181	5,754	6,598	7,239	6,333
Part III Prosecution		16,500	16,500	0	0.0%	9,171	14,504	17,456	12,147	13,614
Postage		6,800	6,800	0	0.0%	5,577	5,741	5,241	4,665	4,179
Purchase of Service - Notice of Fines		4,000	4,000	0	0.0%	3,544	4,195	3,738	4,117	4,452
Purchase of Service - Prosecution		43,800	43,800	0	0.0%	32,608	2,946	5,034	877	
Recoveries - Other		0	0	0		(3,033)	(975)	(910)	(8,536)	(1,050)
Revenues - Fees and Charges		(1,510,000)	(1,500,000)	(10,000)	0.7%	(1,372,307)	(1,590,000)	(1,403,172)	(1,518,892)	(1,661,806)
Salaries		311,675	296,397	15,278	5.2%	258,877	329,065	307,041	311,903	298,164
Satellite Courtroom Costs		4,925	4,924	1	0.0%	3,469	3,297	3,297	3,472	3,536
Staff Training/Development		2,000	2,000	0	0.0%	190	900	2,373	1,836	2,294
Surplus Adjustment - Capital		23,000	0	23,000		0	0	16,094	18,820	
Surplus Adjustment - From Reserves		(23,000)	0	(23,000)						
Surplus Adjustment - Depreciation		(6,500)	(6,500)	0	0.0%	(6,399)	(9,278)	(6,865)	(3,894)	(6,045)
Telephone		7,000	6,100	900	14.8%	6,002	5,692	5,163	4,561	5,130
Travel		4,500	4,500	0	0.0%	4,836	5,134	6,520	7,275	7,440
Witness Fees		1,000	1,000	0	0.0%	182	326	1,982	696	822
<u>MPAC</u>	0	1,545,566	1,555,448	(9,882)	-0.6%	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289
Property Assessment		1,545,566	1,555,448	(9,882)	-0.6%	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289

**COUNTY OF RENFREW
2021 BUDGET
GENERAL REVENUE FUND**

	<u>2021 Budget</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
	<u>Pressure</u>									
FINANCIAL EXPENSE	100,000	19,428,997	9,808,279	9,620,718	98.1%	10,291,749	8,549,662	7,888,038	6,234,643	5,514,311
Capping Costs (ends 2020)			0	0		0	59	815	(3,579)	6,559
County Share - Taxes Written Off		300,000	300,000	0	0.0%	198,042	178,223	322,416	278,781	228,449
Provision for Unallocated Funds		300,000	300,000	0	0.0%	850	25,198	198,333	26,681	12,614
Insurance Increase - 2021	100,000	0	0	0						
OW Sick Leave Liability		0	0	0		0	0		(229,482)	229,482
Post Employment Expenses - Reg 284/09		1,165,963	1,165,963	0	0.0%	0	0		0	
Post Employment Expenses (Contra)		(1,165,963)	(1,165,963)	0	0.0%	0	0		0	
EOWC Cell Project		0	0	0		905,996	40,000			
Claybank Debt Interest (2028)		87,160	97,739	(10,579)	-10.8%	105,729	81,130			
Surplus Adj-Principal-Claybank Bridge (2028)		351,407	340,827	10,580	3.1%	330,569	161,534			
Madawaska Debt Interest (2030)		163,500	0	163,500						
Surplus Adj-Principal-Madawaska Bridge (\$5.2 m-2030)		475,406	0	475,406						
Surplus Adjustment - Trf to Gas Tax Reserve		2,793,217	2,671,773	121,444	4.5%	2,126,252	2,756,191	2,677,485	2,630,909	2,505,628
Surplus Adjustment - Trf to TCA Renewal Reserve		5,828,066	5,722,940	105,126	1.8%	5,226,854	4,786,809	4,168,552	3,013,946	1,971,617
Surplus Adjustment - Trf to PW Capital Reserve		8,586,092	0	8,586,092						
Surplus Adjustment - SDIP Saving - Trf to TCA Resv		169,149	0	169,149						
Surplus Adjustment - Trf to Cannabis/Modernization Reserve		0	0			881,321				
Surplus Adjustment - Trf to WSIB Sched 2 Reserve		0	0	0		0	0	0	0	21,510
Surplus Adjustment - Trf to Building Reserve (FIT)		0	0	0		123,767	123,767	123,767	123,767	123,767
Surplus Adj. Unfinanced Cap (Centennial Lake Bridge 2023)		375,000	375,000	0	0.0%	375,000	375,000	375,000	375,000	375,000
Vacant Building Rebates (ends 2018)		0	0	0		17,369	21,751	21,670	18,620	39,685

County of Renfrew
 Schedule of Reserves
 2021 BUDGET

		Audited Balance 31-Dec-19	2020 Budget Reserve Changes	Known Adjustments In 2020	Estimated Balance 31-Dec-20	Prop-Pembroke	Property-RCP	Property - Base	Prop- Arnprior	IT	POA	Trails	PW	OPP	Transfers To	Transfers From	SDIP	Net Change	Estimated Balance 31-Dec-21	Capital Reserve	Shared provicit:
Child Care	Child Care	0			0													0	0		s
Child Care	Mitigation	1,510,335			1,510,335													0	1,510,335		s
Ec Dev	RED	35,000			35,000													0	35,000		
Trail	Algonquin Trail	14,125			14,125													0	14,125		
General	Building Reserve	2,953,061	(159,799)		2,793,262		(73,147)	150,009	83,375									160,237	2,953,499		c
General	Development Reserve	8,641			8,641													0	8,641		c
General	Federal Gas Tax Reserve	0	(3,157,523)	3,157,523 a	0							(2,793,217)		2,793,217				0	0		
General	Insurance	150,000			150,000													0	150,000		
General	Reforestation Reserve	141,239	2,294		143,533										8,529	(14,100)		(5,571)	137,962		s
General	OPP Bldg	705,487	65,305		770,792										65,305			65,305	836,097		c
General	Sick leave	69,458			69,458													0	69,458		
General	TCA Renewal Reserve	16,199,109	(3,853,076)	2,000,000 b	14,346,033	(2,110,000)				(34,400)	(23,000)	(7,420,649)		5,828,066		169,149	(3,590,834)	10,755,199		c	
General	Working Capital	13,648,343	(68,422)	217,000 cg	13,796,921							(34,000)	(170,000)					(204,000)	13,592,921		c
General	WSIB Sched 2	621,547			621,547													0	621,547		
General	Cannabis Reserve	156,321			156,321													0	156,321		
General	Provincial Modernization	725,000	(725,000)		0													0	0		c
Housing	Non Profit Capital	116,222			116,222													0	116,222		s
Housing	Severance	195,849			195,849													0	195,849		s
Paramedic	Infrastructure	1,595,784	180,000		1,775,784										1,121,000	(1,490,000)		(369,000)	1,406,784		c
Paramedic	Severance	1,378,862			1,378,862													0	1,378,862		s
Paramedic	WSIB Sched 2	0			0													0	0		s
Public Works	Capital	195,255			195,255							(8,781,347)			8,586,092			(195,255)	0		c
Public Works	Winter Control	0			0													0	0		c
Social Service	Fiscal Pressure	334,549			334,549													0	334,549		s
County Of Renfrew		40,754,187	(7,716,221)	5,374,523	38,412,489	(2,110,000)	(73,147)	150,009	83,375	(34,400)	(23,000)	(34,000)	(19,165,213)	0	18,402,209	(1,504,100)	169,149	(4,139,118)	34,273,371		
BM	WSIB Sched 2	447,720	49,024		496,744										49,024			49,024	545,768		s
BM	Butterfly	125,000	24,318		149,318													0	149,318		c
BM	Unallocated	1,872,769	(755,000)	310,000 d	1,427,769											(1,151,000)		(1,151,000)	276,769		c
BM	LTC CMI Stabilization	248,242			248,242													0	248,242		s
BM	Equip	100,000			100,000													0	100,000		c
Bonnechere Manor		2,793,731	(681,658)	310,000	2,422,073	0	0	0	0	0	0	0	0	0	49,024	(1,151,000)	0	(1,101,976)	1,320,097		
ML	Butterfly	125,000	34,419		159,419													0	159,419		c
ML	WSIB Sched 2	228,442			228,442													0	228,442		s
ML	Unallocated	864,758	(626,615)	25,000 d	263,143											(345,000)		(345,000)	(81,857)		c
ML	Equip	38,782			38,782													0	38,782		c
ML	Sick leave	186,402			186,402													0	186,402		s
Miramichi Lodge		1,443,384	(592,196)	25,000	876,188	0	0	0	0	0	0	0	0	0	0	(345,000)	0	(345,000)	531,188		
Opeongo	Capital	0		500,000 e	500,000													0	500,000		c
RCHC	Capital	2,225,626	(60,000)	60,000 f	2,225,626											(1,776,450)		(1,776,450)	449,176		c
RCHC	AHP Reserve	0			0													0	0		s
RCHC	AHP Admin Reserve	0			0													0	0		s
RCHC	Home Ownership	0			0													0	0		s
RCHC	Working Capital	50,000			50,000													0	50,000		c
RCHC	WSIB Sched 2	148,483			148,483													0	148,483		s
Renfrew County Housing Corp		2,424,109	(60,000)	560,000	2,924,109	0	0	0	0	0	0	0	0	0	0	(1,776,450)	0	(1,776,450)	1,147,659		
Total Surplus Adjustment		47,415,411	(9,050,075)	6,269,523	44,634,859	(2,110,000)	(73,147)	150,009	83,375	(34,400)	(23,000)	(34,000)	(19,165,213)	0	18,451,233	(4,776,550)	169,149	(7,362,544)	37,272,315		
Capital Reserves Only		41,573,854	(5,941,576)	3,112,000	38,744,278	(2,110,000)	(73,147)	150,009	83,375	(34,400)	(23,000)	(34,000)	(16,371,996)	0	15,608,992	(4,776,550)	169,149	(7,411,568)	31,332,710		

County of Renfrew
2021 BUDGET

						Road 70	Sources of Financing								
						Culvert 75									
						Revised									
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Budget \$	Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax Res	Reserve	Reserves	Debt	Total
Bonnechere	Building	B2020 - Exterior Windows	exterior windows		M	40,000	40,000						40,000		40,000
Bonnechere	Building	B30 - Roofing	washed river stone over single EPDM roof membrane		M	222,000	222,000						222,000		222,000
Bonnechere	Building	D3031 - Chillers	Replacement of 25 yr old undersized A/C system		M	520,000	520,000						520,000		520,000
Bonnechere	Building	D3031 - Chillers	air handling units (carry over from 2020)		M		285,000						285,000		285,000
Bonnechere	Building	Architects Fees	Butterfly Bldg Re-design				25,000						25,000		25,000
Bonnechere	Building	D5010 - Electrical Service And Di	Replacement of existing Generator with new to handle full load of the bldg		M	500,000							-		0
Bonnechere	Building	Room Dividers	Improve IPAC Risks	12 resident rooms	M		39,600						39,600		39,600
Bonnechere	Equipment	Firewall	Replacement of existing Firewall - 5 year		M		19,400						19,400		19,400
Bonnechere Total							1,282,000	1,151,000	0	0	0	0	1,151,000	0	1,151,000
IT	Equipment	CAB - Firewall	Firewall (2) Redundant Including Intrusion, Virus Feature		M		19,400						19,400		19,400
IT	Equipment	CAB - Virtual Server	Supports 5 systems-(internet filter/Symantec/windows update/file-print/mail)		M		15,000						15,000		15,000
IT Total							0	34,400	0	0	0	0	34,400	0	34,400
Miramichi	Building	D1010 - Elevators & Lifts	12 special purpose lifts from 160 kg - 455 kg tempo		M	80,000	80,000						80,000		80,000
Miramichi	Building	D1010 - Elevators & Lifts	2 Hydraulic passenger elevators controllers /tank motor pump valves		L	123,000	123,000						123,000		123,000
Miramichi	Building	Architects Fees	Butterfly Bldg Re-design				25,000						25,000		25,000
Miramichi	Building	D3034 - Packaged Air Conditionir	Humidifiers		M	85,000	85,000						85,000		85,000
Miramichi	Building	E1042 - Laundry Room Equipmer	Commercial Laundry and Dry Cleaning equipment		L	12,000	12,000						12,000		12,000
Miramichi	Building	E1093 - Food Service Equipment	Brute steamer		L	20,000	20,000						20,000		20,000
Miramichi Total							320,000	345,000	0	0	0	0	345,000	0	345,000
Paramedic	Equipment	ATV-15-G497853	POLARIS 4X4 SIDE BY SIDE		M	30,000	30,000						30,000		30,000
Paramedic	Equipment	New Asset	Tire Change & Balancing Machine				15,000						15,000		15,000
Paramedic	Vehicles	AMBU-17-9738095	AMBULANCE DEMERS TYPE III		M	235,000	235,000						235,000		235,000
Paramedic	Vehicles	AMBU-17-9738598	AMBULANCE DEMERS TYPE II		E	235,000	235,000						235,000		235,000
Paramedic	Vehicles	AMBU-17-9738792	AMBULANCE DEMERS TYPE III		M	235,000	235,000						235,000		235,000
Paramedic	Vehicles	AMBU-17-9740290	AMBULANCE DEMERS TYPE III		H	235,000	235,000						235,000		235,000
Paramedic	Vehicles	AMBU-17-9741893	AMBULANCE DEMERS TYPE III		M	235,000	235,000						235,000		235,000
Paramedic	Vehicles	ERV-16-EA29256	Ford Expedition		E	90,000	90,000						90,000		90,000
Paramedic	Vehicles	ERV-16-EA54329	FORD F250		L	90,000	90,000						90,000		90,000
Paramedic	Vehicles	ERV-16-ERO7647	Ford Expedition		L	90,000	90,000						90,000		90,000
Paramedic Total							1,475,000	1,490,000	0	0	0	0	1,490,000	0	1,490,000
POA	Equipment	Server	CAMS server		M		6,500						6,500		6,500
POA	Equipment	Server	Primary Server		M		16,500						16,500		16,500
POA Total							0	23,000	0	0	0	0	23,000	0	23,000
Prop - Arn Base	Building	B30 - Roofing	Asphalt shingles.		M	15,000	15,000						15,000		15,000
Prop - Arn Base Total							15,000	15,000	0	0	0	0	15,000	0	15,000
Prop - CAB	Building	D5038 - Security Systems	software upgrades and new cameras		M	40,000	40,000						40,000		40,000
Prop - CAB	Building	E2010 - Fixed Furnishings	Archive Storage		L	70,000	70,000						70,000		70,000
Prop - CAB	Building	SDIP Completion	50% complete in 2020				2,000,000						2,000,000		2,000,000
Prop - CAB Total							110,000	2,110,000	0	0	0	0	2,110,000	0	2,110,000
Prop - RCP	Building	B2010 - Exterior Walls	Caulking around windows EFIS		L	50,000	50,000						50,000		50,000
Prop - RCP	Building	D5022 - Lighting Equipment	LED Lighting-Paramedic Base Garage		L	10,000	10,000						10,000		10,000
Prop - RCP	Equipment	D3041 - Air Distribution Systems	A/C Coil Repairs		M	12,000	12,000						12,000		12,000
Prop - RCP	Land Imp	G2020 - Parking Lots	Paved parking lots around the building.		L	50,000	50,000						50,000		50,000
Prop - RCP Total							122,000	122,000	0	0	0	0	122,000	0	122,000
PW	Bridges	B002	Bonnechere River Bridge	Bonnechere Rd	74.2	400,000	400,000						400,000		400,000
PW	Bridges	B005	Scollard Bridge	Pucker Street	38.47	40,000	40,000						40,000		40,000
PW	Bridges	B022	Indian River Bridge	Sandy Beach Rd	71	100,000	100,000						100,000		100,000
PW	Bridges	B057	Mount St. Patrick Bridge	Mount St Patrick Rd	41.03	60,000	60,000						60,000		60,000
PW	Bridges	B064	Pilgrim Road Bridge	Pilgrim Road	64.2	20,000	20,000						20,000		20,000
PW	Bridges	B202	Cameron Street Bridge				170,000						170,000		170,000
PW	Bridges	B095	Hyland Creek Bridge	Hyland Creek Road	64.4	200,000	200,000						200,000		200,000
PW	Bridges	B180	Hurds Creek Bridge	South Algona/Grattan Line	42.21	850,000	850,000						850,000		850,000
PW	Bridges	B203	Petawawa River Bridge	CR 51	69.98	130,000	130,000						130,000		130,000
PW	Bridges	B240	Fourth Chute Bridge	Fourth Chute Road	69.73	400,000	400,000						400,000		400,000
PW	Bridges	B319	Bucholtz Bridge	CR 58	72.2	432,000	432,000						432,000		432,000
PW	Bridges		General Bridge Repairs			200,000	200,000						200,000		200,000
PW	Building	Roofing	Shingled Dome	Southwest-Salt Dome	H	50,000	50,000						50,000		50,000
PW	Building	Roofing	Shingled Dome	Southwest-Sand Dome	H	50,000	50,000						50,000		50,000
PW	Building	Superstructure	Dome Structure	Southwest-Sand Dome	H	60,000	60,000						60,000		60,000
PW	Building	Superstructure	Dome Structure	Southwest-Salt Dome	H	70,000	70,000						70,000		70,000

County of Renfrew
2021 BUDGET

						Road 70		Sources of Financing						
						Bridge 75								
						Culvert 90	Revised	Budget \$	Pembroke		Provincial Gas Tax Res		Debt	Total
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan		Taxation/Other	Share	Grant	Reserve	Reserves		
PW	Culverts	C003	Moores Creek Culvert	CR 5	67.32	50,000	50,000					50,000		50,000
PW	Culverts	C012	Farquharson's Culvert	S. McNaughton Road	54.95	15,000	15,000					15,000		15,000
PW	Culverts	C025	Borne Road Culvert	Borne Road	27.6	30,000	30,000					30,000		30,000
PW	Culverts	C037	Bagot Creek Culvert	Lower Spruce Hedge Road	20.8	38,000	38,000					38,000		38,000
PW	Culverts	C040	Snake River Culvert	CR 8	58.1	12,000	12,000					12,000		12,000
PW	Culverts	C058	Constant Creek Culverts	Ferguson Lake Road	20.67	715,000	715,000					715,000		715,000
PW	Culverts	C099	Colton Creek Bridge	Matawatchan Road	17.59	280,000	280,000					280,000		280,000
PW	Culverts	C116	Dunlop Crescent Culvert	Dunlop Crescent	53.75	400,000	400,000					400,000		400,000
PW	Culverts	C134	Campbell Drive Culvert	Campbell Drive	44.97	65,000	65,000					65,000		65,000
PW	Culverts	C137	Hanson Creek Culverts	Robertson Line	56.79	18,000	18,000					18,000		18,000
PW	Culverts	C142	Quade Creek Culvert	Burchat Road	7.57	225,000	225,000					225,000		225,000
PW	Culverts	C152	Wadsworth Lake Culvert	Old Barry's Bay Road	45.53	28,000	28,000					28,000		28,000
PW	Culverts	C197	Etmanskie Swamp Culvert	CR 62	45.24	300,000	300,000					300,000		300,000
PW	Culverts	C201	Broomes Creek Culvert	CR 7	35.27	1,000,000	1,000,000					1,000,000		1,000,000
PW	Culverts	C222	Pleasant Valley Steel Arch	Pleasant Valley Road	19.58	200,000	200,000					200,000		200,000
PW	Culverts	C252	Vanderploegs Culvert	Russett Drive	52.66	200,000	200,000					200,000		200,000
PW	Culverts	C269	Jacks Lake Culverts	CR 58	53.35	20,000	20,000					20,000		20,000
PW	Culverts	C300	Wolf Road Twin pipes	Wolfe Road	21.56	200,000	200,000					200,000		200,000
PW	Culverts	C302	Wingle Creek Twin Culverts	Rochfort Road	16.27	20,000	20,000					20,000		20,000
PW	Equipment	SMEQ-17-GA1102	Retroreflector	L		16,000	16,000					16,000		16,000
PW	Equipment	Server	Shared with Finance	H			16,000					16,000		16,000
PW	Equipment	TRAC-07-12055	RHINO MOWER	L		15,000	15,000					15,000		15,000
PW	Roads	1 Elgin Street West	Madawaska & Elgin-to-Cty Rd 10 (Division St)		46.5	557,584	557,584				557,584			557,584
PW	Roads	1 River Road	Cty Rd 10 (Division St)-to-Usborne St		46.7	333,025	333,025				145,697		187,328	333,025
PW	Roads	1 River Road	Mast Rd-to-Henry Crescent		26.4	600,240	600,240			500,000		100,240		600,240
PW	Roads	20 Bruce St	Hwy 60-to-Urban Limit		78.6	60,000	60,000					60,000		60,000
PW	Roads	21 Beachburg Rd	Cty Rd 49 (Lapasse Rd)-to-Davidson Rd		77.9	81,142	81,142			81,142		-		81,142
PW	Roads	21 Beachburg Rd	Davidson Rd-to-Zion Line		75.1	121,227	121,227			121,227		-		121,227
PW	Roads	21 Beachburg Rd	Zion Line-to-Valleyview Rd		70.4	128,048	128,048			128,048		-		128,048
PW	Roads	21 Beachburg Rd	Valleyview Rd-to-Hila Rd		64	143,592	143,592			143,592		-		143,592
PW	Roads	5 Stone Road	Culhane Rd-to-1574 Stone Rd		21	532,416	532,416				532,416			532,416
PW	Roads	5 Stone Road	Berlanquet Rd-to-Culhane Rd		33.6	636,320	636,320				636,320			636,320
PW	Roads	508 Calabogie Rd	Hutson Rd-to-Goshen Rd (culvert)		68.9	50,000	50,000					50,000		50,000
PW	Roads	51 Petawawa Blv	Petawawa River Bdge N Exp Jnt-to-Military Camp Rd		56.6	80,000	80,000					80,000		80,000
PW	Roads	51 Petawawa Blv	Cty Rd 16 (Victoria St)-to-Petawawa River Bdge S Exp Jnt		57.1	120,000	120,000					120,000		120,000
PW	Roads	51 Petawawa Blv	Cty Rd 26 (Doran St)-to-Cty Rd 16 (Victoria St)		62.1	600,000	600,000					600,000		600,000
PW	Roads	512 Foymount Rd	Lake Clear Rd-to-Buelow Rd		1	537,680	537,680					537,680		537,680
PW	Roads	512 Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)		9	703,120	703,120					703,120		703,120
PW	Roads	512 Foymount Rd	B257-to-Lake Clear Rd		1	704,000	704,000					704,000		704,000
PW	Roads	512 Foymount Rd	Buelow Rd-to-Verch Rd		10.3	1,094,500	1,094,500					1,094,500		1,094,500
PW	Roads	52 Burnstown Rd	Lime Kiln Rd-to-Pucker St		57.8	217,160	217,160					217,160		217,160
PW	Roads	52 Burnstown Rd	1.8km N of Fraser-to-Lime Kiln Rd		44.5	224,280	224,280					224,280		224,280
PW	Roads	52 Burnstown Rd	Pucker St-to-Graham Ave		96.2	225,000	225,000					225,000		225,000
PW	Roads	52 Burnstown Rd	Fraser Rd (McNab/Horton Twp)-to-1.8km N of Fraser		94.7	320,400	320,400					320,400		320,400
PW	Roads	52 Raglan St S	Graham Ave-to-Hwy 60 (Couples St)		96.2	557,217	557,217					557,217		557,217
PW	Roads	635 Swisha Rd	Hwy 17-to-Interprovincial Bdge S Exp Jnt (culvert)		80.4	100,000	100,000					100,000		100,000
PW	Roads	65 Centennial Lake Rd	Deer Mountain Rd-to-Chimo Rd North		7.9	1,078,300	1,078,300					1,078,300		1,078,300
PW	Roads	67 Simpson Pit Rd	Byers Creek Rd-to-Buck Hill Rd		38.4	921,200	921,200				921,200			921,200
PW	Roads	7 Forrester's Falls Rd	Government Road-to-Harriet Street (urban begins)		54.3	62,795	62,795					62,795		62,795
PW	Roads	7 Forrester's Falls Rd	Cty Rd 4 (Queens Line)-to-Cty Rd 21 (Beachburg Rd)		33.9	160,814	160,814					160,814		160,814
PW	Roads	7 Forrester's Falls Rd	Cty Rd 21 (Beachburg Rd)-to-Government Rd		43.3	449,227	449,227			383,496		65,731		449,227
PW	Roads	71 Matawatchan Rd	4877 Matawatchan Rd-to-Cty Rd 65 (culvert)		67.7	100,000	100,000					100,000		100,000
PW	Roads	Active Transportation	Various Locations			150,000	150,000					150,000		150,000
PW	Roads	Scratch Coat	Various Locations			716,431	716,431					716,431		716,431
PW	Roads	Traffic Signal - upgrades	Various Locations				200,000					200,000		200,000
PW	Trailer	TRAI-12-1142770	Float - 7.5 ton tag float-COB	L		50,000	50,000					50,000		50,000
PW	Vehicles	AMBU-07-1218615	Service Van (Mechanic)	H		115,000	115,000					115,000		115,000
PW	Vehicles	HDTR-07-J653946	6 Ton Truck	L		345,000	345,000					345,000		345,000
PW	Vehicles	HDTR-89-H201485	Water truck	L		190,000	190,000					190,000		190,000
PW	Vehicles	LDTR-12-S287313	Pickup Truck (Mechanic)	L		60,000	60,000					60,000		60,000

