



**County of**  
**Renfrew**  
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# **2022 Budget & Long Term Financial Plan**

**Budget Workshop  
January 17, 2022**

## Budget Workshop

- 2022 Budget Guidelines
- 2022 County Levy
- 2020 County Tax Rate
- SDIP Payback
- COVID 19 Impact on 2022 Budget
- Asset Management Plan & OREG 588/17
- 2022 Operating Budget
- 2022 Capital Budget
- 2022 Reserves
- 2022 Staffing Changes
- 10Year Capital Plan
- Long Term Financial Plan
- Adopt Budget Bylaw

# 2022 Budget Guidelines

# 2022 Budget Guidelines

## RESOLUTION NO. FA-CC-21-09-103

Moved by Chair

Seconded by Committee

THAT County Council approve the 2022 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.

# 2022 Budget Guidelines

## **RESOLUTION NO. FA-CC-21-09-105**

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 **1.75%** for 2022.

## **RESOLUTION NO. FA-CC-21-09-106**

Moved by Chair

Seconded by Committee

THAT County Council approve the 2022 Budget Schedule

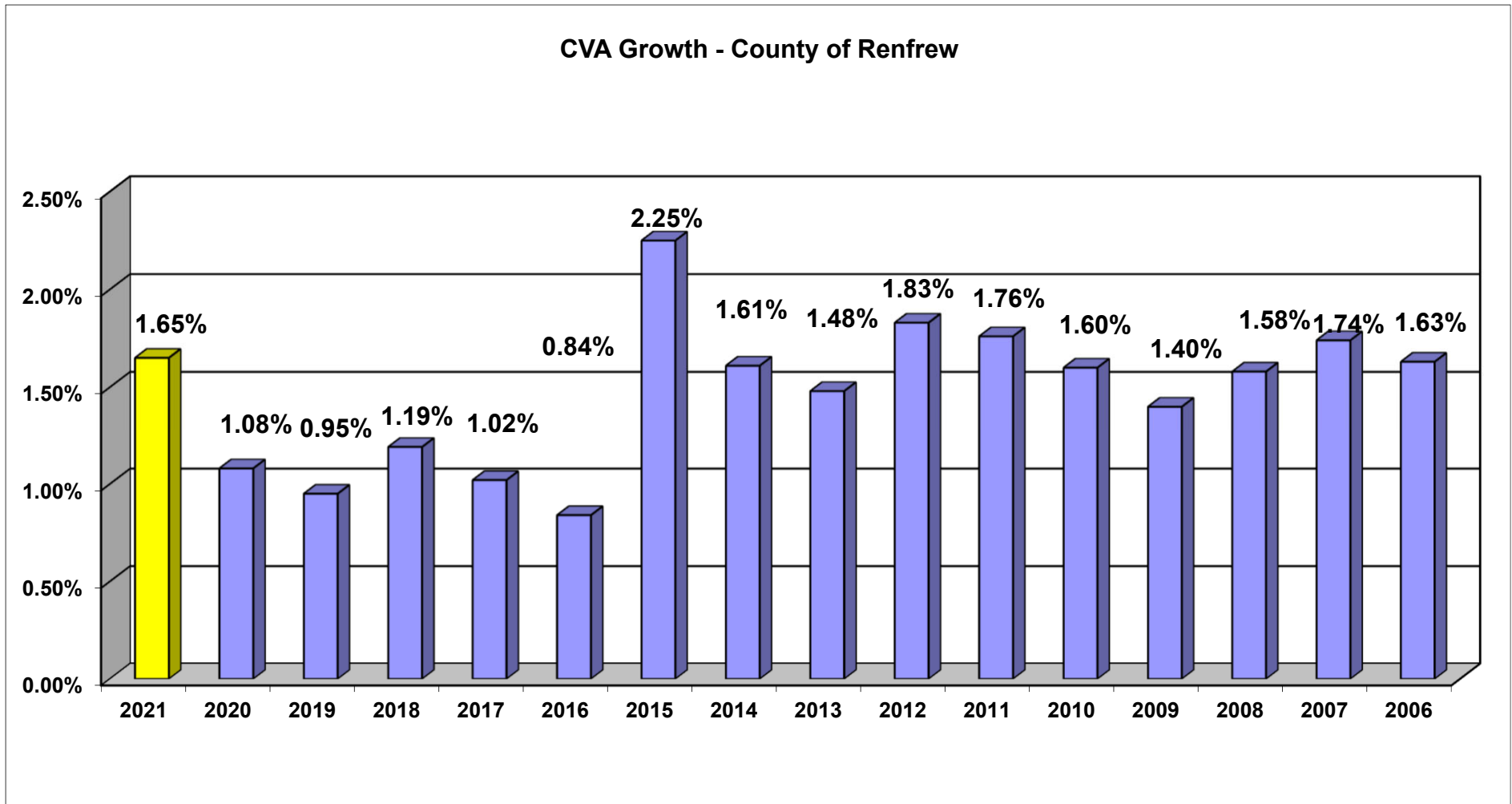
# **2022 County of Renfrew Levy**

## **COLA Target + WTD CVA Growth**



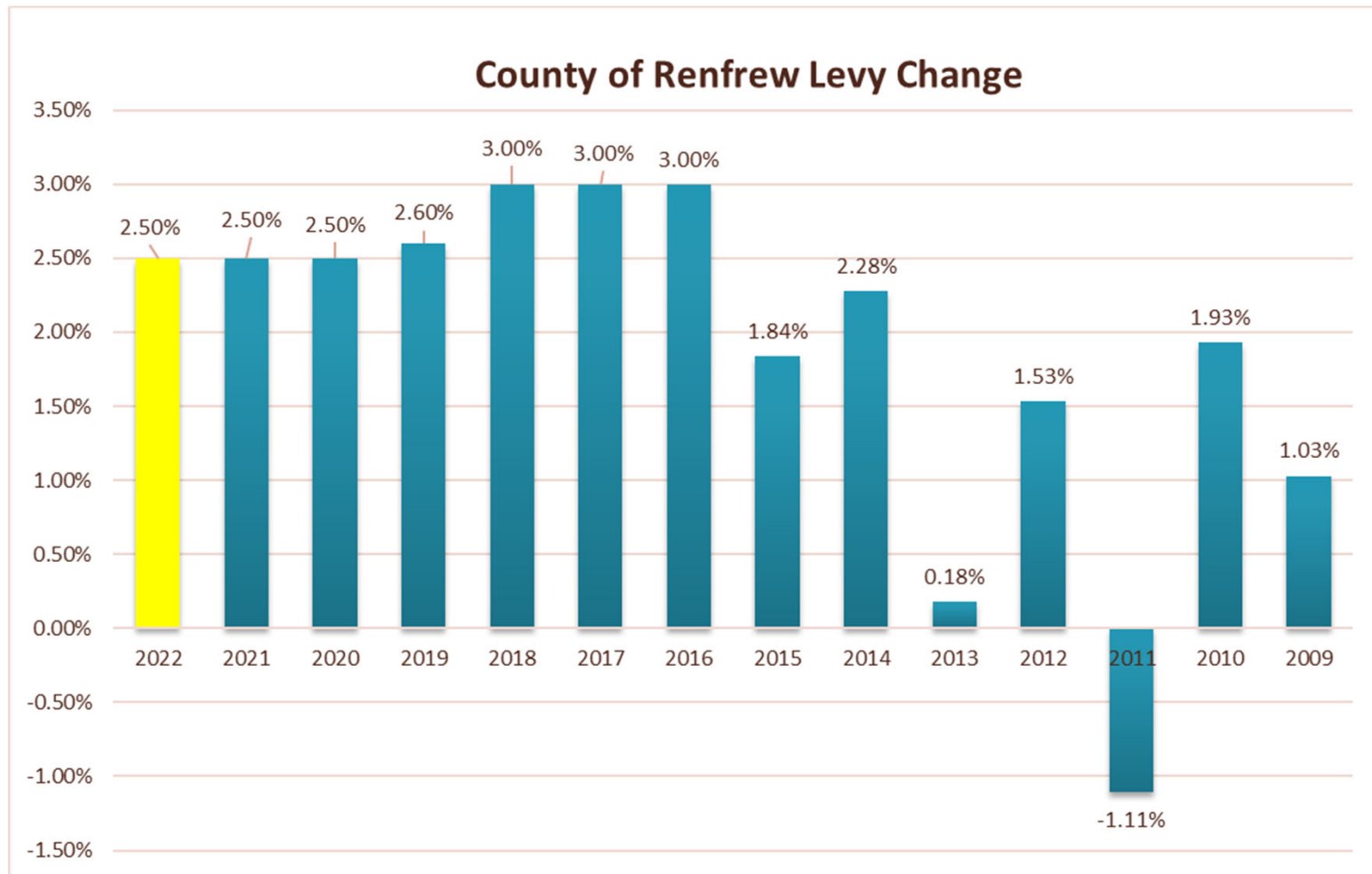
# 2022 County of Renfrew Levy

## WTD CVA Growth



# 2022 County of Renfrew Levy

## COLA Target





# 2022 County of Renfrew Levy

<b>2022 Levy</b>	<b>2021 Levy</b>	<b>Difference</b>	<b>%</b>
<b>\$50,976,836</b>	<b>\$48,945,594</b>	<b>\$2,031,242</b>	<b>4.15%</b>

# 2022 County of Renfrew Levy

<b>2022 Levy %</b>	<b>2021 Growth %</b>	<b>Real Impact on Taxpayers</b>
<b>4.15%</b>	<b>(1.65%)</b>	<b>2.5%</b>

# 2022 Tax Rate Assuming Status Quo Tax Policy From 2021

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

<b>Broad Ind Ratio - from OPTA Jan 10/22</b>	<b>3.19541</b>
<b>Target Broad Ind</b>	<b>2.63</b>
<b>Difference</b>	<b>-0.56541</b>
<b>Move 50% in 2022</b>	<b>2.912705</b>

# 2022 Tax Rate Assuming Status Quo Tax Policy From 2021 (Ind Ratio Reduced)



Year	Rate per \$100,000	Median Property Value	County Taxes per Median Property
2021	375.06	203,000	761.37
2022	384.94	203,000	781.43
\$ Change - Annual	9.88		20.06
\$ Change - Monthly			1.67
% Change			2.6%

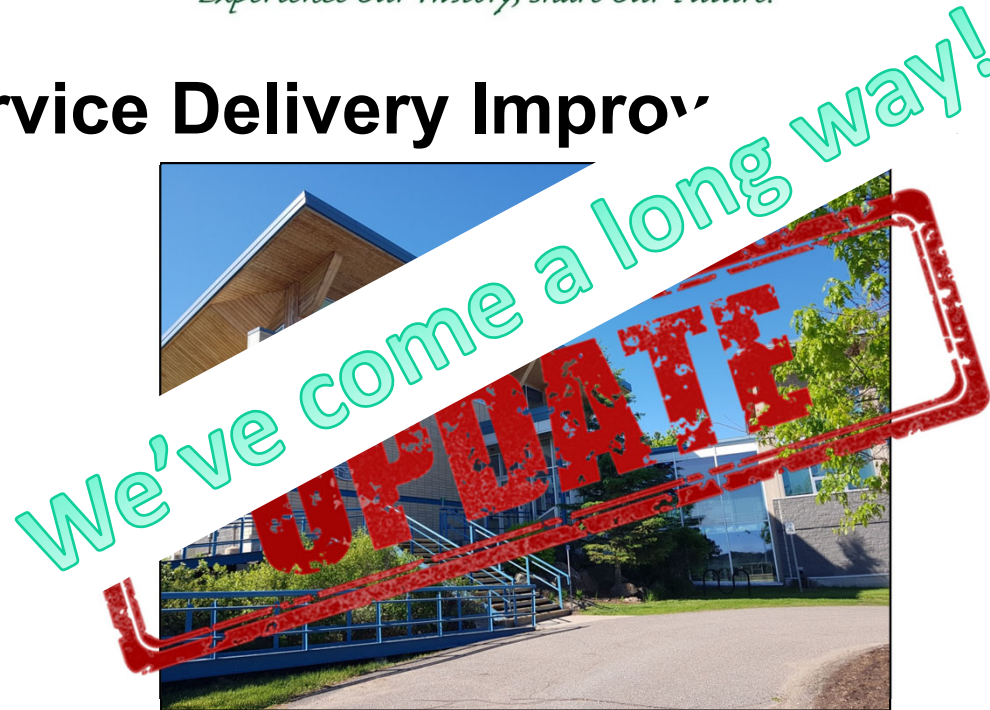
\*Change is 2.6% not 2.5% in 2022 Because Ind Ratio is Reduced

\*\*Final Tax Rates Are Not Set Until Tax Policy is Adopted in April 2022

# **Service Delivery Improvement Project**



# Service Delivery Improvement Project



May 10, 2021

# SDIP – Financials

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

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

# SDIP – Financials- May 2021

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



# SDIP – Financials May 2021

County Administration Building Retrofit - Financing Plan		
Department	2021 Lease Revenue	2022 Lease Revenue
RCHC	28,000	56,000
OW	72,500	145,000
Child Care	35,000	70,000
Paramedic	55,000	110,000
POA	<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	<b>(26,240)</b>	<b>164,260</b>

# SDIP – Financials May 2021

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

# SDIP – Financials May 2021

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

# **COVID19 Impact on 2022 Budget**

**Staff have not included any COVID19 expense in the 2022 Budget that would impact the municipal levy !!**

# COVID19 Impact on 2020 Actual

## To December 31, 2020

COVID19 Financial Summary to December 31, 2020

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

# COVID19 Impact on 2021 Actual

## To September 30, 2021

COVID19 Financial Summary January 1 to September 30, 2021									
Department	Additional Payroll Costs	Additional Expenses	Total	IPAC Revenues	Provincial Revenues	Other Revenue	Federal Safe Start Revenues	Net Expense/(Surplus)	Notes
Admin		\$24,268.09	\$24,268.09				-\$ (24,268.09)	\$0.00	
BM	\$810,192.31	\$334,138.94	\$1,144,331.25	-\$ (80,330.00)	-\$ (1,064,001.25)			\$0.00	
Child Care		\$695,808.77	\$695,808.77		-\$ (793,703.77)			-\$ (97,895.00)	Will result in \$97,895.00 of admin revenue allocated to Child Care
HR	\$42,861.85	\$9,274.55	\$52,136.40				-\$ (52,136.40)	\$0.00	
Housing		\$1,074,276.57	\$1,074,276.57		-\$ (1,074,276.57)			\$0.00	
ML	\$807,518.34	\$230,763.29	\$1,038,281.63	-\$ (36,565.63)	-\$ (1,001,716.00)			\$0.00	
OW		\$1,390.17	\$1,390.17				-\$ (1,390.17)	\$0.00	
Planning		\$203.52	\$203.52				-\$ (203.52)	\$0.00	
POA			\$0.00			\$128,137.01	-\$ (128,137.01)	\$0.00	
Property		\$41,785.66	\$41,785.66				-\$ (41,785.66)	\$0.00	
Paramedic - 911	\$134,223.05	\$329,787.69	\$464,010.74		-\$ (464,010.74)			\$0.00	
Paramedic - VTAC Swabbing Clinics	\$939,919.22	\$60,133.20	\$1,000,052.42			-\$ (874,800.00)		\$125,252.42	Funding via a MOU with the Arnprior Hospital, shortfall could be made up with regular SRF funding, or VTAC reserve withdraws
Paramedic - Vaccination	\$339,446.35	\$12,770.45	\$352,216.80		-\$ (352,216.80)			\$0.00	
Paramedic - VTAC Call Centre	\$48,918.88	\$1,984.78	\$50,903.66			-\$ (50,903.66)		\$0.00	Funded via MOU with Arnprior Hospital to cover direct costs
Public Works	\$15,357.32	\$60,985.14	\$76,342.46				-\$ (76,342.46)	\$0.00	
RCHC		\$1,210,143.79	\$1,210,143.79		-\$ (1,344,852.94)			-\$ (134,709.15)	SSRF funding will result in \$134,709.15 of admin revenue being allocated to RCHC
<b>Totals</b>	<b>\$3,138,437.32</b>	<b>\$4,087,714.61</b>	<b>\$7,226,151.93</b>	<b>-\$ (116,895.63)</b>	<b>-\$ (6,094,778.07)</b>	<b>-\$ (797,566.65)</b>	<b>-\$ (324,263.31)</b>	<b>-\$ (107,351.73)</b>	

# COVID Funding – to Sep 30, 2021

Funding allocations, expenses, repayments, and unspent allocations from the start of the pandemic to Sept 30, 2021						
Funding Name	Total confirmed funding	Expenses To Sept 30 2021	Funding Repayable/ Repaid	Remaining Allocation		
Social Services Relief Fund Phase 1	\$ 1,773,100.00	\$ 1,773,100.00		\$ -		Funding for expenses incurred to March 31 2021
Social Services Relief Fund Phase 2	\$ 1,470,518.00	\$ 924,744.05		\$ 545,773.95		Allocation must be spent on specific capital project identified to the Ministry by December 31, 2021
Social Services Relief Fund Phase 3	\$ 1,621,978.00	\$ 1,473,618.50		\$ 148,359.50		Allocation must be used by December 31, 2021
Social Services Relief Fund Phase 4	\$ 1,822,600.00			\$ 1,822,600.00		Committee Reviewed in December 2021
One-time support to Emergency Health Services 2020	\$ 2,927,064.00	\$ 2,927,064.00		\$ -		Allocation must be used by December 31, 2020
One-time support to Emergency Health Services 2021	\$ 1,009,837.00	\$ 816,227.54		\$ 193,609.46		Allocation must be used by December 31, 2021
ES Pandemic Pay	\$ 743,400.00	\$ 394,124.00	\$ 349,276.00			Funding to give \$4/hour premium to frontline workers April 24, 2020 to August 13, 2020
<b>Safe Restart Funding</b>	<b>\$ 3,415,267.00</b>	<b>\$ 1,230,786.66</b>		<b>\$ 2,184,480.34</b>		<b>Obligatory reserve for Safe Restart Funding, no end date or repayment requirements</b>
Child Care Safe Restart Funding	\$ 978,947.00	\$ 978,947.00	\$ -	\$ -		Funding for expenses incurred to March 31 2021
Child Care Re-investment Funding	\$ 367,620.00	\$ 367,620.00	\$ -	\$ -		Funding for expenses incurred to March 31 2021
ML Pandemic Pay	\$ 661,537.00	\$ 559,066.00	\$ 102,471.00			Funding to give \$4/hour premium to frontline workers April 24, 2020 to August 13, 2020
ML PSW Wage Enhancement 2020/21	\$ 287,512.00	\$ 215,458.16	\$ 72,053.84			Funding to give \$3/hour premium to PSW's October 1, 2020 to Mar 31, 2021
ML COVID Prevention and Containment 2020/21	\$ 1,161,600.00	\$ 782,938.38	\$ 378,661.62			Funding for expenses incurred to March 31 2021
ML IPAC Minor Capital Funding 2020/21	\$ 92,164.00	\$ 92,164.00	\$ -	\$ -		Funding for minor capital COVID purchases incurred to March 31 2021
ML IPAC Personal Funding 2020/21	\$ 34,352.00	\$ 19,542.63	\$ 14,809.37			Funding for expenses incurred to March 31 2021
ML IPAC training funding 2020/21	\$ 16,555.00	\$ 16,555.00	\$ -	\$ -		Funding for expenses incurred to March 31 2021
ML Testing Adherence Funding 2020/21	\$ 108,000.00		\$ 108,000.00			Funding for COVID testing/screening costs incurred to March 31 2021
ML PSW Wage Enhancement 2021/22	\$ 221,162.00	\$ 114,392.02		\$ 106,769.98		Funding to give \$3/hour premium to PSW's April 1, 2021 to Oct 30, 2021
ML COVID Prevention and Containment 2021/22	\$ 507,900.00	\$ 507,900.00		\$ -		Funding for expenses incurred to March 31 2022 , allocation only confirmed up to Sept 30, 2021
ML IPAC Minor Capital Funding 2021/22	\$ 92,164.00	\$ 468.00		\$ 91,696.00		Funding for minor capital COVID purchases incurred to March 31 2022
ML ICIP COVID Resilience	\$ 106,000.00			\$ 106,000.00		For replacement of humidifier 2021/22
BM Pandemic Pay	\$ 717,329.00	\$ 610,666.00	\$ 106,663.00			Funding to give \$4/hour premium to frontline workers April 24, 2020 to August 13, 2020
BM PSW Wage Enhancement 2020/21	\$ 311,759.00	\$ 223,881.51	\$ 87,877.49			Funding to give \$3/hour premium to PSW's October 1, 2020 to Mar 31, 2021
BM COVID Prevention and Containment 2020/21	\$ 1,373,400.00	\$ 1,087,260.79	\$ 286,139.21			Funding for expenses incurred to March 31 2021
BM IPAC Minor Capital Funding 2020/21	\$ 95,720.00	\$ 95,720.00	\$ -	\$ -		Funding for minor capital COVID purchases incurred to March 31 2021
BM IPAC Personal Funding 2020/21	\$ 37,798.00	\$ 37,798.00	\$ -	\$ -		Funding for expenses incurred to March 31 2021
BM IPAC training funding 2020/21	\$ 17,865.00	\$ 17,865.00	\$ -	\$ -		Funding for expenses incurred to March 31 2021
BM Testing Adherence Funding 2020/21	\$ 108,000.00		\$ 108,000.00			Funding for COVID testing/screening costs incurred to March 31 2021
BM PSW Wage Enhancement 2021/22	\$ 239,817.00	\$ 105,472.25		\$ 134,344.75		Funding to give \$3/hour premium to PSW's April 1, 2021 to Oct 30, 2021
BM COVID Prevention and Containment 2021/22	\$ 673,800.00	\$ 673,800.00		\$ -		Funding for expenses incurred to March 31 2022 , allocation only confirmed up to Sept 30, 2021
BM IPAC Minor Capital Funding 2021/22	\$ 95,720.00	\$ 24,667.00		\$ 71,053.00		Funding for minor capital COVID purchases incurred to March 31 2022
BM ICIP COVID Resilience	\$ 990,000.00			\$ 990,000.00		For retrofit of HVAC system
	\$24,080,485.00	\$ 16,071,846.49	\$ 1,613,951.53	\$ 6,394,686.98		

# **Asset Management Plan – OREG 588/17**

## **Impact on the 2022 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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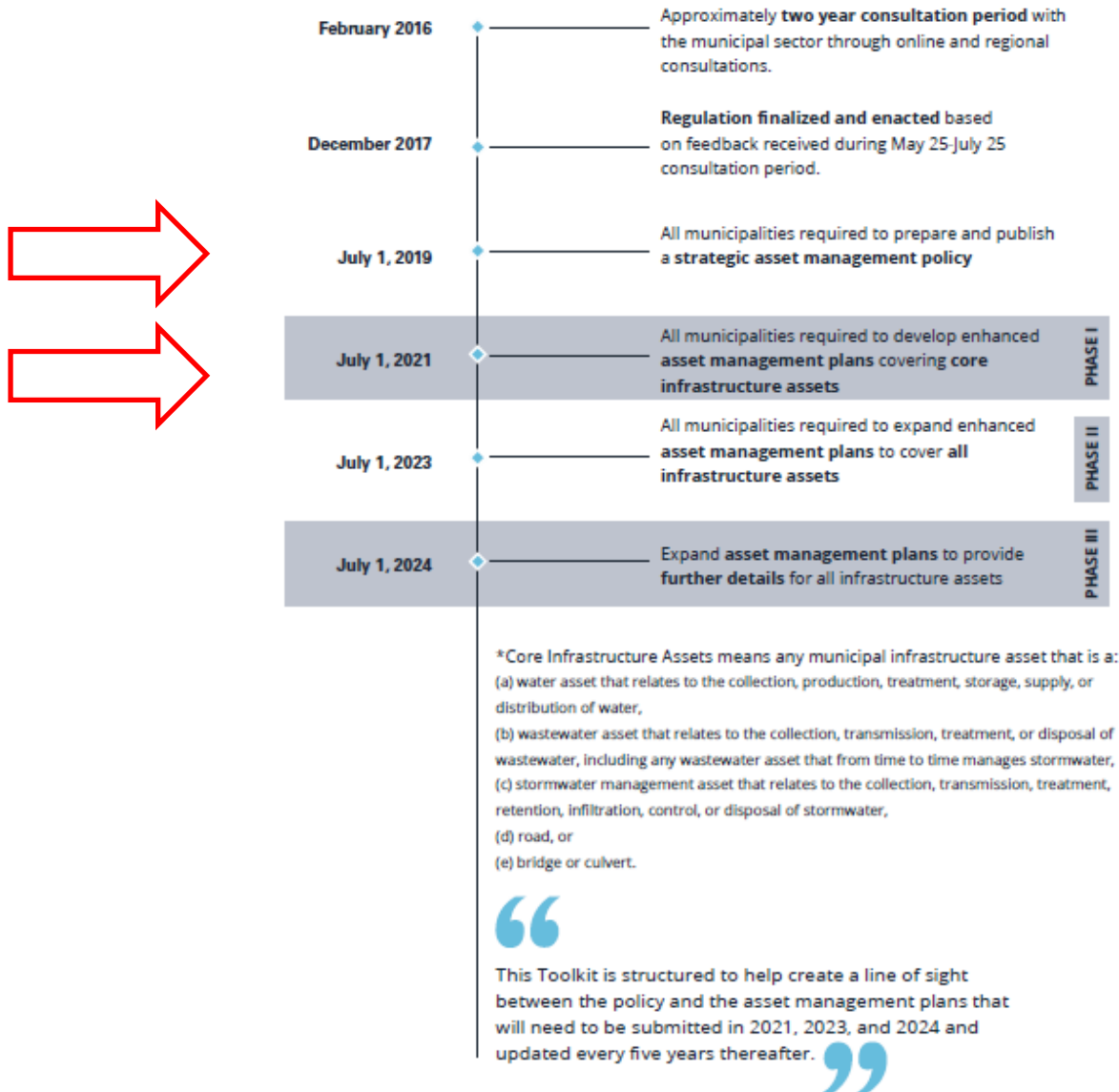
COMMENCEMENT

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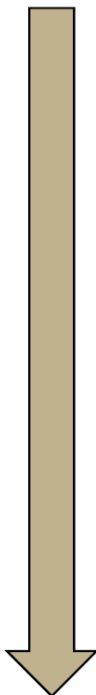


<https://www.ontario.ca/laws/regulation/r17588>

# Original Regulation Timeline



# Asset Management Regulation Requirements



<b>Strategic Asset Management Policy</b> (By July 1, 2019)
Requires municipalities to outline commitments to best practices and continuous improvement.
<b>Asset Management Plan: Phase 2</b> (By July 1, 2022)
For core assets (water, wastewater and stormwater assets, roads, bridges and culverts): <ul style="list-style-type: none"><li>• Inventory of assets</li><li>• Current levels of service measured by standard metrics</li><li>• Costs to maintain levels of service</li></ul>
<b>Asset Management Plan: Phase 3</b> (By July 1, 2024)
Builds on the Phase 2 plan to include all municipal assets, including current levels of service and costs.
<b>Asset Management Plan: Phase 4</b> (By July 1, 2025)
Builds on Phase 3 where plans shift to: <ul style="list-style-type: none"><li>• Proposed levels of service</li><li>• Lifecycle management and financial strategy for all assets</li></ul>

# Deadline #1 – Strategic Asset Management Policy

**By July 1, 2019**

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

# Deadline #2 – Enhanced AMP Covering Core Assets

## By July 1, ~~2021~~ 2022

### Asset management plans, current levels of service

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

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

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

# Deadline #2 – Enhanced AMP Covering Core Assets

**By July 1, 2022**

TABLE 4  
ROADS

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

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"> <li>1. Description or images of the condition of bridges and how this would affect use of the bridges.</li> <li>2. Description or images of the condition of culverts and how this would affect use of the culverts.</li> </ol>	<ol style="list-style-type: none"> <li>1. For bridges in the municipality, the average bridge condition index value.</li> <li>2. For structural culverts in the municipality, the average bridge condition index value.</li> </ol>

# Deadline #2 – Enhanced AMP Covering Core Assets

## By July 1, 2022

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

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





# CORPORATION OF THE COUNTY OF RENFREW

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## 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	System Adequacy Target From AMP	Actual System Adequacy in 2021	Suggested Target BCI per OREG 588/17	Actual BCI in 2021
Bridge	75%	86.7%	70	69.3
Culvert	90%	93.2%	70	67.6

Asset	Target PCI or BCI	Actual PCI or BCI in 2021	10 Year Capital Plan	Estimated PCI or BCI in 2031
Roads	72.5	70.8	\$146,321,923	78.3
Bridge	70	69.3	\$35,094,600	66.9
Culvert	70	67.6	<u>\$32,097,000</u>	67.9
Total			<u>\$213,513,523</u>	

\*10 year capital plan based on 2021 values and does not include inflation

# 2022 Budget

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> Pressure	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>PUBLIC WORKS</b>	<b>100,000</b>	<b>9,129,022</b>	<b>8,907,110</b>	<b>221,912</b>	<b>2.5%</b>	<b>15,617,614</b>	<b>14,360,558</b>	<b>16,477,109</b>	<b>14,532,147</b>	<b>13,675,530</b>	<b>15,043,880</b>
Operations Committee	100,000	9,129,022	8,907,110	221,912	2.5%	15,617,614	14,360,558	16,477,109	14,532,147	13,675,530	15,043,880
<b>PROPERTY - Pembroke</b>	<b>145,000</b>	<b>107,733</b>	<b>411,486</b>	<b>(303,753)</b>	<b>-73.8%</b>	<b>297,636</b>	<b>208,120</b>	<b>242,806</b>	<b>300,171</b>	<b>313,746</b>	<b>327,343</b>
PROPERTY - Renfrew County Place	0	(228,416)	(234,273)	5,857	-2.5%	(234,273)	(271,350)	(262,715)	(221,140)	(208,605)	(194,979)
PROPERTY - Base Stations (4)	0	0	0	0		0	0	0	0	0	0
PROPERTY - Arnprior Office	0	0	0	0		0	0	0	0	0	3,144
PROPERTY - Renfrew OPP	0	0	0	0		0	0	0	0	0	0
<b>FORESTRY</b>	<b>0</b>	<b>31,132</b>	<b>28,130</b>	<b>3,002</b>	<b>10.7%</b>	<b>27,444</b>	<b>80,589</b>	<b>(43,289)</b>	<b>872</b>	<b>6,832</b>	<b>(33,028)</b>
<b>TRAILS</b>	<b>2,000,000</b>	<b>750,666</b>	<b>312,113</b>	<b>438,553</b>	<b>140.5%</b>	<b>280,704</b>	<b>279,085</b>	<b>320,038</b>	<b>92,333</b>	<b>19,955</b>	<b>21,331</b>
GEOGRAPHIC INFORMATION SYSTEMS	0	248,544	246,247	2,297	0.9%	235,332	235,877	225,075	218,145	213,155	199,458
ECONOMIC DEVELOPMENT	0	440,167	628,476	(188,309)	-30.0%	398,228	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	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	0	283,195	276,288	6,907	2.5%	269,549	262,975	256,561	251,530	246,598	241,763
PLANNING DEPARTMENT	(10,000)	735,746	671,346	64,400	9.6%	654,935	665,497	588,135	594,375	516,847	658,708
Development & Property Committee	2,135,000	2,396,822	2,367,868	28,954	1.2%	1,957,610	1,900,746	1,762,659	1,669,050	1,537,082	1,636,581
<b>BONNECHERE MANOR</b>	<b>0</b>	<b>1,475,296</b>	<b>1,490,227</b>	<b>(14,931)</b>	<b>-1.0%</b>	<b>1,453,880</b>	<b>1,418,419</b>	<b>1,291,870</b>	<b>1,320,890</b>	<b>1,284,899</b>	<b>1,198,427</b>
MIRAMICHI LODGE	0	1,234,953	1,247,451	(12,498)	-1.0%	1,217,026	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290
OTHER LONG TERM CARE	0	94,443	100,228	(5,785)	-5.8%	98,052	97,783	86,718	90,439	89,981	91,412
HEALTH UNIT	0	1,733,289	1,733,289	0	0.0%	1,598,003	1,452,730	1,421,259	1,421,259	1,143,995	1,171,594
PARAMEDIC SERVICE	0	8,663,139	8,308,907	354,232	4.3%	7,998,059	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	0
EMERGENCY MANAGEMENT	0	175,153	175,153	0	0.0%	93,997	99,869	119,751	113,515	101,444	94,592
Health Committee	0	13,376,273	13,055,255	321,018	2.5%	12,459,017	12,260,625	13,616,520	11,320,440	10,575,093	10,437,284
<b>ONTARIO WORKS</b>	<b>0</b>	<b>1,338,041</b>	<b>1,306,014</b>	<b>32,027</b>	<b>2.5%</b>	<b>1,041,306</b>	<b>1,034,715</b>	<b>954,290</b>	<b>1,287,601</b>	<b>1,593,794</b>	<b>1,683,518</b>
CHILD CARE	0	526,437	513,259	13,178	2.6%	461,869	468,131	475,437	506,709	492,711	479,822
COMMUNITY HOUSING	0	5,035,116	4,930,369	104,747	2.1%	4,801,896	5,007,655	4,949,276	4,699,652	4,617,607	4,364,981
Community Services Committee	0	6,899,594	6,749,642	149,952	2.2%	6,305,071	6,510,501	6,379,003	6,493,962	6,704,112	6,528,321
<b>MEMBERS OF COUNCIL</b>	<b>0</b>	<b>529,954</b>	<b>518,295</b>	<b>11,659</b>	<b>2.2%</b>	<b>417,279</b>	<b>499,919</b>	<b>430,040</b>	<b>437,121</b>	<b>408,209</b>	<b>358,891</b>
GENERAL - ADMINISTRATION	0	943,406	930,565	12,841	1.4%	756,963	745,237	789,887	717,617	811,130	775,138
INFORMATION TECHNOLOGY	0	474,759	465,820	8,939	1.9%	400,443	391,499	400,595	391,747	409,116	429,242
HUMAN RESOURCES DEPARTMENT	0	254,064	247,767	6,297	2.5%	569,859	196,074	254,604	220,880	216,895	192,216
EXPO 150	0	0	0	0		0	0	0	0	0	0
PUBLICITY/PUBLIC RELATIONS SERVICE	0	15,000	15,000	0	0.0%	5,148	14,518	14,517	9,958	11,794	12,502
AGRICULTURE & REFORESTATION	0	20,000	20,000	0	0.0%	14,165	14,580	15,619	12,674	21,784	12,487
PROVINCIAL OFFENCES ADMINISTRATION	0	(497,332)	(546,849)	49,517	-9.1%	(560,264)	(540,040)	(708,163)	(516,336)	(631,405)	(815,228)
MPAC	0	1,541,700	1,545,566	(3,866)	-0.3%	1,555,448	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289
FINANCIAL EXPENSE	0	20,087,400	18,963,381	1,124,019	5.9%	13,081,700	10,291,749	8,549,662	7,888,038	6,234,643	5,514,311
Finance & Administration Committee	0	23,368,951	22,159,545	1,209,406	5.5%	16,240,741	13,163,478	11,288,902	10,689,419	9,007,552	7,993,848
<b>Total Net Expenses</b>	<b>2,235,000</b>	<b>55,170,662</b>	<b>53,239,420</b>	<b>1,931,242</b>	<b>3.6%</b>	<b>52,580,053</b>	<b>48,195,908</b>	<b>49,524,193</b>	<b>44,705,018</b>	<b>41,499,369</b>	<b>41,639,914</b>
COUNTY LEVY (2.5% + 1.65% cva growth)	0	50,976,836	48,945,594	2,031,242	4.1%	47,253,904	45,655,946	43,984,534	42,292,821	40,728,834	38,697,229
OTHER REVENUE	0	4,193,826	4,293,826	(100,000)	-2.3%	7,416,807	5,655,411	4,050,158	3,838,048	3,446,553	3,958,637
<b>Total Revenues</b>	<b>0</b>	<b>55,170,662</b>	<b>53,239,420</b>	<b>1,931,242</b>	<b>3.6%</b>	<b>54,670,711</b>	<b>51,311,357</b>	<b>48,034,692</b>	<b>46,130,869</b>	<b>44,175,387</b>	<b>42,655,866</b>
<b>Municipal Surplus/ (Deficit)</b>	<b>(2,235,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>2,090,658</b>	<b>3,115,449</b>	<b>(1,489,501)</b>	<b>1,425,851</b>	<b>2,676,018</b>	<b>1,015,952</b>



**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>PUBLIC WORKS</b>	<b>100,000</b>	<b>9,129,022</b>	<b>8,907,110</b>	<b>221,912</b>	<b>2.5%</b>	<b>15,617,614</b>	<b>14,360,558</b>	<b>16,477,109</b>	<b>14,532,147</b>	<b>13,675,530</b>	<b>15,043,880</b>
<b>Operations Committee</b>	<b>100,000</b>	<b>9,129,022</b>	<b>8,907,110</b>	<b>221,912</b>	<b>2.5%</b>	<b>15,617,614</b>	<b>14,360,558</b>	<b>16,477,109</b>	<b>14,532,147</b>	<b>13,675,530</b>	<b>15,043,880</b>

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>PUBLIC WORKS</b>	<b>100,000</b>	<b>9,129,022</b>	<b>8,907,110</b>	<b>221,912</b>	<b>2.5%</b>	<b>15,617,614</b>	<b>14,360,558</b>	<b>16,477,109</b>	<b>14,532,147</b>	<b>13,675,530</b>	<b>15,043,880</b>
Administration		1,124,616	1,062,694	61,922	5.8%	1,067,418	1,019,123	1,016,553	1,048,633	979,212	1,020,332
Infrastructure Management		546,055	597,660	(51,605)	-8.6%	526,884	401,582	501,560	399,559	506,581	388,189
Depreciation		9,700,000	9,600,000	100,000	1.0%	9,507,822	9,277,309	8,919,897	8,507,225	8,267,825	7,786,980
Equipment		1,266,900	1,256,523	10,377	0.8%	1,150,841	1,262,845	1,254,110	1,079,395	1,033,860	984,190
Housing		186,550	186,550	0	0.0%	144,230	143,448	185,799	189,161	153,698	211,195
Maintenance	100,000	6,079,901	5,878,683	201,218	3.4%	5,324,663	5,699,487	5,930,531	5,361,023	5,005,022	4,468,886
Donations In Kind		0	0	0		0	0	(296,075)	(185,250)	0	
Recoveries - Federal		0	0	0		0	0	(13,765)	0	(3,153)	
Recoveries - Other		(75,000)	(75,000)	0	0.0%	(90,864)	(101,249)	(158,142)	(50,428)	(88,249)	(85,253)
Recoveries - Provincial		(2,739,384)	(1,357,505)	(1,381,879)	101.8%	(1,357,505)	(1,317,960)	(864,673)	(605,519)	(317,806)	(1,567,806)
Surplus Adjustment - Trf To Reserves		0	0	0		250,000	0	0	0	531,900	1,898,647
Surplus Adjustment - Capital		26,492,939	20,522,718	5,970,221	29.1%	21,332,595	12,260,528	13,828,767	13,447,184	10,456,151	11,583,318
Surplus Adjustment - Temp Loan		0	0	0		(2,121,974)	(2,409,146)	(170,404)	(2,186,650)	(1,508,058)	
Surplus Adjustment - Depreciation		(9,700,000)	(9,600,000)	(100,000)	1.0%	(9,507,822)	(9,277,309)	(8,919,897)	(8,507,225)	(8,267,825)	(7,786,980)
Surplus Adjustment - Trf From Reserves		(23,753,555)	(19,165,213)	(4,588,342)	23.9%	(10,608,674)	(2,598,100)	(4,737,152)	(3,964,961)	(3,073,628)	(3,857,818)

**COUNTY OF RENFREW**  
**2022 Budget**  
**Public Works**

	<u>Budget Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>INFRASTRUCTURE MANAGEMENT</u></b>	<b><u>0</u></b>	<b><u>546,055</u></b>	<b><u>597,660</u></b>	<b><u>(51,605)</u></b>	<b><u>-8.6%</u></b>	<b><u>526,884</u></b>	<b><u>401,581</u></b>	<b><u>501,560</u></b>	<b><u>399,559</u></b>	<b><u>506,581</u></b>	<b><u>388,189</u></b>
Salaries		291,947	292,249	(302)	-0.1%	233,079	258,772	287,530	263,360	244,067	221,603
Benefits		74,653	73,861	792	1.1%	53,159	62,685	74,033	65,128	61,350	51,563
COVID						63,548					
Capital Projects - Under Threshold		0	0	0		53,221	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%	3,121	3,934	8,355	14,326	18,368	12,579
Recoveries				0		(1,829)	0	0	0	0	(840)
Infrastructure Management		142,400	196,250	(53,850)	-27.4%	114,199	45,924	112,983	32,353	119,497	56,082
Supplies		31,055	29,300	1,755	6.0%	8,386	14,201	18,659	2,848	22,024	30,653
<b><u>ADMINISTRATION</u></b>	<b><u>0</u></b>	<b><u>1,124,616</u></b>	<b><u>1,062,694</u></b>	<b><u>61,922</u></b>	<b><u>5.8%</u></b>	<b><u>1,067,420</u></b>	<b><u>1,019,123</u></b>	<b><u>1,016,553</u></b>	<b><u>1,064,727</u></b>	<b><u>979,066</u></b>	<b><u>1,020,332</u></b>
Salaries		494,074	477,585	16,489	3.5%	533,255	441,851	440,818	510,832	487,731	488,981
Benefits		130,816	127,239	3,577	2.8%	146,897	128,888	136,067	152,909	146,300	151,770
Advertising		22,000	25,000	(3,000)	-12.0%	35,355	14,274	9,805	9,709	12,629	8,811
Answering Service		4,600	4,600	0	0.0%	4,318	4,963	4,644	4,419	4,141	3,932
Cell Telephone/Pager		13,200	13,200	0	0.0%	11,607	13,260	10,785	11,771	10,210	11,428
Communications (Radio System)		71,750	71,750	0	0.0%	88,161	63,378	75,316	62,915	45,306	43,300
Computer Supplies		58,200	53,000	5,200	9.8%	73,684	53,200	51,420	39,147	31,716	35,231
Conferences & Conventions		7,200	7,200	0	0.0%	2,939	8,849	3,500	6,432	2,717	4,041
Courier		770	770	0	0.0%	1,159	455	635	332	533	534
COVID						3,232					
Health & Safety (Protection)		42,000	42,000	0	0.0%	38,062	35,292	34,791	33,661	33,297	31,887
Insurance		141,156	107,500	33,656	31.3%	105,420	102,876	101,490	101,490	105,226	100,435
Insurance Claims		35,000	30,000	5,000	16.7%	19,302	46,598	41,713	30,027	17,742	46,676
Internet		5,100	5,100	0	0.0%	3,046	6,605	4,193	3,350	3,347	2,912
Legal Fees		20,500	20,000	500	2.5%	13,790	3,942	7,690	6,918	5,322	21,084
Membership Fees		9,000	8,500	500	5.9%	8,012	6,648	6,980	7,949	7,683	8,062
Office Equipment Replacement		4,100	4,100	0	0.0%	1,667	3,495	3,112	3,965	3,973	3,161
Office Supplies/Publications/Awards		10,000	10,000	0	0.0%	7,302	12,954	12,709	13,287	12,531	9,419
Photocopier Supplies/Maint		4,200	4,200	0	0.0%	1,256	2,521	3,099	2,878	3,452	2,975
Postage		450	450	0	0.0%	383	303	951	817	559	646
Recoveries			0	0		(490)	(60)	(2,281)	0	(3,000)	(11,598)
Recoveries - County			0	0			0	0	(8,257)	0	
Recoveries - Provincial - one time						(72,013)					
Recruitment		10,000	10,000	0	0.0%	16,489	26,763	30,757	13,994	12,180	22,939
Surplus Adjustment - Capital Equipment		0	16,000	(16,000)	-100.0%		0	0	16,094	0	
Surplus Adjustment - From Reserves		0	(16,000)	16,000	-100.0%						
Staff Training		20,000	20,000	0	0.0%	9,855	21,216	19,690	19,888	16,266	15,727
Telephone		11,200	11,200	0	0.0%	9,287	8,686	12,597	11,054	12,032	11,969
Travel		9,300	9,300	0	0.0%	5,445	12,166	6,072	9,146	7,173	6,010

**COUNTY OF RENFREW  
2022 Budget  
Public Works**

	<u>Budget Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>MAINTENANCE</u></b>	<b><u>100,000</u></b>	<b><u>6,079,901</u></b>	<b><u>5,878,683</u></b>	<b><u>201,218</u></b>	<b><u>3.4%</u></b>	<b><u>5,324,662</u></b>	<b><u>5,699,486</u></b>	<b><u>5,930,531</u></b>	<b><u>5,361,023</u></b>	<b><u>5,005,022</u></b>	<b><u>4,468,886</u></b>
Salaries		1,961,627	1,890,054	71,573	3.8%	1,849,803	1,862,591	1,787,275	1,782,044	1,743,150	1,723,563
Benefits		525,001	523,356	1,645	0.3%	469,933	466,392	466,680	457,378	454,040	424,981
Bridges and Culverts		40,000	40,000	0	0.0%	31,999	71,450	48,722	38,954	22,664	1,899
Roadside Maintenance		180,000	180,000	0	0.0%	110,233	89,326	152,316	144,959	92,677	162,139
Hard Top Maintenance		360,000	360,000	0	0.0%	224,214	267,836	318,704	176,354	94,709	231,694
Winter Control		2,415,273	2,415,273	0	0.0%	2,183,574	2,501,106	2,757,115	2,383,152	2,213,120	1,480,951
Safety Devices	100,000	698,000	570,000	128,000	22.5%	519,718	524,840	540,840	502,571	476,194	536,543
Misc			0	0			0	0	0	0	6,981
Surplus Adjustment - Trf To Reserves			0	0			0	0	0	0	0
Recoveries		(100,000)	(100,000)	0	0.0%	(64,812)	(84,055)	(141,121)	(124,389)	(91,532)	(99,865)
<b><u>EQUIPMENT</u></b>	<b><u>0</u></b>	<b><u>1,266,900</u></b>	<b><u>1,256,523</u></b>	<b><u>10,377</u></b>	<b><u>0.8%</u></b>	<b><u>1,279,754</u></b>	<b><u>1,980,497</u></b>	<b><u>1,254,110</u></b>	<b><u>1,079,395</u></b>	<b><u>1,931,807</u></b>	<b><u>1,704,634</u></b>
Salaries		215,202	211,500	3,702	1.8%	212,490	214,004	198,679	204,519	193,455	194,066
Benefits		67,244	65,135	2,109	3.2%	60,505	57,366	51,124	54,240	52,642	50,126
Salary Allocations		(92,876)	(92,212)	(664)	0.7%	(87,329)	(86,452)	(85,855)	(84,212)	(82,037)	(80,361)
Small Equipment, Misc		65,600	65,600	0	0.0%	40,081	54,541	52,250	7,177	12,806	8,854
Vehicle Operating Costs - Fuel		435,000	435,000	0	0.0%	368,174	435,520	478,143	383,637	349,814	347,394
Vehicle Operating Costs-Insurance		46,730	42,500	4,230	10.0%	41,586	38,812	40,337	37,322	50,957	49,451
Vehicle Operating Costs-Repairs		500,000	500,000	0	0.0%	485,964	517,322	493,642	451,744	445,812	390,198
Vehicle Operating Costs-Licence		60,000	59,000	1,000	1.7%	60,293	58,956	53,440	53,404	50,665	50,508
Vehicle Operating Revenue		(20,000)	(20,000)	0	0.0%	(17,600)	(12,845)	(14,850)	(16,580)	(28,915)	(14,465)
Surplus Adjustment - Capital Equipment		1,895,000	893,000	1,002,000	112.2%	1,018,613	717,652	771,024	745,378	808,767	932,285
Surplus Adjustment - Trf To Reserves			0	0			0	0	0	531,900	575,000
Surplus Adjustment - Trf From Reserves		(1,895,000)	(893,000)	(1,002,000)	112.2%	(889,700)	0	(771,024)	(745,378)	(442,719)	(786,841)
Recoveries		(10,000)	(10,000)	0	0.0%	(13,323)	(14,379)	(12,800)	(11,856)	(11,340)	(11,581)
<b><u>HOUSING</u></b>	<b><u>0</u></b>	<b><u>186,550</u></b>	<b><u>186,550</u></b>	<b><u>0</u></b>	<b><u>0.0%</u></b>	<b><u>243,447</u></b>	<b><u>400,869</u></b>	<b><u>185,800</u></b>	<b><u>189,161</u></b>	<b><u>229,466</u></b>	<b><u>276,951</u></b>
Operating Expenses		162,000	162,000	0	0.0%	121,009	134,260	154,837	142,765	134,157	181,552
COVID						5,233					
Surplus Adjustment - Capital		317,000	230,000	87,000	37.8%	284,740	257,421	73,368	82,020	75,767	65,756
Surplus Adjustment - Trf From Reserves		(317,000)	(230,000)	(87,000)	37.8%	(185,525)	0	(73,368)	(82,020)	0	
Major Repairs - Under Threshold		24,550	24,550	0	0.0%	18,184	9,671	31,301	47,191	19,798	29,923
Recoveries				0		(194)	(483)	(338)	(795)	(256)	(280)

**COUNTY OF RENFREW**  
**2022 Budget**  
**Public Works**

	<u>Budget Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>OTHER</b>	<b>0</b>	<b>24,280,939</b>	<b>19,383,718</b>	<b>4,897,221</b>	<b>25.3%</b>	<b>20,279,243</b>	<b>11,285,456</b>	<b>12,984,374</b>	<b>12,603,692</b>	<b>9,571,617</b>	<b>11,908,924</b>
Depreciation		9,700,000	9,600,000	100,000	1.0%	9,507,822	9,277,309	8,919,897	8,507,225	8,267,825	7,786,980
Surplus Adjustment - Depreciation		(9,700,000)	(9,600,000)	(100,000)	1.0%	(9,507,822)	(9,277,309)	(8,919,897)	(8,507,225)	(8,267,825)	(7,786,980)
Surplus Adjustment - Capital Construction		24,280,939	19,383,718	4,897,221	25.3%	20,029,243	11,285,456	12,984,374	12,603,692	9,571,617	10,585,277
Surplus Adjustment - TRF to Reserves				0		250,000	0	0	0	0	1,323,647
<b>CONSTRUCTION - LABOUR CLEARING ACC</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Salaries		378,429	408,322	(29,893)	-7.3%	441,292	419,446	402,367	405,521	374,521	395,450
Benefits		71,844	81,393	(9,549)	-11.7%	79,635	76,283	72,643	79,731	75,119	71,699
Charge to Capital Construction above		(450,273)	(489,715)	39,442	-8.1%	(520,927)	(495,729)	(475,010)	(485,252)	(449,640)	(467,149)
<b>TOTAL EXPENDITURES</b>	<b>100,000</b>	<b>33,484,961</b>	<b>28,365,828</b>	<b>5,119,133</b>	<b>18.0%</b>	<b>28,721,410</b>	<b>20,787,012</b>	<b>21,872,928</b>	<b>20,697,557</b>	<b>18,223,559</b>	<b>19,767,916</b>
<b>ROADS REVENUES</b>											
Municipal Contribution - Operating		9,129,022	8,907,110	221,912	2.5%	8,442,167	8,416,088	8,716,647	8,059,531	7,586,825	6,987,539
Municipal Contribution - Capital		0	0	0		7,175,450	5,944,470	7,760,462	6,472,616	6,088,559	8,056,341
Provincial Grants & Subsidies		2,739,384	1,357,505	1,381,879	101.8%	1,357,505	1,317,960	864,673	605,519	317,806	1,567,806
Surplus Adjustment - TRF from Reserves		16,063,139	15,232,996	830,143	5.4%	3,473,628	471,848	1,136,569	460,078	0	565,349
Surplus Adjustment - TRF from Gas Tax Reserves		5,478,416	2,793,217	2,685,199	96.1%	6,059,822	2,126,252	2,756,191	2,677,485	2,630,909	2,505,628
Surplus Adjustment - Temp Loan			0	0		2,121,974	2,409,146	170,404	2,186,650	1,508,058	
Federal Grants & Subsidies		0	0	0			0	13,765		3,153	
Donations in Kind		0	0	0			0	296,075	185,250	0	
Misc		75,000	75,000	0	0.0%	90,864	101,248	158,142	50,428	88,249	85,253
<b>TOTAL REVENUES</b>	<b>0</b>	<b>33,484,961</b>	<b>28,365,828</b>	<b>5,119,133</b>	<b>18.0%</b>	<b>28,721,410</b>	<b>20,787,012</b>	<b>21,872,928</b>	<b>20,697,557</b>	<b>18,223,559</b>	<b>19,767,916</b>
<b>Municipal Surplus / (Deficit)</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>										
	<u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PROPERTY - Pembroke	145,000	107,733	411,486	(303,753)	-73.8%	297,636	208,120	242,806	300,171	313,746	327,343
PROPERTY - Renfrew County Place	0	(228,416)	(234,273)	5,857	-2.5%	(234,273)	(271,350)	(262,715)	(221,140)	(208,605)	(194,979)
PROPERTY - Base Stations (4)	0	0	0	0		0	0	0	0	0	0
PROPERTY - Arnprior Office	0	0	0	0		0	0	0	0	0	3,144
PROPERTY - Renfrew OPP	0	0	0	0		0	0	0	0	0	0
FORESTRY	0	31,132	28,130	3,002	10.7%	27,444	80,589	(43,289)	872	6,832	(33,028)
TRAILS	2,000,000	750,666	312,113	438,553	140.5%	280,704	279,085	320,038	92,333	19,955	21,331
GEOGRAPHIC INFORMATION SYSTEMS	0	248,544	246,247	2,297	0.9%	235,332	235,877	225,075	218,145	213,155	199,458
ECONOMIC DEVELOPMENT	0	440,167	628,476	(188,309)	-30.0%	398,228	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	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	0	283,195	276,288	6,907	2.5%	269,549	262,975	256,561	251,530	246,598	241,763
PLANNING DEPARTMENT	(10,000)	735,746	671,346	64,400	9.6%	654,935	665,497	588,135	594,375	516,847	658,708
<b>Development &amp; Property Committee</b>	<b>2,135,000</b>	<b>2,396,822</b>	<b>2,367,868</b>	<b>28,954</b>	<b>1.2%</b>	<b>1,957,610</b>	<b>1,900,746</b>	<b>1,762,659</b>	<b>1,669,050</b>	<b>1,537,082</b>	<b>1,636,581</b>

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> <u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>PROPERTY - Pembroke</b>	<b>145,000</b>	<b>107,733</b>	<b>411,486</b>	<b>(303,753)</b>	<b>-73.8%</b>	<b>297,636</b>	<b>208,120</b>	<b>242,806</b>	<b>300,171</b>	<b>313,746</b>	<b>327,343</b>
Advertising		1,000	1,000	0	0.0%	0	447	943	0	0	535
Capital - under threshold			0	0		29,177	5,658	13,570	18,954	16,721	28,415
COVID						14,032					
Computer Supplies		15,000	15,000	0	0.0%		0	0	0	0	
Depreciation		227,000	227,000	0	0.0%	227,580	236,630	224,648	202,240	200,698	211,092
Elevator Maintenance		7,755	7,755	0	0.0%	6,219	6,185	6,308	5,964	6,450	5,951
Employee Benefits		45,025	67,556	(22,531)	-33.4%	59,917	57,893	60,171	59,148	60,284	54,467
Garbage Disposal		6,200	6,000	200	3.3%	6,188	5,443	4,890	4,708	4,169	4,060
Groundskeeping		5,765	5,765	0	0.0%	3,291	3,143	3,584	3,715	4,603	5,245
Insurance		37,812	33,572	4,240	12.6%	32,594	31,344	28,357	29,788	31,804	29,908
Janitorial Contract		110,000	110,000	0	0.0%	103,185	103,820	90,413	84,631	87,156	93,551
Legal		2,000	2,000	0	0.0%	1,877	3,283	0	1,685	0	
Lights, Heat & Power		123,000	123,000	0	0.0%	94,577	116,947	111,190	130,005	155,022	152,867
Mechanical		19,890	19,890	0	0.0%	19,222	8,335	5,449	5,509	15,081	18,948
Memberships/Subscriptions		2,500	2,500	0	0.0%	850	816	872	1,821	2,257	1,476
Miscellaneous Bldg	20,000	2,800	2,800	0	0.0%	5,469	8,522	2,687	2,676	2,458	2,896
Office Supplies		12,546	12,546	0	0.0%	16,266	13,208	11,853	14,726	12,437	10,775
Professional Development		5,000	5,000	0	0.0%	100	1,090	0	636	1,257	3,671
Recoveries - Internal Charges		(16,300)	(16,300)	0	0.0%	(951,836)	(28,305)	(28,195)	(16,159)	(24,925)	(15,842)
Revenues - Provincial		(59,000)	(12,500)	(46,500)	372.0%	(14,032)					
Recoveries - Other		(11,752)	(11,752)	0	0.0%	(71,752)	(60,513)	(4,479)	(30,806)	(3,470)	(1,550)
Recruitment		750	750	0	0.0%	577	1,843	493	772	547	502
Repairs & Maintenance		59,384	59,384	0	0.0%	43,438	26,815	32,104	36,033	29,426	30,378
Revenue - Lease		(483,000)	(292,000)	(191,000)	65.4%	(252,147)	(339,176)	(337,466)	(329,171)	(322,904)	(322,938)
Salaries		146,438	228,600	(82,162)	-35.9%	214,363	229,598	228,245	221,949	219,258	208,613
Security & Monitoring		6,120	6,120	0	0.0%	3,714	3,219	3,129	2,544	2,937	5,746
Special Projects	125,000	0	25,000	(25,000)	-100.0%		0	0	15,000	41	
Surplus Adjustment - Capital		344,000	2,110,000	(1,766,000)	-83.7%	2,521,020	180,251	148,300	861,204	65,364	25,898
Surplus Adjustment - Depreciation		(227,000)	(227,000)	0	0.0%	(227,580)	(236,630)	(224,648)	(202,240)	(200,698)	(211,092)
Surplus Adjustment - Trf To Reserves				0		924,323					
Surplus Adjustment - Trf From Reserves		(285,000)	(2,110,000)	1,825,000	-86.5%	(2,521,020)	(180,251)	(148,300)	(834,340)	(65,364)	(25,898)
Telephone		1,500	1,500	0	0.0%	3,188	2,823	2,994	2,768	2,207	2,333
Travel		4,800	4,800	0	0.0%	1,639	4,169	3,282	3,942	6,177	4,360
Vehicle Expenses		3,500	3,500	0	0.0%	3,197	1,513	2,412	2,469	4,753	2,976