County of Renfrew
2021 BUDGET

						Road 70		Sources of Financing						
						Bridge 75								
						Culvert 90	Revised							
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Budget \$	Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax Reserve	Reserves	Debt	Total
PW	Vehicles	LDTR-14-S344123	Pickup Truck		L	34,000	34,000					34,000		34,000
PW	Vehicles	LDTR-14-S351839	Pickup Truck		L	34,000	34,000					34,000		34,000
PW	Vehicles	LDTR-14-S370373	Pickup Truck		L	34,000	34,000					34,000		34,000
PW Total						20,136,718	20,522,718	0	0	1,357,505	2,793,217	16,371,996	0	20,522,718
RCHC	Building	B10 - Superstructure	New Railing and new wood steps (Safety)	229/231 Albert Street	E	30,000	30,000					30,000		30,000
RCHC	Building	B1013 - Balcony Construction	Inspect - seal cracks	236 Hall Avenue	E	65,420	65,420					65,420		65,420
RCHC	Building	B1013 - Balcony Construction	Precast prestressed concrete with steel rail	260 Elizabeth Street North	E	170,920	170,920					170,920		170,920
RCHC	Building	B1013 - Balcony Construction	Balcony rails upgrade & paint	260 Elizabeth Street North	M	32,290	32,290					32,290		32,290
RCHC	Building	B1013 - Balcony Construction	Steel and concrete balconies.	435-481 Nelson St - (6) Townho	E	25,000	25,000					25,000		25,000
RCHC	Building	B2010 - Exterior Walls	Wood siding to be replaced with composite	400 Nelson Street	H	16,120	16,120					16,120		16,120
RCHC	Building	B2010 - Exterior Walls	Wood siding to be replaced with composite	425 Nelson Street	H	6,220	6,220					6,220		6,220
RCHC	Building	B2020 - Exterior Windows	Vinyl Framed dual glazed windows.	1110-1144 Lea St - (2) Townhon	H	135,000	135,000					135,000		135,000
RCHC	Building	B2020 - Exterior Windows	Vinyl framed dual glazed windows.	174/178,202 Massey, 220/350 A	H	200,000	200,000					200,000		200,000
RCHC	Building	B2020 - Exterior Windows	Aluminum frame dual pane windows. (exist	260 Elizabeth Street North	E	200,000	200,000					200,000		200,000
RCHC	Building	B2020 - Exterior Windows	Vinyl Frame dual pane.	510 MacKay Street	H	110,000	110,000					110,000		110,000
RCHC	Building	B2020 - Exterior Windows	Vinyl Frame dual pane.	515 River Road	H	65,000	65,000					65,000		65,000
RCHC	Building	B2020 - Exterior Windows	Vinyl Framed dual glazed windows.	Bronx Street/Reynolds Avenue	H	175,000	175,000					175,000		175,000
RCHC	Building	B2020 - Exterior Windows & Exter	Vinyl framed double glazed windows.	425 Nelson Street	H	60,000	60,000					60,000		60,000
RCHC	Building	B30 - Roofing	This asset group comprised of wood frame	400 Nelson Street	E	104,580	104,580					104,580		104,580
RCHC	Building	B30 - Roofing	Asphalt shingles / balcony repairs	510 & 515 MacKay Street	E	140,000	140,000					140,000		140,000
RCHC	Building	Crawlspace	Confined space crawlspace	236 Hall Avenue	H	78,900	78,900					78,900		78,900
RCHC	Building	D5038 - Security Systems	Parking lot video surveillance	242 Vimy Blvd S - Office	H	25,000	25,000					25,000		25,000
RCHC	Building	Front Porches	Safety concern	136-148 Vimy Blvd S	E	60,000	60,000					60,000		60,000
RCHC	Building	Sidewalks	Servcice room access	150 Elizabeth Street North	H	30,000	30,000					30,000		30,000
RCHC	Equipment	TRAC-11-KUBOA07	Tractor for Arnprior Shop		L	35,000	35,000					35,000		35,000
RCHC	Trailer	TRAI-01-G003095	TRAILER DUMP- ARNPRIOR		E	12,000	12,000					12,000		12,000
RCHC Total						1,776,450	1,776,450	0	0	0	0	1,776,450	0	1,776,450
Trails	Land Imp	Phase III Final Transfer	Former CP Rail Transfer		L		34,000					34,000		34,000
Trails Total						0	34,000	0	0	0	0	34,000	0	34,000
Grand Total						25,237,168	27,623,568	0	0	1,357,505	2,793,217	23,472,846	0	27,623,568

County of Renfrew - 2021 Staffing Budget

Division	Department	Union	Job Title	2021	2020	Variance	Business Case Reference #
				Hours	Hours	Hours	
BM	Nursing Direct	C	Personal Support Worker	160,246	159,745	501	H-CC-20-10-74 - Increase PSW PT to FT Hours
Bonnechere Manor Total				160,246	159,745	501	
ML	Nursing Direct	C	Personal Support Worker	138,783	138,179	604	H-CC-20-10-74 - Increase PSW PT to FT Hours
Miramichi Lodge Total				138,783	138,179	604	
Finance	Finance	N	Finance Manager	1,820	1,365	455	CC Approved Business Case 2019-FIN-01 (Full Time Hours in 2021)
Finance	Finance	N	Secretary II to Accounting Clerk I	1,820	-	1,820	NEW 2021-FIN-01
Finance Total				3,640	1,365	2,275	
Paramedic	Administration	N	Secretary II	-	1,820	(1,820)	NEW 2021-FIN-01
Paramedic	Administration	N	Commanders - Secondment	-	1,560	(1,560)	H-CC-18-10-86 - Secondment ended
Paramedic	Administration	N	Deputy Chief- Acting Clinical	-	1,820	(1,820)	H-CC-16-03-26 - Secondment ended
Paramedic	Administration	N	New - Clerk WSIB	8,320	-	8,320	NEW 2021-EMS-01
Paramedic	Paramedics	C	Paramedics	210,072	213,248	(3,176)	Reduce hrs to meet 2.5% target (1,016 modified work hrs and 2,160 sick hrs)
Paramedic	Paramedics-Comm Paramed	C	Paramedics - ACP	3,045	4,617	(1,572)	Hours reduced to meet provincial funding shortage
Paramedic	VTAC	C	Paramedics - ACP	15,247	-	15,247	NEW 2021-EMS-02
Paramedic	VTAC	N	Secretary I	4,160	-	4,160	NEW 2021-EMS-02
Paramedic	Paramedics - LTC	C	Paramedics - ACP	25,286	-	25,286	NEW 2021-EMS-03
Paramedic	Paramedics - LTC	N	Data Analysis	1,820	-	1,820	NEW 2021-EMS-03
Paramedic	Paramedics - LTC	N	Admin Coordinator	1,820	-	1,820	NEW 2021-EMS-03
Paramedic	Paramedics - LTC	N	Secretary II	1,820	-	1,820	NEW 2021-EMS-03
Paramedic	Administration	N	Commander - Community Programs				BUDGET PRESSURE - NEW 2021-EMS-04
Paramedic Total				271,590	223,065	48,525	
Public Works	Construction	N	Engineering Technician - PT	-	1,060	(1,060)	NEW 2021-PW-01
Public Works	Infrastructure Mgmt	N	Supervisor - Tech Services - Behm	1,820	1,517	303	Acting Capital Manager Returning to Former Position
Public Works Total				1,820	2,577	(757)	
SubTotal				576,079	524,931	51,148	
SDIP Staffing Summary							
Division	Department	Union	Job Title	2021	2020	Variance	Details
				Hours	Hours	Hours	
Development & Property	Planning	N	Administrative Assistant	910	1,820	(910)	SDIP Plan - No Business Case
Development & Property Total				910	1,820	(910)	
Public Works	Administration	N	Administrative Assistant	910	1,820	(910)	SDIP Plan - No Business Case
Public Works	Administration	N	Secretary II	2,730	3,640	(910)	SDIP Plan - No Business Case
Public Works Total				3,640	5,460	(1,820)	
RCHC	Renfrew	N	Admin Assistant	-	1,820	(1,820)	SDIP Plan - No Business Case
RCHCTotal				-	1,820	(1,820)	
SubTotal				4,550	9,100	(4,550)	
TOTAL				580,629	534,031	46,598	



BUSINESS CASE - STAFFING REPORT

NEW 2021-FIN-01

Date: January 14, 2021

Department: Finance

Report Prepared by: Jeffrey Foss, Director of Finance/Treasurer

<p>PROPOSAL</p>	<p>Transfer of the Secretary II finance resource person from Emergency Services to the Finance Department as proposed in the Service Delivery Review.</p>						
<p>POSITION(S) Union or Non-Union X</p>	<p>Secretary II.</p>						
<p>SUMMARY</p> <ul style="list-style-type: none"> • Background • Discussion 	<p><u>Background/Discussion</u></p> <p>Based on the Service Delivery Report provided by StrategyCorp, the County’s current model is generally aligned with comparators and design principles. However, the current model where the Finance resources are split into separate departments, and additional functional staff are distributed through the organization, limits the efficiencies and scale that can be achieved through collaboration, cross-training and workload sharing.</p> <p>The Emergency Services Department has moved their incumbent Secretary II into the new responsibilities related to the new Long Term Care program, and has asked the Finance Department to assume all former financial responsibilities previously held by the Secretary II. Therefore the Finance Department has moved to fill this new position within our department through the addition of an Accounting Clerk I, paid at the same level as a Secretary II.</p>						
<p>RECOMMENDATION</p>	<p>THAT the Finance and Administration Committee recommends to County Council the approval of the transfer of the Emergency Services Secretary II position to the Finance Department as an Accounting Clerk I position.</p>						
<p>FINANCIAL CONSIDERATIONS</p>	<table> <tr> <td>Additional Salary and Benefit Costs Within the Finance Department</td> <td style="text-align: right;">\$73,777</td> </tr> <tr> <td>Addition Finance Charge to Paramedic Services Department</td> <td style="text-align: right;"><u>(\$73,777)</u></td> </tr> <tr> <td>Net Impact</td> <td style="text-align: right;">\$0</td> </tr> </table>	Additional Salary and Benefit Costs Within the Finance Department	\$73,777	Addition Finance Charge to Paramedic Services Department	<u>(\$73,777)</u>	Net Impact	\$0
Additional Salary and Benefit Costs Within the Finance Department	\$73,777						
Addition Finance Charge to Paramedic Services Department	<u>(\$73,777)</u>						
Net Impact	\$0						



BUSINESS CASE - STAFFING REPORT

NEW 2021-EMS-01

Date: January 13, 2021

Department: Emergency Services

Report Prepared by:

PROPOSAL	Creation of 4 new WSIB Clerk positions, an increase of 8,320 hours.
POSITION(S) Union or Non-Union X	Transfer of 4 PCP positions on Permanent WSIB Accommodation to 4 WSIB Clerk Positions.
SUMMARY <ul style="list-style-type: none">• Background• Discussion	<p><u>Background</u></p> <p>The County of Renfrew is required to adhere to both the <i>Occupational Health and Safety Act</i>, the <i>Workplace Safety and Insurance Act</i>, and their applicable regulations. In accordance with WSIB’s Operational Policy Manual regarding re-employment obligations, employers may have, in addition to their obligations to cooperate in the return-to-work process, an obligation to re-employ a worker who has been unable to work due to a work-related injury.</p> <p>When the worker is medically able to perform the essential duties of their pre-injury work (with or without accommodation), the employer is required to offer to re-employ the worker in the position that the worker held on the date of injury, or, offer to provide the worker with alternate employment of a nature and at earnings comparable to the worker’s job on the date of injury.</p> <p>When the worker is medically able to perform suitable work (with or without accommodation), and is unable to perform the essential duties of their pre-injury work (with or without accommodation), the employer is required to offer the worker the first opportunity to accept suitable work that may become available with the employer.</p>

	<p><u>Discussion</u></p> <p>Under the presumptive legislation, through Bill 67, the <i>Workplace Safety and Insurance Amendment Act (Post Traumatic Stress Disorder)</i>, 2014, to-date, all claims submitted as PTSD by County of Renfrew Paramedics have been upheld by WSIB decisions. To date, 13 employees have been diagnosed with PTSD and approved by WSIB, 4 of which have returned to the workplace with permanent restrictions, in an accommodated capacity, with an additional employee currently in the process of returning to the workplace. 9 employees currently remain off work.</p> <p>With the continual increase in scope of the Paramedic Service, the requirement for resources has also increased. The creation of 4 new WSIB Clerk positions within the Paramedic Services Department will provide the opportunity to offer suitable work for individuals on WSIB that are unable to return to their front-line positions due to a permanent medical restriction, while also filling resource gaps throughout the Service (logistics, health and safety, administrative, etc.).</p>						
<p>RECOMMENDATION</p>	<p>THAT the Health Committee recommend to County Council the approval of an increase of 8,320 hours for the creation of 4 new WSIB Clerk positions within Paramedic Services Department.</p>						
<p>FINANCIAL CONSIDERATIONS</p>	<table> <tr> <td>Additional Salary and Benefit costs (using the current PCP rate: \$40.30*8320 hrs + benefits)</td> <td style="text-align: right;">\$425,826</td> </tr> <tr> <td>Reduction of Paramedic WSIB expenses</td> <td style="text-align: right;"><u>(\$425,826)</u></td> </tr> <tr> <td>Net County Cost</td> <td style="text-align: right;">\$0</td> </tr> </table>	Additional Salary and Benefit costs (using the current PCP rate: \$40.30*8320 hrs + benefits)	\$425,826	Reduction of Paramedic WSIB expenses	<u>(\$425,826)</u>	Net County Cost	\$0
Additional Salary and Benefit costs (using the current PCP rate: \$40.30*8320 hrs + benefits)	\$425,826						
Reduction of Paramedic WSIB expenses	<u>(\$425,826)</u>						
Net County Cost	\$0						



BUSINESS CASE - STAFFING REPORT

NEW 2021-EMS-02

Date: January 13, 2021

Department: Emergency Services

Report Prepared by: Deputy Chief – Clinical Programs

<p>PROPOSAL</p>	<p>1. Creation of two Secretary I positions at 2,080 hours each for a total of 4,160 hours in Group 2 of the Salary Grid. 2. Increase of 15,247 hours in Advanced Care Paramedics.</p>
<p>POSITION(S) Union X or Non-Union X</p>	<p>Staffing hours required to maintain the Virtual Triage Assessment Centre (VTAC) Program which is 100% Provincially funded.</p>
<p>SUMMARY</p> <ul style="list-style-type: none"> • Background • Discussion 	<p><u>Background</u></p> <p>The County of Renfrew is challenged by its vast geography and unique population settlement patterns. The catchment area is over 9,000 square kms with a population of 120,000 expanding to 150,000 for the summer cottage season (Statistics Canada). Hospitals, Public Health, Paramedics and Primary Care sites in Renfrew County, supported by Ontario Health East, have collaborated to establish a Virtual Triage and Assessment Centre for Renfrew County. This model of a Virtual Triage and Assessment Centre has been developed to meet the challenges of this unique, rural geography with an aim of reducing unnecessary/avoidable demands on our local hospitals.</p> <p>The goal is to provide Primary Care Physicians, Community Paramedics, NP, RN/RPN support to assess patients using the following modalities:</p> <ul style="list-style-type: none"> ■ Phone visit and or video with patient with Physician and family health team ■ In-home assessment, diagnostic testing with Community Paramedics ■ Remote monitoring and alerting by Community Paramedics ■ Referrals will be made to the Acute Primary Care Service of the RC VTAC or Public Health or other community agency as required ie Family Health Team Mental Health staff, 211, Nurse Practitioners Regional Geriatric Program & Palliative Care Team integration. ■ Provide a solution that minimizes the use of PPE or swabs in traditional settings such as a static assessment centre or hospital by providing phone and video visits to the majority of patients needing care, while still providing hands on care, assessment and continuous remote monitoring where warranted. This service also provides 24/7 consultation between primary care physicians and paramedics to provide appropriate 911 patients better care options at home.

•	<p><u>Discussion</u></p> <p>The County of Renfrew has received \$969,600 in funding to facilitate the Paramedic Services' role in facilitating the VTAC program. It is proposed this funding is utilised to create two Secretary I positions, responsible for administrating (covid clinics), as well as an increase in hours for Advanced Care Paramedics to facilitate the above modalities.</p>																		
RECOMMENDATION	<p>THAT the Health Committee recommend to County Council the approval of the following hours and positions for the 100% Provincially funded Virtual Triage Assessment Centre (VTAC) program:</p> <ol style="list-style-type: none"> 1. Creation of two Secretary-I positions, at 2,080 hours each for a total of 4,160 hours to be placed in Group 2 of the Salary Grid; and 2. Increase of 15,247 hours in Advanced Care Paramedics. 																		
FINANCIAL CONSIDERATIONS	<table border="0" style="width: 100%;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>HRS</u></th> <th style="text-align: center;"><u>Sal/Ben</u></th> </tr> </thead> <tbody> <tr> <td>Secretary I</td> <td style="text-align: center;">4160</td> <td style="text-align: center;">\$90,906</td> </tr> <tr> <td>Advanced Care Paramedics</td> <td style="text-align: center;">15,247</td> <td style="text-align: center;"><u>\$878,694</u></td> </tr> <tr> <td>Total Cost</td> <td></td> <td style="text-align: center;">\$969,600</td> </tr> <tr> <td>MOH Funding</td> <td></td> <td style="text-align: center;"><u>(\$969,600)</u></td> </tr> <tr> <td>Net Cost</td> <td></td> <td style="text-align: center;">\$0</td> </tr> </tbody> </table>		<u>HRS</u>	<u>Sal/Ben</u>	Secretary I	4160	\$90,906	Advanced Care Paramedics	15,247	<u>\$878,694</u>	Total Cost		\$969,600	MOH Funding		<u>(\$969,600)</u>	Net Cost		\$0
	<u>HRS</u>	<u>Sal/Ben</u>																	
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MOH Funding		<u>(\$969,600)</u>																	
Net Cost		\$0																	



BUSINESS CASE - STAFFING REPORT

NEW 2021-EMS-03

Date: January 13, 2021

Department: Emergency Services

Report Prepared by:

<p>PROPOSAL</p>	<ol style="list-style-type: none"> 1. Creation of an Operations Coordinator position at 1,820 hours in Group 7 of the Salary Grid. 2. Data Analysis Coordinator position at 1,820 in Group 4 of the Salary Grid. 3. Creation of one Secretary II position at 1,820 hours in Group 3 of the Salary Grid. 4. Increase of 25,286 hours in Advanced Care Paramedics.
<p>POSITION(S) Union or Non-Union</p>	<p>Staffing hours required to implement a new Community Paramedicine Long Term Care Program which is 100% Provincially funded.</p>
<p>SUMMARY</p> <ul style="list-style-type: none"> • Background • Discussion 	<p><u>Background</u></p> <p>The County of Renfrew Paramedic Service has been a leader in innovation locally, provincially, nationally and internationally. Community Paramedicine has been a novel program that has well served the residents and visitors of the County of Renfrew. Since 2008, the Paramedic Service has formally supported a Community Paramedic program to help address health system gaps in care. Community Paramedics are well suited, nimble and flexible members of the healthcare team that help facilitate in home assessments, testing, treatment, follow up care and system navigation for vulnerable people living within our community. On October 31, 2020, Minister of Long-Term Care, MPP Fullerton announced a new joint initiative for Community Paramedics for Long-Term Care. This fully provincially funded program, based on a minimum three-year funding commitment, will help eligible seniors on the long-term care waitlists stay safe in the comfort of their own homes and communities for longer, and will be operated in partnership with the five municipalities. This program will build upon the success of the existing community paramedicine program.</p> <p>As part of this program County of Renfrew Paramedics will provide:</p> <ul style="list-style-type: none"> ▪ Access to Remote Patient Monitoring services 24-7, ▪ In-home care and remote monitoring methods, ▪ Online or virtual supports, ▪ Home visits and in-home testing procedures, ▪ Ongoing monitoring of changing or escalating conditions to prevent or reduce paramedic response and reduce Emergency Department visits; and ▪ Connect participants and their families to home care and community supports.

The County of Renfrew Community Paramedicine Program works in collaboration with other health care providers and organizations within the community to address the health care needs of vulnerable populations and seniors for the purpose of promoting goals and behaviours that improve the quality of life of residents, allow people to stay in their homes, and avoid the unnecessary use of healthcare system resources.

The Community Paramedic Program aims to reduce the number of patients requiring medical assistance through 911 thereby decreasing emergency department visits, length of stay in hospital and overall strain on the healthcare system. This is achieved through early identification of needs, coordinating and/or providing care and treatment in place, redirecting patients to alternative service providers not located at a hospital, or connecting them to community and social services.

Discussion

Currently, the responsibility of this program falls on a full-time Operations Commander, who has been assigned this portfolio, creating a need to backfill the Operations Commander role with an Acting Commander. The development of an Operations Coordinator – Community Programs serves to reduce this caseload off the Commander, as well as defining clear responsibility for the portfolio and its enhancements.

This new position would carry out the following functions:

- Conducts needs assessment, planning, research, design, implementation, and evaluation of Community Paramedicine programs,
- Develops and implements policies, procedures, and protocols, to meet client and community needs,
- Works with the management team to ensure efficient and cost-effective management of the Community Programs portfolio,
- Assists with the preparation and tracking of Community Programs budget,
- Writes reports; creating charts and infographics; presenting results to Commanders, Management, Council and partner agencies,
- Assists in the coordination of the County of Renfrew's Emergency Management activities.

Additionally, there is no position responsible for the inputting and analysis of data for clinical programs. The development of a Data Analysis Coordinator for the Paramedic Services' clinical program allows for a greater understanding of the clinical programs, as well as an understanding of current gaps and required improvement and efficiencies of the Paramedic Services' clinical programs.

This new position would carry out the following functions:

- Select appropriate methods and procedures for collecting, analyzing, and maintaining clinical programs' data based on the needs of the program area, project, or initiative,
- Research, collect, and analyze data from a variety of sources to identify trends and gaps that impact patients, and inform patient services and strategic planning at the management level, both internally and externally,
- Design and maintain database and spreadsheet applications, for the purpose of collecting, manipulating, and analyzing statistical, service, and financial data for Paramedic Services' clinical programs,
- Assist partner agencies in establishing recording systems, reporting data, monitoring client outcomes, and evaluating effectiveness of new and emerging programs,
- Provide analysis and recommendations to both internal managers and partner agencies related to the Paramedic Services' clinical programs portfolios,
- Write reports, create charts and infographics, and present results to Commanders, staff, council, and partner agencies,
- Facilitate training workshops for Community Services to ensure compliance and improved consistency in recording/tracking systems.

Lastly, the administration of this program falls on a full-time employee seconded from Public Works and Engineering. The development of a Secretary II to administer the CPRU program allows for greater stability of this Program and supports its evolution.

This new position would carry out the following functions:

- General secretarial duties and clerical administration of the Community Paramedicine program,
- Maintain databases, using specialized software,
- Prepare reports and spreadsheet analysis on a variety of topics, including research and compilation of data, data input, manipulation, and production of reports,
- Assists with the preparation and tracking of CPRU budget,
- Research and Special Projects,
- Reporting necessary information to the Ministry of Health and Long-Term Care, as required,
- Prepare and distribute all outgoing correspondence and reports.

The development of these positions creates an opportunity for the development of a consistent and standardized approach to Community Paramedicine; increasing the level of support and communication for all, including the Employees, Commanders, Administrative Support, Deputy Chief(s) and Chief; ultimately improving the functions of the Community Paramedicine program, and the services provided to the residents of the County of Renfrew.

RECOMMENDATION	<p>THAT the Health Committee recommend to County Council the approval of the following hours and positions for the creation of the new 100% Provincially funded Community Paramedicine Long Term Care Program:</p> <ol style="list-style-type: none"> 1. Creation of an Operations Coordinator position at 1,820 hours in Group 7 of the Salary Grid; 2. Creation of a Data Analysis Coordinator; 3. Creation of one Secretary II position at 1,820 hours in Group 3 of the Salary Grid; and 4. Increase of 25,286 hours in Advanced Care Paramedics. 		
FINANCIAL CONSIDERATIONS		<u>HRS</u>	<u>Sal/Ben</u>
	Administration Coordinator	1820	\$88,668
	Secretary II	1820	\$63,143
	Data Analysis Coordinator	1820	\$78,508
	Advanced Care Paramedics	25286	<u>\$1,457,182</u>
	Total Cost		\$1,687,500
	MOH Funding		<u>(\$1,687,500)</u>
	Net Cost		\$0



BUSINESS CASE - STAFFING REPORT

NEW 2021-EMS-04

Date: January 13, 2021

Department: Emergency Services

Report Prepared by: Deputy Chief – Clinical Programs

<p>PROPOSAL</p>	<p>As included in the 'budget pressures' portion of the Emergency Services Budget, Director of Emergency Services/ Chief Nolan recommends that a new position of Commander - Community Programs be added to the Paramedic Services non-union administrative organizational structure. This position would report to the Deputy Chiefs.</p>
<p>POSITIONS Union <input type="checkbox"/> Non-Union <input checked="" type="checkbox"/></p>	<p>Commander – Community Programs</p>
<p>SUMMARY/ANALYSIS</p> <ul style="list-style-type: none"> Background 	<p>The County of Renfrew Paramedic Service has been a leader in innovation locally, provincially, nationally and internationally. Community Paramedicine has been a novel program that has well served the residents and visitors of the County of Renfrew. Since 2008, the Paramedic Service has formally supported a Community Paramedic program to help address health system gaps in care. Community Paramedics are well suited, nimble and flexible members of the healthcare team that help facilitate in home assessments, testing, treatment, follow up care and system navigation for vulnerable people living within our community. On October 31, 2020, Minister of Long-Term Care, MPP Fullerton announced a new joint initiative for Community Paramedics for Long-Term Care. This fully provincially funded program, based on a minimum three-year funding commitment, will help eligible seniors on the long-term care waitlists stay safe in the comfort of their own homes and communities for longer, and will be operated in partnership with the five municipalities. This program will build upon the success of the existing community paramedicine program.</p> <p>As part of this program County of Renfrew Paramedics will provide:</p> <ul style="list-style-type: none"> ▪ Access to Remote Patient Monitoring services 24-7; ▪ In-home care and remote monitoring methods; ▪ Online or virtual supports; ▪ Home visits and in-home testing procedures; ▪ Ongoing monitoring of changing or escalating conditions to prevent or reduce paramedic response and reduce Emergency Department visits; and ▪ Connect participants and their families to home care and community supports.

	<p>The County of Renfrew Community Paramedicine Program works in collaboration with other health care providers and organizations within the community to address the health care needs of vulnerable populations and seniors for the purpose of promoting goals and behaviours that improve the quality of life of residents, allow people to stay in their homes, and avoid the unnecessary use of healthcare system resources.</p> <p>The Community Paramedic Program aims to reduce the number of patients requiring medical assistance through 911 thereby decreasing emergency department visits, length of stay in hospital and overall strain on the healthcare system. is achieved through early identification of needs, coordinating and/or providing care and treatment in place, redirecting patients to alternative service providers not located at a hospital, or connecting them to community and social services.</p> <p>Currently, the responsibility of this program falls on a full-time Operations Commander, who has been assigned this portfolio, creating a need to backfill the Operations Commander role with an Acting Commander. The Development of a full-time Commander for this portfolio allows for greater stability of this Program, as well as defining clear responsibility for the portfolio and its enhancements.</p> <p>The new position would carry out the following functions:</p> <ul style="list-style-type: none"> • Coordination and supervision of Community Paramedic Program; • Supervises staff, including recruitment, selection, hiring, scheduling, assigning and monitoring work, determining training and development needs, coaching and mentoring, conducting performance appraisals and determining/recommending disciplinary action up to and including dismissal, in accordance with Collective Agreement and County of Renfrew policies and procedures; • Conducts and/or supervises needs assessment, planning, research, design, implementation, and evaluation of Community Paramedicine programs and services; • Develops policies, procedures and protocols, in conjunction with the Deputy Chief(s), to meet client and community needs; • Coordination of the VTAC Program • Coordination of the Community Paramedic Remote Patient Monitoring program • Develop and implement new education and equipment based on evidence-based medicine • Stakeholder engagement • Program evaluation and reporting • Coordinate the County of Renfrew’s Emergency Management activities <p>The development of this position creates an opportunity for the development of a consistent and standardized approach to Community Paramedicine; increasing the level of support and communication for all, including the Employees, Commanders, Administrative Support, Deputy Chief(s) and Chief; ultimately improving the functions of the Community Paramedicine program, and the services provided to the residents of the County of Renfrew.</p>
RECOMMENDATION	<p>THAT the Health Committee recommend to County Council the approval of the position of a Full Time Commander – Community Programs – Paramedic Services in the 2021 Emergency Services Budget.</p>
FINANCIAL CONSIDERATIONS	<p>This position would be evaluated at Group 10 of the Non-Union Employment Grid, with a salary range of \$88,472 - \$100,960 per annum, plus a comprehensive benefits package.</p>



BUSINESS CASE - STAFFING REPORT

NEW 2021-PW-01

Date: January 12, 2021

Department: Public Works & Engineering

Report Prepared by:

PROPOSAL	A Part-time Engineering Technician was not hired in 2020. Instead, Public Works used these funds to purchase services from an engineering vendor for two contract site supervisors on an as needed basis. The Public Works Department will continue using this purchased services option for 2021 and beyond.		
POSITION(S) Union or Non-Union X	Removal of the PT Engineering Technician Position (1,060 hrs).		
SUMMARY <ul style="list-style-type: none"> • Background • Discussion 	<p><u>Background</u> In past years, the County of Renfrew Department of Public Works & Engineering has employed a contract Engineering Technician to supervise construction projects throughout the construction season as the number of projects being undertaken exceeded staffs capacity to supervise. Staffing of this position has required time and planning to ensure an experienced contract Technician is employed and prepared to oversee projects on an as needed basis. It has become increasingly difficult to attain individuals with the proper experience who are willing to undertake such a short-term position.</p> <p><u>Discussion</u> As a result of the continued above described difficulties in filling this position, it is proposed that the services of engineering consultant firms be solicited to supervise projects as needed during the 2021 and future construction seasons. A Standing Offer is already in place for the provision of such services in a cost efficient manner.</p>		
RECOMMENDATION	THAT the Operations Committee recommend to County Council the approval of the Public Works Department to leave the Part-Time Engineering Technician position vacant in 2021 and purchase services from an engineering vendor for contract site supervisors on an as needed basis, if required in 2021.		
FINANCIAL CONSIDERATIONS		<u>HRS</u>	<u>Sal/Ben</u>
	PT Engineering Technician	(1060)	(\$44,199)

County of Renfrew - 10 Year Capital Plan

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Totals
County Admin Building	110,000	270,000	235,000	100,000	250,000	25,000	80,000	107,975	225,000	134,129	1,537,104
Renfrew County Place	122,000	266,875	62,000	119,858	110,893	241,419	150,000	62,000	90,000	70,000	1,295,045
80 McGonigal	-	-	-	-	-	25,000	-	-	7,000	10,000	42,000
Miramichi Lodge	320,000	578,000	351,500	487,000	1,030,920	202,375	640,176	195,000	174,211	521,080	4,500,262
Bonnechere Manor	1,282,000	302,000	258,000	548,235	458,400	434,465	460,470	347,090	228,010	392,090	4,710,760
Arnprior Paramedic Base	15,000	20,095	-	15,000	15,000	5,000	5,000	12,000	-	30,000	117,095
Barry's Bay Paramedic Base	-	5,000	-	20,000	12,000	20,000	-	40,095	20,000	-	117,095
Petawawa Paramedic Base	-	20,000	12,000	12,000	-	15,000	-	35,095	32,000	-	126,095
Deep River Paramedic Base	-	5,000	17,000	-	-	12,000	5,000	20,000	-	30,000	89,000
OPP Station	-	10,000	-	-	-	-	32,083	-	42,932	13,241	98,255
PW Patrols	230,000	235,000	240,000	245,000	250,000	255,000	260,000	275,000	275,000	285,000	2,550,000
RCHC	1,729,450	1,487,248	1,249,832	1,113,507	821,240	640,920	771,580	762,200	604,220	1,511,300	10,691,497
Fleet - PW	893,000	914,000	931,000	956,000	983,000	1,010,000	1,012,000	1,032,000	1,060,000	1,102,000	9,893,000
Fleet - D&P	-	30,000	30,000	30,000	-	30,000	-	-	30,000	30,000	180,000
Fleet - RCHC	47,000	61,525	40,000	57,916	47,000	40,000	40,163	37,000	46,000	90,000	506,604
Fleet - EMS	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	1,175,000	12,690,000
Roads	12,365,718	11,693,650	12,736,786	12,705,064	14,601,510	14,311,152	14,651,893	14,769,225	15,813,549	15,230,467	138,879,015
Culverts	3,816,000	2,481,000	2,698,500	2,462,000	2,543,000	2,730,000	2,944,500	2,851,000	2,998,500	4,034,000	29,558,500
Bridges	2,832,000	4,794,000	3,656,000	3,735,000	3,115,200	2,944,220	3,260,240	3,500,140	3,229,760	2,458,840	33,525,400
TOTAL	25,237,168	24,613,394	24,082,618	23,311,579	25,413,164	24,651,551	25,488,105	25,140,820	26,051,181	27,117,146	251,106,726

County Administration Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
B10 - Superstructure	Steel and concrete structure.	Good			\$ 60,000							
B2010 - Exterior Walls	soffits / wood siding	Poor		\$ 150,000								
B2010 - Exterior Walls	Caulking / Repointing	Poor		\$ 60,000								\$ 60,000
B2020 - Exterior Windows	Large operable non-operable windows/curtain walls	Good									\$ 200,000	
B30 - Roofing	Mod bit roofing membrane	Good				\$ 100,000						
C1020 - Fittings	Blinds on exterior windows/cabinets/shelves/desks	Good								\$ 65,875		
C3060 - Floor Finishes - Units	Vinyl Compostite tile	Good										\$ 25,000
D1010 - Elevators & Lifts	Hydraulic elevator.	Poor			\$ 150,000							
D2040 - Rain Water Drainage	Roof drains and drainage piping.	Good										\$ 39,129
D3012 - Gas Supply System	Steel gas supply piping.	Good								\$ 42,101		
D3060 - Controls & Instrumentation	BAS control system	Good							\$ 60,000			
D5010 - Electrical Service & Distribution	Generator Transfer Switch	Good		\$ 30,000								
D5038 - Security Systems	Landlord is responsible security system.	Poor	\$ 40,000									
D5092 - Emergency Power & Generation Sys.	500kW emergency generator, diesel.	Good					\$ 150,000					
E2010 - Fixed Furnishings	Archive Storage	Good	\$ 70,000									
E2020 - Movable Furnishings	Office / Conference room furnishings	Fair			\$ 25,000			\$ 25,000			\$ 25,000	
			\$ 110,000	\$ 240,000	\$ 235,000	\$ 100,000	\$ 150,000	\$ 25,000	\$ 60,000	\$ 107,975	\$ 225,000	\$ 124,129

County Administration Building - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2020 - Parking Lots	Crack filling - sealing	Fair		\$ 20,000					\$ 20,000			
G2020 - Parking Lots	Asphalt Parking lots around the building.	Fair					\$ 100,000					
G2030 - Pedestrian Paving	Concrete pedestrian paving.	Poor		\$ 10,000								
G2050 - Landscaping	General landscaping incl.trees, shrubs, and grass	Fair										\$ 10,000
			\$ -	\$ 30,000	\$ -	\$ -	\$ 100,000	\$ -	\$ 20,000	\$ -	\$ -	\$ 10,000

TOTAL			\$ 110,000	\$ 270,000	\$ 235,000	\$ 100,000	\$ 250,000	\$ 25,000	\$ 80,000	\$ 107,975	\$ 225,000	\$ 134,129
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Renfrew County Place Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
B2010 - Exterior Walls	Caulking around windows EFIS	Fair	\$ 50,000							\$ 50,000		
B2030 - Exterior Doors	Storefront double doors main entrance. Exit aluminium door at back of building.	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										\$ 70,000
D1010 - Elevators & Lifts	Hydraulic elevator (1)	Good					\$ 26,000					
D2010 - Plumbing Fixtures	2 men and 2 women, public washrooms and multiple fixtures.	Good						\$ 30,000				
D3034 - Packaged Air Conditioning Units	Gas fired roof top units, electric baseboard heaters around the perimeter of the bldg.	Good		\$ 150,000								
D3034 - Packaged Air Conditioning Units	Gas fired roof top units, electric baseboard heaters around the perimeter of the bldg.	Good							\$ 150,000			
D3041 - Air Distribution Systems	Coil Repairs	Critical	\$ 12,000									
D3045 - Exhaust Ventilation Systems	Exhaust fan inside the garage area with CO tied in. Exhaust fans in bathrooms.	Good										
D3060 - Controls And Instrumentation	BAS System	Good			\$ 25,000							
D4030 - Fire Protection Specialties	fire alarm	Good									\$ 50,000	
D5022 - Lighting Equipment	T-8 fluorescent lighting.	Good				\$ 60,000						
D5022 - Lighting Equipment	LED Lighting	Good	\$ 10,000									
D5037 - Fire Alarm System	Fire alarm system.	Good					\$ 44,893					
D5038 - Security Systems	Security system	Good					\$ 59,858					
D5091 - Exit & Emergency Light Systems	LED exit lights and emergency lighting.	Good										
			\$ 72,000	\$ 266,875	\$ 50,000	\$ 119,858	\$ 100,893	\$ 241,419	\$ 150,000	\$ 50,000	\$ 50,000	\$ 70,000

Renfrew County Place - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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 Waste	oil water seperator	Fair					\$ 10,000					
			\$ 50,000	\$ -	\$ 12,000	\$ -	\$ 10,000	\$ -	\$ -	\$ 12,000	\$ 40,000	\$ -

TOTAL			\$ 122,000	\$ 266,875	\$ 62,000	\$ 119,858	\$ 110,893	\$ 241,419	\$ 150,000	\$ 62,000	\$ 90,000	\$ 70,000
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80 McGonigal Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
D5038 - Security Systems	Security cameras, fob entry, sensors.	Good						\$ 25,000				
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -

80 McGonigal - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2020 - Parking Lots	Asphalt parking lot, 6-8 spaces.	Critical										\$ 10,000
G2020 - Parking Lots	Crack Sealing	Good									\$ 7,000	
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ 10,000

TOTAL			\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 7,000	\$ 10,000
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Miramichi Lodge Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
E1042 - Laundry Room Equipment	Commercial Laundry and Dry Cleaning equipment	Poor	\$ 12,000									
E1093 - Food Service Equipment	CC, 7 hobart mixer brute steamer garland master 450 ridalco	Fair	\$ 20,000									
D1010 - Elevators & Lifts	68 special purpose lifts from 160 kg - 455 kg tempo	Critical	\$ 80,000						\$ 80,000			
D3034 - Packaged Air Conditioning Units	Humidifiers	Critical	\$ 85,000									
D1010 - Elevators & Lifts	2 Hydraulic passenger elevators contr./tank motor pump valves	Good	\$ 123,000									
B30 - Roofing	Built up roof	Fair								\$ 100,000		
C1020 - Fittings	Visual display boards in Staff areas & Nurse Nooks	Good										
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	\$ 60,000									
C3020 - Floor Finishes	carpet rolled	Good			\$ 40,000							
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	New Tracks	Good	\$ 80,000									
D1010 - Elevators & Lifts	elevator component replacement door operators	Fair	\$ 45,000									
D2010 - Plumbing Fixtures	162 Water closets,3 urinals,162 washroom sinks,6 kitchen sinks,	Good							\$ 60,000			
D2095 - Domestic Water Heaters	2 domestic and 2 laundry / kitchen	Good						\$ 127,375				
D3022 - Hot Water Boilers	MCC panel in Room C317 & C222 for domestic hot water	Fair			\$ 100,000							
D3022 - Hot Water Boilers	Building Heating	Fair				\$ 100,000						
D3031 - Chillers		Fair										
D3034 - Packaged Air Conditioning Units	ERV 2 - Supply L/s 2600 Exhaust L/s 2600 Motors 7.5 HP	Fair					\$ 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					
D3035 - Cooling Piping And Fittings		Good										\$ 120,000
D3036 - Cooling Generating Equip. & Piping Insulation		Good					\$ 18,480					
D3043 - Hydronic Distribution Systems	pyex□	Good							\$ 240,000			
D3045 - Exhaust Ventilation Systems	18 x Upblast style ventilation fans	Good					\$ 18,000					
D3045 - Exhaust Ventilation Systems	2 x air volume 4700 x 3300 Unit ventilators split units	Good					\$ 30,000					
D3045 - Exhaust Ventilation Systems	VAV controllers	Fair		\$ 30,000								
D3058-D - Make-Up AHU	AHU 1	Fair					\$ 76,000					
D3058-D - Make-Up AHU	AHU 2	Fair					\$ 76,000					
D3058-D - Make-Up AHU	AHU 3	Fair				\$ 76,000						
D3058-D - Make-Up AHU	AHU 4	Fair				\$ 76,000						
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										\$ 311,080
D5022 - Lighting Equipment	LED Lighting RHA common area	Fair				\$ 70,000						
D5022 - Lighting Equipment	2 A & B	Good			\$ 100,000							
D5022 - Lighting Equipment	C Block	Good								\$ 65,000		
D5022 - Lighting Equipment	Changing to LED lights	Poor				\$ 30,000						\$ 30,000
D5032 - Intercommunications And Paging	Nurse call - Austco system	Fair		\$ 250,000								
D5032 - Intercommunications And Paging	Nurse Phones - Panasonic	Good				\$ 60,000						
D5033 - Telephone Systems	NEC administration telephone system	Good					\$ 30,000					
D5035 - Television System	Cable Vision	Good			\$ 40,000							
D5037 - Fire Alarm System	control panel	Poor										\$ 30,000
D5038 - Security Systems	Multiple cameras	Good									\$ 20,000	
D5091 - Exit & Emergency Light Systems	Hard wired Emergency and Exit Lights	Good							\$ 8,000			
D5092 - Emergency Power & Generation Systems	450 Kw Emergency Generator	Good					\$ 20,380					
E1042 - Laundry Room Equipment	Commercial Laundry and Dry cleaning Equipment x2	Poor		\$ 30,000								
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 450 ridalco	Fair			\$ 35,000							
E1093 - Food Service Equipment	dishwashers	Poor		\$ 53,000								
E2010 - Fixed Furnishings	Kitchen areas 2 x each floor	Fair					\$ 30,060					
E2010 - Fixed Furnishings	Servery 1 B(Butterfly)	Good		\$ 30,000								\$ 30,000
E2020 - Movable Furnishings	community centre / chapel	Fair										
			\$ 320,000	\$ 578,000	\$ 351,500	\$ 487,000	\$ 1,010,920	\$ 202,375	\$ 455,000	\$ 195,000	\$ 154,211	\$ 521,080

Miramichi Lodge - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2010 - Roadways		Good							\$ 150,000			
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	
G4020 - Site Lighting	ageing technology	Poor										
			\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 185,176	\$ -	\$ 20,000	\$ -
TOTAL			\$ 320,000	\$ 578,000	\$ 351,500	\$ 487,000	\$ 1,030,920	\$ 202,375	\$ 640,176	\$ 195,000	\$ 174,211	\$ 521,080