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> <u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>PROPERTY - Renfrew County Place</b>	<b>0</b>	<b>(228,416)</b>	<b>(234,273)</b>	<b>5,857</b>	<b>-2.5%</b>	<b>(234,273)</b>	<b>(271,350)</b>	<b>(262,715)</b>	<b>(221,140)</b>	<b>(208,605)</b>	<b>(194,979)</b>
Capital - Under Threshold		0	0	0		635	4,987	23,752	9,158	32,503	9,380
COVID		0	0	0		42,684					
Depreciation		195,000	193,000	2,000	1.0%	181,113	167,067	177,349	186,873	192,934	192,407
Elevator Maintenance		6,948	6,948	0	0.0%	6,663	4,826	4,649	3,671	6,227	5,633
Garbage Removal		3,903	3,903	0	0.0%	2,366	3,668	3,277	3,294	3,261	3,243
Groundskeeping / Snow Removal		26,000	21,931	4,069	18.6%	18,352	17,653	18,079	17,445	16,638	16,017
Insurance		16,260	15,886	374	2.4%	15,423	15,118	14,891	14,979	16,218	15,723
Janitorial Contract		95,217	95,217	0	0.0%	81,850	79,218	79,115	78,444	76,390	74,319
Lease Revenue- Outside		(351,850)	(344,976)	(6,874)	2.0%	(336,386)	(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%	84,365	82,029	83,556	85,781	90,929	87,559
Mechanical		16,646	16,646	0	0.0%	13,292	19,495	12,463	6,426	10,596	9,975
Miscellaneous Bldg		2,000	2,000	0	0.0%	18,295	3,827	3,032	3,638	9,493	13,151
Municipal Taxes		16,500	16,000	500	3.1%	16,672	16,333	8,381	15,837	15,166	14,823
Office Supplies / Admin Costs		3,060	3,060	0	0.0%	6,463	9,078	6,683	10,062	3,492	3,481
Revenue Lease - Internal		(330,000)	(323,553)	(6,447)	2.0%	(333,047)	(604,249)	(303,371)	(282,529)	(274,644)	(266,645)
Recoveries - OPP		(22,740)	(19,041)	(3,699)	19.4%				0	0	
Recoverable - Provincial One time						(42,684)					
Recoverable - Outside		(16,500)	(16,000)	(500)	3.1%	(33,489)	(20,416)	(10,510)	(16,856)	(22,059)	(25,987)
Repairs & Maintenance		39,372	39,372	0	0.0%	15,874	17,478	13,733	23,406	19,639	18,170
Salaries / Benefits		95,344	91,627	3,717	4.1%	74,244	71,636	71,775	69,201	64,238	66,182
Security & Monitoring		5,882	5,882	0	0.0%	6,462	4,238	3,894	3,847	4,837	2,775
Surplus Adjustment - Capital		491,875	122,000	369,875	303.2%	80,705	515,684	35,610	0	0	
Surplus Adjustment - Depreciation		(195,000)	(193,000)	(2,000)	1.0%	(181,113)	(167,067)	(177,349)	(186,873)	(192,934)	(192,407)
Surplus Adjustment - Trf From Reserves		(491,875)	(122,000)	(369,875)	303.2%	(80,705)	(515,684)	(35,610)	0	0	
Surplus Adjustment - Trf To Reserves		63,570	48,853	14,717	30.1%	107,693	300,000	0	78,645	57,388	87,261
Vehicle Expenses		2,972	2,972	0	0.0%		0	0	0	0	0
<b>PROPERTY - Base Stations (4)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Depreciation		61,750	61,750	0	0.0%	61,895	61,725	61,725	61,725	60,984	60,001
Capital - Under Threshold		0	0	0		19,843	0	11,118	11,220	0	20,820
Groundskeeping/Snow Removal		44,904	44,904	0	0.0%	31,455	32,974	32,732	30,912	28,422	27,631
Internal Charges		0	0	0		2,904	2,904	2,904			
Janitorial Contract		31,593	31,593	0	0.0%	10,393	20,879	24,512	23,564	18,071	18,505
Lights,Heat & Power		36,300	36,300	0	0.0%	24,611	25,752	26,423	28,059	28,397	29,080
Mechanical		10,727	10,727	0	0.0%	3,794	3,725	4,137	3,920	3,549	8,564
Miscellaneous Bldg		2,000	2,000	0	0.0%	5,153	4,532	4,640	3,663	415	3,969
Revenue - Internal Lease		(338,587)	(328,725)	(9,862)	3.0%	(323,558)	(318,540)	(313,667)	(308,937)	(304,344)	(310,708)
Recoveries - Outside		0	0	0		(92)	(258)	(177)			
Repairs & Maintenance		43,952	33,952	10,000	29.5%	35,689	21,690	30,647	28,082	29,616	16,997
Security & Monitoring		4,240	4,240	0	0.0%	0	0	0		3,012	0
Surplus Adjustment - Depreciation		(61,750)	(61,750)	0	0.0%	(61,895)	(61,725)	(61,725)	(61,725)	(60,984)	(60,001)
Surplus Adjustment- Capital		35,095	15,000	20,095	134.0%	-	-	0	0	9,932	10,666
Surplus Adjustment - Trf From Reserves		(35,095)	(15,000)	(20,095)	134.0%	-	-	0	0	(9,932)	(20,820)
Surplus Adjustment - Trf To Reserves		164,871	165,009	(138)	-0.1%	189,808	206,342	176,731	179,517	192,862	195,296



**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> <u>Pressure</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>PROPERTY - Arnprior Office</b>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,144</u>
Capital Under Threshold	0	0	0		9,290	0	0	0	0	3,144
Depreciation	38,500	38,000	500	1.3%	38,551	37,946	36,926	36,926	37,027	36,926
COVID	0				1,215					
Groundskeeping / Snow Removal	4,023	4,023	0	0.0%	3,474	3,473	2,579	2,087	2,031	2,069
Insurance	2,754	2,678	76	2.8%	2,633	2,609	2,564	2,510	2,690	2,602
Janitorial Contract	27,000	27,000	0	0.0%	29,909	29,417	27,886	27,833	26,692	25,018
Lights, Heat & Power	13,249	13,249	0	0.0%	9,794	8,858	8,835	10,289	11,329	10,038
Mechanical	2,000	2,000	0	0.0%	2,087	1,143	1,119	1,030	2,014	1,948
Miscellaneous Bldg	500	500	0	0.0%	170	609	0	41	77	13
Revenue - Internal Lease	(143,321)	(139,825)	(3,496)	2.5%	(134,169)	(129,437)	(132,285)	(134,081)	(129,089)	(120,814)
Recoveries - Provincial One Time	0	0	0		(1,215)					
Recoveries - Outside	0	0	0		(22)	(67)	(52)			
Repairs & Maintenance	5,500	5,500	0	0.0%	1,707	1,224	1,800	4,025	4,381	3,496
Security & Monitoring	1,500	1,500	0	0.0%	777	3,528	1,332	1,095	1,493	567
Surplus Adjustment- Capital	0	0	0			15,213			78,382	
Surplus Adjustment- Depreciation	(38,500)	(38,000)	(500)	1.3%	(38,551)	(37,946)	(36,926)	(36,926)	(37,027)	(36,926)
Surplus Adjustment - Trf From Building Reserve	0	0	0			(15,000)				(8,312)
Surplus Adjustment - Trf To Building Reserve	86,795	83,375	3,420	4.1%	74,350	78,430	86,222	85,171		83,375
<b>PROPERTY - Renfrew OPP</b>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Garbage Removal	2,100	2,100	0	0.0%	1,221	1,983	2,044	1,632	0	0
Groundskeeping / Snow Removal	33,520	29,520	4,000	13.6%	20,489	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%	116,075	115,758	115,225	9,782		
Expenses Recovered From Others	0		0		2,961					
Heat, Light & Power	0		0			0		1,984	1,251	
Insurance	12,480	12,078	402	3.3%	11,890	11,783	11,581	12,830	0	0
Internal Chg - County	11,752	11,752	0	0.0%	18,054	18,776	24,596	1,171	9,180	0
LTD Interest Expense	103,647	112,988	(9,341)	-8.3%	117,901	126,083	134,021	128,971	0	
Mechanical	0		0		7,607	550	9,520			
Municipal Taxes	45,000	40,656	4,344	10.7%	43,070	42,194	56,394	34,040		
Office Expense	0	0	0		3,634	2,650	3,027	3,710	1,146	
Recovery - Capital Lease	(461,158)	(461,158)	0	0.0%	(461,158)	(461,158)	(461,158)	(461,158)	(193,027)	
Recovery - Operating Lease	(169,203)	(146,657)	(22,546)	15.4%	(140,262)	(155,270)	(175,130)	(113,643)	(17,307)	0
Repairs & Maintenance	31,510	31,510	0	0.0%	19,644	25,779	21,365	12,408	0	0
Salary & Benefits	22,740	19,041	3,699	19.4%	27,484	25,844	14,616	20,147	0	0
Security/Monitoring	0	0	0		3,366	3,618	4,856	3,585		
Surplus Adjustment- Capital	10,000		10,000			0	14,554	336,811	3,338,533	891,081
Surplus Adjustment- Depreciation	(115,500)	(115,500)	0	0.0%	(116,075)	(115,758)	(115,225)	(9,782)		
Surplus Adjustment- Proceeds From Debt	0		0			0		(520,386)	(3,338,533)	(891,081)
Surplus Adjustment - LTD Principal Pmts	291,443	282,865	8,578	3.0%	274,539	266,458	258,615	126,439		
Surplus Adjustment - Trf From Reserves	(10,000)		(10,000)			0	(14,554)	0	0	
Surplus Adjustment - Trf To Reserves	76,169	65,305			49,560	68,617	68,772	389,323	193,330	

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> <u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>FORESTRY</b>	<b>0</b>	<b>31,132</b>	<b>28,130</b>	<b>3,002</b>	<b>10.7%</b>	<b>27,444</b>	<b>80,589</b>	<b>(43,289)</b>	<b>872</b>	<b>6,832</b>	<b>(33,028)</b>
Advertising		300	300	0	0.0%	654	1,033	750	340	247	139
Conventions		1,800	1,800	0	0.0%	110	605	583	908	1,257	842
COVID						21					
Depreciation		23,000	23,000	0	0.0%	23,013	19,830	16,524	16,524	16,149	15,681
Legal		900	900	0	0.0%	2,245	45	0	0	0	204
Memberships/Subscriptions		8,900	8,900	0	0.0%	8,129	8,132	7,952	7,989	7,923	7,794
Miscellaneous		1,000	1,000	0	0.0%	1,849	1,116	1,579	1,700	1,214	1,326
Office Supplies		4,900	2,900	2,000	69.0%	1,491	4,158	2,716	2,356	8,573	1,649
Professional Development		1,500	1,500	0	0.0%	0	0	0	1,575	1,000	568
Recoveries - Other		(1,000)	(2,000)	1,000	-50.0%	0	(521)	(1,840)	(4,923)	(51)	(22,756)
Recoveries - Provincial One Time						(21)					
Recoveries - Timber Sales		(180,000)	(180,000)	0	0.0%	(203,740)	(97,085)	(255,293)	(205,932)	(200,428)	(204,690)
Salary Allocation		(50,134)	(49,192)	(942)	1.9%	(48,000)	(47,000)	(44,034)	0		
Salary/Benefit		217,566	213,493	4,073	1.9%	207,061	198,034	190,278	180,484	173,027	157,654
Small Tools / Supplies		1,000	1,000	0	0.0%	183	168	344	504	0	1,167
Special Project- Other		2,500	2,500	0	0.0%	340	45	1,221	35	916	
Special Project - Well Remediation		3,600	3,600	0	0.0%	3,180	4,803	1,496	0		
Surplus Adjustment - Capital		0	0	0			36,093	0		30,906	
Surplus Adjustment - Depreciation		(23,000)	(23,000)	0	0.0%	(23,013)	(19,830)	(16,524)	(16,524)	(16,149)	(15,681)
Surplus Adjustment - Trf From Reserves		(8,100)	(14,100)	6,000	-42.6%	(6,299)	(42,721)	(6,881)	(17,030)	(43,036)	0
Surplus Adjustment - Trf To Reserves		0	8,529	(8,529)	-100.0%	45,053	0	38,294			
Travel		5,000	5,000	0	0.0%	4,424	5,487	7,081	2,766	2,932	3,012
Tree Marking		11,900	6,500	5,400	83.1%	2,779	1,173	1,212	998	1,144	1,321
Tree Planting		2,000	8,000	(6,000)	-75.0%	0	651	5,385	17,030	12,130	11,242
Vehicle Expenses		7,500	7,500	0	0.0%	7,985	6,373	5,868	12,072	9,078	7,500

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> <u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>TRAILS</b>	<b><u>2,000,000</u></b>	<b><u>750,666</u></b>	<b><u>312,113</u></b>	<b><u>438,553</u></b>	<b><u>140.5%</u></b>	<b><u>280,704</u></b>	<b><u>279,085</u></b>	<b><u>320,038</u></b>	<b><u>92,333</u></b>	<b><u>19,955</u></b>	<b><u>21,331</u></b>
Salary/Benefit		16,998	16,747	251	1.5%	10,479	16,654	3,956	0		
Salary Allocation		50,134	49,192	942	1.9%	48,000	47,000	44,034	0		
Office Expenses		500	500	0	0.0%		390	1,006	0		
Recoveries - Other		0		0		(5,980)	0	0	(12,792)		(7,550)
Recoveries - Donations		0		0			0	0	(24,100)		
Recoveries - Donations In Kind		(3,500,000)	(3,500,000)	0	0.0%	(611,101)	0	(13,968,792)	(34,952,600)		
Recruitment		0	1,000	(1,000)	-100.0%		0	1,817			
Surplus Adjustment - Capital		3,534,000	3,534,000	0	0.0%	659,617	14,759	14,237,392	35,184,819	97,078	0
Surplus Adjustment - Trf From Reserves		(34,000)	(34,000)	0	0.0%	(48,516)	(14,759)			(97,078)	
Surplus Adjustment - Trf To Reserves		0	0	0					34,125		
Surplus Adjustment - Trf From Reserves		0	0	0				(234,516)	(232,219)	(13,608)	(9,349)
K&P Rail Line Development		28,878	28,174	704	2.5%	27,534	21,807	52,272	20,386	22,158	41,331
K&P Rail Line Revenue		(6,500)	(6,500)	0	0.0%		0	(36,480)	0	(2,203)	(20,000)
CN Rail Line Development		0	0	0			1,182	5,496	0	0	
Algonquin Trail Development	<u>2,000,000</u>	<u>946,355</u>	<u>248,000</u>	<u>698,355</u>	<u>281.6%</u>	<u>239,000</u>	<u>294,298</u>	<u>727,363</u>	<u>192,067</u>	<u>13,608</u>	<u>16,899</u>
Algonquin Trail Federal Recoveries			0	0			0	(42,156)	0	0	
Algonquin Trail Prov Recoveries		(255,699)	0	(255,699)			(63,316)	(304,140)	(38,548)		
Algonquin Trail Municipal Recoveries			0	0			0	(142,558)	(47,205)		
Algonquin Trail Other Recoveries		(30,000)	(25,000)	(5,000)	20.0%	(38,329)	(38,930)	(24,656)	(31,600)	0	
<b>GEOGRAPHIC INFORMATION SYSTEMS</b>	<b><u>0</u></b>	<b><u>248,544</u></b>	<b><u>246,247</u></b>	<b><u>2,297</u></b>	<b><u>0.9%</u></b>	<b><u>235,332</u></b>	<b><u>235,877</u></b>	<b><u>225,075</u></b>	<b><u>218,145</u></b>	<b><u>213,155</u></b>	<b><u>199,458</u></b>
Salaries		178,969	175,893	3,076	1.7%	172,640	170,443	166,089	162,980	156,262	149,595
Benefits		46,575	45,354	1,221	2.7%	42,888	40,443	38,820	40,439	38,254	36,276
Computer Supplies		32,000	32,000	0	0.0%	17,815	19,662	17,939	11,883	18,935	11,455
Conventions		500	500	0	0.0%	142	127	254	344	102	279
Office Supplies		1,000	1,000	0	0.0%	734	2,417	2,769	2,585	1,689	1,688
Professional Development		500	500	0	0.0%	200	1,036	0	49	0	1,508
Special Project			0	0			0	0	3,445	0	
Travel		500	500	0	0.0%	293	769	1,068	864	338	336
Weed Inspection		2,000	2,000	0	0.0%	1,226	2,798	2,795	1,680	861	
Surplus Adjustment - Capital			0	0			0	0			
Surplus Adjustment - Trf From Reserves			0	0			0	0			
Recoveries - Municipal		(12,000)	(8,000)	(4,000)	50.0%		0	0	0	0	
Recoveries - Federal			0	0			0	(2,200)			
Recoveries - Other		(1,500)	(3,500)	2,000	-57.1%	(606)	(1,818)	(2,459)	(6,124)	(3,286)	(1,679)

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> <u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>ECONOMIC DEVELOPMENT</u></b>	<b>0</b>	<b>440,167</b>	<b>628,476</b>	<b>(188,309)</b>	<b>-30.0%</b>	<b>398,228</b>	<b>411,898</b>	<b>407,993</b>	<b>404,709</b>	<b>400,499</b>	<b>384,786</b>
Benefits		69,195	67,384	1,811	2.7%	61,535	59,189	60,523	58,728	57,402	53,657
Computer Expense		3,000	3,000	0	0.0%	8,039	239	1,674	1,949	504	7,568
Conventions		1,500	1,500	0	0.0%	73	1,410	3,617	4,412	2,158	1,710
COVID						21,304					
Expenses Recoverable from Others						3,396					
Hospitality		1,000	800	200	25.0%	420	1,480	1,958	401	1,367	893
Marketing Program		70,000	70,000	0	0.0%	96,668	85,610	73,395	57,016	33,727	29,160
Memberships/Subscriptions		3,500	2,500	1,000	40.0%	4,761	4,697	2,214	11,355	7,148	7,361
Office Expense		3,000	4,000	(1,000)	-25.0%	4,252	6,899	7,783	10,039	7,744	8,462
Professional Development/Staff Training		750	750	0	0.0%	850	526	2,829	2,086	756	660
Recoveries - Federal		0	(10,000)	10,000	-100.0%	(49,923)	(17,408)	(5,538)	(4,376)	0	(2,122)
Recoveries-Other		(5,000)	(10,000)	5,000	-50.0%	(5,798)	(8,283)	(7,436)	(6,543)	(1,870)	(6,662)
Recoveries-Provincial		(25,000)	(32,000)	7,000	-21.9%	(21,304)	1,123	(9,343)	0	0	
Recoveries-Provincial		(1,300,000)	0	(1,300,000)							
Recruitment		0	0	0			0	0	0	2,367	
Salaries		258,752	254,072	4,680	1.8%	251,146	245,212	240,778	232,215	225,393	216,271
Special Projects - RED		0	7,000	(7,000)	-100.0%				0	0	
Special Projects		25,000	30,000	(5,000)	-16.7%			6,672	88		
Special Projects-Winter Games		1,300,000	200,000	1,100,000	550.0%						
Special Projects		5,000	10,000	(5,000)	-50.0%		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	22,470
Surplus Adjustment - Transfer From Reserves		0	0	0				(10,000)		0	
Travel		7,000	7,000	0	0.0%	339	8,286	6,397	12,869	9,290	8,056
<b><u>ENTERPRISE CENTRE</u></b>	<b>0</b>	<b>28,055</b>	<b>28,055</b>	<b>0</b>	<b>0.0%</b>	<b>28,055</b>	<b>28,055</b>	<b>28,055</b>	<b>28,055</b>	<b>28,055</b>	<b>28,055</b>
Benefits		36,233	35,208	1,025	2.9%	33,145	29,198	16,811	19,184	26,164	26,577
Marketing		5,000	5,500	(500)	-9.1%	3,110	446	451	5,146	250	
COVID						252,398					
Office Expenses		2,971	4,000	(1,029)	-25.7%	12,879	2,555	6,767	6,071	3,039	4,524
Professional Development		700	700	0	0.0%	326	0	90	0	0	417
County Charges - IT		6,201	6,262	(61)	-1.0%	6,143	6,022	5,920	5,819	5,674	5,521
Recoveries - Federal			0	0		(250)	0	(5,005)	(750)	(1,000)	(2,000)
Recoveries - Municipalities		(6,000)	(6,000)	0	0.0%	(56,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Recoveries - Other		(5,000)	(5,000)	0	0.0%	0	(1,831)	(7,435)	(3,589)	(4,670)	(2,250)
Recoveries - Provincial - Starter Company		(60,000)	(60,000)	0	0.0%	(96,982)	(37,289)	(156,232)	(85,918)	(72,858)	(54,187)
Recoveries - Provincial - Summer Company		(24,000)	(21,000)	(3,000)	14.3%	(18,525)	(25,192)	(32,000)	(32,000)		
Recoveries - Provincial One Time		0	0	0		(202,398)					
Recoveries - Provincial		(166,075)	(164,200)	(1,875)	1.1%	(165,477)	(134,948)	(97,972)	(85,357)	(140,633)	(129,671)
Salaries		141,851	139,411	2,440	1.8%	138,139	123,051	75,481	76,601	109,828	108,119
Special Projects - Starter Company		60,000	60,000	0	0.0%	96,982	37,289	160,238	85,918	72,858	54,187
Special Projects		5,000	5,000	0	0.0%	2,748	500	27,150	5,097	27,175	14,725
Special Projects - Summer Company		24,000	21,000	3,000	14.3%	18,525	25,192	32,000	32,000		
Telephone/Internet Access		3,500	3,500	0	0.0%	2,789	3,315	3,373	2,756	4,050	3,151
Travel		3,674	3,674	0	0.0%	503	5,747	4,418	3,077	4,178	4,942

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> <u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>OTTAWA VALLEY TOURIST ASSOCIATION</b>	<b>0</b>	<b>283,195</b>	<b>276,288</b>	<b>6,907</b>	<b>2.5%</b>	<b>269,549</b>	<b>262,975</b>	<b>256,561</b>	<b>251,530</b>	<b>246,598</b>	<b>241,763</b>
Salaries		175,166	186,991	(11,825)	-6.3%	129,795	132,391	177,273	167,543	166,500	165,066
Benefits		54,995	56,577	(1,582)	-2.8%	34,262	36,930	51,881	50,011	46,704	47,565
Transfer To / (From) OVTA		53,034	32,720	20,314	62.1%	105,492	93,654	27,407	33,976	33,394	29,132
<b>PLANNING DEPARTMENT</b>	<b>(10,000)</b>	<b>735,746</b>	<b>671,346</b>	<b>64,400</b>	<b>9.6%</b>	<b>654,935</b>	<b>665,497</b>	<b>588,135</b>	<b>594,375</b>	<b>516,847</b>	<b>658,708</b>
Computer Supplies / Maintenance		12,000	12,000	0	0.0%	23,260	8,155	10,839	6,390	4,539	4,901
Conventions		3,000	3,000	0	0.0%	2,973	4,085	2,061	2,463	1,323	1,606
County Official Plan		0	1,000	(1,000)	-100.0%	0	0	16,436	200	7,102	
COVID		0				10,528					
Depreciation		0	0	0		0	0	0	0	1,733	2,592
Employee Benefits		194,026	170,632	23,394	13.7%	166,555	164,672	163,728	160,738	146,537	162,292
Legal Fees		1,000	1,000	0	0.0%	2,568	0	0	0	2,442	
Memberships		4,700	3,500	1,200	34.3%	2,871	2,816	2,676	2,439	2,897	3,897
Office Expense		16,500	16,500	0	0.0%	17,929	18,615	22,987	19,100	20,213	20,240
Professional Development		3,000	3,000	0	0.0%	1,844	4,174	2,857	2,790	2,841	3,585
Recruitment		2,000	2,000	0	0.0%	0	0	0	0	9,396	1,135
Revenue - Municipal Projects		(40,000)	(10,000)	(30,000)	300.0%	0	0	(3,318)	(4,902)	(461)	(2,650)
Revenue - Other	(10,000)	(2,000)	(2,000)	0	0.0%	(200)	(2,953)	(1,636)	(2,599)	(2,188)	(3,098)
Revenue - Service Charges		(35,000)	(35,000)	0	0.0%	(42,235)	(39,905)	(51,220)	(35,910)	(33,700)	(25,105)
Revenue - Severance Applications		(137,500)	(137,500)	0	0.0%	(118,250)	(121,500)	(155,350)	(132,050)	(147,950)	(100,250)
Revenues - Subdivision Applications		(25,000)	(25,000)	0	0.0%	(36,950)	(38,000)	(58,850)	(19,200)	(33,100)	(32,600)
Recoveries - Provincial one time		0				(10,528)					
Salaries		719,020	653,214	65,806	10.1%	632,002	649,887	623,037	582,792	523,522	609,839
Special Projects		0	0	0		76	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		20,000	15,000	5,000	33.3%	2,492	14,936	12,837	10,711	12,711	14,004

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>										
	<u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
BONNECHERE MANOR	0	1,475,296	1,490,227	(14,931)	-1.0%	1,453,880	1,418,419	1,291,870	1,320,890	1,284,899	1,198,427
MIRAMICHI LODGE	0	1,234,953	1,247,451	(12,498)	-1.0%	1,217,026	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290
OTHER LONG TERM CARE	0	94,443	100,228	(5,785)	-5.8%	98,052	97,783	86,718	90,439	89,981	91,412
HEALTH UNIT	0	1,733,289	1,733,289	0	0.0%	1,598,003	1,452,730	1,421,259	1,421,259	1,143,995	1,171,594
PARAMEDIC SERVICE	0	8,663,139	8,308,907	354,232	4.3%	7,998,059	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	0
EMERGENCY MANAGEMENT	0	175,153	175,153	0	0.0%	93,997	99,869	119,751	113,515	101,444	94,592
Health Committee	0	13,376,273	13,055,255	321,018	2.5%	12,459,017	12,260,625	13,616,520	11,320,440	10,575,093	10,437,284

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> <u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>BONNECHERE MANOR</u></b>	<u>0</u>	<u>1,475,296</u>	<u>1,490,227</u>	<u>(14,931)</u>	<u>-1.0%</u>	<u>1,453,880</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		2,201,935	2,148,229	53,706	2.5%	2,095,833	2,044,715	2,099,919	2,058,744	2,018,377	1,850,999
Recoveries - City of Pembroke		(726,639)	(658,002)	(68,637)	10.4%	(641,953)	(626,296)	(808,049)	(737,854)	(733,478)	(652,572)
<b><u>MIRAMICHI LODGE</u></b>	<u>0</u>	<u>1,234,953</u>	<u>1,247,451</u>	<u>(12,498)</u>	<u>-1.0%</u>	<u>1,217,026</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		1,843,213	1,798,257	44,956	2.5%	1,754,398	1,662,826	1,815,027	1,761,548	1,745,446	1,932,515
Recoveries - City of Pembroke		(608,260)	(550,806)	(57,454)	10.4%	(537,372)	(509,324)	(698,422)	(631,372)	(634,295)	(681,225)
<b><u>OTHER LONG TERM CARE</u></b>	<u>0</u>	<u>94,443</u>	<u>100,228</u>	<u>(5,785)</u>	<u>-5.8%</u>	<u>98,052</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		140,959	144,483	(3,524)	-2.4%	141,346	140,959	140,959	140,959	141,346	140,959
Recoveries - City of Pembroke		(46,516)	(44,255)	(2,261)	5.1%	(43,294)	(43,176)	(54,241)	(50,520)	(51,365)	(49,547)
<b><u>HEALTH SERVICES</u></b>	<u>0</u>	<u>1,733,289</u>	<u>1,733,289</u>	<u>0</u>	<u>0.0%</u>	<u>1,598,003</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	1,733,289	0	0.0%	1,598,003	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  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>PARAMEDIC SERVICE</b>	<b>0</b>	<b>8,308,907</b>	<b>354,232</b>	<b>4.3%</b>	<b>7,998,059</b>	<b>8,038,322</b>	<b>9,580,317</b>	<b>7,244,161</b>	<b>6,843,623</b>	<b>6,629,969</b>
Admin - Admin Charge	196,650	198,403	(1,753)	-0.9%	117,260	105,720	85,257	92,841	100,589	98,137
Admin - Medications/Base Hosp	67,958	66,625	1,333	2.0%	147,723	76,533	58,807	56,525	41,153	33,001
Admin - Communication & Computing	250,606	245,692	4,914	2.0%	252,629	199,492	231,016	191,315	197,044	189,465
Admin - Conferences & Conventions	4,500	4,500	0	0.0%	227	1,472	594	1,724	4,112	3,399
Admin - Employee Benefits	514,523	463,413	51,110	11.0%	312,658	218,427	361,314	365,531	305,225	274,732
Admin - HR Charge	243,664	158,303	85,361	53.9%	157,501	153,785	170,230	167,464	164,394	160,769
Admin - IT Charge	48,686	49,299	(613)	-1.2%	48,360	47,435	46,649	45,835	44,702	43,926
Admin - Internal Lease	110,000	55,000	55,000	100.0%	21,000	0	0	0	0	0
Admin - Legal	40,000	25,000	15,000	60.0%	13,227	26,032	10,535	44,919	22,370	26,040
Admin - Office Expenses	40,775	39,975	800	2.0%	62,335	44,316	39,626	46,837	48,101	52,457
Admin - Professional Development	45,000	40,000	5,000	12.5%	31,553	41,862	56,932	41,386	39,870	32,955
Admin - Purchased Service	137,190	134,500	2,690	2.0%	110,004	34,094	0	14,246	0	0
Admin - Salaries	1,844,746	1,777,762	66,984	3.8%	1,435,611	940,999	1,500,645	1,459,669	1,275,462	1,147,500
Admin - Special Projects	0	65,000	(65,000)	-100.0%	31,093	30,200	18,816	38,274	34,038	6,836
Admin - Travel	40,000	40,000	0	0.0%	26,982	44,535	46,037	41,807	33,233	45,880
Admin - Spec Proj - PTSD Prevention & Fatigue Risk	0	455,000	(455,000)	-100.0%	463,580	870	0	0	0	0
Capital - Under Threshold	0	0	0	0.0%	0	0	0	9,206	0	23,372
Depreciation	1,121,000	1,121,000	0	0.0%	1,142,669	972,482	794,126	706,219	755,463	780,939
Paramedic - Base Station Costs-Internal	416,450	415,286	1,164	0.3%	397,671	390,494	383,526	376,761	370,193	374,482
Paramedic - Base Station Costs-External	78,471	76,932	1,539	2.0%	50,421	41,907	40,914	48,290	41,557	40,121
Paramedic - Base Station Costs - Expenses	74,000	86,000	(12,000)	-14.0%	51,229	65,114	32,729	45,376	38,286	54,015
Paramedic - Benefits	2,941,792	2,876,312	65,480	2.3%	3,672,452	3,258,808	5,771,915	2,156,238	1,967,353	1,847,449
Paramedic - Insurance	170,529	139,421	31,108	22.3%	135,360	121,985	119,534	121,103	138,529	135,022
Paramedic - Insurance Claims Costs	10,000	10,000	0	0.0%	4,514	24,217	0	1,519	6,359	641
Paramedic - Leased Equipment	11,869	0	11,869	100.0%	11,869	126,858	127,787	127,787	127,787	127,787
Paramedic - Uniform/Laundry	145,000	127,000	18,000	14.2%	163,999	136,540	137,399	125,527	155,793	103,487
Paramedic - Salaries	9,858,725	9,702,707	156,018	1.6%	12,078,878	10,285,073	9,738,584	9,512,103	9,181,088	9,212,692
Paramedic - LHIN	0	0	0	0.0%	0	0	0	8,848	28,083	39,380
Paramedic - CSS	0	0	0	0.0%	0	0	0	0	14,529	107,874
Paramedic - COVID	0	0	0	0.0%	911,050	0	0	0	0	0
Paramedic - Small Equipment & Supplies	386,540	386,540	0	0.0%	347,339	327,635	282,402	316,254	323,428	310,083
Paramedic - Vehicle Operation & Maintenance	504,186	494,300	9,886	2.0%	557,129	493,238	609,932	486,532	462,811	413,429
Paramedic - PW Salary Allocations	92,876	90,019	2,857	3.2%	88,689	86,985	86,300	84,212	82,037	80,361
Federal Rev - Can. Safety and Security Program	0	0	0	0.0%	0	0	0	0	(14,529)	(107,874)
Federal Revenue - DND / Indigenous	0	0	0	0.0%	(203,905)	(247,997)	(191,647)	(148,046)	(93,626)	0
Federal Revenue - PTSI Prevention & Fatigue	0	(455,000)	455,000	-100.0%	(474,080)	(1,570)	0	0	0	0
Provincial Revenue - LHIN	0	0	0	0.0%	0	0	0	(8,848)	(28,083)	(39,380)
Provincial Subsidy - Operating	(9,312,565)	(9,047,427)	(265,138)	2.9%	(8,636,818)	(8,531,221)	(8,129,819)	(7,940,026)	(7,738,198)	(7,682,063)
Provincial Subsidy - One Time	0	0	0	0.0%	(3,340,347)	0	(58,381)	0	(10,103)	0
Recovery - County	(28,646)	(28,153)	(493)	1.8%	(27,738)	(27,193)	(26,530)	(26,010)	(25,500)	(25,000)
Recovery - Cross Border	20,000	0	20,000	100.0%	0	0	0	0	(651)	(50,832)
Recovery - Donations	(2,000)	0	(2,000)	-100.0%	(18,700)	(7,453)	(8,566)	(4,100)	(15,000)	0
Recovery - Interest	(40,000)	(70,000)	30,000	-42.9%	(39,317)	(73,480)	(92,636)	(65,670)	(56,362)	(63,032)
Recovery - Other Agency	0	0	0	0.0%	(1,564,922)	(45,619)	(101,213)	(50,200)	(30,641)	(34,025)
Recovery - Insurance Proceeds	0	0	0	0.0%	(7,750)	0	(192,578)	0	0	0
Revenue - Other	(125,000)	(241,000)	116,000	-48.1%	(123,408)	(217,773)	(203,435)	(177,250)	(136,399)	(154,741)
Surplus Adjustment - Trf To Reserves	1,121,000	1,121,000	0	0.0%	1,881,553	972,482	794,126	706,219	755,463	780,939
Surplus Adjustment - Capital	1,915,000	1,490,000	425,000	28.5%	570,383	1,013,155	1,637,748	1,121,669	653,106	890,019
Surplus Adjustment - Depreciation	(1,121,000)	(1,121,000)	0	0.0%	(1,142,669)	(972,482)	(794,126)	(706,219)	(755,463)	(780,939)
Surplus Adjustment - Trf From Reserves	(1,915,000)	(1,490,000)	(425,000)	-28.5%	(570,383)	(965,000)	(2,428,102)	(1,121,669)	(653,106)	(890,019)
Municipal Contribution - City of Pembroke	(1,244,386)	(1,193,502)	(50,884)	4.3%	(1,148,852)	(1,154,635)	(1,376,130)	(1,070,037)	(1,010,874)	(979,315)