Bonnechere Manor Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	\$222,000									
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										\$30,000
C1030 - Interior Doors	Interior doors include 199 steel units, 365 wood units,	Good					\$28,735					
C1030 - Interior Doors	4 interior sliding doors, 2 interior glass doors	Good					\$38,000					
C3020 - Floor Finishes	rolled vinyl	Fair										
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	Fair		\$30,000								
C3030 - Ceiling Finishes	T-bar	Good							\$81,520			
D1010 - Elevators & Lifts	OTIS passenger elevator	Good					\$25,475					
D2010 - Plumbing Fixtures	Argo Tubs	Fair					\$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	
D2095 - Domestic Water Heaters	Replacement completed 2014	Good					\$175,000					
D3012 - Gas Supply System	Natural Gas	Good										\$34,080
D3016 - Solar Energy Supply	New solar panels Repairs - Replace inverter	Good					\$25,000					
D3024 - Boiler Room Piping And Specialties		Good									\$34,080	
D3031 - Chillers		Poor	\$520,000									
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 from 3,900 CFM	Good								\$93,010	\$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	Good						\$30,000				
D5010 - Electrical Service And Distribution	Replace existing Generator with new/handle full bldg	Poor	\$500,000									
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										\$100,000
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	Security Cameras	Fair				\$10,000		\$10,000		\$10,000		\$10,000
D5091 - Exit & Emergency Light Systems	Hard wired Emergency and Exit Lights	Fair							\$11,000			
D5092 - Emergency Power & Generation	Detriot generator 375 KVa	Good										
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	Good						\$110,760				
			\$ 1,282,000	\$ 302,000	\$ 258,000	\$ 528,235	\$ 458,400	\$ 384,465	\$ 435,470	\$ 322,090	\$ 203,010	\$ 267,090

Bonnechere Manor - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2020 - Parking Lots	Asphalt *	Fair										\$ 100,000
G2020 - Parking Lots	Asphalt	Good						\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
G2030 - Pedestrian Paving	concrete sidewalk and patio	Good				\$ 20,000						
G2040 - Site Development	Three flag poles	Good										
G4020 - Site Lighting	exterior led lighting	Fair						\$ 25,000				
			\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 50,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
TOTAL			\$ 1,282,000	\$ 302,000	\$ 258,000	\$ 548,235	\$ 458,400	\$ 434,465	\$ 460,470	\$ 347,090	\$ 228,010	\$ 392,090

Arnprior Paramedic Base Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
B2040 - Industrial Doors	6 overhead garage doors open on both sides.	Fair										\$ 30,000
B30 - Roofing	Asphalt shingles.	Poor	\$ 15,000									
C3020 - Floor Finishes	Epoxy coat in garage area. Approx 1565 sq ft	Poor								\$ 12,000		
D2095 - Domestic Water Heaters	Gas fired instantenous hot water heater.	Fair		\$ 5,095								
D3034 - Packaged Air Conditioning Units	Gas fired AHU with A/C and remote condensor	Good				\$ 15,000						
D3053 - Unit Heaters	Radiant Heaters	Good						\$ 5,000				
D5092-Emergency Power & Generation Sys.	10kW emergency generator, natural gas.	Good					\$ 15,000					
			\$ 15,000	\$ 5,095	\$ -	\$ 15,000	\$ 15,000	\$ 5,000	\$ -	\$ 12,000	\$ -	\$ 30,000

Arnprior Paramedic Base - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2020 - Parking Lots	Asphalt parking lot on the side of the building	Fair		\$ 10,000								
G2020 - Parking Lots	Asphalt crack sealing	Fair		\$ 5,000					\$ 5,000			
			\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -

TOTAL			\$ 15,000	\$ 20,095	\$ -	\$ 15,000	\$ 15,000	\$ 5,000	\$ 5,000	\$ 12,000	\$ -	\$ 30,000
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Barry's Bay Paramedic Base Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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 Htr	Electric instantenous hot water heater	Fair								\$ 5,095		
D3034 - Packaged A/C Units	Propane fired AHU with A/C & remote condenser	Good						\$ 15,000				
D3053 - Unit Heaters	Radiant heaters	Good						\$ 5,000				
D5092 - Emergency Power & Generation	12 kW emegernecey 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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2020 - Parking Lots	Asphlat 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	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -

TOTAL			\$ -	\$ 5,000	\$ -	\$ 20,000	\$ 12,000	\$ 20,000	\$ -	\$ 40,095	\$ 20,000	\$ -
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Petawawa Paramedic Base Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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 Heater	Gas fired instantaneous hot water heater	Fair								\$ 5,095		
D3034 - Packaged Air Condition AHU		Good						\$ 15,000				
D5092 - Emergency Power & Gr	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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2020 - Parking Lots	Asphalt with concrete curbs.	Good		\$ 20,000								
G2040 - Site Development	Back Lite signage at road	Good									\$ 5,000	
			\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -

TOTAL			\$ -	\$ 20,000	\$ 12,000	\$ 12,000	\$ -	\$ 15,000	\$ -	\$ 35,095	\$ 32,000	\$ -
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Deep River Paramedic Base Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
B2040 - Industrial Doors	6 over head garage doors	Fair										\$ 30,000
B30 - Roofing	Asphalt Shingles (25 year)	Good						\$ 12,000				
C3020 - Floor Finishes	Epoxy Coating in Garage area	Good			\$ 12,000							
			\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ 30,000

Deep River Paramedic Base - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	\$ -	\$ -	\$ -	\$ 5,000	\$ 20,000	\$ -	\$ -

TOTAL			\$ -	\$ 5,000	\$ 17,000	\$ -	\$ -	\$ 12,000	\$ 5,000	\$ 20,000	\$ -	\$ 30,000
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OPP Police Station - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2020 - Parking Lots	line painting	Good		\$ 10,000							\$ 10,000	
			\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -

OPP Police Station

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
C3010 - Wall Finishes		Good									\$ 32,932	
D2095 - Domestic Wtr Htrs		Good							\$ 32,083			
D5021 - Branch Wiring		Good										\$ 13,241
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,083	\$ -	\$ 32,932	\$ 13,241

TOTAL			\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 32,083	\$ -	\$ 42,932	\$ 13,241
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Public Works Patrols

Location		Category	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
General Inspections							\$ 15,000	\$ 20,000	\$ 25,000	\$ 30,000	\$ 35,000	\$ 45,000	\$ 35,000
White Water	Sand Building	B10 - Roofing	Fair										
White Water	Sand Building	B10 - Superstructure	Fair										
Southwest	Salt Building	B30 - Roofing	Poor	\$ 50,000									
Southwest	Salt Building	B10 - Superstructure	Poor	\$ 70,000									
Southwest	Sand Building	B30 - Roofing	Poor	\$ 50,000									
Southwest	Sand Building	B10 - Superstructure	Poor	\$ 60,000									
Cobden	Main Building	A10 - Foundations	Fair		\$ 45,000								
Cobden	Storage Shed	B10 - Superstructure	Fair		\$ 25,000								
Goshen	Salt Building	A10 - Foundations	Fair		\$ 25,000								
Goshen	Sand Building	A10 - Foundations	Fair		\$ 25,000								
Goshen	Storage Shed N	A10 - Foundations	Fair		\$ 25,000								
Goshen	Storage Shed N	B30 - Roofing	Fair		\$ 30,000								
Goshen	Storage Shed N	B10 - Superstructure	Fair		\$ 5,000								
Goshen	Storage Shed N	B2010 - Exterior Walls	Fair		\$ 25,000								
Goshen	Storage Shed S	A10 - Foundations	Fair		\$ 25,000								
Calabogie	Storage Shed	A10 - Foundations	Fair			\$ 25,000							
Goshen	Storage Shed S	B30 - Roofing	Fair			\$ 30,000							
Goshen	Storage Shed S	B10 - Superstructure	Fair		\$ 5,000	\$ 30,000							
Goshen	Storage Shed S	B2010 - Exterior Walls	Fair			\$ 30,000							
Southwest	Main Building	A10 - Foundations	Fair			\$ 50,000							
White Water	Main Building	A10 - Foundations	Fair			\$ 50,000							
White Water	Salt Building	A10 - Foundations	Fair			\$ 25,000							
Calabogie	Sand Building	B30 - Roofing	Fair				\$ 50,000						
Calabogie	Sand Building	B10 - Superstructure	Fair				\$ 30,000						
Cobden	Main Building	E2010 - Fixed Furnishings	Fair				\$ 30,000						
Cobden	Storage Shed	A10 - Foundations	Fair				\$ 30,000						
Goshen	Main Building	A10 - Foundations	Fair				\$ 65,000						
White Water	Sand Building	A10 - Foundations	Fair				\$ 25,000						
Calabogie	Main Building	D3057 - Radiant Heater Units	Good					\$ 50,000					
Cobden	General Site	G2010 - Roadways	Poor					\$ 150,000					
White Water	Main Building	B2040 - Industrial Doors	Fair					\$ 30,000					
Cobden	General Site	G2080 - Site Equipment	Fair						\$ 25,000				
Goshen	General Site	G2010 - Roadways	Fair						\$ 75,000				
Southwest	General Site	G2010 - Roadways	Fair						\$ 80,000				
Southwest	Salt Building	A10 - Foundations	Good						\$ 25,000				

Location		Category	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Southwest	Sand Building	A10 - Foundations	Good						\$ 25,000				
Calabogie	Salt Building	B30 - Roofing	Fair							\$ 30,000			
Calabogie	Salt Building	Exterior Siding	Fair							\$ 60,000			
Goshen	Main Building	B2020 - Exterior Windows	Good							\$ 25,000			
Goshen	Main Building	Roofing	Fair							\$ 30,000			
Goshen	Main Building	B2010 - Exterior Walls	Good							\$ 25,000			
Southwest	Main Building	D3053 - Unit Heaters	Fair							\$ 40,000			
Cobden	Main Building	B2040 - Industrial Doors	Fair								\$ 35,000		
White Water	General Site	G2010 - Roadways	Fair							\$ 20,000	\$ 180,000		
White Water	Main Building	HVAC	Good								\$ 25,000		
Calabogie	Salt Building	A10 - Foundations	Fair									\$ 25,000	
White Water	Storage Shed	A10 - Foundations	Good									\$ 25,000	
White Water	Storage Shed	B30 - Roofing	Fair									\$ 40,000	
White Water	Storage Shed	B10 - Superstructure	Fair									\$ 40,000	
White Water	Storage Shed	B2010 - Exterior Walls	Fair									\$ 100,000	
Calabogie	Main Building	A10 - Foundations	Fair										\$ 50,000
Southwest	Storage Shed N	B30 - Roofing	Good										\$ 25,000
Southwest	Storage Shed N	B10 - Superstructure	Good										\$ 25,000
Southwest	Storage Shed N	B2010 - Exterior Siding	Good										\$ 25,000
Southwest	Storage Shed S	B30 - Roofing	Good										\$ 25,000
Southwest	Storage Shed S	B2010 - Exterior Siding	Good										\$ 25,000
White Water	Main Building	B10 - Roofing	Good										\$ 50,000
White Water	Main Building	B10 - Superstructure	Good										\$ 25,000
TOTAL				\$ 230,000	\$ 235,000	\$ 240,000	\$ 245,000	\$ 250,000	\$ 255,000	\$ 260,000	\$ 275,000	\$ 275,000	\$ 285,000

Renfrew County Housing Corporation

Facility: Name	Category	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
425 Nelson Street	B2010 - Exterior Walls	Poor	\$6,220									
425 Nelson Street	B2020 - Exterior Windows & Exterior Doors	Poor	\$60,000									
425 Nelson Street	B30 - Roofing	Good										\$36,720
425 Nelson Street	C1060 - Kitchen Refurbishment	Fair						\$80,000				
425 Nelson Street	D3041 - Air Distribution Systems	Poor					\$33,660					
425 Nelson Street - Site	G2030 - Pedestrian Paving	Poor					\$18,360					
425 Nelson Street	Camera	Good										
510 & 515 MacKay Street	B30 - Roofing	Critical	\$140,000									
510 MacKay Street	B2030 - Exterior Doors	Fair		\$100,000								
510 MacKay Street	B2020 - Exterior Windows	Poor	\$110,000									
510 MacKay Street	B30 - Roofing	Good										\$81,600
510 MacKay Street	B30 - Roofing	Fair							\$40,000			
510 MacKay Street	C1060 - Kitchen Refurbishment	Fair										\$279,990
510 MacKay Street	D5037 - Fire Alarm System	Fair			\$20,000							
515 River Road	B30 - Roofing	Fair										\$49,470
515 River Road	B2020 - Exterior Windows	Poor	\$65,000									
55 Poplar Street	B30 - Roofing	Good										
55 Poplar Street	C1060 - Kitchen Refurbishment	Fair										\$85,680
150 Elizabeth Street North	435-481 Nelson St - (6) Townhome Blocks	Good										\$25,000
150 Elizabeth Street North	B30 - Roofing	Fair										\$25,000
150 Elizabeth Street North	D2095 - Domestic Water Heaters	Good			\$15,000							
150 Elizabeth Street North	D3058-D - Make-Up AHU	Poor			\$100,000							
150 Elizabeth Street North	Sidewalks	Poor	\$30,000									
150 Elizabeth Street North	D5013 - Main Electrical Svc & Distr	Fair								\$35,000		
150 Elizabeth Street North - Site	G2020 - Parking Lots	Poor						\$35,600				
59 Wallace Street	B2010 - Exterior Walls	Fair										\$129,580
59 Wallace Street	C1060 - Kitchen Refurbishment	Poor					\$80,000					\$35,700
59 Wallace Street	B30 - Roofing	Fair										
435-481 Nelson St - (6) Townhome Blocks	B1013 - Balcony Construction	Critical	\$25,000									
435-481 Nelson St - (6) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair									\$153,000	
1030-1106 Lea St - (4) Townhome Blocks	B2020 - Exterior Windows	Poor		\$275,000								
1030-1106 Lea St - (4) Townhome Blocks	B30 - Roofing	Critical										\$172,380
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		\$221,340						
1030-1106 Lea St - Site	G2020 - Parking Lots	Fair										\$30,600
1110-1144 Lea St - (2) Townhome Blocks	B2020 - Exterior Windows	Poor	\$135,000							\$40,800		
1110-1144 Lea St - (2) Townhome Blocks	B30 - Roofing	Good										\$53,040
1110-1144 Lea St - (2) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair							\$100,980			
1110-1144 Lea St - (2) Townhome Blocks	B2020 - Exterior Windows	Poor			\$180,000							
1 MacKercher Drive	B2030 - Exterior Doors	fair							\$75,000			
1 MacKercher Drive	B30 - Roofing	Fair								\$71,400		
400 Nelson Street	B2010 - Exterior Walls	Poor	\$16,120									
400 Nelson Street	B30 - Roofing	Critical	\$104,580									
400 Nelson Street	C1060 - Kitchen Refurbishment	Fair										\$51,000
400 Nelson Street	C1070 - Bathroom Refurbishment	Fair					\$53,040					
75 Stafford Street	B30 - Roofing	Fair									\$81,600	
75 Stafford Street	D4010 - Sprinklers	Fair			\$50,000							
75 Stafford Street - Site	G2020 - Parking Lots	Poor						\$30,000				
75 Stafford Street - Site	G2049-B - Sheds	Fair					\$45,900					
19 Smith Street	C1060 - Kitchen Refurbishment	Fair						\$36,720				
19 Smith Street	B2030 - Exterior Doors	fair							\$75,000			
130-144 Fraser, 135-147 Arnolds, 520-546 Nelson -	B30 - Roofing	Fair										\$88,740
130-144 Fraser, 135-147 Arnolds, 520-546 Nelson -	C1060 - Kitchen Refurbishment	Fair				\$183,600						
Bronx Street/Reynolds Avenue	B2020 - Exterior Windows	Poor	\$175,000	\$75,000								
260 Elizabeth Street North	B1013 - Balcony Construction	Critical	\$170,920	\$150,000								
260 Elizabeth Street North	B1013 - Balcony Construction	Fair	\$32,290				\$25,000					\$25,000
260 Elizabeth Street North	B2010 - Exterior Walls	Poor									\$65,000	
260 Elizabeth Street North	B2020 - Exterior Windows	Critical	\$200,000									
260 Elizabeth Street North	B2030 - Exterior Doors	Poor					\$250,000					

Facility: Name	Category	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
260 Elizabeth Street North	B30 - Roofing	Fair								\$160,000		
260 Elizabeth Street North	D3058-D - Make-Up AHU	Fair		\$80,073								
260 Elizabeth Street North	D3058-D - Make-Up AHU	Fair		\$80,073								
260 Elizabeth Street North	D4010 - Sprinklers	Good						\$50,000				
260 Elizabeth Street North - Site	G2020 - Parking Lots	Poor				\$45,900	\$65,000					
260 Elizabeth Street North - Site	G2030 - Pedestrian Paving	Good										
260 Elizabeth Street North - Site	G2040 - Site Development	Fair					\$55,000					
260 Elizabeth Street North - Site	Camera	Good										
5967 Palmer Rapids Road	B2020 - Exterior Windows	Fair										\$28,000
5967 Palmer Rapids Road	B2030 - Exterior Doors	Fair					\$55,000					
5967 Palmer Rapids Road	B30 - Roofing	Fair									\$100,480	
Allan Ave, Archibald Ave, Francis St, George Ave - (A20 - Basement Construction	Poor					\$34,680					
Allan Ave, Archibald Ave, Francis St, George Ave - (B2030 - Exterior Doors	Good										\$131,620
Allan Ave, Archibald Ave, Francis St, George Ave - (B30 - Roofing	Fair										
206-251 Oak Cres, 596-598 Frank Dench St	B30 - Roofing	Fair			\$167,280							
174/178,202 Massey, 220/350 Arith Blvd	B2010 - Exterior Walls	Critical			\$55,000							
174/178,202 Massey, 220/350 Arith Blvd	B2020 - Exterior Windows	Poor	\$200,000									
174/178,202 Massey, 220/350 Arith Blvd	B30 - Roofing	Fair				\$136,200						
174/178,202 Massey, 220/350 Arith Blvd	C1060 - Kitchen Refurbishment	Fair						\$183,600				
174/178,202 Massey, 220/350 Arith Blvd	G2020 - Parking Lots	Good				\$45,900					\$45,900	
174/178,202 Massey, 220/350 Arith Blvd	G2050 - Landscaping	Fair					\$30,600					
44 Lorne Street	B2010 - Exterior Walls	Fair									\$32,640	
44 Lorne Street	B2020 - Exterior Windows	Fair			\$25,000							
44 Lorne Street	B30 - Roofing	Fair									\$30,600	
44 Lorne Street	D4010 - Sprinklers	Good									\$45,000	
1 MacKercher Drive	D3058-D - Make-Up AHU	Fair									\$50,000	
1 MacKercher Drive	B30 - Roofing	Good		\$100,000								
41 Vimy Boulevard	A10 - Foundations	Poor										
41 Vimy Boulevard	C1060 - Kitchen Refurbishment	Fair			\$147,900							
41 Vimy Boulevard	D1010 - Elevators & Lifts	Fair			\$75,000							
236 Hall Avenue	Crawlspace	Poor	\$78,900					\$150,000				
236 Hall Avenue	B1013 - Balcony Construction	Critical	\$65,420									
236 Hall Avenue	B2010 - Exterior Walls	Fair										
236 Hall Avenue	B2020 - Exterior Windows	Fair			\$102,000							
236 Hall Avenue	B2030 - Exterior Doors	Fair								\$200,000		
41-103 Fourth Ave, 74-82 Riverview Dr	D3023 - Furnaces	Good				\$44,007						
177-213 Allan Dr, 178-244 Wilfred Cres	B2010 - Exterior Walls	Fair										\$91,800
229/231 Albert Street	B10 - Superstructure	Critical	\$30,000									
229/231 Albert Street	B2010 - Exterior Walls	Fair				\$26,520						
229/231 Albert Street	B30 - Roofing	Fair							\$50,000			
229/231 Albert Street	B2030 - Exterior Doors	Fair							\$150,000			
8 Burwash Street	Parking lot	Fair							\$150,000			
8 Burwash Street	Parking lot	Fair								\$150,000		
8 Burwash Street	Continus balcony repairs	Poor										
8 Burwash Street	Balcony doors	Fair							\$130,600			
8 Burwash Street	B2020 - Exterior Windows	Fair										
63 Russell Street	B30 - Roofing	Fair										
63 Russell Street	C1060 - Kitchen Refurbishment	Fair				\$188,700						
63 Russell Street	D3058-D - Make-Up AHU	Poor			\$81,600							
26 Spruce Street - Townhomes	B30 - Roofing	Fair										
26 Spruce Street - Apartment	B30 - Roofing	Fair					\$75,000					
26 Spruce Street - Apartment	C1060 - Kitchen Refurbishment	Poor		\$106,000								
26 Spruce Street - Apartment	D3058-D - Make-Up AHU	Critical		\$45,000								
136-148 Vimy Blvd S	D3023 - Furnaces	Fair		\$80,000								
136-148 Vimy Blvd S	Front Porches	Critical	\$60,000	\$56,102	\$150,000							
136-148 Vimy Blvd S	B30 - Roofing	Fair										
143-157 Vimy Blvd S	D3023 - Furnaces	Fair		\$80,000								
143-157 Vimy Blvd S	B30 - Roofing	Fair										\$90,380
143-157 Vimy Blvd S	Front Porches	Critical			\$81,052			\$75,000		\$105,000		
242 Vimy Blvd S - Office	D5038 - Security Systems	Poor	\$25,000									\$25,000
TOTAL			\$ 1,729,450	\$ 1,487,248	\$ 1,249,832	\$ 1,113,507	\$ 821,240	\$ 640,920	\$ 771,580	\$ 762,200	\$ 604,220	\$ 1,511,300

Light Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs												
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030			
AMBU-07-1218615	Service Van (Mechanic)	2007	10	H	\$115,000												
LDTR-12-S287313	Pickup Truck (Mechanic)	2012	7	L	\$60,000												
AMBU-18-	Service Van (Mechanic)	2012	10			\$115,000											
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					
LDTR-13-S647785	Pickup Truck	2013	7	L									\$34,000				
LDTR-13-S689597	Pickup Truck	2013	7	L										\$34,000			
LDTR-13-S702813	Pickup Truck	2013	7	L											\$34,000		
LDTR-14-S351839	Pickup Truck	2014	7	L	\$34,000											\$34,000	
LDTR-14-S370373	Pickup Truck	2014	7	L	\$34,000												\$34,000
LDTR-14-S344123	Pickup Truck	2014	7	L	\$34,000												\$34,000
LDTR-15-Z317342	Pickup Truck	2015	7	L		\$34,000											\$34,000
LDTR-15-Z318236	Pickup Truck	2015	7	L		\$34,000											\$34,000
LDTR-15-Z317342	Pickup Truck	2015	7	L		\$34,000											\$34,000
LDTR-16-Z335214	Pickup Truck	2016	7	L				\$34,000									\$34,000
LDTR-16-Z337328	Pickup Truck	2016	7	L				\$34,000									\$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-S653182	Pickup Truck	2019	7								\$34,000						
LDTR-19-S653181	Pickup Truck	2019	7								\$34,000						
LDTR-19-1213219	Pickup Truck	2019	7								\$34,000						
TOTAL					\$277,000	\$217,000	\$68,000	\$136,000	\$136,000	\$136,000	\$136,000	\$136,000	\$102,000	\$102,000	\$68,000		

Medium Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
MDTR-09-H243812	3 Ton Truck	2009	14	M										\$130,000	
MDTR-09-H243811	3 Ton Truck	2009	14	M											\$130,000
MDTR-10-HAX8817	3 Ton Truck	2010	14	M				\$130,000							
MDTR-10-HAX8816	3 Ton Truck	2010	14	M											\$130,000
TOTAL					\$0	\$0	\$0	\$130,000	\$0	\$0	\$0	\$0	\$130,000	\$260,000	\$0

Heavy Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs											
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
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	30	E	\$190,000											
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-H473898	6 Ton Truck	2016	14	E												\$345,000
HDTR-16-H473897	6 Ton Truck	2016	14	E												\$345,000
HDTR-18-PJF4339	6 Ton Truck	2017	14	E												
HDTR-18-L563291	6 Ton Truck	2018	14	E												
HDTR-19-HKU2693	6 Ton Truck	2019	14													
TOTAL					\$535,000	\$345,000	\$345,000	\$0	\$690,000	\$690,000	\$690,000	\$690,000	\$690,000	\$690,000	\$690,000	\$690,000

Tractors - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
TRAC-02-L25026	Tractor	2002	15	H											
TRAC-02-L25212	Tractor	2002	15	H		\$90,000									
TRAC-04-N153059	Tractor	2004	15	H								\$110,000			
TRAC-07-T090H45	Tractor	2007	15	M											
TRAC-19-51236	Tractor	2019	15	M											
TOTAL					\$0	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$110,000	\$0	\$0

Backhoe and Loaders - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
BACK-99-0484047	Backhoe	1999	15	H											
BACK-96-FL00908	Backhoe	1996	15	H											
BACK-06-G959459	Backhoe	2006	15	M		\$150,000									
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							\$150,000				
BACK-20-S358956	Backhoe	2019	17												
LOAD-18-0320202	W/Excavator	2018	25	E											
LOAD-23	W/Excavator	2027	25	E			\$400,000								
LOAD-08-Z621907	Loader 624K	2008	15					\$300,000							
TBD	Loader	2030	15												\$300,000
TOTAL					\$0	\$150,000	\$400,000	\$450,000	\$0	\$150,000	\$150,000	\$0	\$0	\$300,000	

Trailers - PW

Asset ID	Asset Description		In Service Year	RISK (L, M, H, E)	Replacement Year Costs											
					2021	2022	2023	2024	2025	2026	2026	2027	2028	2029	2030	
TRAI-95-CARTAN	Trailer	Enclosed cargo	1995	H												\$15,000
TRAI-99-20TOTAN	Float	20 ton tag float-WWRP	1999	H												
TRAI-02-1002203	Float	20 ton tag float-SWP	2002	H												
TRAI-85-20TONCR	Float	20 ton tag float-GOSH	1985	H												
TRAI-12-1142770	Float	7.5 ton tag float-COB	2012	L	\$50,000											
TRAI-04-CARCONS	Trailer	Enclosed cargo	2004	H												
TRAI-10-W043101	Trailer	Enclosed cargo	2010	L												
TRAI-12-A019330	Trailer	3.5 ton trailer	2013	L												
TBD		Enclosed cargo	2025													\$16,000
TBD		Enclosed cargo	2025													\$16,000
TOTAL					\$50,000	\$0	\$0	\$0	\$0	\$47,000	\$0	\$0	\$0	\$0	\$0	\$0

Equipment - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs											
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
TRAI-09-H102108 COB	Asphalt Hot box	2009	15	L		\$38,000										
TRAI-10-H102142 WWRP	Asphalt Hot box	2010	15	L												
TRAI-17- H190501	Asphalt Hot box (dump)	2017	15								\$34,000					
TRAI-17-H190502	Asphalt Hot box (dump)	2017	15													
SMEQ-99-BRCHIP	Brush Chipper	1998	20													
TRAI-17-0420157	Crack Sealer Transporter	2017	15													\$14,000
SMEQ-08-3300055	Line Paint Machine GP/CP	2004	12			\$14,000										
TBD	Line Paint Machine WWRP/SWP	2020	12													
TRAI-17-TCSY	Portable traffic lights	2017	9						\$40,000							
SMEQ-12-GA0621	Retroreflectometer	2012	4	L				\$20,000								\$8,000
SMEQ-17-GA1102	Retroreflectometer	2017	4	L	\$16,000					\$20,000						
COMS-03-RWISFOY-1	RWIS - FOYMOUNT - UPDATE	2016	7													
COMS-03-RWISKIL-1	RWIS - KILLALOE - UPDATE	2017	7							\$30,000						
SMEQ-10-10889	Steamer	2010	15													\$18,000
SMEQ-12-12919	Steamer	2012	15													\$18,000
	Steamer	2010	15							\$18,000						
	Steamer	2010	15							\$18,000						
ATTA-14-WTRTANK	U-body water tank	2013	20													
TBD	Asphalt Hot box (dump)	2020	15													
TBD	Asphalt Hot box (dump)	2020	15													
TBD	U-body water tank	2023	20			\$36,000										
TBD	U-body water tank	2023	20					\$36,000								
TOTAL					\$16,000	\$88,000	\$56,000	\$40,000	\$86,000	\$34,000	\$36,000	\$0	\$8,000	\$14,000		

Attachments - PW

Asset ID	Asset Description	In Service Year	LOS Years	Replacement Year Costs											
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
ATTA-99-GSWEEK	SWEEPER	1990	15			\$24,000									
ATTA-99-CSWEEK	SWEEPER	2010	15					\$24,000							
ATTA-99-PSWEEP	SWEEPER	1991	15												
ATTA-99-PRSWEEP	SWEEPER	1992	15		\$24,000										
TRAC-07-12055	RHINO MOWER	2007	10	\$15,000											
ATTA-13-HED0298	MASCHIO MOWER	2013	10												
ATTA-12-HED0282	MASCHIO MOWER	2012	10												
ATTA-11-677587	LANDPRIDE MOWER	2015	10			\$18,000									
TRAC-07-SPPUSH	SNOWPLOW PUSHER	2007	25			\$20,000									
ATTA-06-3035	SHOULDER RECLAIMER	2006	25												
ATTA-05-2725	SHOULDER RECLAIMER	2005	25												
ATTA-03-RECLPEM	SHOULDER RECLAIMER	2003	25												
ATTA-07-TCW1177	SHOULDER RECLAIMER	2007	25												
ATTA-17-20408	BOOM MOWER - LOADER	2017	15												
ATTA-17-20406	BOOM BRUSH CUTTER	2017	15												
SMEQ-05-CRASHC	CRASH CUSHION	2005	30												
TBD	KUBOTA MOWER	2020	10												\$15,000
TBD	KUBOTA MOWER	2020	10												\$15,000
TBD	Guide Rail Mower	2024	10					\$100,000							
TBD	Guide Rail Mower	2024	10					\$100,000							
TOTAL				\$15,000	\$24,000	\$62,000	\$200,000	\$24,000	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000

Development and Property

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs									
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
LDTR-07-HB37840	TRUCK PICKUP DODGE RAM 1500 4X2	2017	7	L				\$30,000						
LDTR-19	TRUCK PICKUP DODGE RAM 1500 4X4	2019	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							\$30,000
TRAC-19-	LAWN TRACTOR	2019	15											
ATV-19-	CANAM 4x4 ATV		10											
TOTAL					\$0	\$30,000	\$30,000	\$30,000	\$0	\$30,000	\$0	\$0	\$30,000	\$30,000

Renfrew County Housing Corporation

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
LDT														
LDTR-04-1183149	FORD TRANSIT VAN	2018	7	E									\$46,000	
LDTR-17-Z367678	TRUCK PICKUP Chevrolet Silverado WT4WC	2017	7	E					\$47,000					
LDTR-16-Z321006	TRUCK PICKUP Chevrolet Silverado WT4WC	2016	7	E							\$34,163			
LDTR-11-1130481	VAN MTCE NISSAN	2018	7	M						\$40,000				
LDTR-12-G206190	TRUCK PICKUP DODGE RAM 2500 4 X 4	2012	8	L		\$50,000								\$50,000
LDTR-13-N101805	VAN MTCE NISSAN	2013	7	L				\$40,000				\$37,000		
LTDR-15-N107755	VAN MTCE NISSAN	2014	7	L			\$40,000							
	FORD F-150 4X4	2020	7	L										\$40,000
Lawn Tractor														
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	\$35,000									
TRAC-15-31000	Tractor 44 Lorne	2015	15	L										
TRAC-15-30980	Tractor 75 Stafford	2015	15	L										
TRAC-16-LAWNR06	Tractor 236 Hall	2016	15	E										
TRAC-16-LAWNP18	Tractor 5967 Palmer	2016	15											
TRAC-17-LAWNP13	Tractor 19 Smith	2017	15											
TRAC-06-LAWNP04	Lawn tractor 150 Elizabeth	2006	15			\$5,763								
TRAC-06-LAWNP05	Lawn tractor 425 Nelson	2006	15			\$5,763								
TRAC-18-LAWN	Lawn tractor 260 Elizabeth	2018	15											
TRAC-04-B002106	Lawn tractor 26 Spruce (Huskavana)	2018	15											
Trailers														
TRAI-01-G003096	TRAILER DUMP -RENFREW	2020	15	E										
TRAI-01-G003095	TRAILER DUMP- ARNPRIOR	2001	15	E	\$12,000									
TRAI-15-2085016	TRAILER DUMP P12 - Pembroke	2015	15	L										
TOTAL					\$47,000	\$61,525	\$40,000	\$57,916	\$47,000	\$40,000	\$40,163	\$37,000	\$46,000	\$90,000

Emergency Services

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
AMBU-12-5683996	AMBULANCE DEMERS TYPE II	2012	4	H			\$235,000				\$235,000				
AMBU-14-5833606	AMBULANCE DEMERS TYPE II	2014	4	M			\$235,000				\$235,000				
AMBU-14-5921494	AMBULANCE DEMERS TYPE II	2014	4	L			\$235,000				\$235,000				
AMBU-15-1189150	AMBULANCE DEMERS TYPE III	2015	4	L			\$235,000				\$235,000				
AMBU-16-1321566	AMBULANCE DEMERS TYPE III	2016	4	H				\$235,000				\$235,000			
AMBU-16-1330434	AMBULANCE DEMERS TYPE III	2016	4	H				\$235,000				\$235,000			
AMBU-16-1333254	AMBULANCE DEMERS TYPE III	2016	4	H				\$235,000				\$235,000			
AMBU-17-9738095	AMBULANCE DEMERS TYPE III	2017	4	M	\$235,000					\$235,000				\$235,000	
AMBU-17-9738598	AMBULANCE DEMERS TYPE II	2017	4	E	\$235,000					\$235,000				\$235,000	
AMBU-17-9738792	AMBULANCE DEMERS TYPE III	2017	4	M	\$235,000					\$235,000				\$235,000	
AMBU-17-9740290	AMBULANCE DEMERS TYPE III	2017	4	H	\$235,000					\$235,000				\$235,000	
AMBU-17-9741893	AMBULANCE DEMERS TYPE III	2017	4	M	\$235,000					\$235,000				\$235,000	
AMBU-17-9774496	AMBULANCE DEMERS TYPE II	2018	4	E		\$235,000					\$235,000				\$235,000
AMBU-18-9774473	AMBULANCE DEMERS TYPE III	2018	4	M		\$235,000					\$235,000				\$235,000
AMBU-18-9774474	AMBULANCE DEMERS TYPE III	2018	4	L		\$235,000					\$235,000				\$235,000
AMBU-18-9774495	AMBULANCE DEMERS TYPE III	2018	4	L		\$235,000					\$235,000				\$235,000
AMBU-18-9774497	AMBULANCE DEMERS TYPE III	2018	4	L		\$235,000					\$235,000				\$235,000
AMBU-18-9774498	AMBULANCE DEMERS TYPE III	2018	4	L			\$235,000				\$235,000				
AMBU-19-N044507	AMBULANCE DEMERS TYPE III	2019	4	L			\$235,000				\$235,000				
ATV-15-G497853	POLARIS 4X4 SIDE BY SIDE	2015	5	M	\$30,000						\$30,000				
ATV-18-8054008	POLARIS 4X4 SIDE BY SIDE	2018	5				\$30,000					\$30,000			
ERV-16-EA29256	Ford Expedition	2016	5	E	\$90,000						\$90,000				
ERV-16-EA54329	FORD F250	2016	5	L	\$90,000						\$90,000				
ERV-16-ERO7647	Ford Expedition	2016	5		\$90,000						\$90,000				
ERV-18-F286261	TRUCK FORD EXPEDITION	2018	5	H			\$90,000					\$90,000			
ERV-18-R375167	TRUCK FORD EXPLORER	2018	5	H			\$90,000					\$90,000			
ERV-18-R375824	TRUCK FORD EXPLORER	2018	5	H			\$90,000					\$90,000			
ERV-18-R376195	Ford Expedition	2018	5	M			\$90,000					\$90,000			
TRAI-07-1118086	WELLS CARGO	2007	15	M		\$15,000									
TRAI-07-N063595	TRAILER - COMMAND UNIT	2007	15	M		\$15,000									
TRAI-15-E043331	TRAILER - STEALTH - UTV	2015	15	L											
TRAI-15-E043332	TRAILER - STEALTH - ESU	2015	15	L											
TRAI-19-W072345	CARGO - SxS	2019	15												
TOTAL					\$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	\$1,175,000	\$1,175,000

Road Sections

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Total					\$ 12,365,718	\$ 11,693,650	\$ 12,736,786	\$ 12,705,064	\$ 14,601,510	\$ 14,311,152	\$ 14,651,893	\$ 14,769,225	\$ 15,813,549	\$ 15,230,467
SCRATCH COAT					\$ 716,431	\$ 737,924	\$ 750,000	\$ 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	Elgin Street West	Madawaska & Elgin-to-Cty Rd 10 (Division St)	0.83	46.5	\$557,582									
1	River Road	Cty Rd 10 (Division St)-to-Usborne St	0.49	46.7	\$333,025									
1	River Road	Mast Rd-to-Henry Crescent	1.83	26.4	\$600,240									
5	Stone Road	Berlanquet Rd-to-Culhane Rd	1.94	33.6	\$636,320									
5	Stone Road	Culhane Rd-to-1574 Stone Rd	1.42	21.0	\$532,416									
7	Forresters Falls Rd	Cty Rd 4 (Queens Line)-to-Cty Rd 21 (Beachburg Rd)	0.39	33.9	\$160,814									
7	Forresters Falls Rd	Cty Rd 21 (Beachburg Rd)-to-Government Rd	2.06	43.3	\$449,227									
7	Forresters Falls Rd	Government Road-to-Harriet Street (urban begins)	0.29	54.3	\$62,795									
20	Bruce St	Hwy 60-to-Urban Limit	0.48	78.6	\$60,000									
21	Beachburg Rd	Cty Rd 49 (Lapasse Rd)-to-Davidson Rd	1.32	77.9	\$81,142									
21	Beachburg Rd	Davidson Rd-to-Zion Line	1.99	75.1	\$121,227									
21	Beachburg Rd	Zion Line-to-Valleyview Rd	2.12	70.4	\$128,048									
21	Beachburg Rd	Valleyview Rd-to-Hila Rd	2.34	64.0	\$143,592									
51	Petawawa Blv	Cty Rd 26 (Doran St)-to-Cty Rd 16 (Victoria St)	0.56	62.1	\$600,000									
51	Petawawa Blv	Cty Rd 16 (Victoria St)-to-Petawawa River Bdge S Exp Jnt	0.16	57.1	\$120,000									
51	Petawawa Blv	Petawawa River Bdge N Exp Jnt-to-Military Camp Rd	0.26	56.6	\$80,000									
52	Burnstown Rd	Fraser Rd (McNab/Horton Twp)-to-1.8km N of Fraser	1.80	94.7	\$320,400									
52	Burnstown Rd	1.8km N of Fraser-to-Lime Kiln Rd	1.26	44.5	\$224,280									
52	Burnstown Rd	Lime Kiln Rd-to-Pucker St	1.22	57.8	\$217,160									
52	Burnstown Rd	Pucker St-to-Graham Ave	0.62	96.2	\$225,000									
52	Raglan St S	Graham Ave-to-Hwy 60 (Coumbes St)	1.22	96.2	\$557,217									
65	Centennial Lake Rd	Deer Mountain Rd-to-Chimo Rd North	4.10	7.9	\$1,078,300									
67	Simpson Pit Rd	Byers Creek Rd-to-Buck Hill Rd	2.45	38.4	\$921,200									
71	Matawatchan Rd	4877 Matawatchan Rd-to-Cty Rd 65	3.19	67.7	\$100,000									
508	Calabogie Rd	Hutson Rd-to-Goshen Rd	1.40	68.9	\$50,000									
512	Foymount Rd	B257-to-Lake Clear Rd	1.28	-	\$704,000									
512	Foymount Rd	Lake Clear Rd-to-Buelow Rd	1.43	-	\$537,680									
512	Foymount Rd	Buelow Rd-to-Verch Rd	1.99	10.3	\$1,094,500									
512	Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)	1.87	9.0	\$703,120									
635	Swisha Rd	Hwy 17-to-Interprovincial Bdge S Exp Jnt	2.58	80.4	\$100,000									
1	Madawaska Blvd	B258 W Exp Jnt-to-Daniel St	0.04	50.1		\$14,269								
1	Madawaska Blvd	Daniel St-to-Elgin St	0.47	50.1		\$145,556								
1	River Road	Henry Crescent-to-Lochwinnoch Rd	2.36	35.0		\$774,080								
2	White Lake Road	Mountain View Rd-to-Robertson Line	1.31	50.6		\$271,629								
2	White Lake Road	Robertson Line-to-Cty Rd 23 (Highland Rd)	3.18	48.6		\$645,540								
2	White Lake Road	Cty Rd 23 (Highland Rd)-to-Waba Creek Bdge E Exp Jnt	0.95	60.3		\$171,516								
7	Forresters Falls Rd	Harriet Street (urban begins)-to-Beginning of semi-urban	0.65	29.0		\$357,500								
13	Mountain Rd	Micksburg Rd-to-Soike Rd	1.40	33.4		\$301,000								
13	Mountain Rd	Soike Rd-to-Stafford Third Line	1.38	35.4		\$296,700								
21	Beachburg Rd	Buchannan's Pit Entrance (1046)-to-Pappin Rd	1.10	49.2		\$411,720								
21	Beachburg Rd	Pappin Rd-to-Watchorn Dr	1.05	49.4		\$348,322								
21	Beachburg Rd	Watchorn Dr-to-Urban Beginning	0.34	48.4		\$110,665								
23	Highland Rd	Renfrew/Lanark Line-to-Sawmill Road	1.51	33.9		\$324,650								
24	White Water Rd	Hwy 17-to-Cty Rd 40 (Greenwood Rd)	2.45	29.7		\$826,560								
29	Drive Inn Rd	City of Pembroke (South Limits)-to-Wilson Rd	1.06	53.2		\$188,680								
29	Drive Inn Rd	Wilson Rd-to-Clearview Crescent	1.09	67.7		\$194,020								
30	Lake Dore Rd	Hwy 60-to-St. John's Church Steps	0.40	52.8		\$455,308								
30	Lake Dore Rd	St. John's Church Steps-to-Lovers Lane	1.19	18.3		\$390,976								
62	Combermere Rd	Combermere S Urban Lt-to-Combermere N Urban Lt	0.25	72.7		\$15,107								
62	Combermere Rd	Combermere North Urban Limit-to-Cty Rd 517 (Dafoe Rd)	0.15	74.9		\$9,450								
62	Combermere Rd	Cty Rd 517 (Dafoe Rd)-to-Combermere Bdge S Exp Jnt	0.09	83.0		\$6,750								
62	Combermere Rd	Combermere Bdge S Exp Jnt-to-CR 515 (Palmer Rd)	0.52	80.2		\$31,646								
65	Centennial Lake Rd	Black Donald Access Point-to-Deer Mountain Rd	4.29	11.2		\$1,128,270								
67	Simpson Pit Rd	Buck Hill Rd-to-Cty Rd 58 (Round Lake Rd)	1.42	45.9		\$781,000								
512	Foymount Rd	County Road 66-to-Brudenell East Limit	0.38	39.1		\$99,940								
512	Foymount Rd	Brudenell Village East Limit-to-Lorwell Lake Drive	2.53	14.3		\$543,950								
512	Foymount Rd	Lorwell Lake Drive-to-Hubers Rd	0.77	40.2		\$202,510								
515	Palmer Rd	Cty Rd 514 (Schutt Rd)-to-Wingle Rd	2.47	36.5		\$531,050								
515	Palmer Rd	Wingle Rd-to-Latchford Bdge S Exp Jnt	0.42	63.4		\$92,880								
517	Dafoe Rd	Serran Road - to - CA 2532	0.63	19.2		\$165,690								