**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>2022 Budget</u></b>										
<b><u>Pressure</u></b>										
<b>Paramedic - Other</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Paramedic - Comm Paramed LTC - Sal/Ben	1,600,000	1,687,500	(87,500)	-5.2%						
Paramedic - Comm Paramed LTC - Expenses	400,000	562,500	(162,500)	-28.9%						
Provincial Revenue - Comm Paramed - LTC	(2,000,000)	(2,250,000)	250,000	-11.1%						
Paramedic - Vaccine Sal/Ben	370,000		370,000							
Paramedic - Vaccine Expenses	20,000		20,000							
Paramedic - Vaccine Prov Revenue	(390,000)		(390,000)							
Paramedic - VTAC - Sal/Ben	621,552	969,600	(348,048)	-35.9%						
Paramedic - VTAC - Expenses	578,448	242,400	336,048	138.6%						
Provincial Revenue - VTAC	(1,200,000)	(1,212,000)	12,000	-1.0%						
Paramedic - VTAC Admin - Sal/Ben	745,000		745,000							
Provincial Revenue - VTAC Admin	(745,000)		(745,000)							
Paramedic - Community Paramed-Sal/Ben	365,000	331,000	34,000	10.3%	285,178	300,222	317,788	275,610	259,664	247,914
Provincial Revenue - Comm Paramed	(365,000)	(331,000)	(34,000)	10.3%	(285,178)	(300,222)	(317,788)	(275,610)	(259,664)	(247,914)
<b><u>EMERGENCY MANAGEMENT</u></b>	<u>0</u>	<u>175,153</u>	<u>175,153</u>	<u>0.0%</u>	<u>93,997</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%	49,654	51,725	51,933	51,919	51,919	51,919
Admin Charge (Paramedic Service)	28,646	28,153	493	1.8%	27,739	27,193	26,530	26,010	25,500	25,000
Emergency Management	33,000	51,000	(18,000)	-35.3%	21,857	73,604	31,835	16,758	4,398	4,783
Fire Services Charges	100,000	110,000	(10,000)	-9.1%	100,332	107,611	110,128	107,679	104,961	104,629
Purchased Service	58,507	41,000	17,507	42.7%	0	0	16,903	26,278	27,078	20,340
Recoveries - Other	(105,000)	(115,000)	10,000	-8.7%	(105,585)	(160,264)	(117,578)	(115,129)	(112,412)	(112,079)

**COUNTY OF RENFREW  
2022 Budget  
Bonnechere Manor**

	<u>2022</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020</u> <u>Actual</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>
<b><u>CLIENT PROGRAMS &amp; SERVICES</u></b>	<b><u>1,121,944</u></b>	<b><u>812,388</u></b>	<b><u>309,556</u></b>	<b><u>38.1%</u></b>	<b><u>895,447</u></b>	<b><u>804,183</u></b>	<b><u>799,983</u></b>	<b><u>789,444</u></b>	<b><u>772,051</u></b>	<b><u>754,438</u></b>
Salaries	865,872	645,862	220,010	34.1%	711,227	623,412	616,352	640,402	581,712	571,698
Employee Benefits	166,638	124,223	42,415	34.1%	139,528	121,514	75,874	124,718	111,958	92,656
Salary Allocations	63,520	29,889	33,631	112.5%	34,447	38,190	33,464	0	0	
Computers - Operation/Maint	5,302	2,002	3,300	164.8%	883	4,518	5,535	2,453	5,135	7,841
Depreciation	1,623	1,000	623	62.3%	776	774	774	774	776	774
Equipment - Replacements	4,000	1,000	(1,000)	-100.0%	703	1,073	1,123	1,252	1,695	5,206
Equipment Operation/Maint.	670	670	0	0.0%	390	137	110	152	487	495
Hobby Crafts	500	500	0	0.0%	355	613	459	714	503	528
New Horizons		0	0			0	0	3,280	0	0
New Horizons - Federal Subsidy		0	0			0	0	(3,642)	0	0
Office Supplies		0	0		(355)	0	66	141	1,603	322
Other - Cable TV		0	0			2,358	2,198	2,198	3,135	3,930
Physio		0	0			0	0	0	0	0
Purchased Services	5,400	0	5,400		4,685	5,006	58,237	4,407	46,333	45,918
Recoveries - Other	(9,950)	(9,950)	0	0.0%	(4,790)	(9,187)	(16,184)	(11,411)	(15,179)	(19,191)
Recreation & Entertainment	8,912	8,912	0	0.0%	6,841	7,542	9,534	11,578	14,608	18,911
Special Events	11,080	9,280	1,800	19.4%	1,533	9,007	13,215	13,202	19,537	25,949
Staff Education	0		0		0	0	0	0	524	175
Surplus Adjustment - Depreciation	(1,623)	(1,000)	(623)	62.3%	(776)	(774)	(774)	(774)	(776)	(774)

**COUNTY OF RENFREW  
2022 Budget  
Bonnechere Manor**

	<u>2022</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020</u> <u>Actual</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>
<b><u>NURSING SERVICES</u></b>	<b><u>10,123,703</u></b>	<b><u>8,668,653</u></b>	<b><u>1,455,050</u></b>	<b><u>16.8%</u></b>	<b><u>8,992,391</u></b>	<b><u>8,096,407</u></b>	<b><u>7,481,890</u></b>	<b><u>7,715,369</u></b>	<b><u>7,576,818</u></b>	<b><u>7,344,954</u></b>
Salaries - Direct Care	7,700,279	6,504,340	1,195,939	18.4%	6,781,917	6,154,828	6,080,766	5,853,680	5,733,338	5,670,640
Employee Benefits - Direct Care	1,361,793	1,153,825	207,968	18.0%	1,278,880	1,143,895	701,460	1,093,559	1,126,731	964,134
Salaries - Nursing Administration	511,021	474,929	36,092	7.6%	468,834	436,292	438,920	434,382	433,897	380,655
Employee Benefits - Nursing Administrat	133,779	121,003	12,776	10.6%	117,852	111,162	86,107	110,595	115,057	95,078
Salary Allocation	0	0	0		0	0	(2,890)	0	0	
Computers - Operation/Maint	29,295	26,664	2,631	9.9%	22,159	26,636	18,057	14,548	12,669	45,532
COVID	0	0	0		146,581					
Depreciation	39,500	46,000	(6,500)	-14.1%	44,763	41,931	56,870	57,989	56,172	53,656
Equipment Operation/Maint.	4,388	3,097	1,291	41.7%	1,091	1,611	550	0	61	332
Equipment Replacement	11,600	11,600	0	0.0%	2,220	13,240	3,000	17,963	2,018	4,104
Furniture Replacements	0	0	0		0	0	0	0	1,476	0
High Intensity Needs - Claims Based	40,000	40,000	0	0.0%	54,327	38,803	24,269	24,473	5,418	3,047
High Intensity Needs -Non Claims Base	42,822	42,822	0	0.0%	39,491	29,650	24,050	14,922	11,766	13,910
High Intensity Needs - Prov Subsidy 95%	(38,000)	(38,000)	0	0.0%	(51,611)	(36,863)	(23,056)	(23,249)	(5,148)	(2,895)
Incontinent Products (@\$1.20)	90,000	76,980	13,020	16.9%	100,151	100,569	81,496	79,973	83,388	97,422
Fall Prevention	18,000	18,000	0	0.0%	8,823	10,137	13,579			
Fall Prevention - Subsidy	(18,000)	(18,000)	0	0.0%	(8,823)	(10,137)	(13,500)			
Lab Fees	8,000	8,000	0	0.0%	6,825	7,445	7,045	7,180	7,240	8,255
Lab Fees - Prov Subsidy	(8,000)	(8,000)	0	0.0%	(6,825)	(7,445)	(7,045)	(7,180)	(7,240)	(8,255)
Medical Director (@\$0.30)	19,710	19,710	0	0.0%	19,764	19,710	19,710	19,710	19,764	19,710
Medical Nursing Supplies	96,493	116,089	(19,596)	-16.9%	80,909	85,470	81,710	72,806	74,423	85,417
Memberships	0	0	0		0	0	1,445	806	396	679
Misc	1,600	1,600	0	0.0%	1,339	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	18,000
Phys On Call - Prov Subsidy	(17,100)	(17,100)	0	0.0%	(18,000)	(17,859)	(17,433)	(17,433)	(17,432)	(17,633)
Professional Development	0	0	0		0	0	0	0	2,554	6,650
Purchased Services	4,000	4,000	0	0.0%	0	0	0	2,071	362	1,110
Purchased Services - Nurse Practitioner	24,494	21,989	2,505	11.4%	0	15,526	12,294	18,415	18,391	10,236
RAI / MDS Expenses	90,429	88,005	2,424	2.8%	95,280	92,549	85,346	94,851	84,018	82,316
RAI/MDS - Prov Subsidy	0	0	0		(94,205)	(86,864)	(81,804)	(81,804)	(81,804)	(81,804)
Recoveries	0	0	0		(72,588)	(52,895)	(71,103)	(34,080)	(63,766)	(53,487)
Surplus Adjustment - Depreciation	(39,500)	(46,000)	6,500	-14.1%	(44,763)	(41,931)	(56,870)	(57,989)	(56,172)	(53,656)

**COUNTY OF RENFREW  
2022 Budget  
Bonnechere Manor**

	<u>2022</u>	<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>	<u>Actual</u>
<b><u>FOOD SERVICES</u></b>	<b><u>2,141,458</u></b>	<b><u>2,110,818</u></b>	<b><u>30,640</u></b>	<b><u>1.5%</u></b>	<b><u>2,186,103</u></b>	<b><u>1,997,258</u></b>	<b><u>1,899,074</u></b>	<b><u>1,915,385</u></b>	<b><u>1,968,860</u></b>	<b><u>1,877,548</u></b>
Salaries	1,255,742	1,225,538	30,204	2.5%	1,291,225	1,167,289	1,177,558	1,094,463	1,093,563	1,065,915
Employee Benefits	274,862	265,968	8,894	3.3%	265,578	238,685	163,853	214,865	240,167	197,218
Salary Allocations	(63,520)	(61,776)	(1,744)	2.8%	(65,963)	(68,107)	(60,929)	0	0	
Depreciation	14,000	12,000	2,000	16.7%	12,889	12,210	11,373	11,038	10,704	10,287
COVID	0	0	0		15,546					
Dietary Supplies	66,250	62,985	3,265	5.2%	59,720	55,725	77,469	80,430	74,485	66,527
Equipment - Operation/Maint.	6,880	6,800	80	1.2%	6,500	4,895	7,799	4,048	3,916	4,001
Computers - Operation/Maint	2,160	1,980	180	9.1%	1,954	1,954	1,954	1,725	1,649	4,577
Equipment - Replacements	4,500	4,500	0	0.0%	0	1,463	9,592	12,761	2,253	13,758
Other Expenses	1,750	1,750	0	0.0%	2,255	1,188	1,906	2,064	915	1,807
Professional Development	0	0	0		809	0	0	0	172	
Purchased Services	600	600	0	0.0%	453	778	397	366	336	425
Surplus Adjustment - Depreciation	(14,000)	(12,000)	(2,000)	16.7%	(12,889)	(12,210)	(11,373)	(11,038)	(10,704)	(10,287)
Raw Food Costs	648,703	639,088	9,615	1.5%	634,849	641,938	575,481	574,366	623,559	585,233
Raw Food Recoveries	(21,925)	(12,310)	(9,615)	78.1%	(5,752)	(21,071)	(25,943)	(27,614)	(39,768)	(34,397)
Recoveries - Charge to ML - Supervisor	(20,174)	(19,677)	(497)	2.5%	(21,444)	(13,028)	(15,000)	(14,720)	(14,700)	
Recoveries	(21,503)	(11,761)	(9,742)	82.8%	(10,061)	(18,631)	(21,788)	(26,732)	(18,653)	(30,168)
Replacement - Dishes / Cutlery	9,633	9,633	0	0.0%	4,654	4,756	6,806	3,791	6,192	7,859
Vending - Net	(2,500)	(2,500)	0	0.0%	5,780	(576)	(81)	(4,428)	(5,226)	(5,207)
<b><u>HOUSEKEEPING SERVICES</u></b>	<b><u>955,771</u></b>	<b><u>918,814</u></b>	<b><u>36,957</u></b>	<b><u>4.0%</u></b>	<b><u>1,021,685</u></b>	<b><u>879,574</u></b>	<b><u>833,804</u></b>	<b><u>880,949</u></b>	<b><u>922,068</u></b>	<b><u>838,155</u></b>
Salaries	730,944	713,219	17,725	2.5%	798,120	669,120	665,748	666,148	662,750	643,095
Employee Benefits	147,379	138,181	9,198	6.7%	157,039	144,350	102,448	151,714	159,872	131,678
Salary Allocations	(9,012)	(8,859)	(153)	1.7%	0	0	0	0	0	
Depreciation	2,223	2,223	0	0.0%	2,223	2,217	2,217	2,217	2,223	2,217
COVID	0	0	0		4,216					
Equipment - Operation/Maint.	2,500	2,500	0	0.0%	4,851	2,056	1,384	0	0	235
Equipment - Replacements	2,100	2,100	0	0.0%	470	2,171	519	1,965	35,946	1,650
Housekeeping Supplies	81,860	71,673	10,187	14.2%	66,585	72,734	72,620	70,387	73,313	69,655
Purchased Services	0	0	0		0	0	0	0	0	0
Surplus Adjustment - Depreciation	(2,223)	(2,223)	0	0.0%	(2,223)	(2,217)	(2,217)	(2,217)	(2,223)	(2,217)
Recoveries	0	0	0		(9,596)	(10,857)	(8,915)	(9,265)	(9,813)	(8,158)

**COUNTY OF RENFREW  
2022 Budget  
Bonnechere Manor**

	<u>2022</u>	<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>	<u>Actual</u>
<b><u>LAUNDRY AND LINEN SERVICES</u></b>	<b><u>428,314</u></b>	<b><u>469,723</u></b>	<b><u>(41,409)</u></b>	<b><u>-8.8%</u></b>	<b><u>435,148</u></b>	<b><u>447,681</u></b>	<b><u>471,603</u></b>	<b><u>499,166</u></b>	<b><u>453,950</u></b>	<b><u>408,083</u></b>
Salaries	303,235	339,546	(36,311)	-10.7%	319,557	331,453	356,463	331,309	334,121	313,467
Employee Benefits	73,712	79,729	(6,017)	-7.5%	73,059	76,244	58,072	76,701	82,593	66,323
Salary Allocations	(3,486)	(3,427)	(59)	1.7%	0	0	0	0	0	0
Bedding Etc Replacements	19,114	18,760	354	1.9%	15,257	18,745	30,565	60,965	23,841	14,201
Depreciation	7,300	7,200	100	1.4%	7,450	7,429	7,429	6,281	5,885	5,287
COVID	0	0	0		1,734					
Equipment Operation/Maint.	13,800	13,800	0	0.0%	5,465	7,893	8,083	11,500	4,769	1,675
Equipment Replacements	0	0	0		65	0	679	1,200	2,616	935
Laundry Supplies	21,939	21,315	624	2.9%	23,585	23,373	28,441	25,930	22,166	21,052
Recoveries	0	0	0		(3,574)	(10,027)	(10,700)	(8,439)	(16,156)	(9,570)
Surplus Adjustment - Depreciation	(7,300)	(7,200)	(100)	1.4%	(7,450)	(7,429)	(7,429)	(6,281)	(5,885)	(5,287)
<b><u>BUILDINGS AND PROPERTY MAINTENANCE</u></b>	<b><u>1,179,139</u></b>	<b><u>1,164,888</u></b>	<b><u>14,251</u></b>	<b><u>1.2%</u></b>	<b><u>1,217,526</u></b>	<b><u>1,069,728</u></b>	<b><u>1,037,342</u></b>	<b><u>1,135,737</u></b>	<b><u>1,140,189</u></b>	<b><u>1,169,899</u></b>
Salaries	338,021	326,856	11,165	3.4%	327,820	295,481	296,452	300,535	297,325	298,842
Employee Benefits	87,892	86,334	1,558	1.8%	82,538	73,579	58,235	75,554	78,579	68,037
Salary Allocations	(3,745)	(3,681)	0		0	0	0	0	0	0
Depreciation	550,000	550,000	0	0.0%	512,764	530,384	524,121	508,361	498,491	470,065
COVID	0	0	0		46,950					
Equipment - Operation/Maint.	0	0	0		(500)	600	1,200	55,202	63,316	90,595
Computers - Operation/Maint	2,900	2,900	0	0.0%	0	1,629	2,852	0	0	0
Equipment - Replacements	37,600	54,500	(16,900)	-31.0%	63,122	32,329	17,775	5,241	3,489	5,157
Furniture - Replacements	40,064	40,064	0	0.0%	3,575	53,359	44,548	41,308	0	27,764
Hydro	185,000	185,000	0	0.0%	209,076	184,355	200,176	235,237	281,330	229,984
Natural Gas	105,000	105,000	0	0.0%	93,755	90,132	103,844	92,572	93,090	97,955
Insurance	62,652	56,417	6,235	11.1%	54,774	54,278	53,347	54,510	58,414	56,313
Office Expenses	0	0	0		0	0	0	1,052		
Purchased Services	191,933	171,433	20,500	12.0%	215,435	172,241	157,619	137,995	139,201	135,668
Special Project - Phone / Cable System	32,000	32,000	0	0.0%	27,269	31,838	31,442	31,384	31,442	30,796
Recoveries - Residents (cable/phone)	(64,710)	(64,710)	0	0.0%	(63,066)	(62,903)	(63,544)	(60,218)	(61,803)	(61,188)
Recoveries	(27,600)	(19,485)	(8,115)	41.6%	(27,544)	(42,812)	(34,485)	(32,333)	(29,397)	(40,749)
Repairs & Maint -Bldgs & Grounds	65,460	70,460	(5,000)	-7.1%	56,367	65,255	48,854	83,076	64,003	127,935
Surplus Adjustment - Depreciation	(550,000)	(550,000)	0	0.0%	(512,764)	(530,384)	(524,121)	(508,361)	(498,491)	(470,065)
Water / Wastewater	126,672	121,800	4,872	4.0%	127,955	120,367	119,027	114,622	121,200	102,790

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**COUNTY OF RENFREW  
2022 Budget  
Bonnechere Manor**

	<u>2022</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020</u> <u>Actual</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>
<b><u>GENERAL AND ADMINISTRATIVE</u></b>	<b><u>1,319,642</u></b>	<b><u>1,230,811</u></b>	<b><u>88,831</u></b>	<b><u>7.2%</u></b>	<b><u>1,118,252</u></b>	<b><u>1,087,142</u></b>	<b><u>1,004,266</u></b>	<b><u>1,045,418</u></b>	<b><u>1,237,767</u></b>	<b><u>1,158,804</u></b>
Salaries	502,077	539,830	(37,753)	-7.0%	566,548	499,266	458,433	438,081	597,931	468,561
Employee Benefits	147,625	149,167	(1,542)	-1.0%	152,147	135,533	100,350	119,062	142,013	107,790
Salary Allocation	(27,912)	(27,544)	(368)	1.3%	(26,067)	(25,154)	(31,119)	0	0	
Accreditation Fees	5,971	5,971	0	0.0%	5,537	5,804	5,333	5,156	5,127	7,646
Admin Charges	128,528	123,300	5,228	4.2%	117,969	110,148	94,872	96,005	96,745	94,515
Advertising/Awards Dinner	30,000	23,000	7,000	30.4%	18,852	20,512	21,444	22,658	19,656	26,211
Audit	9,346	9,073	273	3.0%	9,595	8,637	8,385	8,141	7,996	7,903
Computer / Internet	68,005	65,048	2,957	4.5%	56,275	85,268	62,197	54,375	35,495	47,292
Conventions	3,000	3,000	0	0.0%	1,867	2,463	2,348	2,679	0	0
COVID	0	0	0		15,447					
Depreciation	14,000	18,000	(4,000)	-22.2%	16,353	17,672	18,941	21,142	20,554	21,286
Equipment - Operation/Maint.	8,549	8,340	209	2.5%	13,765	10,102	8,387	9,019	7,545	7,400
Equipment - Replacements	400	400	0	0.0%	0	0	0	0	553	4,672
Gain / Loss from Disposal of Assets	0	0	0		0	13,360	2,706	3,965	0	87,217
Health & Safety Program	1,100	1,100	0	0.0%	717	1,312	1,005	1,155	763	302
HR Charges	101,767	110,503	(8,736)	-7.9%	109,942	107,349	118,827	116,896	114,572	112,557
Insurance	62,000	51,975	10,026	19.3%	50,461	47,846	41,386	41,386	42,910	42,425
IT Charges	68,440	68,845	(405)	-0.6%	67,550	66,257	65,114	64,018	62,422	60,450
Legal & Labour Contract Costs	46,496	50,000	(3,504)	-7.0%	7,364	17,811	13,336	28,204	28,782	33,192
Memberships	17,885	17,485	400	2.3%	14,256	13,368	12,937	12,847	12,567	13,629
Postage / Courier	5,374	5,374	0	0.0%	4,734	4,574	4,076	4,719	6,271	5,516
Office Supplies	18,800	18,800	0	0.0%	17,930	18,562	17,938	15,715	17,272	15,048
Purchased Services	40,857	1,720	39,137	2275.4%	1,823	1,208	1,781	928	1,832	1,551
Recoveries - Other	(31,898)	(73,876)	41,978	-56.8%	(137,037)	(115,209)	(75,607)	(57,541)	(23,549)	(49,155)
Resident Transportation	0	0	0		0	0	0	0	4,986	8,531
Staff Training	67,931	27,000	40,931	151.6%	3,889	7,750	17,556	10,345	5,813	7,173
Surplus Adjustment - Depreciation	(14,000)	(18,000)	4,000	-22.2%	(16,353)	(17,672)	(18,941)	(21,142)	(20,554)	(21,286)
Telephone	15,300	15,300	0	0.0%	14,414	13,990	15,788	14,680	13,229	13,786
Travel	10,000	17,000	(7,000)	-41.2%	13,766	18,642	18,018	15,956	18,145	14,053
Uniform Allowance	20,000	20,000	0	0.0%	16,508	17,743	18,775	16,969	18,691	20,539
<b>BONNECHERE MANOR TOTALS</b>	<b>17,269,971</b>	<b>15,376,095</b>	<b>1,893,876</b>	<b>12.3%</b>	<b>15,866,552</b>	<b>14,381,973</b>	<b>13,527,962</b>	<b>13,981,468</b>	<b>14,071,703</b>	<b>13,551,881</b>

**COUNTY OF RENFREW  
2022 Budget  
Bonnehchere Manor**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>NON-SUBSIDIZABLE EXPENSE</u></b>	<b><u>49,024</u></b>	<b><u>49,024</u></b>	<b>0</b>	<b>0.0%</b>	<b><u>169,062</u></b>	<b><u>172,791</u></b>	<b><u>379,689</u></b>	<b><u>339,135</u></b>	<b><u>172,791</u></b>	<b><u>193,453</u></b>
Loan Repayment - to General Fund		0			0	123,767	123,767	123,767	123,767	123,767
Surplus Adjustment - To Reserves	49,024	49,024	0	0.0%	169,062	49,024	255,922	215,368	49,024	69,686
<b><u>CAPITAL</u></b>	<b><u>386,800</u></b>	<b><u>1,151,000</u></b>	<b>(764,200)</b>	<b>-66.4%</b>	<b><u>454,357</u></b>	<b><u>446,278</u></b>	<b><u>329,785</u></b>	<b><u>569,650</u></b>	<b><u>351,384</u></b>	<b><u>352,659</u></b>
Surplus Adjustment - Capital	386,800	1,151,000	(764,200)	-66.4%	454,357	446,278	329,785	569,650	351,384	352,659
<b>TOTAL EXPENDITURE</b>	<b>17,705,795</b>	<b>16,576,119</b>	<b>1,129,676</b>	<b>6.8%</b>	<b>16,489,971</b>	<b>15,001,042</b>	<b>14,237,436</b>	<b>14,890,253</b>	<b>14,595,878</b>	<b>14,097,993</b>