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
517	Dafoe Rd	CA 2532-to-CA 2647	0.56	35.0		\$149,384								
517	Dafoe Rd	CA 2647-to-Lower Craigmont Rd	0.37	15.5		\$97,310								
517	Dafoe Rd	Lower Craigmont Rd-to-Cty Rd 62 (Combermere Rd)	1.66	17.5		\$722,100								
1	River Road	Lochwinnoch Rd-to-Storie Rd	1.20	29.2			\$396,411							
1	River Road	Storie Rd-to-County CP Trail	1.07	23.6			\$350,960							
3	Usborne Street	Cty Rd 1 (River Rd)-to-Braeside West Limits	0.38	54.2			\$89,341							
6	Gillan Rd	Hwy 60 (O'Brien Rd)-to-Jamieson Lane	1.15	76.5			\$73,929							
6	Gillan Rd	Jamieson Lane-to-Lime Kiln Rd	1.72	71.3			\$115,731							
6	Gillan Rd	Lime Kiln Rd-to-Hwy 17	0.86	61.3			\$51,600							
6	Lochwinnoch Rd	Hwy 17-to-Thomson Rd	2.09	73.0			\$137,044							
6	Lochwinnoch Rd	Thomson Rd-to-Yantha Rd	2.77	73.7			\$180,446							
6	Lochwinnoch Rd	Yantha Rd-to-Miller Rd	1.16	78.9			\$77,554							
20	Bruce St	Hwy 60-to-Urban Limit	0.48	75.0			\$35,794							
20	Bruce St	Urban Limit-to-Cobus Rd	1.30	71.6			\$91,929							
20	Bruce St	Cobus Rd-to-Hwy 17	1.33	70.0			\$79,800							
21	Beachburg Rd	Hila Rd-to-Cty Rd 12 (Westmeath Rd)	1.70	75.9			\$104,853							
21	Beachburg Rd	Cty Rd 12 (Westmeath Rd)-to-Finchley Rd	2.50	76.4			\$152,969							
23	Highland Rd	Sawmill Rd-to-Frank St	0.59	51.4			\$105,020							
23	Highland Rd	Frank St-to-Cty Rd 2 (White Lake Rd)	1.67	50.5			\$297,260							
24	White Water Rd	Stafford Third Line-to-Hwy 17	2.57	39.0			\$861,023							
30	Lake Dore Rd	Lovers Lane-to-Sperberg Rd	1.67	27.1			\$627,168							
37	Murphy Rd	Hwy 17-to-Cty Rd 26 (Doran St)	2.16	20.0			\$708,480							
37	Murphy Rd	Cty Rd 26 (Doran St)-to-Cty Rd 51 (Petawawa Blvd)	0.93	33.6			\$322,471							
42	Forest Lea Rd	Hwy 17-to-B Line Rd	2.17	77.6			\$149,730							
42	Forest Lea Rd	B Line Rd-to-Meadowbrook Dr West Junction	1.42	63.7			\$98,589							
42	Forest Lea Rd	Meadowbrook Dr West Junction-to-Cty Rd 51 (Pembroke St W)	0.63	77.1			\$43,740							
45	Russett Dr	Vanjumar Rd-to-Nieman Dr	1.95	50.6			\$395,850							
45	Russett Dr	Nieman Dr-to-Scheel Dr	1.81	60.4			\$367,430							
58	Round Lake Rd	Deer Trail Rd-to-Turners Rd	1.53	47.6			\$310,590							
58	Round Lake Rd	Turners Rd-to-Bonnechere R Bdge W Exp Jnt	0.99	56.4			\$200,970							
65	Centennial Lake Rd	2872 Centennial Lake Rd-to-Black Donald Access Point	1.63	16.6			\$428,690							
508	Calabogie Rd	Mill St-to-Cty Rd 511 (Lanark Rd)	1.94	29.8			\$636,320							
508	Calabogie Rd	Goshen Rd-to-Nabarr Rd	1.50	48.8			\$270,814							
508	Calabogie Rd	Nabarr Rd-to-Cty Rd 63 (Stewartville Rd)	1.47	62.5			\$263,529							
508	Calabogie Rd	Cty Rd 63 (Stewartville Rd)-to-Hwy 17	1.39	56.1			\$252,722							
512	Foymount Rd	Hubers Rd-to-McCauley Mountain Rd	2.51	35.9			\$539,651							
512	Foymount Rd	McCauley Mountain Rd-to-Cty Rd 515 (Quadeville Rd)	0.74	35.9			\$159,100							
512	Foymount Rd	Cty Rd 515 (Quadeville Rd)-to-Sebastopol Dr	0.97	32.3			\$264,221							
512	Foymount Rd	Sebastopol Dr-to-Cty Rd 64 (Opeongo Rd)	0.88	16.2			\$189,200							
515	Palmer Rd	Riverside Dr-to-McPhee Bay Rd	2.19	47.3			\$450,921							
515	Palmer Rd	McPhee Bay Rd-to-Finch Rd	2.07	64.6			\$426,213							
515	Palmer Rd	Finch Rd-to-Palmer Rapids Dam Rd	1.81	51.0			\$398,924							
515	Palmer Rd	Palmer Rapids S Urban Lmt-to-Palmer Rapids N Urban Lmt	0.55	50.0			\$124,850							
515	Palmer Rd	Palmer Rapids N Urban Lmt-to-Cty Rd 514 (Schutt Road)	1.10	69.5			\$195,800							
517	Dafoe Rd	Radcliffe Twp (Coulas Rd)-to-CA 2049	1.00	21.7			\$263,000							
517	Dafoe Rd	CA 2049-to-Peplinskie Rd	1.20	19.4			\$315,600							
517	Dafoe Rd	Peplinskie Rd-to-Serran Rd	0.53	14.8			\$230,550							
1	River Road	Moore St-to-Dochart St	2.10	39.4				\$688,800						
1	River Road	County CP Trail-to-Castleford Bdge S Exp Jnt	2.17	42.2				\$732,096						
5	Stone Road	Mhusk Rd-to-Gallagher Rd	3.00	35.9				\$644,355						
8	Cobden Rd	Hwy 60/Cty Rd 9 (Bulger Rd)-to-Pine Valley Rd	3.01	75.0				\$180,600						
8	Cobden Rd	Pine Valley Rd-to-Barr Line	2.59	76.0				\$156,510						
8	Cobden Rd	Barr Line-to-McPeak Line	2.66	75.5				\$165,300						
8	Cobden Rd	McPeak Line-to-Behm Line	2.81	72.1				\$171,009						
8	Cobden Rd	Behm Line-to-Cobden Urban Beginning	0.51	78.2				\$33,441						
8	Cobden Rd	Cobden Urban Beginning-to-Hwy 17	0.91	75.5				\$58,500						
13	Mountain Rd	Stafford Third Line-to-Stafford Second Line	1.40	49.6				\$249,200						
13	Mountain Rd	Stafford Second Line-to-Snake River Line	1.37	53.5				\$243,860						
13	Mountain Rd	Snake River Line-to-Hwy 17	1.49	57.4				\$265,220						
24	White Water Rd	Hwy 41-to-Stafford Third Line	1.42	31.2				\$479,067						
26	Doran Rd	Black Bay Rd-to-Cty Rd 37 (Murphy Rd)	1.99	49.3				\$464,566						
26	Doran Rd	Cty Rd 37 (Murphy Rd)-to-Herman St	0.38	54.7				\$77,140						
26	Doran Rd	Herman St-to-Cty Rd 51 (Petawawa Blvd)	0.65	53.8				\$147,550						
30	Lake Dore Rd	Sperberg Rd-to-Trail Blazers Rd	2.28	35.7				\$747,512						

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
40	Greenwood Rd	Robinson Rd-to-HWY 148	1.58	62.7				\$900,036						
51	Pembroke West	City of Pembroke West Limits-to-Cty Rd 42 (Forest Lea Rd)	0.90	50.4				\$232,290						
62	Bay St.	Barry's Bay South Limit-to-Hwy 60	0.42	80.8				\$26,100						
63	Flatt Rapids Rd	Cty Rd 45 (Russet Rd)-to-Mill Ridge Rd	1.51	72.1				\$98,685						
63	Flatt Rapids Rd	Mill Ridge Rd-to-Watts Line	2.10	76.8				\$135,257						
65	Centennial Lake Rd	Matawatchan/Brougham Twp Line-to-2872 Centennial Lake Rd	2.26	12.8				\$594,380						
69	Siberia Rd	End of HMA-to-Bark Lake Dam Rd	0.46	1.1				\$120,980						
508	Calabogie Rd	Cty Rd 34 (Norton Rd)-to-Mill St	1.84	36.3				\$603,520						
508	Calabogie Rd	Cty Rd 52 (Burnstown Rd)-to-Dickson Rd	1.56	54.9				\$281,647						
508	Calabogie Rd	Dickson Rd-to-Hutson Rd	1.32	56.1				\$238,317						
512	Foymount Rd	Cty Rd 64 (Opeongo Rd)-to-McCauley Mountain Rd	2.44	51.9				\$1,107,481						
512	Foymount Rd	Silver Lake Rd-to-Donegal Rd	2.45	75.1				\$436,100						
512	Foymount Rd	Donegal Rd-to-Spring Creek Rd	1.25	58.8				\$230,446						
512	Foymount Rd	Spring Creek Rd-to-Sand Rd	2.27	70.4				\$415,605						
512	Foymount Rd	Sand Rd-to-HWY 41	1.65	71.3				\$293,700						
515	Palmer Rd	Cty Rd 62 (Combermere Rd)-to-Riverside Dr	2.28	78.4				\$138,754						
515	Palmer Rd	Palmer Rapids Dam Rd-to-Jewellville Bdge S Exp Jnt	1.26	73.4				\$81,540						
517	Dafoe Rd	Raglan Twp Boundary West-to-Raglan Twp Boundary North	1.70	32.1				\$365,500						
2	Daniel St. North	Madawaska St-to-Michael St (left)	0.93	65.1					\$268,411					
2	Daniel St. North	Michael St-to-Arthur Street	0.54	53.4					\$157,603					
2	Daniel St. North	Arthur Street-to-CR 10 (Baskin Drive W)	0.26	53.3					\$75,883					
3	Usborne Street	Braeside West Limits-to-Carlea Rd	0.46	75.4					\$27,600					
3	Usborne Street	Carlea Rd-to-Carmichael Sideroad	2.08	66.2					\$124,800					
3	Usborne Street	Carmichael Sideroad-to-Cty Rd 54 (McLean Dr)	1.68	74.4					\$100,800					
4	Storyland Road	Eady Rd-to-Cty Rd 1 (River Rd)	1.40	52.7					\$272,340					
4	Storyland Road	Cty Rd 1 (River Rd)-to-Alex Lane	1.29	65.1					\$249,302					
4	Storyland Road	Alex Lane-to-Bingham Road	1.20	46.0					\$396,411					
4	Storyland Road	Bingham Road-to-CR 653 (Chenau Rd)	1.64	49.1					\$296,090					
5	Stone Road	Gallagher Rd-to-Cty Rd 22 (Hyndford Rd)	1.74	32.4					\$373,885					
5	Stone Road	Cty Rd 22 (Hyndford Rd)-to-Hwy 60	0.33	44.3					\$143,550					
14	Witt Rd	Cty Rd 56 (Woito Station Rd)-to-Locksley Rd	2.18	35.0					\$585,894					
16	Victoria St	Cty Rd 51 (Petawawa Blvd)-to-Wolfe Ave	0.87	73.2					\$52,200					
16	Victoria St	Wolfe Ave-to-Armstrong Rd	0.89	74.1					\$60,647					
16	Victoria St	Armstrong Rd-to-CR 25 (Laurentian Drive)	0.37	82.3					\$25,213					
20	Castleford Rd	Humphries Rd-to-Cty Rd 1 (River Rd)	1.39	35.3					\$462,433					
26	Doran Rd	Cty Rd 58 (Round Lake Rd)-to-Lubitz Rd	1.98	50.8					\$404,811					
26	Doran Rd	Lubitz Rd-to-Forest Lea Rd	1.99	50.5					\$409,741					
29	Drive Inn Rd	Clearview Crescent-to-Spruce St East	0.42	75.5					\$28,800					
29	Drive Inn Rd	Elm St-to-Hwy 148	0.23	80.8					\$13,800					
30	Lake Dore Rd	Trail Blazers Rd-to-Black Creek Rd	2.11	60.7					\$374,868					
40	Greenwood Rd	Hwy 17-to-Meath Hill Rd	0.83	65.3					\$178,118					
40	Greenwood Rd	Meath Hill Rd-to-Cemetery Rd	2.50	60.4					\$525,625					
40	Greenwood Rd	Cemetery Rd-to-Cty Rd 21 (Beachburg Rd)	1.33	59.8					\$281,561					
51	Pembroke West	Cty Rd 42 (Forest Lea Rd)-to-Meadowbrook Dr	0.61	77.2					\$58,821					
51	Pembroke West	Meadowbrook Dr-to-B Line Rd	2.16	76.5					\$157,371					
51	Petawawa Blv	B Line Rd-to-Sharon Street	1.29	66.6					\$119,417					
51	Petawawa Blv	Sharon Street-to-Airport Road	1.27	76.6					\$116,477					
51	Petawawa Blv	Airport Rd-to-Cty Rd 25 (Laurentian Dr)	1.70	79.6					\$162,471					
51	Petawawa Blv	Cty Rd 25 (Laurentian Dr)-to-Limestone Dr	1.86	79.5					\$174,574					
51	Petawawa Blv	Limestone Dr-to-Cty Rd 37 (Murphy Rd)	2.18	80.6					\$203,674					
51	Petawawa Blv	Cty Rd 37 (Murphy Rd)-to-Cty Rd 26 (Doran St)	0.22	60.5					\$17,631					
52	Burnstown Rd	Waba Cr Bdge W Exp Jnt-to-McLachlan Rd	0.51	62.8					\$95,319					
52	Burnstown Rd	McLachlan Rd-to-McLeod Rd	5.95	48.0					\$1,216,478					
52	Burnstown Rd	McLeod Rd-to-Burnstown Bdge S Exp Jnt	0.77	51.2					\$158,543					
52	Burnstown Rd	Burnstown Bdge N Exp Jnt-to-Cty Rd 508 (Calabogie Rd)	0.23	75.3					\$46,690					
52	Burnstown Rd	Cty Rd 508 (Calabogie Rd)-to-Picket Hill Lane S Jct	0.33	62.4					\$74,910					
65	Centennial Lake Rd	4126 Centennial Lake Rd-to-Matawatchan/Brougham Twp Line	3.87	22.0					\$1,017,810					
69	Siberia Rd	Bark Lake Dam Rd-to-Sunny Hill Rd	2.45	8.2					\$526,750					
69	Siberia Rd	Sunny Hill Rd-to-Babinski Rd	1.72	51.2					\$455,591					
70	Ruby Rd	Cty Rd 512 (Brudenell Rd)-to-Gorman Rd	4.28	60.5					\$282,744					
70	Ruby Rd	Gorman Rd-to-Wolfe Rd	3.23	63.5					\$209,286					
70	Ruby Rd	Wolfe Rd-to-Hoffman Road	2.21	69.3					\$143,705					
70	Ruby Rd	Hoffman Rd-to-Zadow Rd	2.07	75.8					\$136,818					
70	Ruby Rd	Zadow Rd-to-Hoffman Rd	2.21	72.9					\$138,533					

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
70	Ruby Rd	Hoffman Rd-to-Reserve Boundary	0.94	81.4					\$59,346					
70	Ruby Rd	Golden Lake Bdge N Exp Jnt-to-Hwy 60	0.62	69.5					\$46,425					
71	Matawatchesan Rd	4877 Matawatchesan Rd-to-Cty Rd 65	3.19	60.5					\$571,876					
72	Ridge Road	Champlain St-to-Deep River Road	0.17	32.3					\$227,171					
508	Calabogie Rd	Barrett Chute Rd-to-Cty Rd 34 (Norton Rd)	2.81	39.5					\$604,150					
508	Calabogie Rd	Fraser Rd-to-Riopelle Rd	3.05	51.1					\$542,900					
508	Calabogie Rd	Riopelle Rd-to-Cty Rd 52 (Burnstown Rd)	1.38	55.6					\$245,640					
2	Daniel St. North	Baskin Dr-to-Hwy 17	0.54	71.6						\$41,657				
2	White Lake Road	Hwy 17-to-Cty Rd 45 (Vanjumar Dr)	0.47	62.7						\$59,824				
2	White Lake Road	Cty Rd 45 (Vanjumar Dr)-to-Campbell Dr	0.37	69.6						\$25,213				
2	White Lake Road	Campbell Dr-to-Claybank Bdge E Exp Jnt	1.24	62.4						\$85,560				
9	Bulger Rd	Agnew Rd-to-McGaghran Rd	2.67	27.6						\$574,050				
9	Bulger Rd	McGaghran Rd-to-Stone Hedges Rd	2.56	33.6						\$550,400				
10	Baskin Drive West	CR 2(Daniel Street)-to-Division Street	1.21	71.3						\$89,713				
14	Witt Rd	Locksley Rd-to-Cty Rd 26 (Doran Rd)	2.26	33.2						\$597,566				
19	Mud Lake Rd	Cty Rd 24 (White Water Rd)-to-Robinson Rd	1.27	73.1						\$88,174				
19	Mud Lake Rd	Robinson Rd-to-McDonnell Bdge S Exp Jnt	0.90	71.0						\$63,257				
19	Mud Lake Rd	McDonnell Bdge N Exp Jnt-to-Sawmill Rd	1.21	70.8						\$86,601				
19	Mud Lake Rd	Sawmill Rd-to-City of Pembroke South Limit	1.52	71.0						\$111,394				
20	Castleford Rd	Eady Rd-to-Ferguson Rd	1.40	46.8						\$462,480				
20	Castleford Rd	Ferguson Rd-to-Humphries Rd	1.48	42.9						\$488,907				
22	Grattan Rd	Scotch Bush Rd-to-Bromley/Grattan Twp Line	2.03	77.8						\$122,670				
22	Grattan Rd	Bromley/Grattan Twp Line-to-Gallagher Rd	0.83	77.8						\$51,223				
22	Grattan Rd	Gallagher Rd-to-Cty Rd 5 (Stone Rd)	2.18	78.0						\$132,669				
26	Doran Rd	Forest Lea Rd-to-Cty Rd 28 (Barron Canyon Rd)	2.01	36.4						\$692,244				
26	Doran Rd	Cty Rd 28 (Barron Canyon Rd)-to-Hwy 17	0.29	55.8						\$103,273				
28	Barron Canyon Rd	Smith Lane-to-Priebe Rd	4.74	56.4						\$910,012				
58	Round Lake Rd	Byers Creek Bdge S Exp Jnt-to-Round Lake CenterUrban Begins	1.09	70.5						\$214,808				
58	Round Lake Rd	Bonnechere R Bdge E Exp Jnt-to-Dunnes Bay Lane	1.11	38.2						\$364,080				
58	Round Lake Rd	Dunnes Bay Lane-to-Red Rock Rd	2.95	31.6						\$967,600				
58	Round Lake Rd	Red Rock Rd-to-Foy Park Corridor	1.09	47.4						\$357,520				
64	Opeongo Rd	Cty Rd 512 (Foymount Rd)-to-Raddatz Rd	3.72	71.4						\$248,709				
64	Opeongo Rd	Raddatz Rd-to-Lake Clear Rd	3.13	74.2						\$207,921				
64	Opeongo Rd	Lake Clear Rd-to-Baptist Church Rd	1.64	73.4						\$111,051				
64	Opeongo Rd	Baptist Church Rd-to-Wieland Shore Rd	2.50	77.5						\$167,143				
64	Opeongo Rd	Wieland Shore Rd-to-Gierman Rd	2.56	72.6						\$172,251				
64	Opeongo Rd	Gierman Rd-to-Sebastopol/Grattan Township Line	4.00	60.3						\$269,143				
64	Opeongo Rd	Sebastopol/Grattan Township Line-to-Constant Lake Rd	1.63	66.3						\$101,293				
64	Opeongo Rd	Constant Lake Rd-to-Hwy 41	5.33	74.6						\$356,349				
65	Centennial Lake Rd	Morrow Lake Rd-to-4126 Centennial Lake Rd	1.72	17.6						\$452,360				
66	Wilno South Rd	Hwy 60-to-Mountain View Rd	1.96	34.9						\$515,480				
66	Wilno South Rd	Mountain View Rd-to-Inukshuk Rd	0.97	49.4						\$180,060				
69	Siberia Rd	Babinski Rd-to-Pipedream Lane	2.04	13.3						\$536,520				
73	Deep River Road	Huron St/Algonquin St-to-Champlain St	0.35	36.4						\$481,793				
73	Deep River Road	Champlain St/ Glendale Ave-to-Ridge Road/Hillcrest Ave	0.19	58.3						\$289,076				
508	Calabogie Rd	Norway Lake Rd-to-Brydges Rd	1.95	56.0						\$347,100				
508	Calabogie Rd	Brydges Rd-to-Fleming Rd	0.79	56.1						\$140,620				
508	Calabogie Rd	Fleming Rd-to-Fraser Rd	1.23	53.8						\$218,940				
512	Brudenell Rd	Killaloe South Town Limit-to-Mountain View Rd	1.31	48.6						\$265,930				
512	Brudenell Rd	Mountain View Rd-to-Stack Rd	0.87	56.6						\$179,133				
515	Palmer Rd	Jewelville Bdge N Exp Jnt-to-Palmer Rapids S Urban Lmt	1.78	43.9						\$382,700				
653	Chenau Rd	Hwy 17-to-Cty Rd 48 (Magnesium Rd)	0.53	56.0						\$98,683				
653	Chenau Rd	Cty Rd 48 (Magnesium Rd)-to-Camp Galilee Lane	0.67	50.8						\$122,966				
653	Chenau Rd	Camp Galilee Lane-to-Service Rd	1.75	63.3						\$325,036				
4	Queens Line	Cty Rd 653 (Chenau Rd)-to-CA 1890	2.10	65.7							\$140,400			
4	Queens Line	1890 Qeens Line-to-Magnesium Rd (CR 48)	2.20	78.3							\$152,743			
4	Queens Line	Cty Rd 48 (Magnesium Rd)-to-Acres Rd	3.30	76.6							\$229,114			
4	Queens Line	Acres Rd-to-Kohlsmith Rd	3.09	72.1							\$215,859			
4	Queens Line	Kohlsmith Rd-to-Cty Rd 7 (Foresters Falls Rd)	2.55	79.2							\$174,857			
5	Stone Road	1574 Stone Rd-to-Fulton Rd	0.71	77.8							\$42,783			
5	Stone Road	Fulton Rd-to-Kennelly Rd	2.55	75.0							\$153,912			
5	Stone Road	Kennelly Rd-to-Mhusk Rd	1.37	76.9							\$83,778			
20	Castleford Rd	Hwy 17-to-Collins Rd	1.49	38.5							\$492,211			
20	Castleford Rd	Collins Rd-to-Eady Rd	1.86	35.7							\$614,438			