**COUNTY OF RENFREW  
2022 Budget  
Bonnechere Manor**

	<u>2022</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020</u> <u>Actual</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>
<b><u>MUNICIPAL SUBSIDY</u></b>	<b><u>2,201,935</u></b>	<b><u>2,148,229</u></b>	<b><u>53,706</u></b>	<b><u>2.5%</u></b>	<b><u>2,095,833</u></b>	<b><u>2,044,715</u></b>	<b><u>2,099,919</u></b>	<b><u>2,058,744</u></b>	<b><u>2,018,377</u></b>	<b><u>1,847,999</u></b>
City of Pembroke - 33%	726,639	658,002	68,637	10.4%	641,953	626,296	808,049	737,854	733,478	649,572
County of Renfrew - 67%	1,475,296	1,490,227	(14,931)	-1.0%	1,453,880	1,418,419	1,291,870	1,320,890	1,284,899	1,198,427
<b><u>RESIDENTS REVENUE</u></b>	<b><u>4,036,813</u></b>	<b><u>4,035,433</u></b>	<b><u>1,380</u></b>	<b><u>0.0%</u></b>	<b><u>4,058,049</u></b>	<b><u>4,072,419</u></b>	<b><u>3,995,321</u></b>	<b><u>3,922,614</u></b>	<b><u>3,821,678</u></b>	<b><u>3,636,966</u></b>
Basic Accommodation	3,550,000	3,545,133	4,867	0.1%	3,546,232	3,565,456	3,493,813	3,422,138	3,371,257	3,280,130
Bad Debts Expense	0	0	0		1	(5)	(3,758)	23,950	2,484	95
Preferred Accommodation	486,813	486,813	0	0.0%	509,200	494,243	488,885	464,537	411,486	344,304
Respite Care	0	3,487	(3,487)	-100.0%	2,616	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
<b><u>OTHER REVENUE</u></b>	<b><u>188,767</u></b>	<b><u>168,767</u></b>	<b><u>20,000</u></b>	<b><u>11.9%</u></b>	<b><u>152,246</u></b>	<b><u>166,838</u></b>	<b><u>282,746</u></b>	<b><u>237,436</u></b>	<b><u>149,584</u></b>	<b><u>151,646</u></b>
Donations			0		0	0	0	0	0	0
Donations In Kind			0		0	0	0	0	0	0
Interest Income	45,000	45,000	0	0.0%	38,544	61,372	40,349	22,034	19,302	22,907
Solar Panel FIT Revenue	143,767	123,767	20,000	16.2%	113,702	105,466	117,397	115,402	130,282	128,739
Transfer from Other Funds			0		0	0	0	100,000	0	0
Other			0		0	0	125,000	0	0	0
<b><u>PROVINCIAL SUBSIDY</u></b>	<b><u>10,891,480</u></b>	<b><u>9,072,690</u></b>	<b><u>1,818,790</u></b>	<b><u>20.0%</u></b>	<b><u>10,834,209</u></b>	<b><u>8,921,638</u></b>	<b><u>8,774,040</u></b>	<b><u>8,545,975</u></b>	<b><u>8,375,091</u></b>	<b><u>8,218,821</u></b>
Operating Subsidy	9,293,031	9,072,690	220,341	2.4%	9,101,409	8,921,638	8,740,299	8,411,728	8,242,656	8,086,551
Prov - One Time	0	0	0		1,732,800					
Recovery - RPN Funding- MOH	0	0	0		0	0	33,741	134,247	132,435	132,270
Allied Health Professional Supplement	244,226	0	244,226		0					
Professional Growth Fund	57,931	0	57,931		0					
Nursing Staff Supplement	1,296,292	0	1,296,292		0					0
<b><u>SURPLUS ADJUSTMENT</u></b>	<b><u>386,800</u></b>	<b><u>1,151,000</u></b>	<b><u>(764,200)</u></b>	<b><u>-66.4%</u></b>	<b><u>454,357</u></b>	<b><u>446,278</u></b>	<b><u>329,785</u></b>	<b><u>569,650</u></b>	<b><u>351,384</u></b>	<b><u>352,659</u></b>
Surplus Adjustment - Teml Loan			0			0				
Surplus Adjustment - From Reserves	386,800	1,151,000	(764,200)	-66.4%	454,357	446,278	329,785	569,650	351,384	352,659
<b>GRAND TOTAL REVENUES</b>	<b>17,705,795</b>	<b>16,576,119</b>	<b>1,129,676</b>	<b>6.8%</b>	<b>17,594,694</b>	<b>15,651,888</b>	<b>15,481,811</b>	<b>15,334,419</b>	<b>14,716,114</b>	<b>14,208,091</b>
<b>Municipal Surplus / (Deficit)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>-513.3%</b>	<b>1,104,723</b>	<b>650,846</b>	<b>1,244,375</b>	<b>444,166</b>	<b>120,236</b>	<b>110,098</b>



**COUNTY OF RENFREW  
2022 Budget  
Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>CLIENT PROGRAMS &amp; SERVICES</u></b>	<b><u>981,208</u></b>	<b><u>737,937</u></b>	<b><u>243,271</u></b>	<b><u>33.0%</u></b>	<b><u>831,338</u></b>	<b><u>743,846</u></b>	<b><u>715,527</u></b>	<b><u>676,665</u></b>	<b><u>690,436</u></b>	<b><u>665,548</u></b>
Salaries	688,822	492,948	195,874	39.7%	602,109	482,552	495,206	514,554	529,564	529,428
Employee Benefits	142,380	96,756	45,624	47.2%	110,253	86,397	87,544	105,656	105,311	53,618
Salary Allocations	76,145	75,320	825	1.1%	70,764	69,892	76,471	0	0	
Computers Operation/Maint.	1,645	1,145	500	43.7%	7,212	2,591	2,530	955	381	858
COVID	0	0	0		1,271					
Depreciation	3,792	3,792	0	0.0%	3,792	2,139	1,139	1,139	1,143	1,139
Equipment - Replacements	3,075	3,075	0	0.0%	1,477	2,297	0	636	0	
Equipment Operation/Maint.	2,460	2,460	0	0.0%	324	3,236	783	1,007	1,156	2,228
Hobby Crafts	5,125	5,125	0	0.0%	3,541	3,418	4,007	2,875	2,564	4,165
Purchased Service - Physio	48,807	48,807	0	0.0%	32,103	34,275	35,860	34,700	36,504	17,535
Purchased Service	0	0	0		0	43,936	0	2,024	0	44,347
Recoveries	0	0	0		(6,065)	0	0	(405)	0	(1,003)
Recreation & Entertainment	10,507	10,507	0	0.0%	7,875	11,815	12,109	13,271	12,174	12,209
Special Events	2,242	1,794	448	25.0%	474	3,437	1,017	1,392	2,782	2,163
Surplus Adjustment - Depreciation	(3,792)	(3,792)	0	0.0%	(3,792)	(2,139)	(1,139)	(1,139)	(1,143)	(1,139)

**COUNTY OF RENFREW**  
**2022 Budget**  
**Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>NURSING SERVICES</u></b>	<b><u>9,576,853</u></b>	<b><u>8,336,524</u></b>	<b><u>1,240,329</u></b>	<b><u>14.9%</u></b>	<b><u>8,993,597</u></b>	<b><u>7,897,808</u></b>	<b><u>7,873,758</u></b>	<b><u>7,676,308</u></b>	<b><u>7,538,719</u></b>	<b><u>6,772,004</u></b>
Salaries - Direct Care	7,373,328	6,353,366	1,019,962	16.1%	6,916,904	6,219,929	6,328,384	5,891,142	5,735,860	5,629,935
Employee Benefits - Direct Care	1,210,007	1,036,676	173,331	16.7%	1,161,173	1,033,532	938,299	1,029,973	1,024,540	443,101
Salary Allocations	(17,765)	(17,765)	0	0.0%	(14,368)	(14,368)	(21,954)	0	0	
Salaries - Administration	446,627	438,945	7,682	1.8%	426,180	386,419	365,317	390,029	364,331	382,582
Employee Benefits - Administration	128,678	119,253	9,425	7.9%	114,457	104,029	94,771	105,433	108,364	68,456
Computers-Operation/Maint.	28,476	30,476	(2,000)	-6.6%	26,593	23,454	15,384	19,277	17,707	15,926
COVID	0	0	0		196,268					
Depreciation	41,000	40,000	1,000	2.5%	40,804	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%	3,076	5,116	6,174	2,802	6,847	7,359
High Intensity Needs Claims Based	30,000	30,000	0	0.0%	56,235	31,649	101,876	59,605	54,419	47,204
High Intensity Needs -Non Claims Based (0.64)	39,384	39,384	0	0.0%	22,030	16,795	21,109	36,040	41,015	43,519
High Intensity Needs - Prov Subsidy (95%)	(28,500)	(28,500)	0	0.0%	(53,423)	(30,066)	(96,782)	(56,625)	(51,698)	(44,843)
Incontinent Products (@\$.120)	100,985	72,700	28,285	38.9%	93,096	93,974	87,863	95,328	93,251	87,224
Fall Prevention Equip	16,600	16,600	0	0.0%	16,517	13,241	5,960			
Fall Prevention Prov Subsidy	(16,600)	(16,600)	0	0.0%	(16,517)	(13,241)	(5,960)			
Lab Fees	10,000	10,000	0	0.0%	5,835	6,675	7,480	7,135	7,525	8,740
Lab Fees - Prov Subsidy	(10,000)	(10,000)	0	0.0%	(5,835)	(6,675)	(7,480)	(7,135)	(7,525)	(8,740)
Medical Director (@\$.30)	18,177	18,177	0	0.0%	17,334	18,177	18,177	18,177	18,177	18,177
Medical Nursing Supplies	103,654	103,654	0	0.0%	99,341	91,860	88,605	95,126	117,562	156,268
Nurse Practitioner	171,841	166,831	5,010	3.0%	72,321	153,896	145,375	152,449	153,447	131,039
Nurse Practitioner - Prov Subsidy	(122,853)	(122,853)	0	0.0%	(72,321)	(122,844)	(120,788)	(115,618)	(116,666)	(120,803)
Recoveries - BM	(24,494)	(21,989)	(2,505)	11.4%	0	(15,526)	(12,294)	(18,415)	(18,391)	(57,399)
Phys On Call - Expense (@\$100 per bed)	16,515	16,515	0	0.0%	17,689	16,199	16,517	16,517	16,517	16,517
Phys On Call - Prov Subsidy	(16,515)	(16,515)	0	0.0%	(16,199)	(16,199)	(16,077)	(16,077)	(16,075)	(16,263)
RAI-MDS - Expenses	114,368	113,229	1,139	1.0%	87,616	83,579	88,832	95,023	82,210	79,826
RAI-MDS - Prov Subsidy	0	0	0		(86,878)	(82,594)	(79,704)	(79,704)	(79,704)	(79,704)
Recovery	0	0	0		(73,527)	(99,203)	(100,415)	(48,230)	(37,585)	(37,880)
Subscriptions and Memberships	1,000	1,000	0	0.0%	0	0	0	192	858	517
Surplus Adjustment - Depreciation	(41,000)	(40,000)	(1,000)	2.5%	(40,804)	(34,098)	(30,509)	(29,208)	(23,291)	(21,873)

**COUNTY OF RENFREW**  
**2022 Budget**  
**Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>FOOD SERVICES</u></b>	<b><u>2,048,060</u></b>	<b><u>2,043,777</u></b>	<b><u>4,283</u></b>	<b><u>0.2%</u></b>	<b><u>2,071,989</u></b>	<b><u>1,915,519</u></b>	<b><u>1,861,710</u></b>	<b><u>1,819,298</u></b>	<b><u>1,762,791</u></b>	<b><u>1,622,671</u></b>
Salaries	1,189,938	1,192,463	(2,525)	-0.2%	1,216,601	1,141,923	1,140,864	1,071,753	1,026,961	1,013,761
Employee Benefits	272,347	268,130	4,217	1.6%	231,044	223,913	207,955	216,202	214,382	103,257
Salary Allocations	(58,379)	(57,555)	(824)	1.4%	(44,895)	(44,023)	(43,297)	0	0	
Dietary Supplies	19,951	18,137	1,814	10.0%	18,101	17,658	17,939	17,571	15,350	17,577
Computer - Operation/Maintenance	500	500	0	0.0%	(145)	1,895	0	0	153	916
COVID	0	0	0		417					
Depreciation	13,000	12,000	1,000	8.3%	12,065	20,250	20,250	16,786	15,812	15,448
Equipment - Operation/Replacement	10,822	10,663	159	1.5%	9,257	6,432	6,107	5,879	10,260	3,439
Food Wrap & Disposable Items	8,794	7,995	799	10.0%	7,773	7,459	7,450	7,747	6,669	7,345
Meals on Wheels	0	0	0		2,765	3,081	3,105	2,769	1,936	2,849
Memberships & Subscriptions	0	0	0		0	0	1,388	1,379	852	1,337
Purchased Service - Supervisor from BM	20,174	19,677	497	2.5%	21,445	13,029	15,795	14,720	17,331	15,905
Raw Food Costs	583,029	583,029	0	0.0%	622,604	603,772	563,248	519,206	508,883	494,928
Raw Food Recoveries	(5,000)	(5,000)	0	0.0%	(6,360)	(22,290)	(22,918)	(29,144)	(35,187)	(34,154)
Replacement - Dishes/Cutlery	9,884	9,738	146	1.5%	9,713	11,445	8,934	8,750	8,481	9,596
Recoveries		0	0		(7,434)	(29,471)	(27,499)			
Surplus Adjustment - Depreciation	(13,000)	(12,000)	(1,000)	8.3%	(12,065)	(20,250)	(20,250)	(16,786)	(15,812)	(15,448)
Café M		0	0		(4,596)	(15,441)	(13,145)	(13,155)	(10,824)	(11,086)
Vending Machine Operation (Net)	(4,000)	(4,000)	0	0.0%	(4,301)	(3,863)	(4,216)	(4,379)	(2,456)	(2,999)
<b><u>HOUSEKEEPING SERVICES</u></b>	<b><u>901,219</u></b>	<b><u>910,181</u></b>	<b><u>(8,962)</u></b>	<b><u>-1.0%</u></b>	<b><u>988,049</u></b>	<b><u>866,040</u></b>	<b><u>868,518</u></b>	<b><u>854,622</u></b>	<b><u>837,378</u></b>	<b><u>759,828</u></b>
Salaries	695,924	702,824	(6,900)	-1.0%	787,999	674,987	692,925	669,046	663,137	646,277
Employee Benefits	147,295	149,357	(2,062)	-1.4%	149,936	134,739	127,582	135,399	134,720	58,882
Depreciation	3,000	2,000	1,000	50.0%	2,489	2,689	3,141	3,104	2,875	2,867
COVID	0	0	0		8,179					
Equipment - Operation/Maint.	1,750	1,750	0	0.0%	1,990	2,122	0	2,899	1,018	1,800
Equipment - Replacements	5,000	5,000	0	0.0%	4,792	1,553	2,038	2,809	279	
Housekeeping Supplies	50,000	50,000	0	0.0%	35,916	53,928	47,249	47,824	44,296	56,104
Other	1,250	1,250	0	0.0%	0	0	0	0		
Recoveries		0	0		(763)	(1,289)	(1,276)	(3,355)	(6,072)	(3,235)
Surplus Adjustment - Depreciation	(3,000)	(2,000)	(1,000)	50.0%	(2,489)	(2,689)	(3,141)	(3,104)	(2,875)	(2,867)

**COUNTY OF RENFREW**  
**2022 Budget**  
**Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>LAUNDRY AND LINEN SERVICES</u></b>	<b><u>299,707</u></b>	<b><u>286,190</u></b>	<b><u>13,517</u></b>	<b><u>4.7%</u></b>	<b><u>318,553</u></b>	<b><u>274,794</u></b>	<b><u>277,614</u></b>	<b><u>262,044</u></b>	<b><u>271,142</u></b>	<b><u>260,295</u></b>
Salaries	204,866	203,308	1,558	0.8%	239,170	203,125	208,575	191,019	198,020	207,129
Employee Benefits	45,071	44,727	344	0.8%	49,004	40,385	40,220	42,358	40,777	24,155
Depreciation	1,500	0	1,500		109	4,561	4,561	4,561	4,574	4,561
COVID	0	0	0		1,149					
Equipment - Operation/Maint.	2,500	2,105	395	18.8%	535	1,463	977	3,690	643	3,888
Equipment - Replacements	2,500	2,500	0	0.0%						
Laundry Supplies	23,000	18,000	5,000	27.8%	16,513	20,144	15,417	13,203	14,745	13,819
Recoveries	0	0	0		(2,225)	(1,958)	(1,649)	(1,256)	(1,010)	(1,785)
Replacement - Bedding	21,770	15,550	6,220	40.0%	14,407	11,635	14,074	13,030	17,967	13,089
Surplus Adjustment - Depreciation	(1,500)	0	(1,500)		(109)	(4,561)	(4,561)	(4,561)	(4,574)	(4,561)
<b><u>BUILDINGS AND PROPERTY</u></b>										
<b><u>OPERATION &amp; MAINTENANCE</u></b>	<b><u>1,069,330</u></b>	<b><u>1,043,659</u></b>	<b><u>25,671</u></b>	<b><u>2.5%</u></b>	<b><u>999,143</u></b>	<b><u>1,007,941</u></b>	<b><u>1,003,451</u></b>	<b><u>1,045,489</u></b>	<b><u>1,160,781</u></b>	<b><u>1,028,812</u></b>
Salaries	249,506	242,559	6,947	2.9%	258,837	241,335	241,967	245,104	236,867	234,396
Employee Benefits	72,105	65,672	6,433	9.8%	66,185	55,115	56,014	64,330	62,957	32,379
Depreciation	795,000	779,000	16,000	2.1%	729,724	713,740	703,957	695,388	666,167	661,703
COVID	0	0	0		16,517					
Computers - Operation/Maint.	900	900	0	0.0%	685	2,219	620	591	563	899
Equipment - Replacements	60,000	50,000	10,000	20.0%	46,766	70,320	71,428	62,650	91,262	113,581
Furniture - Replacements	40,380	40,380	0	0.0%	5,690	27,190	18,257	6,169	35,330	
Insurance	69,096	67,805	1,291	1.9%	65,830	65,233	64,115	66,383	71,138	68,588
Hydro	185,000	185,000	0	0.0%	193,842	189,288	184,173	238,956	288,675	231,362
Natural Gas	70,000	70,000	0	0.0%	69,984	68,298	75,404	72,595	68,287	90,761
Purchased Services	215,790	215,790	0	0.0%	216,160	195,331	212,989	195,988	206,128	223,138
Resident - Cable/Phone	20,000	20,000	0	0.0%	22,587	21,208	15,161	0	0	0
Resident - Cable/Phone Recoveries	(50,000)	(50,000)	0	0.0%	(59,522)	(56,872)	(31,640)	0	0	0
Recoveries	(3,900)	(3,900)	0	0.0%	(16,634)	(29,441)	(28,124)	(18,111)	(12,784)	(108,473)
Repairs & Maint-Bldgs & Grounds	87,953	86,953	1,000	1.2%	59,668	115,351	76,828	86,397	67,358	92,707
Surplus Adjustment - Depreciation	(795,000)	(779,000)	(16,000)	2.1%	(729,724)	(713,740)	(703,957)	(695,388)	(666,167)	(661,703)
Water / Wastewater	52,500	52,500	0	0.0%	52,548	43,366	46,259	24,437	45,000	49,474

**COUNTY OF RENFREW**  
**2022 Budget**  
**Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>GENERAL AND ADMINISTRATIVE</u></b>	<b><u>1,153,751</u></b>	<b><u>1,144,950</u></b>	<b><u>8,801</u></b>	<b><u>0.8%</u></b>	<b><u>1,110,394</u></b>	<b><u>1,090,347</u></b>	<b><u>1,130,982</u></b>	<b><u>1,174,852</u></b>	<b><u>1,089,474</u></b>	<b><u>1,062,324</u></b>
Salaries	396,214	375,652	20,562	5.5%	400,461	344,472	431,062	438,843	431,832	429,366
Employee Benefits	130,943	113,807	17,136	15.1%	109,938	99,471	110,482	124,093	120,561	78,269
Salary Allocations	0	0	0		(11,501)	(11,501)	(1,436)	0	0	
Accreditation	5,971	5,971	0	0.0%	5,463	5,443	5,823	5,207	5,030	4,863
Admin Charges	128,333	123,111	5,222	4.2%	117,791	109,974	94,872	96,005	96,745	94,515
Advertising & Awards	20,000	15,000	5,000	33.3%	16,073	15,224	15,235	12,557	16,470	16,370
Audit	9,346	8,900	446	5.0%	9,595	8,637	8,385	8,141	7,995	7,903
Computer - Internet	46,449	51,449	(5,000)	-9.7%	38,545	112,977	41,658	48,284	21,062	21,664
Conventions	3,000	3,000	0	0.0%	708	3,369	0	737	2,202	2,335
Depreciation	24,000	23,500	500	2.1%	21,597	23,810	20,102	15,118	13,623	14,103
COVID	0	0	0		9,903					
Equipment - Replacements	0	0	0		0	0	0	0	499	
Equipment-Operation/Maint.	10,392	10,392	0	0.0%	10,027	6,416	7,238	6,964	6,777	7,153
Gain / Loss from Disposal of Asset	0	0	0		0	0	0	5,643	978	
Health & Safety Program	1,000	1,000	0	0.0%	750	798	189	819	2,504	1,567
HR Charges	101,623	109,260	(7,637)	-7.0%	108,706	106,142	117,492	115,582	113,752	111,737
Insurance	62,648	48,192	14,457	30.0%	46,788	44,359	38,370	38,370	39,783	39,308
IT Charges	68,440	68,845	(405)	-0.6%	67,550	66,257	65,114	64,018	62,422	60,450
Legal & Labour Contract Costs	50,000	50,000	0	0.0%	60,048	52,580	77,572	87,239	72,200	76,716
Memberships	16,770	17,340	(570)	-3.3%	16,391	15,132	13,003	12,921	12,546	13,212
Postage	6,500	6,500	0	0.0%	7,861	6,792	6,966	6,864	5,879	6,773
Office Supplies	16,908	16,908	0	0.0%	16,114	17,532	20,326	17,883	16,496	19,358
Staff Training	63,425	20,000	43,425	217.1%	10,265	31,454	38,050	11,276	14,495	22,510
Purchased Services - from BM	31,898	73,876	(41,978)	-56.8%	76,744	74,007	42,117	41,086	1,647	1,537
Recovery - BM	(40,857)	0	(40,857)		0					
Recoveries	(5,000)	(5,000)	0	0.0%	(42,550)	(50,893)	(43,769)	(15,676)	(10,377)	(6,341)
Surplus Adjustment - Depreciation	(24,000)	(23,500)	(500)	2.1%	(21,597)	(23,810)	(20,102)	(15,118)	(13,623)	(14,103)
Telephone	12,247	12,247	0	0.0%	14,775	12,790	22,715	29,500	28,312	28,848
Travel	1,000	2,000	(1,000)	-50.0%	4,326	3,505	3,298	1,841	3,276	7,016
Uniform Allowance	16,500	16,500	0	0.0%	15,623	15,410	16,220	16,655	16,388	17,195
<b><u>MIRAMICHI LODGE TOTALS</u></b>	<b><u>16,030,127</u></b>	<b><u>14,503,218</u></b>	<b><u>1,526,910</u></b>	<b><u>10.5%</u></b>	<b><u>15,313,063</u></b>	<b><u>13,796,295</u></b>	<b><u>13,731,560</u></b>	<b><u>13,509,278</u></b>	<b><u>13,350,721</u></b>	<b><u>12,171,482</u></b>

**COUNTY OF RENFREW  
2022 Budget  
Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>NON-SUBSIDIZABLE EXPENSE</u></b>	<b><u>727,424</u></b>	<b><u>626,810</u></b>	<b><u>100,614</u></b>	<b><u>16.1%</u></b>	<b><u>772,989</u></b>	<b><u>620,590</u></b>	<b><u>620,928</u></b>	<b><u>823,615</u></b>	<b><u>701,170</u></b>	<b><u>702,407</u></b>
Seniors Housing Strategy		0	0		26,173	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	100,614		100,614		126,583	0	0	89,745	49,024	50,059
Surplus Adjustment - Principal	552,938	508,561	44,377	8.7%	480,972	454,880	430,204	406,866	384,794	363,920
Debenture Payment Interest Only (2024)	73,872	118,249	(44,377)	-37.5%	139,261	165,710	190,724	214,380	236,754	257,914
<b><u>EQUIPMENT ACQUISITIONS</u></b>	<b><u>585,760</u></b>	<b><u>345,000</u></b>	<b><u>240,760</u></b>	<b><u>69.8%</u></b>	<b><u>390,364</u></b>	<b><u>477,895</u></b>	<b><u>277,554</u></b>	<b><u>299,011</u></b>	<b><u>375,696</u></b>	<b><u>205,608</u></b>
Surplus Adjustment - Capital	585,760	345,000	240,760	69.8%	390,364	477,895	277,554	299,011	375,696	205,608
<b>GRAND TOTAL EXPENDITURE</b>	<b>17,343,311</b>	<b>15,475,028</b>	<b>1,868,284</b>	<b>12.1%</b>	<b>16,476,416</b>	<b>14,894,780</b>	<b>14,630,042</b>	<b>14,631,904</b>	<b>14,427,587</b>	<b>13,079,497</b>

**COUNTY OF RENFREW**  
**2022 Budget**  
**Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>MUNICIPAL SUBSIDY</b>	<b>1,843,213</b>	<b>1,798,257</b>	<b>44,956</b>	<b>2.5%</b>	<b>1,754,398</b>	<b>1,662,826</b>	<b>1,815,027</b>	<b>1,761,548</b>	<b>1,745,446</b>	<b>1,929,515</b>
City of Pembroke - 33%	608,260	550,806	57,454	10.4%	537,372	509,324	698,422	631,372	634,295	678,225
County of Renfrew - 67%	1,234,953	1,247,451	(12,498)	-1.0%	1,217,026	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290
<b>REVENUE - MIRAMICHI LODGE</b>	<b>4,061,689</b>	<b>4,214,492</b>	<b>(152,803)</b>	<b>-3.6%</b>	<b>4,228,465</b>	<b>4,255,857</b>	<b>4,112,806</b>	<b>4,030,253</b>	<b>3,973,392</b>	<b>3,875,719</b>
Basic Accommodation	3,267,976	3,341,060	(73,084)	-2.2%	3,324,344	3,351,361	3,255,456	3,201,917	3,191,343	3,157,295
Bad Debt (Expense) / Recovery	0	0	0		825	523	(5,812)	5,217	(4,183)	0
Estate Recoveries - Municipal	0	0	0		0	0	0	0	0	65
Estate Recoveries - Provincial	0	0	0		0	0	0	0	0	152
Preferred Accommodation	793,713	866,672	(72,959)	-8.4%	898,226	886,734	847,127	804,612	769,849	704,893
Respite Care	0	6,760	(6,760)	-100.0%	5,070	17,239	16,035	18,507	16,383	13,314
<b>OTHER REVENUE</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>	<b>0.0%</b>	<b>24,329</b>	<b>97,433</b>	<b>40,016</b>	<b>113,984</b>	<b>23,830</b>	<b>30,715</b>
Donations			0		0	29,837	0	46,532	0	11,344
Other			0		0	0	0	40,721	0	
Interest Income	30,000	30,000	0	0.0%	24,329	43,387	40,016	26,731	23,830	19,371
Federal - Revenue			0		0	24,209	0	0	0	
<b>PROVINCIAL SUBSIDY</b>	<b>10,822,649</b>	<b>9,087,279</b>	<b>1,735,370</b>	<b>19.1%</b>	<b>10,379,630</b>	<b>8,818,943</b>	<b>8,654,264</b>	<b>8,585,303</b>	<b>8,688,417</b>	<b>8,258,800</b>
Operating Subsidy	8,721,417	8,460,172	261,245	3.1%	8,480,614	8,191,847	7,994,621	7,826,309	7,923,009	7,493,943
One Time Funding		0	0		1,270,202	0	0	0	0	5,989
Allied Health Professional Supplement	225,230	0	225,230							
Professional Growth Fund	53,425	0	53,425							
Nursing Staff Supplement	1,195,469	0	1,195,469							
RPN Subsidy		0	0			0	32,547	131,898	136,594	131,772
Capital Facility Subsidy (2024)	627,107	627,107	0	0.0%	628,814	627,096	627,096	627,096	628,814	627,096
<b>SURPLUS ADJUSTMENT - From Reserves</b>	<b>585,760</b>	<b>345,000</b>	<b>240,760</b>	<b>69.8%</b>	<b>390,364</b>	<b>477,895</b>	<b>244,270</b>	<b>399,011</b>	<b>180,921</b>	<b>159,558</b>
Surplus Adjustment - Temp Loan			0							
Surplus Adjustment - Trf From Reserves	585,760	345,000	240,760	69.8%	390,364	477,895	244,270	399,011	180,921	159,558
<b>GRAND TOTAL REVENUES</b>	<b>17,343,311</b>	<b>15,475,028</b>	<b>1,868,283</b>	<b>12.1%</b>	<b>16,777,186</b>	<b>15,312,954</b>	<b>14,866,383</b>	<b>14,890,099</b>	<b>14,612,006</b>	<b>14,254,307</b>
<b>Municipal Surplus / (Deficit)</b>	<b>(0)</b>	<b>0</b>	<b>(1)</b>	<b>-156.5%</b>	<b>300,770</b>	<b>418,174</b>	<b>236,341</b>	<b>258,195</b>	<b>184,419</b>	<b>1,174,810</b>

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
	<u>Pressure</u>										
ONTARIO WORKS	0	1,338,041	1,306,014	32,027	2.5%	1,041,306	1,034,715	954,290	1,287,601	1,593,794	1,683,518
CHILD CARE	0	526,437	513,259	13,178	2.6%	461,869	468,131	475,437	506,709	492,711	479,822
COMMUNITY HOUSING	0	5,035,116	4,930,369	104,747	2.1%	4,801,896	5,007,655	4,949,276	4,699,652	4,617,607	4,364,981
<b>Community Services Committee</b>	<b>0</b>	<b>6,899,594</b>	<b>6,749,642</b>	<b>149,952</b>	<b>2.2%</b>	<b>6,305,071</b>	<b>6,510,501</b>	<b>6,379,003</b>	<b>6,493,962</b>	<b>6,704,112</b>	<b>6,528,321</b>