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
30	Lake Dore Rd	Black Creek Rd-to-Limestone Rd	2.01	74.9							\$125,831			
30	Lake Dore Rd	Limestone Rd-to-Biederman Rd	0.98	77.0							\$59,754			
30	Lake Dore Rd	Biederman Rd-to-Scheuneman Rd	4.28	77.6							\$264,322			
30	Lake Dore Rd	Scheuneman Rd-to-Hwy 41	1.15	68.7							\$69,432			
58	Round Lake Rd	Round Lake Center S Boundary-to-Cty Rd 67 (Simpson Pit Rd)	0.20	77.1							\$12,000			
58	Round Lake Rd	Cty Rd 67 (Simpson Pit Rd)-to-Round Lake Center N Boundary	0.54	70.6							\$32,400			
58	Round Lake Rd	Round Lake Center N Boundary-to-Lakeview Dr West End	2.12	76.5							\$129,926			
58	Round Lake Rd	Lakeview Dr West End-to-Sherwood River Bdge W Exp Jnt	1.33	76.7							\$80,940			
58	Round Lake Rd	Sherwood River Bdge E Exp Jnt-to-Deer Trail Rd	1.33	73.2							\$81,510			
58	Round Lake Rd	Foy Park Corridor-to-Laurentian Valley Boundary	4.59	69.2							\$275,400			
58	Round Lake Rd	Laurentian Valley Bndry-to-C309 (Garipey Creek Culvert)	4.64	74.0							\$282,377			
58	Round Lake Rd	Henan Road-to-Hwy 17	0.76	73.6							\$46,903			
58	Round Lake Rd	Hwy 17-to-B Line Rd	1.26	73.2							\$81,540			
58	Round Lake Rd	B Line Rd-to-TV Tower Rd	2.46	79.4							\$159,197			
58	Bruham Ave	TV Tower Rd-to-Lorne St East	0.98	79.2							\$72,660			
58	Bruham Ave	Lorne St East-to-Boundary Rd	0.37	72.1							\$22,834			
62	John St.	County Picnic Area Rd-to-Barry's Bay South Limit	1.76	63.1							\$362,510			
65	Centennial Lake Rd	Doyle Drive-to-Centennial Lake Bdge N Exp Jnt	1.55	32.0							\$407,650			
65	Centennial Lake Rd	Centennial Lake Bdge S Exp Jnt-to-Morrow Lake Rd	2.01	30.9							\$528,630			
66	Wilno South Rd	Inukshuk Rd-to-Opeongo Rd N	2.40	35.4							\$1,058,914			
69	Siberia Rd	Pipedream Lane-to-Yakabuski Rd	1.36	54.4							\$243,809			
69	Siberia Rd	Yakabuski Rd-to-710 Siberia Rd	1.18	59.7							\$211,540			
69	Siberia Rd	710 Siberia Rd-to-Kartuzy Rd	1.01	54.7							\$179,780			
69	Siberia Rd	Kartuzy Rd-to-Trader Lane	1.46	56.8							\$259,880			
72	Ridge Road	Hwy 17-to-Avon Road	0.30	75.4							\$18,643			
72	Ridge Road	Avon Road-to-Dalton St	0.40	75.4							\$24,857			
508	Calabogie Rd	Cty Rd 511 (Lanark Rd)-to-Kubiseski Rd	1.41	57.6							\$250,980			
508	Calabogie Rd	Kubiseski Rd-to-Public Picnic Area N. Ent. (CA 4099)	1.53	54.2							\$272,340			
508	Calabogie Rd	Public Picnic Area N. Entrance-to-Norway Lake Rd	3.34	54.0							\$594,520			
511	Lanark Road	Calabogie Bridge N Exp Jnt-to-K&P Trail	0.44	81.8							\$26,400			
511	Lanark Road	K&P Trail-to-CR 508 (Calabogie Rd)	0.81	76.4							\$52,419			
512	Queens St	Hwy 60 (Killaloe Beginning)-to-Killaloe North Urban Limit	0.56	62.5							\$33,840			
512	Queens St	Killaloe North Urban Limit-to-Killaloe South Urban Limit	1.38	63.7							\$82,800			
512	Queens St	Killaloe South Urban Limit-to-Killaloe South Town Limit	1.22	57.9							\$76,337			
514	Schutt Rd	Hwy 28-to-Genricks Rd	1.01	65.6							\$221,803			
514	Schutt Rd	Genricks Rd-to-Walters Rd	2.49	63.4							\$539,174			
514	Schutt Rd	Walters Rd-to-Moccasin Lake Rd	0.93	67.0							\$221,373			
514	Schutt Rd	Moccasin Lake Rd-to-Cedar Grove Rd	1.74	69.1							\$419,526			
514	Schutt Rd	Cedar Grove Rd-to-Raglan White Lake Rd	3.02	65.6							\$663,214			
514	Schutt Rd	Raglan White Lake Rd-to-Raglan Twp Dump Rd	3.10	64.4							\$685,543			
514	Schutt Rd	Raglan Twp Dump-to-Cty Rd 515 (Palmer Rd)	0.16	64.4							\$35,383			
515	Palmer Rd	Guiney Rd-to-Eneas Creek Rd	1.69	43.1							\$363,350			
515	Palmer Rd	Eneas Creek Rd-to-Quadeville W Urban Limit	3.25	49.1							\$698,750			
515	Quadeville Rd	Quadeville W Urban Limit-to-Quadeville E Urban Limit	0.39	51.4							\$107,208			
653	Chenau Rd	Service Rd-to-Berts Rd	1.53	62.2							\$286,518			
653	Chenau Rd	Berts Rd-to-Queens Line	1.51	53.3							\$285,490			
653	Chenau Rd	Queens Line-to-Kerr Line Rd	1.45	60.2							\$274,882			
653	Chenau Rd	Kerr Line-to-County/Quebec Boundary	0.88	64.2							\$166,710			
1	River Road	Dochart St-to-Cty Rd 3 (Usborne St)	1.21	74.7								\$84,009		
1	River Road	Cty Rd 3 (Usborne St)-to-Braeside West Limit	0.60	77.6								\$36,000		
1	River Road	Braeside West Limit-to-Toner Road	1.81	76.1								\$109,376		
1	River Road	Toner Road-to-Sand Point East Limit	1.03	82.1								\$61,800		
1	River Road	Sand Point East Limit-to-Mast Rd	2.06	82.1								\$500,000		
2	White Lake Road	Claybank Bdge W Exp Jnt-to-Young Rd	1.28	51.9								\$262,016		
2	White Lake Road	Young Rd-to-Mountain View Rd	2.75	32.4								\$927,771		
12	Westmeath Rd	Sand Point Rd-to-Old Mill Bridge Rd	1.66	36.2								\$436,580		
21	Beachburg Rd	Urban Beginning-to-Little St	0.89	74.6								\$55,876		
21	Beachburg Rd	Little St-to-Cty Rd 49 (Lapasse Rd)	0.88	76.0								\$54,813		
28	Barron Canyon Rd	McKay/Petawawa Township Line-to-Smith Lane	1.64	77.6								\$105,429		
31	Lookout Rd	Cty Rd 49 (Lapasse Rd)-to-Desjardins Rd	3.11	49.0								\$624,755		
31	Lookout Rd	Desjardins Rd-to-Lovers Lane	3.12	45.5								\$591,062		
31	Lookout Rd	Lovers Lane-to-Cty Rd 12 (Westmeath Rd)	0.60	64.2								\$113,666		
34	Whelan Rd	Kenopic Rd-to-1053 Whelan Rd	1.81	36.1								\$394,709		
34	Whelan Rd	1053 Whelan Rd-to-HWY 132	3.10	36.7								\$666,500		

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
35	Jean Av	Beginning of Urban-to-Boundary Rd E	0.24	76.1								\$17,486		
35	Boundary Rd East	Cty Rd 35 (Boundary Rd E)-to-Trafalgar Rd	0.54	69.7								\$33,094		
54	Mclean Dr	1887 McLean Dr	0.65	73.0								\$39,557		
54	Mclean Dr	Libbys Rd-to-Scheel Dr	1.40	75.1								\$84,600		
54	Mclean Dr	Scheel Dr-to-Cty Rd 3 (Usborne St)	2.33	72.3								\$140,799		
55	Paquette Rd	Cty Rd 51 (Petawawa Blvd)-to-Hwy 417	2.32	70.0								\$160,080		
58	Round Lake Rd	Hwy 60-to-Mask Rd	2.42	71.8								\$164,906		
58	Round Lake Rd	Mask Rd-to-800 Round Lake Road Sign	1.50	63.7								\$102,857		
58	Round Lake Rd	800 Round Lake Road Sign-to-Long Meadows Rd	1.48	75.5								\$101,486		
58	Round Lake Rd	Long Meadows Rd-to-Tramore Rd	1.03	74.2								\$67,539		
58	Round Lake Rd	C309 (Gariepy Creek Culvert)-to-Pakotina Trail	3.45	57.1								\$622,873		
58	Round Lake Rd	Pakotina Trail-to-8266 Round Lake Rd	1.68	70.1								\$305,448		
58	Round Lake Rd	8266 Round Lake Rd-to-Kelly Lake Rd	1.40	51.2								\$249,200		
58	Round Lake Rd	Kelly Lake Rd-to-Long Lake Rd	2.30	47.5								\$409,400		
62	Combermere Rd	Chapeskie Rd-to-Kingdom Hall Rd	3.45	60.0								\$614,100		
62	Combermere Rd	Kingdom Hall Rd-to-County Picnic Area Rd	2.13	56.6								\$389,973		
63	Flatt Rapids Rd	Watts Line-to-Stewartville Urban Begins	0.30	78.0								\$19,803		
63	Flatt Rapids Rd	Stewartville Urban Begins-to-Stewartville Urban Ends	0.32	79.1								\$24,823		
63	Stewartville Rd	Flatt Rapids Rd-to-Maple Bend Rd	1.30	70.5								\$87,961		
63	Stewartville Rd	Maple Bend Rd-to-Cty Rd 508 (Calabogie Rd)	1.79	79.2								\$122,674		
63	Anderson Rd	Cty Rd 508 (Calabogie Rd)-to-Hwy 17	1.52	78.7								\$104,366		
63	Miller Rd	Hwy 17-to-Clifford Sideroad	2.89	73.2								\$197,205		
63	Miller Rd	Clifford Sideroad-to-Cty Rd 6 (Lochwinnoch Rd)	0.97	79.5								\$65,344		
65	Centennial Lake Rd	Matawatchan Rd-to-Doyle Drive	2.05	79.1								\$123,000		
66	Opeongo Rd	Opeongo Rd N-to-Hopefield Rd	0.80	36.5								\$142,400		
66	Opeongo Rd	Hopefield Rd-to-Doyle Mountain Rd	1.81	24.8								\$389,150		
69	Siberia Rd	River Rd-to-End of HMA	1.45	36.3								\$381,350		
69	Siberia Rd	Trader Lane-to-Biernacki St	0.67	52.3								\$152,090		
69	Dunn St	Biernacki St-to-Wilno St	0.53	49.1								\$122,029		
71	Matawatchan Rd	Hwy 41-to-5655 Matawatchan Road	2.49	75.2								\$150,467		
71	Matawatchan Rd	5655 Matawatchan Rd-to-5266 Matawatchan Rd	1.89	74.7								\$113,400		
508	Calabogie Rd	6761 Calabogie Road-to-Barrett Chute Road	3.70	56.2								\$973,100		
511	Lanark Road	Barryvale Rd-to-Grassy Bay Rd	2.21	45.8								\$475,150		
511	Lanark Road	Grassy Bay Rd-to-Madawaska River Bridge S Jnt	1.05	50.2								\$225,750		
511	Lanark Road	Madawaska River Bridge N Jnt-to-Calabogie Bridge S Exp. Jnt	0.19	39.1								\$42,892		
515	Quadeville Rd	Quadeville E Urban Limit-to-Jessup Rd	2.13	37.3								\$510,287		
515	Quadeville Rd	Yukes Dr-to-Cty Rd 512 (Foymount Rd)	4.60	64.9								\$918,226		
1	Madawaska Blvd	Herrick Drive-to-Arnrior Town Limit (4 Lanes Begin)	0.44	77.5									\$27,720	
1	Madawaska Blvd	Arnrior Town Line-to-B258 E Exp Jnt	1.19	72.1									\$112,200	
1	River Road	Usborne St-to-Moore St	0.61	72.6									\$37,907	
2	White Lake Road	Waba Creek E Exp Jnt-to-Cty Rd 52 (Burnstown Rd)	0.39	78.3									\$24,403	
9	Bulger Rd	Stone Hedges Rd-to-Hwy 41	4.39	41.0									\$1,154,570	
12	Westmeath Rd	Old Mill Bridge Rd-to-Westmeath Twp Dump	3.22	43.8									\$846,860	
21	Beachburg Rd	Cty Rd 7 (Foresters Falls Rd-to-Fletcher Rd)	3.02	71.2									\$205,451	
21	Beachburg Rd	Fletcher Rd-to-Buchannan's Pit Entrance (1046)	2.07	74.1									\$143,995	
22	Grattan Rd	Hwy 41-to-Perrault Rd	2.01	66.7									\$408,030	
22	Grattan Rd	Perrault Rd-to-Wren Rd	2.02	55.8									\$410,060	
22	Grattan Rd	Wren Rd-to-Scotch Bush Rd	1.93	64.7									\$391,790	
25	Laurentian Dr	Cty Rd 51 (Petawawa Blvd)-to-Silke Dr	1.38	39.4									\$452,640	
25	Laurentian Dr	Silke Dr-to-Civic Centre Rd	1.05	42.0									\$344,400	
25	Laurentian Dr	Civic Centre Rd-to-Dundonald Dr	0.53	46.8									\$107,590	
25	Laurentian Dr	Dundonald Dr-to-CR 16 (Victoria St)	0.46	49.9									\$141,713	
26	Doran Rd	Hwy 17-to-Airport Rd	1.81	73.9									\$108,600	
26	Doran Rd	Airport Rd-to-Black Bay Rd	2.01	74.0									\$136,967	
36	TV Tower Road	Cty Rd 35 (Jean Ave)-to-CPR Crossing	1.36	31.5									\$462,011	
36	TV Tower Road	CPR Crossing-to-Cty Rd 42 (Forest Lea Rd)	1.07	34.9									\$366,001	
45	Vanjumar Rd	Cty Rd 2 (White Lake Rd)-to-Russett Dr	0.54	78.8									\$32,863	
45	Russett Dr	Scheel Dr-to-Cty Rd 63 (Miller Rd)	1.52	55.3									\$308,560	
48	Magnesium Rd	Hwy 653-to-Mine View Rd	1.94	77.0									\$119,787	
48	Magnesium Rd	Mine View Rd-to-Cty Rd 4 (Queens Line)	2.67	77.4									\$162,732	
49	Lapasse Rd	Cty Rd 21 (Beachburg Rd)-to-Glen Rd	0.63	36.6									\$168,057	
49	Lapasse Rd	Glen Rd-to-Cty Rd 31 (Lookout Rd)	2.67	42.1									\$574,050	
52	Burnstown Rd	Picket Hill Lane S Jct-to-Picket Hill Lane N Jct	0.71	78.8									\$43,817	
52	Burnstown Rd	Picket Hill Lane N Jct-to-2148 Burnstown Rd	1.29	78.8									\$77,400	

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
52	Burnstown Rd	2148 Burnstown Rd-to-2349 Burnstown Rd	1.07	78.8									\$64,200	
52	Burnstown Rd	2349 Burnstown Rd-to-Canaan Rd	1.65	78.8									\$99,000	
52	Burnstown Rd	Canaan Rd-to-Fraser Rd (McNab/Horton Line)	0.97	78.8									\$58,200	
58	Round Lake Rd	Tramore Rd-to-1922 Round Lake Rd	2.93	52.5									\$558,793	
58	Round Lake Rd	1922 Round Lake Rd-to-John St North	1.06	62.4									\$204,853	
58	Round Lake Rd	John St North-to-Byers Creek Bdge N Exp Jnt	1.19	48.2									\$228,463	
58	Round Lake Rd	Long Lake Rd-to-Dabers Rd	2.00	59.8									\$361,086	
58	Round Lake Rd	Dabers Rd-to-Bucholtz Rd	2.08	51.8									\$383,463	
58	Round Lake Rd	Bucholtz Rd-to-Rahns Rd	2.22	57.2									\$406,450	
58	Round Lake Rd	Rahns Rd-to-Cty Rd 26 (Doran Rd)	1.92	48.1									\$351,525	
58	Round Lake Rd	Cty Rd 26 (Doran Rd)-to-Henan Road	2.02	62.0									\$369,833	
61	Haley Rd	Orin Rd-to-Godfrey Rd	3.80	51.6									\$794,066	
61	Godfrey Rd	Haley Rd-to-Hwy 17	0.87	62.4									\$199,815	
62	Combermere Rd	Long Lake Rd-to-Chippewa Rd	1.67	54.2									\$305,753	
62	Combermere Rd	Chippewa Rd-to-Chapeskie Rd	2.86	54.5									\$519,989	
72	Ridge Road	Dalton St-to-Champlain St	0.63	57.4									\$168,548	
73	Deep River Road	Hwy 17-to-Huron/Algonquin St	0.14	74.0									\$10,980	
511	Lanark Road	Dolans Lane-to-Frost Lane	1.41	41.8									\$303,150	
511	Lanark Road	Frost Lane-to-Stones Lake Rd	1.01	32.9									\$217,150	
511	Lanark Road	Stones Lake Rd-to-Barryvale Rd	1.06	55.5									\$227,900	
512	Brudenell Rd	Stack Rd-to-Rochefort Rd	2.72	42.1									\$898,533	
512	Foymount Rd	McCauley Mountain Rd-to-B257	2.42	80.2									\$145,200	
515	Quadeville Rd	Jessup Rd-to-Kargus Rd	2.36	47.5									\$529,146	
515	Quadeville Rd	1400 Quadeville Rd-to-Yukes Dr.	2.24	81.5									\$137,280	
1	Madawaska Blvd	Connifer Lane-to-Herrick Drive	0.11	78.2										\$6,977
1	River Road	Castleford Bdge N Exp Jnt-to-Cty Rd 20 (Castleford Rd)	2.57	75.5										\$156,403
1	River Road	Mullins Rd-to-Rex Lane	2.44	80.0										\$147,446
1	River Road	Rex Lane-to-Cty Rd 4 (Storyland Rd)	1.13	80.0										\$68,284
4	Storyland Road	Hwy 17-to-Eady Rd	1.75	78.5										\$313,725
7	Forresters Falls Rd	Beginning of semi-urban-to-Beginning of rural	0.55	43.7										\$302,500
7	Forresters Falls Rd	Beginning of rural-to-Grants Settlement Rd	1.08	43.6										\$594,000
10	Division St	Baskin Drive West-to-Alexandra Street	0.76	61.8										\$1,485,800
10	Division St	Alexandra Street-to-Cty Rd 1 (Division Street)	0.42	67.8										\$891,480
12	Westmeath Rd	Cty Rd 21(Beachburg Rd)-to-Moores Beach Rd	1.51	50.1										\$306,530
12	Westmeath Rd	Moores Beach Rd-to-Sand Point Rd	1.48	48.4										\$300,440
13	Mountain Rd	Wilberforce/Stafford Line-to-Micksburg Rd	1.64	42.8										\$431,320
35	Jean Av	Cty Rd 36 (TV Tower Rd)-to-Beginning of Urban	0.83	54.3										\$168,490
49	Lapasse Rd	Cty Rd 31 (Lookout Rd)-to-Pleasant Valley Rd	1.51	71.7										\$104,190
49	Lapasse Rd	Pleasant Valley Rd-to-Hawthorne Rd	1.38	76.7										\$95,220
49	Lapasse Rd	Hawthorne Rd-to-Grants Settlement Rd	2.13	76.4										\$146,970
49	Lapasse Rd	Grants Settlement Rd-to-Cty Rd 50 (Gore Line)	3.53	76.7										\$243,570
50	Gore Line	Jessie St-to-Wright Rd	1.30	72.3										\$79,671
50	Gore Line	Cty Rd 12 (Westmeath Rd)-to-Jessie St	0.11	77.4										\$7,496
50	Gore Line	Wright Rd-to-Hawthorne Rd	1.99	75.3										\$122,811
50	Gore Line	Hawthorne Rd-to-Canola Rd	1.67	73.9										\$102,347
50	Gore Line	Canola Rd-to-Nicolai Rd	2.33	74.2										\$142,796
50	Gore Line	Nicolai Rd-to-Cty Rd 49 (Lapasse Rd)	1.89	72.4										\$115,830
52	Burnstown Rd	Cty Rd 2 (White Lake Rd)-to-Waba Cr Bdge W Exp Jnt	0.74	74.7										\$44,400
54	McLean Dr	Hwy 17-to-1887 McLean Dr	0.73	35.0										\$407,236
56	Woitto Station Rd	Cty Rd 14 (Witt Rd)-to-Alice Twp Dump (Gate 3)	1.30	53.5										\$424,760
56	Woitto Station Rd	Alice Twp Dump (Gate 3)-to-B Line Rd	2.87	51.2										\$939,720
56	Woitto Station Rd	B Line Rd-to-Hwy 41	2.38	40.1										\$791,792
62	Combermere Rd	Hastings County Line-to-Combermere South Urban Lt.	1.76	38.1										\$618,514
62	Combermere Rd	Cty Rd 515 (Palmer Rd)-to-Pine Cliff Rd	2.07	56.8										\$371,092
62	Combermere Rd	Pine Cliff Rd-to-Long Lake Rd	2.06	65.2										\$369,299
65	Centennial Lake Rd	Chimo Rd North-to-Black Donald Rd	4.01	80.0										\$890,930
68	Rockingham Rd	Cty Rd 515 (Palmer Rd)-to-Olscheskie	3.56	44.2										\$841,940
508	Black Donald Rd	Cty Rd 65 (Centennial Lake Rd)-to-Cty Rd 508 (Calabogie Rd)	0.75	80.0										\$45,000
511	Lanark Road	Lanark/Renfrew County Line-to-Bagot Long Lake Rd	1.40	51.1										\$301,000
511	Lanark Road	Bagot Long Lake Rd-to-Dolans Lane	2.62	43.1										\$563,300
512	Brudenell Rd	Rochefort Rd-to-Brudenell Waste Disposal Site	3.26	38.4										\$1,092,193
512	Foymount Rd	Miller Rd (Heidemans Lumber)-to-Silver Lake Rd	2.52	80.0										\$151,200
515	Palmer Rd	Latchford Bdge N Exp Jnt-to-Guiney Rd	2.33	80.0										\$143,794

Culvert Structure

Structure ID	Description	Road	Type	Const Year	Age Today	BCI	Updated Plan Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Totals								\$3,816,000	\$2,481,000	\$2,698,500	\$2,462,000	\$2,543,000	\$2,730,000	\$2,944,500	\$2,851,000	\$2,998,500	\$4,034,000
C003	Moores Creek Culvert	5	AOF	1997	24	67.3	2021	\$50,000									
C058	Constant Creek Culverts	Ferguson Lake Road	SPCSPA	1987	34	20.7	2021	\$715,000									
C099	Colton Creek Bridge	Matawatchesan Road	AOF	1977	44	17.6	2021	\$280,000									
C116	Dunlop Crescent Culvert	Dunlop Crescent	SPCSPE	1999	22	53.8	2021	\$400,000									
C142	Quade Creek Culvert	Burchat Road	SPCSP	1977	44	7.6	2021	\$225,000									
C197	Etmanskie Swamp Culvert	62	FRR	1985	36	45.2	2021	\$300,000									
C201	Broomes Creek Culvert	7	FRA	1935	86	35.3	2021	\$1,000,000									
C222	Pleasant Valley Steel Arch	Pleasant Valley Road	SPCSPA	1977	44	19.6	2021	\$200,000									
C252	Vanderploegs Culvert	Russett Drive	FRR	1936	85	52.7	2021	\$200,000									
C300	Wolf Road Twin pipes	Wolfe Road	CSP	1970	51	21.6	2021	\$200,000									
C012	Farquharson's Culvert	S. McNaughton Road	SPCSP	1986	35	55.0	2022	\$15,000	\$135,000								
C025	Borne Road Culvert	Borne Road	FRR	1957	64	27.6	2022	\$30,000	\$270,000								
C037	Bagot Creek Culvert	Lower Spruce Hedge Road	CSP	1967	54	20.8	2022	\$38,000	\$342,000								
C040	Snake River Culvert	8	FRR	1982	39	58.1	2022	\$12,000	\$108,000								
C134	Campbell Drive Culvert	Campbell Drive	SPCSPA	1980	41	45.0	2022	\$65,000	\$585,000								
C137	Hanson Creek Culverts	Robertson Line	CSP	1992	29	56.8	2022	\$18,000	\$162,000								
C152	Wadsworth Lake Culvert	Old Barry's Bay Road	SPCSPA	1976	45	45.5	2022	\$28,000	\$252,000								
C269	Jacks Lake Culverts	58	CSP	1970	51	53.4	2022	\$20,000	\$180,000								
C302	Wingle Creek Twin Culverts	Rochfort Road	CSP	1977	44	16.3	2022	\$20,000	\$180,000								
C001	Berlanquet Creek Culvert	5	SPCSP	1988	33	67.1	2023		\$38,500	\$346,500							
C051	Harris Creek Culvert	Proven Line	SPCSPE	1987	34	25.7	2023		\$20,000	\$180,000							
C054	Big Black Donald Creek Culvert	65	BOX	1995	26	73.8	2023			\$50,000							
C130	Lochiel Creek Culvert North	63	SPCSPE	1982	39	33.9	2023		\$33,500	\$301,500							
C191	Dicks Road Culvert	Dicks Road	SPCSP	1987	34	29.4	2023		\$20,000	\$180,000							
C204	Bellows Creek Culvert	12	FRA	1991	30	45.0	2023		\$30,000	\$270,000							
C268	St. Columbkille's Culvert	58	Box	1960	61	63.9	2023		\$75,000	\$675,000							
C325	Neilson Creek Culvert	Clear Lake Road	CSP	1983	38	35.6	2023		\$50,000	\$450,000							
C062	John Watson Culvert 2	John Watson Road	CSP	1965	56	31.0	2024			\$30,000	\$270,000						
C126	Madawaska River Culvert	508	FRR	1984	37	72.9	2024			\$63,000	\$567,000						
C136	Robertson Twin Pipes	Robertson Line	SPCSPA	1990	31	49.6	2024			\$52,000	\$468,000						
C221	Kenny's Culvert	Pleasant Valley Road	SPCSP	1987	34	54.1	2024			\$20,000	\$180,000						
C229	Burnt Bridge	Burnt Bridge Road	FRR	1970	51	45.6	2024			\$30,500	\$274,500						
C250	Pleasant Valley Culvert	Grants Settlement Road	AOF	1989	32	68.1	2024			\$50,000	\$450,000						
C010	Rath's Culvert	S. McNaughton Road	SPCSP	1987	34	58.5	2025				\$58,000	\$522,000					
C024	Cliché Culvert	Sandy Beach Road	SPCSPE	1985	36	66.9	2025				\$66,500	\$598,500					
C170	Hurds Creek Culverts	Wittkie Road	CSP	1987	34	58.2	2025				\$37,000	\$333,000					
C215	Elm Creek Culverts	Snake River Line	SPCSP	1977	44	28.6	2025				\$36,000	\$324,000					
C242	Hales Creek Culvert	51	Box	1987	34	61.9	2025				\$15,000	\$135,000					
C317	Cobden Lake Cuvert	7	Box	2000	21	73.2	2025				\$10,000	\$90,000					
C323	Hoffmans Box Culvert	58	Box	1980	41	56.4	2025				\$30,000	\$270,000					
C014	Labombard Culvert	Chris Ruddy Road	SPCSPA	1982	39	43.9	2026					\$25,000	\$225,000				
C066	Voldeeks Culvert	Letterkenny Road	CSP	1977	44	61.8	2026					\$21,000	\$189,000				
C093	Bradley West Culvert	64	FRR	1977	44	73.5	2026					\$30,000	\$270,000				
C189	Ross Road Triple Cell	Ross Road	FRR	1970	51	75.0	2026					\$26,500	\$238,500				
C245	Indian Road Culvert	21	Box	2010	11	59.6	2026					\$29,000	\$261,000				
C265	Peter Black Culvert	24	SPCSP	1980	41	61.8	2026					\$45,000	\$405,000				

Structure ID	Description	Road	Type	Const Year	Age Today	BCI	Updated Plan Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
C305	Latchford Church Pipes	515	CSPA	2004	17	66.7	2026					\$32,000	\$288,000				
C308	Tomisini's Culvert	58	CSP	2002	19	63.1	2026					\$24,000	\$216,000				
C315	Ross Road Double Cell	Ross Road	FRR	1970	51	73.5	2026					\$18,000	\$162,000				
C331	Rockingham Creek Box Culvert	62	Box	1980	41	70.9	2026					\$20,000	\$180,000				
C045	Agnew Culvert (South Fork)	Agnew Road	SPCSPA	1982	39	52.6	2027						\$34,000	\$306,000			
C050	Eady Culvert	Snake River Road	SPCSPA	1987	34	59.8	2027						\$27,000	\$243,000			
C119	Dochart Creek Culvert	1	FRR	1966	55	75.9	2027						\$72,000	\$648,000			
C125	McGregor Culvert	Lochwinnoch Road	SPCSPA	2010	11	56.4	2027						\$58,000	\$522,000			
C235	Devines Creek Culvert	512	SPCSPA	1963	58	63.3	2027						\$39,000	\$351,000			
C246	Culhane Culvert	Culhane Road	SPCSPA	1978	43	51.6	2027						\$45,000	\$405,000			
C316	Kenny's Culvert	Stafford Third Line	SPCSPA	1967	54	60.5	2027						\$20,500	\$184,500			
C052	Peever Culvert	McGuinty Road	CSP	1977	44	63.6	2028							\$30,000	\$270,000		
C135	Ryan Creek Culvert	Campbell Drive	SPCSP	1990	31	69.3	2028							\$37,000	\$333,000		
C160	Broomes Creek Culvert	Grant's Settlement Road	SPCSP	1990	31	70.3	2028							\$180,000	\$1,620,000		
C254	Alan James Culvert	4	SPCSP	1987	34	57.5	2028							\$38,000	\$342,000		
C109	Thompson Hill Culvert	52	SPCSPA	1991	30	65.1	2029								\$58,000	\$522,000	
C164	Wilderness Arch	Rafting Road	AOF	1985	36	79.6	2029								\$46,000	\$414,000	
C236	Brennans Creek Culvert	512	SPCSP	1963	58	69.1	2029								\$160,000	\$1,440,000	
C243	Worms Culvert	20	CSPA	1998	23	48.8	2029								\$22,000	\$198,000	
C038	Mink Creek Culvert	8	SPCSP	1991	30	68.3	2030									\$52,000	\$468,000
C069	Eneas Road Culvert	Eneas Creek Rd	SPCSPA	1987	34	52.0	2030									\$32,500	\$292,500
C082	Raycroft Culvert	64	FRR	1977	44	73.2	2030									\$73,000	\$657,000
C087	Dellaires Culvert	Constant Lake Road	CSP	1990	31	53.2	2030									\$25,500	\$229,500
C146	McPhee Road Culvert	McPhees Bay Road	CSPA	1999	22	49.2	2030									\$18,000	\$162,000
C148	Halfway Creek Culvert	Old Barrys Bay Road	CSPA	1999	22	66.0	2030									\$45,000	\$405,000
C168	Lake Clear Tri Culverts	Lake Clear Road	SPCSP	1980	41	64.5	2030									\$35,500	\$319,500
C206	Gervais Creek Culvert	49	SPCSP	1989	32	73.5	2030									\$60,000	\$540,000
C216	Elm Creek Tri Pipes	Waterview Road	SPCSP	1977	44	57.0	2030									\$32,000	\$288,000
C241	Tims Waba Creek Bridge	23	AOF	1991	30	69.3	2030									\$51,000	\$459,000
C070	Homestead Creek Culvert	Homestead Road	CSP	1987	34	59.2	2031										\$31,000
C225	Black Creek Culvert	30	CSPA	2005	16	70.9	2031										\$23,500
C249	Drive In Theatre Culvert	42	SPCSPA	1977	44	73.9	2031										\$54,000
C299	Silver Creek Culverts	Silver Lake Road	CSP	1970	51	59.5	2031										\$20,000
C327	Siberia Twin Pipes	69	CSP	2006	15	73.9	2031										\$24,000
C328	Devine Creek Tri Pipes	512	SPCSPE	1982	39	70.8	2031										\$40,000
C332	Chapeskie Culvert	Chapeski Mill Dr	CSP	2008	13	62.0	2031										\$21,000

Bridge Structures

Asset ID	Structure Name	Road	Deck Area (sq.m)	Year Built	Age (Today)	BCI	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Totals							\$2,832,000	\$4,794,000	\$3,656,000	\$3,735,000	\$3,115,200	\$2,944,220	\$3,260,240	\$3,500,140	\$3,229,760	\$2,458,840
General Structure Repairs							\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
B002	Bonnechere River Bridge	Bonnechere Rd	649.7	1976	45	74.2	\$400,000									
B095	Hyland Creek Bridge	Hyland Creek Rd.	67.5	1980	41	64.4	\$200,000									
B180	Hurds Creek Bridge	South Algona/Grattan Line	52.9	1937	84	42.2	\$850,000									
B240	Fourth Chute Bridge	Fourth Chute Rd.	250.0	1984	37	69.7	\$400,000									
B319	Bucholtz Bridge	58	358.6	1984	37	72.2	\$432,000									
B005	Scollard Bridge	Pucker Street	73.9	1928	93	38.5	\$40,000	\$360,000								
B022	Indian River Bridge	Sandy Beach Rd	202.5	1986	35	71.0	\$100,000	\$900,000								
B056	Colterman Bridge	Colterman Rd.	44.6	2006	15	68.6		\$100,000								
B057	Mount St. Patrick Bridge	Mount St Patrick Rd	96.0	1924	97	41.0	\$60,000	\$540,000								
B064	Pilgrim Road Bridge	Pilgrim Rd.	51.7	1999	22	64.2	\$20,000	\$180,000								
B068	Schimmins Creek Bridge	Welk Rd.	22.1	2004	17	71.5		\$100,000								
B150	Dam Lake Bridge	Stanley Olsheski Rd	85.4	1962	59	70.6		\$100,000								
B203	Petawawa River Bridge	51	987.8	1973	48	70.0	\$130,000	\$1,170,000								
B257	Harrington Creek Bridge	512	32.5	1930	91	30.5		\$800,000								
B007	Butler Bridge	Butler Rd.	540.0	1976	45	74.3		\$100,000	\$900,000							
B044	Douglas Bridge	5	215.7	1960	61	65.8		\$45,000	\$405,000							
B102	Brennans Creek Bridge	512	126.5	1960	61	66.8		\$54,000	\$486,000							
B108	Tramore Bridge	Tramore Rd.	239.2	2005	16	72.5		\$40,000	\$360,000							
B156	Burnt Bridge	Burnt Bridge Rd.	112.5	1975	46	63.5		\$25,000	\$225,000							
B232	Cochrane Creek Bridge	Cement Bridge Rd.	40.0	1930	91	13.8		\$50,000	\$450,000							
B310	Ski Hill Bridge	58	92.4	1937	84	70.1		\$30,000	\$270,000							
B073	Kargus Creek Bridge	Kargus Rd.	30.0	1963	58	13.4			\$20,000	\$180,000						
B103	O'Grady Bridge	O'Grady Settlement Rd.	38.7	1981	40	55.0			\$20,000	\$180,000						
B145	Combermere Bridge	62	918.0	1976	45	68.7			\$140,000	\$1,260,000						
B181	Peter Black Bridge	24	261.7	1974	47	61.8			\$180,000	\$1,620,000						
B122	Waba Creek Bridge	52	89.3	1984	37	65.5			\$25,000	\$225,000						
B123	Burnstown Bridge	52	1694.6	1974	47	73.3			\$270,000	\$2,430,000						
B019	CPR Overhead	42	463.6	1969	52	72.3				\$82,160	\$739,440					
B033	Springtown Bridge	Springtown Bridge Rd	623.2	2002	19	74.3				\$10,000	\$90,000					
B055	Mountain Chute Bridge	Hydro Dam Rd.	469.8	1988	33	72.0				\$10,000	\$90,000					
B071	Bruceton Bridge	Keller Rd.	42.0	2015	6	69.8					\$100,000					
B091	Danny Constant Bridge	Constant Lake Rd.	53.9	1982	39	72.3				\$13,040	\$117,360					
B106	Turner's Bridge	Turners Rd.	160.2	1981	40	71.7				\$35,000	\$315,000					
B121	Waba Creek Bridge	2	136.3	1972	49	63.1				\$30,000	\$270,000					
B176	Paugh Lake Road Bridge	Paugh Lake Rd.	127.5	1980	41	72.0				\$50,000	\$450,000					

Asset ID	Structure Name	Road	Deck Area (sq.m)	Year Built	Age (Today)	BCI	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
B188	Turcotte Bridge	Code Rd.	33.7	1920	101	28.9					\$30,000	\$270,000				
B031	Madawaska River Bridge	511	519.6	1972	49	71.0						\$93,600	\$842,400			
B032	Calabogie Bridge	511	336.8	1972	49	74.5						\$58,960	\$530,640			
B117	Mackey Creek Bridge	Mackey Creek Rd	37.6	1986	35	66.8						\$5,500	\$49,500			
B118	Arnprior CPR Overhead	1	259.5	1971	50	71.1						\$44,360	\$399,240			
B198	Mill Creek Bridge	21	145.1	1972	49	74.2						\$35,000	\$315,000			
B200	Bonnechere River Lower Bridge	John Street	377.3	1985	36	73.5						\$65,000	\$585,000			
B021	Indian River - B-Line Bridge	B-Line Rd.	395.2	1958	63	72.6							\$53,660	\$482,940		
B053	Constant Creek Bridge	Ferguson Lake Rd.	70.6	1926	95	50.7							\$180,000	\$1,620,000		
B074	Fire Tower Creek Bridge	Fire Tower Rd	30.0	2008	13	66.8							\$10,000	\$90,000		
B105	Coulas Bay's Bridge	Bear Trail Rd.	28.8	2010	11	70.5							\$10,000	\$90,000		
B158	Meilleurs Bridge	Meilleurs Rd.	25.3	1981	40	66.2							\$21,800	\$196,200		
B179	Golden Lake Reserve Bridge	70	469.2	1969	52	74.8							\$63,000	\$567,000		
B023	Zanders Bridge	Zanders Rd	212.9	1988	33	71.4								\$15,000	\$135,000	
B034	Constant Creek Bridge	508	220.5	2001	20	72.8								\$9,000	\$81,000	
B096	Centennial Lake Bridge	65	1109.1	1966	55	68.0								\$10,000	\$90,000	
B100	Sherwood River Bridge	58	245.0	1967	54	73.8								\$40,000	\$360,000	
B143	McDonnells Bridge	19	890.1	1987	34	73.8								\$15,000	\$135,000	
B144	Johnston Bridge	19	151.8	1985	36	72.5								\$15,000	\$135,000	
B153	Jewellville Bridge	515	693.5	1968	53	73.5								\$120,000	\$1,080,000	
B173	Byers Creek Bridge	58	142.5	1981	40	73.8								\$30,000	\$270,000	
B226	Black Creek Bridge	Black Creek Rd	26.9	1994	27	57.5									\$500,000	
B127	Stewartville Bridge	Stewartville Rd	764.8	1984	37	74.8									\$130,000	\$1,170,000
B184	Hales Creek Bridge	Golf Course Rd	95.2	1987	34	74.4									\$10,000	\$90,000
B185	Moffat Canal Bridge	Forest Park Rd	125.8	2003	18	72.9									\$10,000	\$90,000
B233	Latchford Bridge	515	570.4	1982	39	74.9									\$93,760	\$843,840
B186	Third Line Bridge	Stafford Third Line	146.7	2005	16	82.1										\$10,000
B224	Snake River Bridge	Snake River Rd.	269.3	1999	22	74.1										\$25,000
B258	Madawaska River Bridge	1	3674.3	1976	45	65.5										\$20,000
B311	Indian River Bridge	58	93.6	1937	84	74.2										\$10,000

Long Term Financial Plan

**County of Renfrew
Long Term Financing Plan - Forecast**

	Rate	2020B	2021B	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 yr Total
Capital Plan		30,754,512	27,237,768	24,613,394	24,082,618	23,311,579	25,413,164	24,651,551	25,488,105	25,140,820	26,051,181	27,117,146	253,107,326
Inflation Adjusted	2.0%	30,754,512	27,237,768	25,105,662	25,055,556	24,738,434	27,508,026	27,217,304	28,703,746	28,878,900	30,523,111	32,407,500	277,376,007
Equipment	2.0%	402,700	215,800	400,000	408,000	416,160	424,483	432,973	441,632	450,465	459,474	468,663	4,117,650
Total		31,157,212	27,453,568	25,505,662	25,463,556	25,154,594	27,932,509	27,650,277	29,145,378	29,329,365	30,982,585	32,876,163	281,493,657
Provincial Subsidy *		1,357,505	1,357,505	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,857,505
Federal Subsidy **		5,479,296	2,793,217	2,793,217	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	28,903,722
Transfer From Reserves		13,024,578	23,302,846	22,055,260	21,917,990	21,621,045	24,429,730	24,166,509	25,648,333	25,833,593	27,501,933	29,298,986	245,776,225
Pembroke - RCHC ***		169,158	-	157,185	130,905	118,888	88,118	69,107	82,384	81,111	65,991	162,516	956,205
Tax Levy		8,376,675	-	-	-	-	-	-	-	-	-	-	-
Debt		2,750,000	-	-	-	-	-	-	-	-	-	-	-
Total		31,157,212	27,453,568	25,505,662	25,463,556	25,154,594	27,932,509	27,650,277	29,145,378	29,329,365	30,982,585	32,876,163	281,493,657
Gap		-	-	-	-	-	-	-	-	-	-	-	-

**County of Renfrew
Long Term Financing Plan - Capital Reserve Balance**

	2019Actual	2020B	2021B	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 yr Total
Opening Balance	33,105,839	40,848,854	38,744,278	31,332,710	26,474,806	22,999,861	20,969,878	17,196,250	14,780,210	12,039,745	10,591,829	9,017,700	
Adjustments	5,871,674	3,837,000											
Transfer From Operating	9,102,744	7,036,665	16,075,378	17,122,356	18,379,673	19,486,813	20,546,693	21,652,064	22,804,727	24,287,927	25,822,235	27,128,282	213,306,148
Transfer To Capital	(6,318,779)	(13,024,578)	(23,472,846)	(22,055,260)	(21,917,990)	(21,621,045)	(24,429,730)	(24,166,509)	(25,648,333)	(25,833,593)	(27,501,933)	(29,298,986)	(245,946,225)
Transfer To Capital-Butterfly Used for Operating	(912,624)	(12,400)	(14,100)										(14,100)
Interest Earned				75,000	63,372	104,249	109,409	98,405	103,140	97,750	105,569	102,166	859,060
Closing Balance	40,848,854	38,744,278	31,332,710	26,474,806	22,999,861	20,969,878	17,196,250	14,780,210	12,039,745	10,591,829	9,017,700	6,949,161	

**County of Renfrew
Long Term Financing Plan - Tax Levy Impact**

	Rate	2019 actual	2020 B	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 yr Total
Prior Year Tax Levy		43,984,534	45,655,946	47,253,904	48,945,594	50,658,690	52,431,744	54,266,855	56,166,195	58,132,012	60,166,632	62,272,464	64,452,001	
Wtd CVA Growth	5 year avg is 1%	527,814	456,559	510,342	489,456	506,587	524,317	542,669	561,662	581,320	601,666	622,725	644,520	5,585,264
Target Levy Increase	3 year avg is 2.5%	1,143,598	1,141,399	1,181,348	1,223,640	1,266,467	1,310,794	1,356,671	1,404,155	1,453,300	1,504,166	1,556,812	1,611,300	13,868,653
Estimated County Tax Levy		45,655,946	47,253,904	48,945,594	50,658,690	52,431,744	54,266,855	56,166,195	58,132,012	60,166,632	62,272,464	64,452,001	66,707,821	
Levy Available for Capital and Debt Service		16,196,379	16,503,319	17,764,726	18,698,300	19,672,344	20,688,470	21,748,350	22,853,721	24,006,384	25,208,210	26,461,141	27,767,189	
Debt Service Costs		(1,090,903)	(1,089,979)	(1,689,348)	(1,575,944)	(1,292,671)	(1,201,657)	(1,201,657)	(1,201,657)	(1,201,657)	(920,283)	(638,906)	(638,907)	(11,562,687)
Availalbe Capital Funding		15,105,476	15,413,340	16,075,378	17,122,356	18,379,673	19,486,813	20,546,693	21,652,064	22,804,727	24,287,927	25,822,235	27,128,282	
Transferred To Capital Reserves		9,102,744	7,036,665	16,075,378	17,122,356	18,379,673	19,486,813	20,546,693	21,652,064	22,804,727	24,287,927	25,822,235	27,128,282	213,306,148
Capital Paid by Direct Levy Support		6,002,732	8,376,675	-	-	-	-	-	-	-	-	-	-	-
Annual Capital Investment Impact		15,105,476	15,413,340	16,075,378	17,122,356	18,379,673	19,486,813	20,546,693	21,652,064	22,804,727	24,287,927	25,822,235	27,128,282	
Tax Levy Available for Operating	2.5%	29,459,567	30,750,585	31,180,868	31,960,390	32,759,400	33,578,385	34,417,845	35,278,291	36,160,248	37,064,254	37,990,860	38,940,632	349,331,173
Change in Operating Levy			1,291,018	430,283	779,522	799,010	818,985	839,460	860,446	881,957	904,006	926,606	949,772	
% Change in Operating Levy				1.4%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	

Princ & Int Payments		2019 Actual	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
RCHC	63 Russell	53,865	52,941	13,404	-	-	-	-	-	-	-	-	-	-	-
RCHC	200 Caruso	99,287	99,287	99,287	99,287	91,013	-	-	-	-	-	-	-	-	-
RCHC	26 Spruce	124,184	124,184	124,184	124,184	124,184	124,184	124,184	124,184	124,184	62,092	-	-	-	-
	Claybank Bridge	438,567	438,567	438,567	438,567	438,567	438,567	438,567	438,567	438,567	219,284	-	-	-	-
	Madawaska River Bridge	-	-	638,906	638,906	638,907	638,906	638,906	638,906	638,906	638,907	638,906	638,907	-	-
	Centennial Lake Bridge (internal)	375,000	375,000	375,000	275,000	-	-	-	-	-	-	-	-	-	-
Debt Financed from 10 Yr Plan		1,090,903	1,089,979	1,689,348	1,575,944	1,292,671	1,201,657	1,201,657	1,201,657	1,201,657	920,283	638,906	638,907	-	-
OPP		392,541	395,853	395,853	395,853	395,852	395,852	395,854	395,852	395,853	395,852	395,852	395,852	395,853	197,927
ML		620,590	626,810	626,810	626,810	626,810	626,819	-	-	-	-	-	-	-	-
Debt Financed from Others		1,013,131	1,022,663	1,022,663	1,022,663	1,022,662	1,022,671	395,854	395,852	395,853	395,852	395,852	395,852	395,853	197,927
Total Debt All Sources		2,104,034	2,112,642	2,712,011	2,598,607	2,315,333	2,224,328	1,597,511	1,597,509	1,597,510	1,316,135	1,034,758	1,034,759	395,853	197,927

Long Term Financial Plan Report Card

County of Renfrew

Indicator	Target	2021	
% WTD CVA Growth	1.48%	1.08%	Red
% County Levy Increase	3.00%	2.50%	Red
% Levy Restricted For Operating	2.50%	1.80%	Green
% Interest Earned on Reserves	1.45%	0.95%	Red
% Inflation	2.00%	0.00%	Green
% Interest Paid on New Debt	3.00%	2.56%	Green
Minimum Annual Federal Funding	2,505,628	2,793,217	Green
Minimum Annual Provincial Funding	500,000	1,357,505	Green
Minimum Capital Reserve Balance	2,000,000	6,949,161	Green
10 Year Funding Gap (original 2014)	13,261,129	-	Green

Resolution to Approve 2021 Budget

Moved by:

Seconded by:

THAT a By-law to adopt the estimates of the sums required during the year for 2021 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 2021 tax rates for County purposes be adopted by by-law after the adoption of the 2021 tax policy by-laws.