**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	
<b>ONTARIO WORKS</b>	<b>0</b>	<b>1,338,041</b>	<b>1,306,014</b>	<b>32,027</b>	<b>2.5%</b>	<b>1,041,306</b>	<b>1,034,715</b>	<b>954,290</b>	<b>1,287,601</b>	<b>1,593,794</b>	<b>1,683,518</b>
Social Assistance - Admin	4,149,611	4,140,096	9,515	0.2%	3,929,601	3,972,272	3,706,610	3,777,641	3,895,661	3,553,116	
Social Assistance - Benefits	12,652,000	12,827,000	(175,000)	-1.4%	11,007,906	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	5,000	
Emergency Energy Fund		0	0			0	0	0	0	3,600	
Depreciation	12,000	20,500	(8,500)	-41.5%	19,025	22,881	24,101	25,787	30,715	31,608	
Provincial Subsidy - Social Assistance Admin	(2,406,500)	(2,406,500)	0	0.0%	(2,537,393)	(2,544,079)	(2,384,255)	(2,390,250)	(2,397,077)	(2,252,861)	
Provincial Subsidy - Social Assistance - Benefits	(12,620,000)	(12,795,000)	175,000	-1.4%	(10,998,290)	(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)	(5,000)	(8,600)	
Surplus Adjustment - Capital		0	0			9,487	0	18,943	29,039	30,704	
Surplus Adjustment - Trf From Reserves		0	0			0			0	(6,602)	
Surplus Adjustment - Depreciation	(12,000)	(20,500)	8,500	-41.5%	(19,025)	(22,881)	(24,101)	(25,787)	(30,715)	(31,608)	
Municipal Contribution - City of Pembroke	(437,070)	(459,582)	22,512	-4.9%	(360,518)	(406,043)	(367,199)	(454,535)	(552,854)	(541,103)	
<b>CHILD CARE</b>	<b>0</b>	<b>526,437</b>	<b>513,259</b>	<b>13,178</b>	<b>2.6%</b>	<b>461,869</b>	<b>468,131</b>	<b>475,437</b>	<b>506,709</b>	<b>492,711</b>	<b>479,822</b>
Administration	331,105	371,580	(40,475)	-10.9%	565,852	517,654	545,656	721,760	578,178	422,662	
Fee Subsidy	3,250,000	3,250,000	0	0.0%	1,471,694	3,111,804	3,250,836	2,982,520	3,094,748	3,079,207	
General Operating	2,354,660	1,205,547	1,149,113	95.3%	1,723,968	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%	23,735	88,308	68,020	85,817	106,410	92,416	
Family Support	0	0	0		0	0	0	18,241	26,983	26,512	
Healthy Kids	0	0	0		0	0	195,190	275,941	384,110	10,523	
Special Needs Resourcing	1,039,174	963,731	75,443	7.8%	616,318	839,572	888,970	792,845	1,045,453	1,214,092	
Depreciation	0	0	0		0	0	6,443	9,944	10,053	10,025	
Special Purpose	2,381,858	2,890,862	(509,004)	-17.6%	1,831,779	1,708,015	1,719,801	1,122,837	856,097	493,780	
Pay Equity	122,957	122,957	0	0.0%	71,725	122,957	123,527	124,325	124,325	124,325	
Licenced Family Home Day Care	362,916	365,788	(2,872)	-0.8%	227,869	352,132	264,568	103,053			
Rev-Licenced Family Home Day Care	(362,916)	(365,788)	2,872	-0.8%	(227,869)	(352,132)	(264,568)	(103,053)			
Early Years Centres	1,650,145	1,551,241	98,904	6.4%	1,551,127	1,520,281	1,598,228	0			
Expansion Plan	0	0	0		559,483	1,586,183	1,593,434	337,724			
Provincial Subsidy	(10,621,384)	(9,861,684)	(759,700)	7.7%	(7,901,642)	(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	0		
Municipal Contribution - City of Pembroke	(59,078)	(57,975)	(1,103)	1.9%	(52,170)	(53,365)	(55,028)	(60,054)	(59,912)	(58,904)	

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> <u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>COMMUNITY HOUSING</b>	<b>0</b>	<b>5,035,116</b>	<b>4,930,369</b>	<b>104,747</b>	<b>2.1%</b>	<b>4,801,896</b>	<b>5,007,655</b>	<b>4,949,276</b>	<b>4,699,652</b>	<b>4,617,607</b>	<b>4,364,981</b>
Admin Charges		205,847	134,920	70,927	52.6%	130,437	124,244	112,078	113,191	113,579	111,070
Tax Rebate (Eganville, Arn, Pet)		12,000	12,000	0	0.0%	11,494	11,086	10,693	10,259	9,546	12,313
HR Charges		74,895	81,325	(6,430)	-7.9%	80,913	79,003	87,453	86,030	84,373	82,317
IT Charges		33,183	34,490	(1,307)	-3.8%	33,812	33,161	32,588	32,042	31,249	30,516
Non Profit Housing		1,300,000	1,250,000	50,000	4.0%	1,206,536	1,552,831	1,585,997	1,651,245	1,655,407	1,625,648
Office Supplies		1,000	1,000	0	0.0%	1,160	917	1,631	1,033	1,254	976
COVID		0				1,131,264					
RCHC - Transfer - Base		5,332,258	5,419,451	(87,193)	-1.6%	5,373,006	5,261,499	5,219,437	4,952,707	5,169,882	4,621,696
RCHC - Transfer - Capital		0	0	0		695,566	1,016,336	654,683	687,161	0	
RCHC - Transfer - CHPI		1,447,608	1,447,608	0	0.0%	1,693,333	921,392	1,004,238	1,037,999	644,760	1,079,522
RCHC - Transfer - IAH		68,000	0	68,000		253,025	803,553	471,150	670,941	204,718	296,184
RCHC - Transfer - COCHI		577,509	451,899	125,610	27.8%		0				
RCHC - Transfer - OPHI		615,650	659,300	(43,650)	-6.6%	207,537	26,421				
RCHC - Transfer - SDV - PHB		0	0	0		500	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	140,086	134,041
RCHC - Transfer - SSRF		0	0	0		621,069					
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		(1,108,410)	(1,202,678)	94,268	-7.8%	(1,259,793)	(1,234,312)	(1,305,376)	(1,368,884)	(1,352,184)	(1,321,544)
Revenue - Outside		(235,000)	(237,243)	2,243	-0.9%	(234,109)	(228,281)	(223,280)	(222,772)	(222,083)	(217,383)
Revenue - Province - CHPI		(1,447,608)	(1,447,308)	(300)	0.0%	(1,693,333)	(921,392)	(1,004,238)	(1,037,999)	(644,760)	(1,079,522)
Revenue - Province - IAH		(68,000)	0	(68,000)		(253,025)	(803,553)	(471,150)	(670,941)	(204,718)	(296,184)
Revenue - Province - COCHI		(577,509)	(451,899)	(125,610)	27.8%		0				
Revenue - Province - OPHI		(615,650)	(659,300)	43,650	-6.6%	(207,537)	(26,421)				
Revenue - Province - SDV - PHB		0	0	0		(500)	(9,352)	(116,676)	(365,423)	(108,292)	
Revenue - Province - SSRF		0				(1,752,333)					
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)	(140,086)	(134,041)
Surplus Adjustment - Trf From Reserves		0	0	0		(624,973)	(937,359)	(586,786)	(614,349)	(314,765)	(48,381)
Travel		2,000	2,000	0	0.0%	832	3,380	736	1,795	2,986	3,611
Municipal Contribution - City of Pembroke Capital			0	0		(542,392)	(104,002)	(67,897)	(72,812)	0	
Municipal Contribution - City of Pembroke		(582,657)	(565,196)	(17,461)	3.1%	(70,593)	(570,848)	(572,682)	(556,994)	(561,637)	(535,858)

**COUNTY OF RENFREW**  
**2022 Budget**  
**Child Care**

	<b>2022</b>	<b>2021</b>			<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
	<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>Actual</u>
SALARIES	379,415	372,889	6,526	1.8%	292,202	292,753	352,820	361,880	303,053	262,933
BENEFITS	108,828	98,648	10,180	10.3%	73,303	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
COVID		0	0		580					
STAFF DEVELOPMENT	1,000	1,000	0	0.0%	4,223	1,897	3,085	3,865	1,816	1,366
RECRUITMENT	250	250	0	0.0%	0	0	493	11,532	2,075	0
TRAVEL	6,000	6,000	0	0.0%	1,418	5,404	7,417	9,833	8,961	8,229
OFFICE SUPPLIES	5,000	5,000	0	0.0%	2,634	10,093	21,039	20,960	8,904	7,941
COMPUTERS	5,000	5,000	0	0.0%	19,651	18,859	30,530	23,020	15,762	11,352
PHOTOCOPY EXP.	1,000	1,000	0	0.0%	311	1,217	2,082	1,135	722	722
POSTAGE & COURIER	4,000	4,000	0	0.0%	1,318	3,843	4,040	3,549	4,201	3,684
TELEPHONE	4,000	4,000	0	0.0%	7,227	6,974	5,377	3,760	3,996	3,701
CELL TELEPHONE	0	0	0		0	0	3,852	2,780	1,658	1,567
COMMUNICATION FEES	9,000	9,000	0	0.0%	2,535	4,024	2,806	5,904	3,441	818
EQUIP. OPERATION	0	0	0		0	0	1,409	18,730	11,230	6,509
LEGAL COSTS	0	0	0		4,276	8,113	0	5,475	3,518	0
LEASE-External	7,414	30,000	(22,586)	-75.3%	32,642	64,954	63,906	62,929	63,049	16,123
LEASE - INTERNAL	4,557	4,557	0	0.0%	178,696	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	(9,712)	-100.0%		0	1,235	7,147	0	0
MEMBERSHIP FEES	2,500	2,500	0	0.0%	2,328	2,327	1,973	1,211	904	885
DEPRECIATION		0	0			0	6,443	9,944	10,053	10,025
<b>SURPLUS ADJ - DEPRECIATION</b>		0	0			0	(6,443)	(9,944)	(10,053)	(10,025)
RECOVERABLE - COUNTY		0	0		(57,492)	(36,282)	(108,151)	0	0	0
RECOVERABLE - Prov-One Time		0	0		(580)					
Recovery - Expansion/ELCC/Wage/	(207,359)	(182,476)	(24,883)	13.6%		0		0		
RECOVERABLE - OTHER			0			0		0	0	(6,390)
<b>ADMINISTRATION EXPENSES</b>	<b>331,105</b>	<b>371,580</b>	<b>(40,475)</b>	<b>-10.9%</b>	<b>565,272</b>	<b>517,654</b>	<b>545,656</b>	<b>699,004</b>	<b>578,177</b>	<b>422,663</b>
<b>CHILD CARE FEE SUBSIDIES (previously A371,A661,)</b>	<b>3,250,000</b>	<b>3,250,000</b>	<b>0</b>	<b>0.0%</b>	<b>1,471,694</b>	<b>3,111,804</b>	<b>3,250,836</b>	<b>2,982,520</b>	<b>3,094,748</b>	<b>3,079,207</b>
<b>GENERAL OPERATING - WAGE SUBSIDIES (prev A3)</b>	<b>2,354,660</b>	<b>1,205,547</b>	<b>1,149,113</b>	<b>95.3%</b>	<b>1,723,968</b>	<b>1,431,395</b>	<b>1,324,938</b>	<b>1,649,899</b>	<b>1,284,702</b>	<b>1,198,514</b>

**COUNTY OF RENFREW**  
**2022 Budget**  
**Child Care**

	<u>2022</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020</u> <u>Actual</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>
CC ONTARIO WORKS FORMAL A400	75,000	75,000	0	0.0%	23,235	86,158	68,020	85,817	105,030	88,115
CC ONTARIO WORKS INFORMAL A401	2,000	2,000	0	0.0%	500	2,150	0		1,379	4,302
<b>OW Child Care</b>	<b>77,000</b>	<b>77,000</b>	<b>0</b>	<b>0.0%</b>	<b>23,735</b>	<b>88,308</b>	<b>68,020</b>	<b>85,817</b>	<b>106,409</b>	<b>92,416</b>
SALARIES	0		0		0	0	0	13,643	24,717	17,450
BENEFITS	0		0		0	0	0	1,151	2,265	1,505
OTHER	0		0		0	0	0	3,447		4,275
Spec Projects - Aboriginal	0		0		0	0				3,283
<b>Total Family Support</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>18,241</b>	<b>26,982</b>	<b>26,512</b>
SALARIES	0		0		0	0			24,717	4,353
BENEFITS	0		0		0	0			2,265	316
Purch Serv - Coordinator	0		0		0	0				
Purch Serv - Program	0		0		0	0	194,700		312,137	0
Travel	0		0		0	0			3,233	17
Meeting	0		0		0	0			27,060	3,861
Administration	0		0		0	0	490		14,697	1,977
<b>Total Healthy Kids Community</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>195,190</b>	<b>0</b>	<b>384,109</b>	<b>10,523</b>
Salary	119,335	123,763	(4,428)	-3.6%	94,254	113,749	84,703	13,643	0	
Benefits	29,581	28,025	1,556	5.6%	17,460	18,924	16,232	1,370		
Program Expenses	2,000	2,000	0	0.0%	0	0	163,633	249,901		
Admin Costs	2,000	2,000	0	0.0%	0	0		11,027		0
Home DayCare Provider	210,000	210,000	0	0.0%	116,155	219,459				0
Revenues - Internal	(242,916)	(245,788)	2,872	-1.2%	(183,477)	(245,876)	(212,004)			0
Revenue - Parent	(120,000)	(120,000)	0	0.0%	(44,392)	(106,256)	(52,564)			0
<b>Licenced Family Home</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>275,941</b>		

**COUNTY OF RENFREW**  
**2022 Budget**  
**Child Care**

	<b>2022</b>	<b>2021</b>			<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
	<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>Actual</u>
SALARIES	369,599	345,366	24,233	7.0%	229,645	251,888	296,326	269,177	319,912	277,993
BENEFITS	120,471	88,735	31,736	35.8%	61,503	59,430	68,769	48,299	70,633	58,543
ADMINISTRATION CHARGES	27,032	26,000	1,032	4.0%	25,052					10,680
HR CHARGES	13,150	14,278	(1,128)	-7.9%	14,209					6,862
IT CHARGES	17,216	17,186	30	0.2%	16,840					7,114
RECRUITMENT	250	250	0	0.0%	0					0
TRAVEL	10,000	10,000	0	0.0%	1,760	14,279	14,096	12,686	10,946	10,257
OFFICE SUPPLIES	5,500	5,500	0	0.0%	701	224	249	346	50	344
COMPUTERS	5,000	5,000	0	0.0%	5,731		62	2,621		54
TELEPHONE	4,000	4,000	0	0.0%	2,198	2,294	4,244	2,173	2,191	0
CELL TELEPHONE	0	0	0							1,245
COMMUNICATION FEES			0		162					2,827
LEASE	0	35,546	(35,546)	-100.0%	33,368	36,785	36,064			45,889
LEASE - INTERNAL	62,586		62,586		0					2,913
LEGAL	0		0				575			0
JANITORIAL COSTS	0	7,500	(7,500)	-100.0%	7,683					4,812
PURCHASED SERVICES			0		9,073	1,904	9,623	13,383	14,700	13,950
RESOURCE PROGRAM FUNDING	404,370	404,370	0	0.0%	207,361	472,617	432,148	439,375	651,077	797,246
PROGRAM SUPPLIES		0	0		1,031	149	26,814	4,785	3,691	1,891
RECOVERY-OUTSIDE			0						0	(781)
PROV SUBSIDY - PRC			0						(27,747)	(27,747)
<b>TOTAL SPECIAL NEEDS COSTS (previously A376,A6I)</b>	<b>1,039,174</b>	<b>963,731</b>	<b>75,443</b>	<b>7.8%</b>	<b>616,317</b>	<b>839,570</b>	<b>888,970</b>	<b>792,845</b>	<b>1,045,453</b>	<b>1,214,092</b>
CAPACITY BUILDING	48,832	48,832	0	100.0%	37,367	47,049	44,686	42,975	40,309	39,729
CC TRANSITION CAPITAL A713	0	0	0				0	135,637	11,879	48,667
Workforce Funding	568,028	0	568,028							
Workforce Funding Admin 10%	63,114	0	63,114							
Internal CHG-Expansion	0	0	0				32,425			
Internal CHG-ELCC	0	0	0				32,425			
Internal CHG-Fee Stabilization	0	0	0		36,282	36,282	24,020			
Fee Stabilization - new	0	0	0		176,202	38,622	153,749			
Expansion Plan	0	649,517	(649,517)	-100.0%	559,483	1,586,183	1,593,434	337,726		
Expansion Plan - Capacity Building	0	8,698	(8,698)	-100.0%						
Expansion Plan - Admin 10%	0	68,382	(68,382)	-100.0%						
Expansion Plan - General Operating	0	600,000	(600,000)	-100.0%						
Early Learning & Child Care	632,377	134,141	498,236	371.4%	485,898	609,145	582,097	161,664		
Early Learning & Child Care-Capacity Building	0	4,250	(4,250)	-100.0%						
Early Learning & Child Care-Admin 10%	65,035	27,688	37,347	134.9%						
Early Learning & Child Care-General Operating	0	360,000	(360,000)	-100.0%						
Wage Enhancement	946,049	946,049	0	0.0%	426,967	848,451	833,493	766,490	755,299	355,445
Wage Enhancement - Admin	40,314	25,196	15,118	60.0%						
SPECIAL PROJECT - REPAIRS & MAINT A375	18,109	18,109	0	0.0%	6,000	18,066	16,906	16,070	16,411	16,805
LHCC Base Funding	0		0		110,400	110,400				
TRANSFORMATION	0		0	100.0%			0	0	32,203	33,134
<b>Special Purpose</b>	<b>2,381,858</b>	<b>2,890,862</b>	<b>(509,004)</b>	<b>-17.6%</b>	<b>1,838,599</b>	<b>3,294,198</b>	<b>3,313,235</b>	<b>1,460,562</b>	<b>856,101</b>	<b>493,780</b>

**COUNTY OF RENFREW**  
**2022 Budget**  
**Child Care**

	<u>2022</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020</u> <u>Actual</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	148,876	146,315	2,561	1.8%	131,544	124,635	131,879			
BENEFITS	45,472	42,161	3,311	7.9%	25,523	32,858	35,506			
Purchased Service- Journey Together	212,095	212,095	0	0.0%	190,885	212,095	292,095			
<b>Admin Expenses</b>	<b>44,798</b>	<b>50,670</b>	<b>(5,872)</b>	<b>-11.6%</b>	<b>71,986</b>	<b>4,693</b>	<b>17,202</b>			
<b>Program Costs</b>	<b>1,198,904</b>	<b>1,100,000</b>	<b>98,904</b>	<b>9.0%</b>	<b>1,131,189</b>	<b>1,146,001</b>	<b>1,121,546</b>			
<b>Early Year Centres</b>	<b>1,650,145</b>	<b>1,551,241</b>	<b>98,904</b>	<b>6.4%</b>	<b>1,551,127</b>	<b>1,520,282</b>	<b>1,598,228</b>			
<b>PAY EQUITY MEMORANDUM OF SETTLEMENT</b>	<b>122,957</b>	<b>122,957</b>	<b>0</b>	<b>0.0%</b>	<b>71,725</b>	<b>122,957</b>	<b>123,527</b>	<b>124,325</b>	<b>124,325</b>	<b>124,325</b>
<b>MCYS- COMMUNITY INNOVATION FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>SURPLUS ADJ - TRANSFER TO RESERVE</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Total Child Care Costs</b>	<b>11,206,899</b>	<b>10,432,918</b>	<b>773,981</b>	<b>7.4%</b>	<b>7,862,437</b>	<b>10,926,168</b>	<b>11,308,600</b>	<b>8,089,154</b>	<b>7,501,006</b>	<b>6,662,032</b>
<b>CITY OF PEMBROKE - CHILD CARE</b>	<b>(59,078)</b>	<b>(57,975)</b>	<b>(1,103)</b>	<b>1.9%</b>	<b>(52,170)</b>	<b>(53,365)</b>	<b>(55,028)</b>	<b>(60,054)</b>	<b>(59,912)</b>	<b>(58,904)</b>
<b>PROVINCIAL SUBSIDY - Family Support 100%</b>			<b>0</b>					<b>(18,241)</b>	<b>(26,983)</b>	<b>(26,512)</b>
PROVINCIAL SUBSIDY - ADMIN 50%	(165,552)	(59,851)	<b>(105,701)</b>	<b>176.6%</b>	(59,851)	(59,851)	(59,851)	(59,851)	(59,851)	(59,851)
PROVINCIAL SUBSIDY - CHILD CARE 80%	(1,816,752)	(1,816,752)	<b>0</b>	<b>0.0%</b>		(1,846,577)	(1,846,577)	(1,846,577)	(1,885,292)	(1,885,292)
PROV SUBSIDY - Special Purpose-100%	(2,361,701)	(2,890,862)	<b>529,161</b>	<b>-18.3%</b>	(2,707,513)	(3,294,198)	(3,313,235)	(1,460,562)	(856,097)	(493,780)
PROV SUBSIDY - Healthy Kids 100%	0	0	<b>0</b>				(195,321)	(275,941)	(383,978)	(10,523)
PROV SUBS - ONE-TIME	(54,382)	0	<b>(54,382)</b>				8,188			0
PROVINCIAL SUBSIDY - CHILD CARE	(4,572,852)	(3,542,978)	<b>(1,029,874)</b>	<b>29.1%</b>	(3,029,907)	(3,683,765)	(3,773,111)	(3,700,347)	(3,736,182)	(3,647,347)
PROV - Early Years Journey Together	0	0	<b>0</b>		(212,095)	(212,095)	(292,095)	(87,719)		
PROV - EarlyON Data Analysis	(107,067)	(107,067)	<b>0</b>	<b>0.0%</b>				(73,153)		
Prov - Off Reserve EarlyON	(212,095)	(212,095)	<b>0</b>	<b>0.0%</b>						
Prov - EarlyON	(1,330,983)	(1,232,079)	<b>(98,904)</b>	<b>8.0%</b>	(1,339,032)	(1,308,186)	(1,306,133)			
<b>Total Revenue</b>	<b>(10,680,462)</b>	<b>(9,919,659)</b>	<b>(760,803)</b>	<b>7.7%</b>	<b>(7,400,568)</b>	<b>(10,458,037)</b>	<b>(10,833,163)</b>	<b>(7,582,445)</b>	<b>(7,008,295)</b>	<b>(6,182,209)</b>
<b>TOTAL</b>	<b>526,437</b>	<b>513,259</b>	<b>13,178</b>	<b>2.6%</b>	<b>461,869</b>	<b>468,131</b>	<b>475,437</b>	<b>506,709</b>	<b>492,711</b>	<b>479,822</b>

**COUNTY OF RENFREW**  
**2022 Budget**  
**Ontario Works (COA/OW Consolidated)**

	<u>2022</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020</u> <u>Actual</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>
EQUIPMENT	20,000	25,000	(5,000)	-20.0%	1,980	28,264	42,956	28,121	37,747	12,675
<b>Local Systems Support</b>	<b>20,000</b>	<b>25,000</b>	<b>(5,000)</b>	<b>-20.0%</b>	<b>1,980</b>	<b>28,264</b>	<b>42,956</b>	<b>28,121</b>	<b>37,747</b>	<b>12,675</b>
SALARIES	214,541	206,118	8,423	4.1%	184,934	188,950	195,237	205,521	220,795	205,797
BENEFITS	75,171	61,004	14,167	23.2%	53,575	53,436	51,953	54,608	53,861	51,188
PURCHASED SERVICES		0	0			0	0	0	0	0
ADMIN CHARGE finance	129,629	123,490	6,139	5.0%	118,576	107,648	99,458	103,939	109,186	109,230
ADMIN CHARGE council/property	79,700	79,700	0	0.0%	83,454	88,767	74,197	74,076	76,920	74,556
HUMAN RESOURCES	50,312	54,630	(4,318)	-7.9%	54,352	53,070	58,747	57,791	57,029	55,459
IT CHARGE	68,440	68,845	(405)	-0.6%	67,550	66,257	65,114	64,018	62,422	60,693
Computer Supply/Expense	3,500	0	3,500		1,496					
STAFF TRAINING	25,000	25,000	0	0.0%	23,612	15,889	28,746	32,195	16,543	14,675
RECRUITMENT	2,000	2,000	0	0.0%	0	0	4,486	0	3,515	1,068
TRAVEL	5,000	5,000	0	0.0%	1,137	13,067	6,916	7,797	4,817	2,871
OFFICE SUPPLIES	1,000	2,000	(1,000)	-50.0%	1,725	2,010	2,476	3,615	1,747	5,692
PHOTOCOPY EXP.	1,000	500	500	100.0%	1,157	988	1,046	630	887	697
POSTAGE	200	200	0	0.0%	95	129	115	119	150	116
CELL TELEPHONE/PAGER	1,200	1,200	0	0.0%	894	629	1,408	653	702	1,238
COVID	0	0	0		38,785					
HEALTH & SAFETY	0	0	0		0	0	0	0	0	0
TELEPHONE	2,000	2,000	0	0.0%	1,813	1,855	1,917	1,932	1,943	2,171
COMMUNICATION FEES	40,000	43,500	(3,500)	-8.0%	36,735	30,577	30,185	37,609	33,656	52,298
OFFICE EQUIPMENT/MAINTENANCE	500	500	0	0.0%		0	3,637	0	0	0
LEGAL COSTS	5,000	5,000	0	0.0%	259	252	10,370	27,503	19,230	28,471
SPECIAL PROJECTS- TRANSITION			0			0	0	0	0	11,525
MEMBERSHIP FEES	5,000	7,000	(2,000)	-28.6%	7,396	7,034	5,520	4,805	6,556	5,462
INSURANCE	10,149	7,800	2,349	30.1%	7,580	7,220	6,385	6,383	6,618	6,407
MANDATORY DENTAL ADMINISTRATION	8,000	8,000	0	0.0%	4,270	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 - Prov		0	0		(38,785)					
RECOVERABLE - COUNTY - TCA		0	0			0			(6,375)	0
RECOVERABLE - COUNTY		0	0			0				(135,325)
DEPRECIATION	12,000	20,500	(8,500)	-41.5%	19,025	22,881	24,101	25,787	30,715	31,608
SURPLUS ADJ - DEPRECIATION	(12,000)	(20,500)	8,500	-41.5%	(19,025)	(22,881)	(24,101)	(25,787)	(30,715)	(31,608)
SURPLUS ADJ - CAPITAL		0	0			9,487	0	18,943	29,039	30,704
<b>OW ADMIN</b>	<b>727,342</b>	<b>703,487</b>	<b>23,855</b>	<b>3.4%</b>	<b>650,610</b>	<b>648,893</b>	<b>654,267</b>	<b>700,975</b>	<b>706,020</b>	<b>719,827</b>

**COUNTY OF RENFREW**  
**2022 Budget**  
**Ontario Works (COA/OW Consolidated)**

	<b>2022</b>	<b>2021</b>			<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
	<u><b>Budget</b></u>	<u><b>Budget</b></u>	<u><b>Variance \$</b></u>	<u><b>Variance %</b></u>	<u><b>Actual</b></u>	<u><b>Actual</b></u>	<u><b>Actual</b></u>	<u><b>Actual</b></u>	<u><b>Actual</b></u>	<u><b>Actual</b></u>
SALARIES	1,036,670	1,040,678	(4,008)	-0.4%	985,810	987,067	951,731	971,450	904,121	902,036
BENEFITS	320,781	301,850	18,931	6.3%	260,182	254,646	252,363	260,616	226,824	211,168
TRAVEL	5,000	5,000	0	0.0%	2,041	15,816	17,645	17,213	19,027	16,406
HEALTH & SAFETY	750	750	0	0.0%	65	620	1,191	152	1,388	0
OFFICE SUPPLIES	25,000	25,000	0	0.0%	23,215	26,959	37,307	34,791	28,478	35,353
PHOTOCOPY EXP	2,000	2,200	(200)	-9.1%	1,135	1,835	1,693	2,007	1,855	930
POSTAGE	30,000	25,000	5,000	20.0%	26,600	23,753	25,048	28,762	26,835	26,056
CELL TELEPHONE/PAGER	10,000	7,000	3,000	42.9%	6,460	6,828	6,182	2,514	1,774	2,010
TELEPHONE	22,000	20,000	2,000	10.0%	29,761	20,247	19,722	20,612	20,225	19,795
Computer Supplies/Expense	0	0	0		0	2,385	0			
OFFICE EQUIPMENT/MAINTENANCE	0	8,000	(8,000)	-100.0%		1,413	13,543	15,314	5,670	4,833
LEASE	0	79,946	(79,946)	-100.0%	90,563	145,956	145,187	142,076	138,040	134,246
LEASE - Internal	145,000	72,500	72,500	100.0%	400,000	0				
RENOVATIONS	0	150,000	(150,000)	-100.0%	40,915	0	0	0	4,179	0
OTHER	96,000		96,000			0		0		0
O/S RECOVERABLE	0	0	0		(2,706)	(5,876)	(14,757)	(16,454)	(21,565)	(7,824)
<b>O.W. PEMBROKE SITE</b>	<b>1,693,201</b>	<b>1,737,924</b>	<b>(44,723)</b>	<b>-2.6%</b>	<b>1,864,041</b>	<b>1,481,649</b>	<b>1,456,855</b>	<b>1,479,053</b>	<b>1,356,851</b>	<b>1,345,009</b>
SALARIES	515,435	528,338	(12,903)	-2.4%	504,544	488,658	454,135	455,812	446,816	420,909
BENEFITS	176,571	150,814	25,757	17.1%	115,267	116,287	119,065	123,340	104,638	96,406
TRAVEL	3,000	3,000	0	0.0%	1,235	7,331	9,431	8,089	5,414	6,458
HEALTH & SAFETY	750	750	0	0.0%	124	499	31	447	604	0
OFFICE SUPP.	7,000	7,000	0	0.0%	7,418	8,995	5,937	5,271	3,313	7,982
Computer Supplies/Expense	0	0	0		0	1,391	0			
PHOTOCOPY EXP	600	600	0	0.0%	307	756	457	487	571	720
POSTAGE	13,000	11,000	2,000	18.2%	7,715	11,195	11,830	4,172	12,659	12,471
CELL TELEPHONE/PAGER	4,000	4,000	0	0.0%	3,032	3,965	3,383	1,040	626	722
TELEPHONE	8,000	7,000	1,000	14.3%	5,286	4,995	4,983	5,790	6,093	9,529
RENOVATIONS		0	0		1,240	0	19,781		7,693	0
OFFICE EQUIP/MAINT		0	0			0	691	901	9,028	3,437
Lease - Internal	137,930	135,225	2,705	2.0%	131,956	128,738	125,598	122,534	119,162	115,691
Lease - Internal - Capital Repayment		0	0			300,000	0			
LEASE - External		0	0				0			0
O/S RECOVERABLE		0	0							
<b>O.W. RENFREW</b>	<b>866,286</b>	<b>847,727</b>	<b>18,559</b>	<b>2.2%</b>	<b>778,124</b>	<b>1,072,810</b>	<b>755,322</b>	<b>727,883</b>	<b>716,617</b>	<b>674,325</b>



**COUNTY OF RENFREW**  
**2022 Budget**  
**Ontario Works (COA/OW Consolidated)**

	<u>2022</u>	<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>	<u>Actual</u>
SALARIES	270,470	273,374	(2,904)	-1.1%	196,182	255,017	222,367	253,187	379,713	306,572
BENEFITS	84,233	67,699	16,534	24.4%	52,162	60,018	57,241	73,303	97,117	72,392
TRAVEL	2,000	2,000	0	0.0%	969	3,615	3,096	4,819	8,588	7,733
HEALTH & SAFETY	250	400	(150)	-37.5%	0	0	0	15	1,316	0
OFFICE SUPP.	3,000	3,000	0	0.0%	1,454	1,987	2,170	5,532	4,759	5,419
Computer Supplies/Expense		0	0			795	0			
PHOTOCOPY EXP	500	600	(100)	-16.7%	122	444	429	498	516	426
POSTAGE	4,000	4,000	0	0.0%	2,076	5,873	5,578	5,962	6,960	6,033
CELL TELEPHONE/PAGER	2,000	2,000	0	0.0%	1,464	1,680	1,680	633	632	678
RENOVATIONS		0	0			0	0	1,417		1,170
TELEPHONE	10,000	8,000	2,000	25.0%	9,343	8,378	9,129	8,060	7,779	4,069
EQUIPMENT/FURNITURE			0			0				0
Lease - Internal	59,230	57,785	1,445	2.5%	55,449	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	5,100
<b>O.W. ARNPRIOR</b>	<b>440,783</b>	<b>423,958</b>	<b>16,825</b>	<b>4.0%</b>	<b>324,321</b>	<b>396,400</b>	<b>361,459</b>	<b>413,937</b>	<b>565,828</b>	<b>459,505</b>
			0							
OW Employment Program Costs	400,000	400,000	0	0.0%	271,739	352,243	433,250	446,115	531,534	368,980
COMMUNITY PARTICIPATION EXP			0						9,602	3,000
JOB PLACEMENT FEES			0							
LEAP SUPPORTS			0							
<b>SURPLUS ADJ - TRANSFER TO RESERVE</b>			0							
LEAP INCENTIVES	2,000	2,000	0	0.0%		1,500	2,500	500	500	500
<b>O.W. - PROGRAM COSTS</b>	<b>402,000</b>	<b>402,000</b>	<b>0</b>	<b>0.0%</b>	<b>271,739</b>	<b>353,743</b>	<b>435,750</b>	<b>446,615</b>	<b>541,636</b>	<b>372,480</b>
<b>TRANSITION ALLOCATION</b>			<b>0</b>				<b>0</b>	<b>0</b>	<b>0</b>	
<b>OW Program Administration - Expenses</b>	<b>4,149,611</b>	<b>4,140,096</b>	<b>9,515</b>	<b>0.2%</b>	<b>3,890,815</b>	<b>3,981,759</b>	<b>3,706,609</b>	<b>3,796,584</b>	<b>3,924,699</b>	<b>3,583,820</b>
PROV REVENUE 100%			0					0	0	(11,525)
PROV - SDIP Renov 50%		0	0					0	0	0
RECOVERY PEMBROKE	(428,740)	(451,252)	22,512	-5.0%	(358,045)	(405,175)	(367,432)	(366,873)	(393,406)	(321,949)
<b>SURPLUS ADJ - TRF FROM RESERVE</b>			0						0	(6,602)
PROV UPLOAD FUNDING	(1,106,400)	(1,106,400)	0	0.0%	(1,106,400)	(1,106,400)	(1,061,900)	(1,013,100)	(926,500)	(868,275)
PROV REVENUE 50%	(1,300,100)	(1,300,100)	0	0.0%	(1,242,208)	(1,437,680)	(1,322,355)	(1,377,150)	(1,470,576)	(1,249,261)
PROV REVENUE 100%			0	0.0%	(150,000)					(123,800)
<b>Recoveries</b>	<b>(2,835,240)</b>	<b>(2,857,752)</b>	<b>22,512</b>	<b>-0.8%</b>	<b>(2,856,653)</b>	<b>(2,949,255)</b>	<b>(2,751,687)</b>	<b>(2,757,123)</b>	<b>(2,790,482)</b>	<b>(2,581,412)</b>
<b>OW Program Administration - Net Expenses</b>	<b>1,314,371</b>	<b>1,282,344</b>	<b>32,027</b>	<b>2.5%</b>	<b>1,034,162</b>	<b>1,032,504</b>	<b>954,922</b>	<b>1,039,461</b>	<b>1,134,217</b>	<b>1,002,408</b>

**COUNTY OF RENFREW**  
**2022 Budget**  
**Ontario Works - Benefits**

	<u>2022</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020</u> <u>Actual</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	12,000,000	12,115,000	(115,000)	-0.9%	10,365,495	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%	(215,049)	(295,155)	(302,925)	(301,205)	(423,706)	(428,345)
SPECIAL ASSISTANCE - HEALTH	250,000	275,000	(25,000)	-9.1%	312,176	182,350	213,549	217,457	218,771	201,376
SPECIAL ASSISTANCE - NON HEALTH	10,000	10,000	0	0.0%	510	1,316	5,242	8,048	3,488	5,966
FUNERALS & BURIALS	175,000	160,000	15,000	9.4%	143,571	190,398	151,174	121,457	149,428	149,344
FUNERALS 100% MUNIC.	32,000	32,000	0	0.0%	9,616	3,078	0	4,000	9,568	7,970
TRANSITION CHILD BENEFIT	100,000	100,000	0	0.0%	136,026	24,322	39,546	33,892	42,828	48,845
Mandatory Special Necessities	400,000	450,000	(50,000)	-11.1%	255,561	439,818	522,664	496,506	301,508	220,828
CHILDREN'S DENTAL			0		0	0	0	0	13,004	83,197
<b>SOCIAL ASSISTANCE BENEFITS</b>	<b>12,652,000</b>	<b>12,827,000</b>	<b>(175,000)</b>	<b>-1.4%</b>	<b>11,007,906</b>	<b>11,722,980</b>	<b>12,502,689</b>	<b>12,043,085</b>	<b>10,653,938</b>	<b>10,457,618</b>
CITY OF PEMBROKE REVENUE- SA BENEFI	(8,330)	(8,330)	0	0.0%	(2,473)	(868)	233	(87,662)	(159,449)	(219,155)
PROVINCIAL CHILD BENEFIT REV			0					(33,366)	(55,832)	(74,883)
PROVINCIAL SA SUBSIDY	(12,620,000)	(12,795,000)	175,000	-1.4%	(10,998,290)	(11,719,902)	(12,503,555)	(11,673,917)	(9,979,081)	(9,482,470)
<b>Social Assistance - Recoveries</b>	<b>(12,628,330)</b>	<b>(12,803,330)</b>	<b>175,000</b>	<b>-1.4%</b>	<b>(11,000,763)</b>	<b>(11,720,770)</b>	<b>(12,503,322)</b>	<b>(11,794,945)</b>	<b>(10,194,362)</b>	<b>(9,776,508)</b>
<b>Social Assistance Benefit - Totals</b>	<b>23,670</b>	<b>23,670</b>	<b>0</b>	<b>0.0%</b>	<b>7,143</b>	<b>2,210</b>	<b>(633)</b>	<b>248,140</b>	<b>459,576</b>	<b>681,110</b>

**Renfrew County Housing Corporation  
2022 Budget**

	2022	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>Actual</u>
Gain / (Loss) on Disposal of Asse	0	0	0		7,564	(54,850)	(17,434)	6,586	(34,658)	(5,180)
Asset Transfer agreement	0				790,657					
Interest on Investments	38,000	42,000	(4,000)	-9.5%	49,790	68,783	40,618	22,793	24,694	46,230
Miscellaneous Revenue	65,000	72,215	(7,215)	-10.0%	65,038	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 Los:	0	0	0			0	0	0	0	104,567
Provincial Subsidy - Debentures	619,986	681,990	(62,004)	-9.1%	829,150	1,010,047	1,009,834	1,114,413	1,114,413	1,132,144
Surplus Adjustment - New Debt	0				577,013					
Surplus Adjustment - From Rese	1,482,665	1,776,450	(293,785)	-16.5%		118,368	9,350	116,593	540,446	1,845,145
Tenant Revenue	4,554,019	4,672,989	(118,970)	-2.5%	4,714,512	4,519,355	4,195,368	4,026,506	4,015,478	3,778,274
County Transfer - Base	5,332,258	5,419,451	(87,193)	-1.6%	5,373,006	5,261,499	5,219,437	4,952,707	5,169,882	4,621,696
County Transfer - Capital		0	0		695,566	1,016,336	654,683	687,161	0	
County Transfer - CHPI	1,324,561	1,375,228	(50,667)	-3.7%	1,585,281	795,751	882,763	935,205	556,010	969,414
County Transfer - CHPI Admin	123,047	72,380	50,667	70.0%	108,053	125,641	121,475	102,794	88,750	110,108
County Transfer - COCHI	519,758	429,304	90,454	21.1%	119,034	0				
County Transfer - COCHI Admin	57,751	22,595	35,156	155.6%	16,990	0				
County Transfer - OPHI	554,085	626,335	(72,250)	-11.5%	158,637	26,421				
County Transfer - OPHI Admin	61,565	32,965	28,600	86.8%	48,901	0				
County Transfer - COHB	0				25,158					
County Transfer - COHB admin	0				10,000					
County Transfer - Asset Mgt	0	0	0			0	0	0	0	6,331
County Transfer - IAH	0	0	0			771,364	418,127	672,571	232,257	296,184
County Transfer - IAH ON Renov:	0				178,711					
County Transfer - IAH HADD	68,000				68,000					
County Transfer - Home Ownersst	0				621,069					
County Transfer - IAH Admin	0	0	0		6,314	32,189	53,023			
County Transfer - SHIP	0	0	0			0	61,565	1,022,056		
County Transfer - SIF	0	0	0		500	249,355	269,549	55,265		
County Transfer - SDV - PHB	0	0	0			0	116,676	365,422	108,291	
County Transfer - Strong Commu	140,086	140,086	0	0.0%	140,086	140,086	140,086	140,086	140,086	174,474
<b>Total Revenues</b>	<b>14,940,781</b>	<b>15,363,988</b>	<b>(423,207)</b>	<b>-2.8%</b>	<b>16,189,030</b>	<b>14,205,890</b>	<b>13,244,415</b>	<b>14,305,239</b>	<b>12,041,193</b>	<b>14,749,222</b>

**Renfrew County Housing Corporation  
2022 Budget**

	2022	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>Actual</u>
Salaries	1,849,129	1,876,401	(27,272)	-1.5%	1,812,113	1,843,655	1,791,822	1,778,554	1,769,964	1,708,889
Benefits	430,576	456,808	(26,232)	-5.7%	409,795	393,382	390,475	404,520	404,456	304,810
Administration	1,276,843	1,304,188	(27,345)	-2.1%	1,123,218	1,128,696	1,075,915	1,123,556	1,117,413	965,563
COVID	0	0			476,190					
Building - Heat, Light & Power	967,995	967,995	0	0.0%	885,472	906,342	898,943	992,932	1,173,086	1,070,233
Building - Repairs & Maintenance	441,206	441,206	0	0.0%	419,092	437,475	382,598	364,026	331,354	355,484
Building - Natural Gas	201,350	201,350	0	0.0%	167,563	184,840	188,144	189,604	170,154	179,721
Building - Heating & Plumbing	129,386	129,386	0	0.0%	126,449	96,195	82,027	102,953	103,014	99,681
Building - Taxes	1,743,695	1,743,695	0	0.0%	1,636,178	1,572,530	1,514,493	1,487,267	1,465,061	1,387,902
Building - Water	772,606	772,606	0	0.0%	790,343	718,505	668,136	669,998	653,065	616,986
Building - Elevator	66,500	66,500	0	0.0%	49,321	43,764	46,531	46,049	41,648	47,099
Building - Painting	240,891	240,891	0	0.0%	113,885	147,742	177,429	184,480	177,568	209,555
Building - Garbage Removal	76,656	76,656	0	0.0%	67,643	60,525	48,443	53,667	51,706	52,421
Building - Snow Removal	400,000	250,000	150,000	60.0%	215,248	232,579	161,908	171,833	130,430	109,400
Building - Grounds Keeping	69,056	69,056	0	0.0%	87,887	47,374	47,364	52,170	55,507	94,868
Building - Repairs - non TCA	686,640	798,499	(111,859)	-14.0%	530,104	582,017	761,816	497,016	604,383	1,136,810
Financial - Depreciation	1,256,647	1,256,647	0	0.0%	1,098,916	1,038,500	989,319	938,197	806,155	773,605
Financial - Rent Waiver	200,000	246,842	(46,842)	-19.0%	284,493	239,880	229,534	210,054	270,162	303,467
Financial - Mortgage Interest	646,515	717,624	(71,109)	-9.9%	874,904	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%	251,125	225,960	233,885	248,611	285,543	284,381
Financial - Rent Supplement - Str	140,086	140,086	0	0.0%	143,978	137,653	133,912	151,064	167,182	174,474
Financial - CHPI	1,324,561	1,375,228	(50,667)	-3.7%	1,585,281	795,751	882,763	935,205	556,010	969,414
Financial - Can Ont Community H	519,758	429,304	90,454	21.1%	31,640	0				
Financial - Ontario Priorities Hou	554,085	626,335	(72,250)	-11.5%	158,637	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 Renov	0	0	0		178,711	873,699	510,827	344,533	167,098	229,115
COHB					25,158					
Financial - IAH HADD	68,000	0	68,000		68,000	66,000	43,000	23,750	12,000	750
Surplus Adjustment - To Reserve	0	0	0			0	0	44,571	43,749	47,482
Surplus Adjustment - TCA Capital	1,482,665	1,776,450	(293,785)	-16.5%	1,211,197	1,134,704	732,158	1,275,902	830,547	2,957,135
Surplus Adjustment - Depreciation	(1,256,647)	(1,256,647)	0	0.0%	(1,098,916)	(1,038,500)	(989,319)	(938,197)	(806,155)	(773,605)
Surplus Adjustment - Principal	361,821	366,121	(4,300)	-1.2%	396,746	238,572	227,176	217,327	210,117	203,213
<b>Total Expenditures</b>	<b>14,940,781</b>	<b>15,363,988</b>	<b>(423,207)</b>	<b>-2.8%</b>	<b>14,120,371</b>	<b>13,249,083</b>	<b>12,535,427</b>	<b>13,792,952</b>	<b>12,073,449</b>	<b>14,730,237</b>
<b>Municipal Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>2,068,659</b>	<b>956,807</b>	<b>708,988</b>	<b>512,287</b>	<b>(32,256)</b>	<b>18,985</b>

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
	<u>Pressure</u>										
MEMBERS OF COUNCIL	0	529,954	518,295	11,659	2.2%	417,279	499,919	430,040	437,121	408,209	358,891
GENERAL - ADMINISTRATION	0	943,406	930,565	12,841	1.4%	756,963	745,237	789,887	717,617	811,130	775,138
INFORMATION TECHNOLOGY	0	474,759	465,820	8,939	1.9%	400,443	391,499	400,595	391,747	409,116	429,242
HUMAN RESOURCES DEPARTMENT	0	254,064	247,767	6,297	2.5%	569,859	196,074	254,604	220,880	216,895	192,216
EXPO 150	0	0	0	0		0	0	0	0	0	0
PUBLICITY/PUBLIC RELATIONS SERVICE	0	15,000	15,000	0	0.0%	5,148	14,518	14,517	9,958	11,794	12,502
AGRICULTURE & REFORESTATION	0	20,000	20,000	0	0.0%	14,165	14,580	15,619	12,674	21,784	12,487
PROVINCIAL OFFENCES ADMINISTRATION	0	(497,332)	(546,849)	49,517	-9.1%	(560,264)	(540,040)	(708,163)	(516,336)	(631,405)	(815,228)
MPAC	0	1,541,700	1,545,566	(3,866)	-0.3%	1,555,448	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289
FINANCIAL EXPENSE	0	20,087,400	18,963,381	1,124,019	5.9%	13,081,700	10,291,749	8,549,662	7,888,038	6,234,643	5,514,311
Finance & Administration Committee	0	23,368,951	22,159,545	1,209,406	5.5%	16,240,741	13,163,478	11,288,902	10,689,419	9,007,552	7,993,848
COUNTY LEVY (2.5% + 1.65% cva growth)	0	50,976,836	48,945,594	2,031,242	4.1%	47,253,904	45,655,946	43,984,534	42,292,821	40,728,834	38,697,229
OTHER REVENUE	0	4,193,826	4,293,826	(100,000)	-2.3%	7,416,807	5,655,411	4,050,158	3,838,048	3,446,553	3,958,637
<b>Total Revenues</b>	<b>0</b>	<b>55,170,662</b>	<b>53,239,420</b>	<b>1,931,242</b>	<b>3.6%</b>	<b>54,670,711</b>	<b>51,311,357</b>	<b>48,034,692</b>	<b>46,130,869</b>	<b>44,175,387</b>	<b>42,655,866</b>

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

<u>2022 Budget</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	
<b>MEMBERS OF COUNCIL</b>	<b>0</b>	<b>529,954</b>	<b>518,295</b>	<b>11,659</b>	<b>2.2%</b>	<b>417,279</b>	<b>499,919</b>	<b>430,040</b>	<b>437,121</b>	<b>408,209</b>	<b>358,891</b>
Ad Hoc Per Diem Payments	29,340	28,835	505	1.8%	20,655	26,244	21,491	20,489	20,209	17,935	
AMO Board of Directors	10,000	10,000	0	0.0%	6,899	14,402	4,386	8,517	2,824	13,955	
Computer Supplies	5,000	5,000	0	0.0%	9,399	5,480	3,900	3,234	3,717	188	
Council Benefits - EHC/Dental	60,000	60,000	0	0.0%	53,514	47,594	66,043	60,639	52,586	35,806	
Council Conventions	30,000	30,000	0	0.0%	13,714	36,958	45,798	44,207	37,112	22,947	
Council CPP,Employer Health Tax	20,000	18,000	2,000	11.1%	17,779	18,287	11,829	11,698	11,729	10,990	
Council Group Insurance	6,600	5,500	1,100	20.0%	5,304	4,896	4,896	5,304	5,896	5,896	
Council Hospitality	20,000	20,000	0	0.0%	6,239	23,411	17,745	20,767	21,804	17,930	
Council Liability Insurance	10,001	8,588	1,413	16.5%	8,338	8,147	7,703	7,703	7,812	7,662	
Council Mileage	12,400	12,400	0	0.0%	13,560	42,146	37,853	35,822	40,321	40,627	
FCM Board of Directors	10,000	10,000	0	0.0%	3,441	13,289	8,207	7,991	4,642	5,537	
Legal - Integrity Commissioner	2,000	2,000	0	0.0%	1,018	8,846	3,297	7,575			
Office Expenses	5,000	5,000	0	0.0%	6,393	6,010	9,397	6,337	7,870	3,681	
Recoveries - County	(63,400)	(59,400)	(4,000)	6.7%	(65,961)	(71,327)	(56,086)	(55,228)	(57,383)	(54,916)	
Recoveries - Outside	0	0	0		(1,281)	(17,429)	(61)	(461)	(1,731)	(150)	
Salary - Council	251,771	247,441	4,330	1.7%	237,293	236,732	172,822	169,520	166,008	169,179	
Salary & Ad Hoc - Warden	81,242	74,931	6,311	8.4%	73,980	73,206	64,163	63,624	67,019	55,000	
Advocacy / Delegations	30,000	30,000	0	0.0%	744	14,576	1,065	12,214			
Warden Banquet	0	0	0			0	0	0	4,205		
Warden Expenses	10,000	10,000	0	0.0%	6,251	8,451	5,592	7,169	13,569	6,624	
<b>GENERAL - ADMINISTRATION</b>	<b>0</b>	<b>943,406</b>	<b>930,565</b>	<b>12,841</b>	<b>1.4%</b>	<b>756,963</b>	<b>745,237</b>	<b>789,887</b>	<b>717,617</b>	<b>811,130</b>	<b>775,138</b>
Bank Charges - Moneris	2,000	1,400	600	42.9%	1,551	1,437	1,547	1,207	1,448	1,065	
Computer Expense	45,000	38,000	7,000	18.4%	31,180	35,130	31,266	43,960	24,346	25,062	
Conferences & Conventions	4,000	4,000	0	0.0%	2,312	2,769	2,844	3,131	2,259	1,342	
Depreciation	1,700	1,700	0	0.0%	1,646	2,308	4,345	6,328	5,647	5,084	
Employee Benefits	357,207	314,473	42,734	13.6%	266,334	220,838	227,635	245,188	264,887	251,215	
General Legal & Audit	28,000	28,000	0	0.0%	25,738	28,525	22,218	22,429	23,291	27,696	
Membership Fees	31,000	29,784	1,216	4.1%	33,176	28,673	28,817	27,852	27,319	27,404	
COVID	0				19,514						
Office Expense	26,000	26,000	0	0.0%	18,952	24,021	24,885	15,942	20,304	21,831	
Professional Development - Department Staff	5,000	5,000	0	0.0%	1,828	8,212	932	284	496	1,518	
Professional Development - Mgt Team	0	0	0			19,073	0	0	0	3,551	
Recovery - Other Departments	(897,849)	(781,973)	(115,876)	14.8%	(680,793)	(624,284)	(551,159)	(570,791)	(591,617)	(580,565)	
Recovery - Provincial	0				(208,362)						
Recovery - Provincial One tme	0				(19,514)						
Recovery - Outside	0	(500)	500	-100.0%	(7)	(55)	(170)	(53)	(1,567)	(358)	
Recruitment	0	-	0		2,465	1,217	44,843	554	0		
Salaries	1,266,548	1,189,881	76,667	6.4%	1,023,350	942,625	923,354	902,806	997,619	968,098	
Special Projects - Plans	30,000	30,000	0	0.0%	0	15,293	-				
Special Projects - EOWC	19,500	19,500	0	0.0%	18,603	12,153	14,117	9,594	12,260	12,938	
Special Projects - Service Delivery Review	0	0	0		210,417						
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)	(1,700)	0	0.0%	(1,646)	(2,308)	(4,345)	(6,328)	(5,647)	(5,084)	
Telephone	5,000	5,000	0	0.0%	6,097	4,878	5,211	5,428	4,702	5,688	
Travel	22,000	22,000	0	0.0%	4,122	24,732	13,547	10,086	8,961	8,653	

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> <u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>INFORMATION TECHNOLOGY</u></b>	<b>0</b>	<b><u>474,759</u></b>	<b><u>465,820</u></b>	<b><u>8,939</u></b>	<b><u>1.9%</u></b>	<b><u>400,443</u></b>	<b><u>391,499</u></b>	<b><u>400,595</u></b>	<b><u>391,747</u></b>	<b><u>409,116</u></b>	<b><u>429,242</u></b>
Annual Software Maintenance Fees		100,150	100,150	0	0.0%	72,067	69,385	68,550	54,472	62,714	61,371
Benefits		128,032	133,060	(5,028)	-3.8%	122,960	118,207	117,082	117,406	115,318	108,874
Communication Fees		50,896	29,896	21,000	70.2%	23,337	20,862	10,084	15,587	20,673	20,828
Computer Technology Supplies		4,500	5,000	(500)	-10.0%	2,234	1,754	9,674	8,143	10,048	6,930
Corporate Software		2,000	2,000	0	0.0%	4,452	5,466	8,748	2,909	6,918	15,244
COVID						4,370					
Depreciation		38,000	35,000	3,000	8.6%	36,971	30,976	36,192	37,202	38,477	30,213
Office Expense		1,100	1,100	0	0.0%	1,602	1,356	2,350	2,363	4,470	2,306
Professional Development		5,500	5,950	(450)	-7.6%	779	453	2,993	6,245	3,930	4,558
Purchased Services		10,000	10,000	0	0.0%	0	0	0	4,350	7,957	5,368
Recoveries - County		(334,828)	(331,819)	(3,009)	0.9%	(325,509)	(319,266)	(313,787)	(308,481)	(300,821)	(292,608)
Recoveries - Outside		0	0	0		0	(1,050)	(1,861)	(1,190)	(3,726)	(2,625)
Recoveries - Prov-Strategy		(35,000)	0	(35,000)							
Recoveries - Provincial One Time		0				(4,370)					
Special Project		35,000									
Salaries		492,109	493,022	(913)	-0.2%	485,575	476,619	463,158	451,017	444,437	428,941
Surplus Adjustment - Capital		17,000	34,400	(17,400)	-50.6%	60,540	39,018	16,619	35,434	18,336	94,053
Surplus Adjustment - Depreciation		(38,000)	(35,000)	(3,000)	8.6%	(36,971)	(30,976)	(36,192)	(37,202)	(38,477)	(30,213)
Surplus Adjustment - Trf From Reserves		(17,000)	(34,400)	17,400	-50.6%	(60,540)	(39,018)	0	(14,307)	0	(42,347)
Telephone Costs		5,300	5,300	0	0.0%	4,593	5,552	6,783	7,188	6,836	5,518
Travel		10,000	12,161	(2,161)	-17.8%	8,353	12,161	10,202	10,611	12,026	12,831
<b><u>HUMAN RESOURCES DEPARTMENT</u></b>	<b>0</b>	<b><u>254,064</u></b>	<b><u>247,767</u></b>	<b><u>6,297</u></b>	<b><u>2.5%</u></b>	<b><u>569,859</u></b>	<b><u>196,074</u></b>	<b><u>254,604</u></b>	<b><u>220,880</u></b>	<b><u>216,895</u></b>	<b><u>192,216</u></b>
Benefits		171,925	113,955	57,970	50.9%	97,791	115,908	131,181	122,270	119,179	108,054
Capital Under Threshold		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	
COVID		0				3,905					
Depreciation		500	500	0	0.0%	462	461	461	461	462	461
Expenses Recoverable From Others		10,000	10,000	0	0.0%	9,183	29,950	17,167	18,515	14,968	37,158
Legal Fees		14,500	60,000	(45,500)	-75.8%	375,452	4,357	5,468	15,198	11,962	12,477
Membership Fees		6,000	3,000	3,000	100.0%	1,924	3,666	3,267	2,959	1,224	1,791
Office Expense		30,000	33,000	(3,000)	-9.1%	33,827	25,118	35,521	35,341	32,685	28,301
Professional Development		12,000	5,000	7,000	140.0%	1,983	5,531	6,229	6,898	8,384	8,849
Purchased Services		111,200	109,864	1,336	1.2%	109,958	90,368	105,030	99,656	69,539	53,751
Recovery - County Departments		(604,187)	(528,299)	(75,888)	14.4%	(525,623)	(513,221)	(568,084)	(558,868)	(549,201)	(537,438)
Recovery - Federal		0	0	0		0	0	0	0	(1,577)	
Recovery - Municipal		(116,000)	(32,000)	(84,000)	262.5%	(17,013)	(57,924)	(35,691)	(37,664)	(29,433)	(46,526)
Recovery - Provincial One Time		0				(16,620)					
Recruitment		1,000	5,000	(4,000)	-80.0%	6,010	535	686	3,526	701	1,834
Salaries		598,626	444,747	153,879	34.6%	484,972	472,861	523,067	487,503	510,949	499,653
Surplus Adjustment - Capital			0	0			0	0	0	0	
Surplus Adjustment - Depreciation		(500)	0	(500)		(462)	(461)	(461)	(461)	(462)	(461)
Travel		15,000	19,000	(4,000)	-21.1%	4,110	17,411	27,679	24,727	21,677	19,819

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
	<u>Pressure</u>										
<b>EXPO 150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Special Projects		0	0	0		0	0	0	0	5,500	5,500
Surplus Adjustment - Trf From Reserves		0	0	0		0	0	0	0	(5,500)	(5,500)
<b>PUBLICITY/PUBLIC RELATIONS SERVICE</b>	<b>0</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>0.0%</b>	<b>5,148</b>	<b>14,518</b>	<b>14,517</b>	<b>9,958</b>	<b>11,794</b>	<b>12,502</b>
Publicity/Public Relations Service		15,000	15,000	0	0.0%	5,148	14,518	14,517	9,958	11,794	12,622
Recoveries				0				0	0	0	(120)
<b>AGRICULTURE &amp; REFORESTATION</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0.0%</b>	<b>14,165</b>	<b>14,580</b>	<b>15,619</b>	<b>12,674</b>	<b>21,784</b>	<b>12,487</b>
Reforestation - Grants in Lieu		15,000	15,000	0	0.0%	12,645	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	1,520	3,365	652
<b>PROVINCIAL OFFENCES ADMINISTRATION</b>	<b>0</b>	<b>(497,332)</b>	<b>(546,849)</b>	<b>49,517</b>	<b>-9.1%</b>	<b>(560,264)</b>	<b>(540,040)</b>	<b>(708,163)</b>	<b>(516,336)</b>	<b>(631,405)</b>	<b>(815,228)</b>
Adjudication		80,850	80,850	0	0.0%	28,200	66,852	81,966	80,544	71,990	63,116
Admin Charges		54,610	52,749	1,861	3.5%	49,492	38,810	39,075	42,484	47,738	46,577
Bank Charges (Visa/Mastercard)		28,000	26,000	2,000	7.7%	22,918	24,596	26,233	22,749	25,175	23,494
Benefits		102,468	84,298	18,170	21.6%	74,413	65,160	73,271	79,831	78,496	74,865
Certificates of Offence		10,000	10,000	0	0.0%	9,373	4,139	1,349	5,545	5,849	3,048
City of Pembroke - Share of Net Revenue		71,437	78,406	(6,969)	-8.9%	80,477	77,572	101,721	76,268	93,265	120,418
Collection Costs		40,000	40,000	0	0.0%	28,911	36,544	16,684	25,655	23,121	12,714
Computer & Technology		16,500	16,075	425	2.6%	16,854	17,087	7,427	12,124	13,267	7,551
Conventions		2,300	2,300	0	0.0%	0	499	1,281	2,798	1,652	1,462
COVID		0	0	0		3,308					
Court Transcripts		3,000	3,000	0	0.0%	281	232	850	4,280	922	2,857
Depreciation		6,500	6,500	0	0.0%	6,417	6,399	9,278	6,865	3,894	6,045
ICON Charges		25,350	25,350	0	0.0%	15,555	19,502	23,967	20,186	22,041	25,046
Interpreter Fees		3,000	3,000	0	0.0%	486	2,698	1,606	2,456	3,220	2,149
IT Charges		18,066	18,047	19	0.1%	17,704	17,364	17,066	16,777	16,362	15,916
Lease Costs (County)		102,000	102,000	0	0.0%	104,274	102,517	101,978	100,142	97,018	94,520
Legal Costs		1,000	1,000	0	0.0%	1,272	21,296	1,018	830	1,323	1,697
Miscellaneous		1,500	1,500	0	0.0%	154	396	282	364	728	449
Monitoring / Enforcement Fees		7,776	7,776	0	0.0%	7,776	7,776	7,776	7,780	7,780	4,056
Office Equipment / Furniture		2,100	2,100	0	0.0%	1,800	1,623	1,708	6,396	8,468	1,729
Office Supplies		6,500	6,500	0	0.0%	2,957	6,181	5,754	6,598	7,239	6,333
Part III Prosecution		0	16,500	(16,500)	-100.0%	3,690	9,171	14,504	17,456	12,147	13,614
Postage		6,800	6,800	0	0.0%	4,732	5,577	5,741	5,241	4,665	4,179
Purchase of Service - Notice of Fines		4,000	4,000	0	0.0%	1,050	3,544	4,195	3,738	4,117	4,452
Purchase of Service - Prosecution		74,800	43,800	31,000	70.8%	25,434	32,608	2,946	5,034	877	
Recoveries - Other		0	0	0		(390)	(3,033)	(975)	(910)	(8,536)	(1,050)
Recoveries - Prov - One Time		0	0	0		(462,459)					
Revenues - Fees and Charges		(1,510,000)	(1,510,000)	0	0.0%	(889,509)	(1,372,307)	(1,590,000)	(1,403,172)	(1,518,892)	(1,661,806)
Salaries		330,186	311,675	18,511	5.9%	279,161	258,877	329,065	307,041	311,903	298,164
Satellite Courtroom Costs		4,925	4,925	0	0.0%	485	3,469	3,297	3,297	3,472	3,536
Staff Training/Development		2,000	2,000	0	0.0%	0	190	900	2,373	1,836	2,294
Surplus Adjustment - Capital		0	23,000	(23,000)	-100.0%	0	0	0	16,094	18,820	
Surplus Adjustment - From Reserves		0	(23,000)	23,000	-100.0%	0					
Surplus Adjustment - Depreciation		(6,500)	(6,500)	0	0.0%	(6,417)	(6,399)	(9,278)	(6,865)	(3,894)	(6,045)
Telephone		8,000	7,000	1,000	14.3%	10,833	6,002	5,692	5,163	4,561	5,130
Travel		4,500	4,500	0	0.0%	504	4,836	5,134	6,520	7,275	7,440
Witness Fees		1,000	1,000	0	0.0%	0	182	326	1,982	696	822



**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> <u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>MPAC</b>	<b>0</b>	<b>1,541,700</b>	<b>1,545,566</b>	<b>(3,866)</b>	<b>-0.3%</b>	<b>1,555,448</b>	<b>1,549,942</b>	<b>1,542,141</b>	<b>1,527,720</b>	<b>1,525,386</b>	<b>1,514,289</b>
Property Assessment		1,541,700	1,545,566	(3,866)	-0.3%	1,555,448	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289
<b>FINANCIAL EXPENSE</b>	<b>0</b>	<b>20,087,400</b>	<b>18,963,381</b>	<b>1,124,019</b>	<b>5.9%</b>	<b>13,081,700</b>	<b>10,291,749</b>	<b>8,549,662</b>	<b>7,888,038</b>	<b>6,234,643</b>	<b>5,514,311</b>
Capping Costs (ends 2020)		0	0	0		0	0	59	815	(3,579)	6,559
Assessment Review		22,000	0	22,000		0					
County Share - Taxes Written Off		300,000	300,000	0	0.0%	222,479	198,042	178,223	322,416	278,781	228,449
Provision for Unallocated Funds		300,000	300,000	0	0.0%	300,000	850	25,198	198,333	26,681	12,614
Insurance Increase - 2021		0	100,000	(100,000)	-100.0%	0					
OW Sick Leave Liability		0	0	0		0	0	0		(229,482)	229,482
EOWC Cell Project		0	0	0		0	905,996	40,000			
Claybank Debt Interest (2028)		76,253	87,160	(10,907)	-12.5%	95,635	105,729	81,130			
Surplus Adj-Principal-Claybank Bridge (2028)		362,314	351,407	10,907	3.1%	340,829	330,569	161,534			
Madawaska Debt Interest (2030)		90,811	163,500	(72,689)	-44.5%	0					
Surplus Adj-Principal-Madawaska Bridge (2030)		430,513	475,406	(44,893)	-9.4%	0					
Surplus Adjustment - Trf to Gas Tax Reserve		2,793,217	2,793,217	0	0.0%	6,024,817	2,126,252	2,756,191	2,677,485	2,630,909	2,505,628
Surplus Adjustment - Trf to TCA Renewal Reserve		6,227,007	5,262,450	964,557	18.3%	5,722,940	5,226,854	4,786,809	4,168,552	3,013,946	1,971,617
Surplus Adjustment - Trf to PW Capital Reserve		8,800,744	8,586,092	214,652	2.5%	0					
Surplus Adjustment - SDIP Saving - Trf to TCA Resv		466,473	169,149	297,324	175.8%	0					
Surplus Adjustment - Trf to Cannabis/Modernization Reserve		0	0	0		0	881,321				
Surplus Adjustment - Trf to WSIB Sched 2 Reserve		0	0	0		0	0	0	0	0	21,510
Surplus Adjustment - Trf to Building Reserve (BM Solar)		0	0	0		0	123,767	123,767	123,767	123,767	123,767
Surplus Adj. Unfinanced Cap (Centennial Lake Bridge 2022)		218,068	375,000	(156,932)	-41.8%	375,000	375,000	375,000	375,000	375,000	375,000
Vacant Building Rebates (ends 2018)		0	0	0		0	17,369	21,751	21,670	18,620	39,685

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>										
	<u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>COUNTY LEVY (2.5% + 1.65% cva growth)</u>	0	50,976,836	48,945,594	2,031,242	4.15%	47,253,904	45,655,946	43,984,534	42,292,821	40,728,834	38,697,229
<u>PIL ADJUSTMENTS</u>	0	(150,000)	(150,000)	0	0.0%	(74,225)	(132,079)	(55,879)	(136,460)	(130,367)	497,112
<u>WATERPOWER GENERATING STATION</u>	0	394,109	394,109	0	0.0%	394,109	394,109	394,109	394,109	394,109	394,109
<u>RAILWAY/HYDRO RIGHTS-OF-WAY</u>	0	5,000	5,000	0	0.0%	0	0	4,211	0	4,067	4,121
<u>SUPPLEMENTARY REVENUE</u>	0	500,000	500,000	0	0.0%	452,233	426,201	443,963	421,676	297,965	454,412
<u>OTHER REVENUE</u>	0	3,444,717	3,544,717	(100,000)	-2.8%	6,644,690	4,967,180	3,263,754	3,158,723	2,880,779	2,608,883
Interest Revenue		650,000	750,000	(100,000)	-13.3%	734,673	935,664	625,064	384,962	281,687	232,708
Provincial - One Time		0	0	0			881,321				
Other Revenue		0	0	0		50	30	40	10	15	45
Gain / (Loss) Sale of Assets		0	0	0		(115,430)	(6,865)	(282,468)	(28,807)	(156,470)	(254,425)
BM Repayment of Loan (ends 2019)		0	0	0			123,767	123,767	123,767	123,767	123,767
Gas Tax Funding		2,793,217	2,793,217	0	0.0%	6,024,817	2,126,252	2,756,191	2,677,485	2,630,909	2,505,628
Surplus Adjustment - From Reserve		0	0	0			905,996	40,000			
Licenses		1,500	1,500	0	0.0%	580	1,015	1,160	1,306	871	1,160
<b>TOTAL REVENUES</b>	<b>0</b>	<b>55,170,662</b>	<b>53,239,420</b>	<b>1,931,242</b>	<b>3.6%</b>	<b>54,670,711</b>	<b>51,311,357</b>	<b>48,034,692</b>	<b>46,130,869</b>	<b>44,175,387</b>	<b>42,655,866</b>

County of Renfrew  
Schedule of Reserves  
2022 BUDGET

		Audited Balance 31-Dec-20	2021 Budget Reserve Changes	Known Adjustments In 2021	Estimated Balance 31-Dec-21	Prop-Pembroke	Property-RCP	Property - Base	Prop- Amprior	IT	POA	Trails	PW	xxx	Transfers To	Transfers From	SDIP	Net Change	Estimated Balance 31-Dec-21	c = Capital reserve	s = shared prov/city
Child Care	Mitigation	1,520,237			1,520,237													0	1,520,237		s
Ec Dev	RED	35,000			35,000													0	35,000		
Trail	Algonquin Trail	14,125			14,125													0	14,125		
General	Building Reserve	3,077,415	160,237	50,000 a	3,287,652	(285,000)	(428,305)	129,776	86,795									(496,734)	2,790,918		c
General	Development Reserve	8,697			8,697													0	8,697		c
General	Federal Gas Tax Reserve	0		2,685,199 b	2,685,199							(5,478,416)		2,793,217				(2,685,199)	0		
General	Insurance	150,000			150,000													0	150,000		
General	Reforestation Reserve	180,918	(5,571)		175,347											(8,100)		(8,100)	167,247		c s
General	OPP Bldg	755,047	65,305		820,352										76,169	(10,000)		66,169	886,521		c
General	Sick leave	69,458			69,458													0	69,458		
General	TCA Renewal Reserve	16,001,514	(4,156,450)		11,845,064							(5,428,395)		6,227,007			466,473	1,265,085	13,110,149		c
General	Working Capital	16,355,529	(204,000)	34,000 g	16,185,529					(17,000)	(34,000)							(51,000)	16,134,529		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	0			0													0	0		c
Housing	Non Profit Capital	116,222			116,222													0	116,222		s
Housing	Severance	197,157			197,157													0	197,157		s
Paramedic	Infrastructure	2,168,070	(369,000)	270,000 f	2,069,070										1,121,000	(1,915,000)		(794,000)	1,275,070		c s
Paramedic	Community Paramedic	738,884			738,884													0	738,884		s
Paramedic	Severance	1,378,862			1,378,862													0	1,378,862		s
Paramedic	WSIB Sched 2	0			0													0	0		s
Public Works	Capital	195,255	(195,255)	4,046,000 c	4,046,000							(12,846,744)		8,800,744				(4,046,000)	0		c
Public Works	Winter Control	250,000			250,000													0	250,000		
Social Services	Fiscal Pressure	336,742			336,742													0	336,742		s
<b>County Of Renfrew</b>		<b>44,327,000</b>	<b>(4,704,734)</b>	<b>7,085,199</b>	<b>46,707,465</b>	<b>(285,000)</b>	<b>(428,305)</b>	<b>129,776</b>	<b>86,795</b>	<b>(17,000)</b>	<b>0</b>	<b>(34,000)</b>	<b>(23,753,555)</b>	<b>0</b>	<b>19,018,137</b>	<b>(1,933,100)</b>	<b>466,473</b>	<b>(6,749,779)</b>	<b>39,957,686</b>		
BM	WSIB Sched 2	496,744	49,024		545,768										49,024			49,024	594,792		s
BM	Butterfly	149,318			149,318											(25,000)		(25,000)	124,318		c s
BM	Unallocated	2,710,951	(1,151,000)	25,000 d	1,584,951													(361,800)	1,223,151		c s
BM	LTC CMI Stabilization	248,242			248,242													0	248,242		s
BM	Equip	100,000			100,000													0	100,000		c s
<b>Bonnechere Manor</b>		<b>3,705,255</b>	<b>(1,101,976)</b>	<b>25,000</b>	<b>2,628,279</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,024</b>	<b>(386,800)</b>	<b>0</b>	<b>(337,776)</b>	<b>2,290,503</b>		
ML	Butterfly	159,419			159,419											(159,419)		(159,419)	0		c s
ML	WSIB Sched 2	228,442			228,442													0	228,442		s
ML	Unallocated	832,662	(345,000)	25,000 e	512,662													(426,341)	86,321		c s
ML	LTC CMI Stabilization	0			0										100,614			100,614	100,614		s
ML	Equip	38,782			38,782													0	38,782		c s
ML	Sick leave	186,402			186,402													0	186,402		s
<b>Miramichi Lodge</b>		<b>1,445,707</b>	<b>(345,000)</b>	<b>25,000</b>	<b>1,125,707</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,614</b>	<b>(585,760)</b>	<b>0</b>	<b>(485,146)</b>	<b>640,561</b>		
Opeongo	Capital	0			0													0	0		c s
RCHC	Capital	4,306,409	(1,776,450)	347,500 h	2,877,459											(1,482,665)		(1,482,665)	1,394,794		c s
RCHC	AHP Reserve	0			0													0	0		s
RCHC	AHP Admin Reserve	0			0													0	0		s
RCHC	Home Ownership	0			0													0	0		s
RCHC	Working Capital	50,000			50,000													0	50,000		c s
RCHC	WSIB Sched 2	148,483			148,483													0	148,483		s
<b>Renfrew County Housing Corp</b>		<b>4,504,892</b>	<b>(1,776,450)</b>	<b>347,500</b>	<b>3,075,942</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,482,665)</b>	<b>0</b>	<b>(1,482,665)</b>	<b>1,593,277</b>		
<b>Total Surplus Adjustment</b>		<b>53,982,854</b>	<b>(7,928,160)</b>	<b>7,482,699</b>	<b>53,537,393</b>	<b>(285,000)</b>	<b>(428,305)</b>	<b>129,776</b>	<b>86,795</b>	<b>(17,000)</b>	<b>0</b>	<b>(34,000)</b>	<b>(23,753,555)</b>	<b>0</b>	<b>19,167,775</b>	<b>(4,388,325)</b>	<b>466,473</b>	<b>(9,055,366)</b>	<b>44,482,027</b>		
<b>Capital Reserves Only</b>		<b>47,089,986</b>	<b>(7,977,184)</b>	<b>4,797,500</b>	<b>43,910,302</b>	<b>(285,000)</b>	<b>(428,305)</b>	<b>129,776</b>	<b>86,795</b>	<b>(17,000)</b>	<b>0</b>	<b>(34,000)</b>	<b>(18,275,139)</b>	<b>0</b>	<b>16,224,920</b>	<b>(4,388,325)</b>	<b>466,473</b>	<b>(6,519,805)</b>	<b>37,390,497</b>		

County of Renfrew  
2022 Budget

					Road 70		Sources of Financing							
					Bridge 70									
					Culvert 70	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
BM	Building	D3055 - Fin Tube Radiation	Heaters in all rooms		L	20,000	20,000					20,000		20,000
BM	Building	C3020 - Floor Finishes	rolled vinyl		L	30,000	30,000					30,000		30,000
BM	Building	D5022 - Lighting Equipment	Changing to LED lights		M	30,000	0					0		0
BM	Building		Butterfly Bldg Re-design	2021 carryover			25,000					25,000		25,000
BM	Building	D5033 - Telephone Systems	new NEC system		L	132,470	20,000					20,000		20,000
BM	Equip	Medical Equipment	Therapeutic Air Surfaces (2)		M		13,000					13,000		13,000
BM	Equip		Beriatric Ceiling Lift (2)		L		10,000					10,000		10,000
BM	Equip	Ceiling Lift Motors	(5 replace & 4 new)		M		46,800					46,800		46,800
BM	Roof	B30 - Roofing	washed river stone over single EPDM roof membrane		L	222,000	222,000					222,000		222,000
<b>BM Total</b>						<b>434,470</b>	<b>386,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>386,800</b>	<b>0</b>	<b>386,800</b>
IT	Equip	Server	Virtual Server Replaced		M		17,000					17,000		17,000
<b>IT Total</b>						<b>0</b>	<b>17,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,000</b>	<b>0</b>	<b>17,000</b>
ML	Building	C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) - C Block		L	29,000	23,400					23,400		23,400
ML	Building	D-Services - Electrical	D5022 - Lighting Equipment - LED Switch		M		30,000					30,000		30,000
ML	Building	3045 - Exhaust Ventilation System	VAV controllers		L	30,000						0		0
ML	Building	D-Services - Mechanical	D3058-D - Make-Up AHU		L		103,000					103,000		103,000
ML	Building	E2010 - Fixed Furnishings	Servery 1a		L	30,000						0		0
ML	Building	D1010 - Elevators & Lifts	elevator component replacement door operators		L	45,000						0		0
ML	Building	E1093 - Food Service Equipment	dishwashers		L	58,000						0		0
ML	Building	D-Services - Mechanical	D3022 - Hot Water Boilers		L		200,000					200,000		200,000
ML	Building		Butterfly Dementia Care unit 1A	2021 Carryover 25000	L	136,000	161,600					161,600		161,600
ML	Building	32 - Intercommunications And Pa	Nurse call - Austoo systsem		L	250,000						0		0
ML	Equip	E-Equipment and Furnishings	Solid Waste Handling Equipment-dumpster		L		67,760					67,760		67,760
<b>ML Total</b>						<b>578,000</b>	<b>585,760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>585,760</b>	<b>0</b>	<b>585,760</b>
Paramedic	Vehicles	TRAI-07-1118086	TRAILER - Mobile Command	936	M	15,000	20,000					20,000		20,000
Paramedic	Vehicles	TRAI-07-N063595	TRAILER - Logistics	933	M	15,000	20,000					20,000		20,000
Paramedic	Vehicles	AMBU-17-9774496	AMBULANCE DEMERS TYPE	4560-18	E	235,000	235,000					235,000		235,000
Paramedic	Vehicles	AMBU-18-9774473	AMBULANCE DEMERS TYPE	4593-18	M	235,000	235,000					235,000		235,000
Paramedic	Vehicles	AMBU-18-9774474	AMBULANCE DEMERS TYPE	4913-18	L	235,000	235,000					235,000		235,000
Paramedic	Vehicles	AMBU-18-9774495	AMBULANCE DEMERS TYPE	4901-18	L	235,000	300,000					300,000		300,000
Paramedic	Vehicles	AMBU-18-9774497	AMBULANCE DEMERS TYPE	4903-18	L	235,000	300,000					300,000		300,000
Paramedic	Vehicles	AMBU-19-N044507	AMBULANCE DEMERS TYPE	4900-19	L	235,000	300,000					300,000		300,000
Paramedic	Vehicles	ERV-16-EA29256	Ford Expedition	2021 carryover	E		90,000					90,000		90,000
Paramedic	Vehicles	ERV-16-EA54329	FORD F250	2021 carryover	L		90,000					90,000		90,000
Paramedic	Vehicles	ERV-16-ERO7647	Ford Expedition	2021 carryover	L		90,000					90,000		90,000
<b>Paramedic Total</b>						<b>1,440,000</b>	<b>1,915,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,915,000</b>	<b>0</b>	<b>1,915,000</b>
Prop-Arn Base	Building	D2095 - Domestic Water Heaters	Gas fired instantenous hot water heater.		L	5,095	5,095					5,095		5,095
Prop-Arn Base	Land Improvement	G2020 - Parking Lots	Asphalt parking lot on the side of the building, and asphalt driveway.		L	10,000	10,000					10,000		10,000
Prop-Arn Base	Land Improvement	G2020 - Parking Lots	Asphalt crack sealing		L	5,000	0					0		0
<b>Prop-Arn Base Total</b>						<b>20,095</b>	<b>15,095</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,095</b>	<b>0</b>	<b>15,095</b>
Prop-BB-Base	Land Improvement	G2020 - Parking Lots	Asphalt crack sealing		L	5,000	0					0		0
<b>Prop-BB-Base Total</b>						<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Prop-CAB	Building	B2010 - Exterior Walls	soffits / wood siding		M	150,000	150,000					150,000		150,000
Prop-CAB	Building	B2010 - Exterior Walls	Caulking / Repointing		M	60,000	60,000					60,000		60,000
Prop-CAB	Building	10 - Electrical Service And Distrib	Generator Transfer Switch		L	30,000	30,000					30,000		30,000
Prop-CAB	Building	B2030 - Exterior Doors	Upgrades to existing barrier free doors		L	59,000	59,000			59,000		59,000		59,000
Prop-CAB	Equip	TRAC-22-	LAWN TRACTOR FOR CAB (GR SERIES)		L	20,000	15,000					15,000		15,000
Prop-CAB	Land Improvement	G2020 - Parking Lots	Crack filling - sealing		L	20,000	20,000					20,000		20,000
Prop-CAB	Land Improvement	G2030 - Pedestrian Paving	Concrete pedestrian walkways		M	10,000	10,000					10,000		10,000
Prop-CAB	Vehicles	LDR-12-S287312	TRUCK PICKUP DODGE RAM 1500 4X2		L	30,000						0		0
<b>Prop-CAB Total</b>						<b>379,000</b>	<b>344,000</b>	<b>0</b>	<b>0</b>	<b>59,000</b>	<b>0</b>	<b>285,000</b>	<b>0</b>	<b>344,000</b>
Prop-Deep-Base	Land Improvement	G2020 - Parking Lots	Asphalt crack sealing		L	5,000	0					0		0
<b>Prop-Deep-Base Total</b>						<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Prop-OPP	Land Improvement	G2020 - Parking Lots	Line Painting		L	10,000	10,000					10,000		10,000
<b>Prop-OPP Total</b>						<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>
Prop-Pet-Base	Land Improvement	G2020 - Parking Lots	Asphalt crack sealing		L	20,000	20,000					20,000		20,000
<b>Prop-Pet-Base Total</b>						<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>20,000</b>
Prop-RCP	Building	C3040 - Wall Finishes - Units	Painted		L	25,000	0					0		0
Prop-RCP	Building	New Storage Garage	For Paramedic Vehicles/Equip-recover through 10yr lease		L		200,000					200,000		200,000
Prop-RCP	Building	B30 - Roofing	Skylight assembly across the main section of the building.		L	45,855	45,855					45,855		45,855
Prop-RCP	Building	070 - Floor Finishes - Common A	Mostly ceramic - Halls and washrooms - some carpet		L	46,020	46,020					46,020		46,020
Prop-RCP	Building	134 - Packaged Air Conditioning	Gas fired roof top units and electric baseboard heaters around the perimeter of t		L	150,000	150,000					150,000		150,000
Prop-RCP	Land Improvement	G2020 - Parking Lots	Paved parking lots around the 2021 carryover		L		50,000					50,000		50,000
<b>Prop-RCP Total</b>						<b>266,875</b>	<b>491,875</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>491,875</b>	<b>0</b>	<b>491,875</b>
PW	Bridges	B005	Scollard Bridge	Pucker Street	53	600,000	600,000					600,000		600,000
PW	Bridges	B002	Bonnechere River Bridge	2021 carry over-\$350k			350,000					350,000		350,000
PW	Bridges	B022	Indian River Bridge	Sandy Beach Rd	70	1,200,000	1,200,000					1,200,000		1,200,000
PW	Bridges	B056	Colterman Bridge	Colterman Road	69	100,000	100,000					100,000		100,000

County of Renfrew  
2022 Budget

					Road 70			Sources of Financing						
					Bridge 70			Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	Total
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Budget \$							
PW	Bridges	B057	Mount St. Patrick Bridge	Mount St Patrick Rd	51	800,000	800,000					800,000		800,000
PW	Bridges	B064	Pilgrim Road Bridge	Pilgrim Road	66	180,000	180,000					180,000		180,000
PW	Bridges	B068	Schimmins Creek Bridge	Welk Road	66	100,000	100,000					100,000		100,000
PW	Bridges	B150	Dam Lake Bridge	Stanley Olsheski Rd	71	100,000	100,000					100,000		100,000
PW	Bridges	B203	Petawawa River Bridge	51	70	1,300,000	1,300,000					1,300,000		1,300,000
PW	Bridges	B257	Harrington Creek Bridge	512	29	800,000	800,000					800,000		800,000
PW	Bridges	B319	Bucholtz Bridge	2021 carry over-\$362k	73	950,000	950,000					950,000		950,000
PW	Bridges	B007	Butler Bridge	Butler Road	74	100,000	100,000					100,000		100,000
PW	Bridges	B044	Douglas Bridge	5	68	45,000	45,000					45,000		45,000
PW	Bridges	B102	Brennans Creek Bridge	512	64	54,000	54,000					54,000		54,000
PW	Bridges	B108	Tramore Bridge	Tramore Road	74	40,000	40,000					40,000		40,000
PW	Bridges	B156	Burnt Bridge	Burnt Bridge Road	64	25,000	25,000					25,000		25,000
PW	Bridges	B232	Cochrane Creek Bridge	Cement Bridge Road	40	50,000	50,000					50,000		50,000
PW	Bridges	B310	Ski Hill Bridge	58	69	30,000	30,000					30,000		30,000
PW	Bridges		Various Bridge Repairs			200,000	200,000					200,000		200,000
PW	Building	Salt Building	Structure	Goshen Patrol-Calabogie	M	50,000	50,000					50,000		50,000
PW	Building	Sand Dome	Roof	Goshen Patrol-Calabogie	H	35,000	35,000					35,000		35,000
PW	Building	Sand Dome	Structure	Goshen Patrol-Calabogie	M	52,000	52,000					52,000		52,000
PW	Culverts	C012	Farquharson's Culvert	S. McNaughton Road	55	135,000	135,000					135,000		135,000
PW	Culverts	C037	Bagot Creek Culvert	Lower Spruce Hedge Road	21	342,000	342,000					342,000		342,000
PW	Culverts	C040	Snake River Culvert	8	58	108,000	108,000					108,000		108,000
PW	Culverts	C134	Campbell Drive Culvert	Campbell Drive	45	585,000	585,000					585,000		585,000
PW	Culverts	C137	Hanson Creek Culverts	Robertson Line	57	162,000	162,000					162,000		162,000
PW	Culverts	C152	Wadsworth Lake Culvert	Old Barry's Bay Road	46	252,000	252,000					252,000		252,000
PW	Culverts	C197	Etmanskie Swamp Culvert	2021 carryover-\$240k	45	1,100,000	1,100,000					1,100,000		1,100,000
PW	Culverts	C269	Jacks Lake Culverts	58	53	180,000	180,000					180,000		180,000
PW	Culverts	C302	Wingle Creek Twin Culverts	Rochfort Road	16	180,000	180,000					180,000		180,000
PW	Culverts	C001	Berlanquet Creek Culvert	5	67	38,500	38,500					38,500		38,500
PW	Culverts	C025	Borne Road Culvert	Borne Road	28	30,000	30,000					30,000		30,000
PW	Culverts	C051	Harris Creek Culvert	Proven Line	26	20,000	20,000					20,000		20,000
PW	Culverts	C130	Lochiel Creek Culvert North	63	34	33,500	33,500					33,500		33,500
PW	Culverts	C191	Dicks Road Culvert	Dicks Road	29	20,000	20,000					20,000		20,000
PW	Culverts	C201	Broomes Creek Culvert	2021 carryover-\$800k	35	100,000	100,000					100,000		100,000
PW	Culverts	C204	Bellowes Creek Culvert	12	45	30,000	30,000					30,000		30,000
PW	Culverts	C268	St. Columbkille's Culvert	58	64	75,000	75,000					75,000		75,000
PW	Culverts	C325	Neilson Creek Culvert	Clear Lake Road	36	50,000	50,000					50,000		50,000
PW	Equip	new	Offset Roller	hot mix patching/shoulders	L		71,000					71,000		71,000
PW	Equip	new	Road Shoulder MC		L		80,000					80,000		80,000
PW	Equip	ATTA-99-GSWECK	Sweeper		M		20,000					20,000		20,000
PW	Equip	BACK-06-G959459	Backhoe		M	185,000	185,000					185,000		185,000
PW	Equip	SMEQ-08-3300055	Line Paint Machine GP/CP		M		14,000					14,000		14,000
PW	Equip	replaces 1985 homemade trailer	U-body water tank		M		36,000					36,000		36,000
PW	Equip	TRAC-02-L25212	Tractor		M	95,000	95,000					95,000		95,000
PW	Land Improvement	Parking Lot		Cobden	M	180,000	180,000					180,000		180,000
PW	Roads	1	Madawaska Blvd	B258 W Exp Jnt-to-Daniel St	52	14,269	14,269					14,269		14,269
PW	Roads	1	Madawaska Blvd	Daniel St-to-Elgin St	52	145,556	145,556					5,556		145,556
PW	Roads	1	Madawaska Blvd	2021 Carryover Division St to Osborne			520,000				428,416	91,584		520,000
PW	Roads	1	River Road	Henry Crescent-to-Lochwinnoch Rd	37	774,080	774,080					760,000	14,080	774,080
PW	Roads	2	White Lake Road	Mountain View Rd-to-Robertson Line	52	271,629	271,630					260,000	11,630	271,630
PW	Roads	2	White Lake Road	Robertson Line-to-Cty Rd 23 (Highland Rd)	50	645,540	645,540					630,000	15,540	645,540
PW	Roads	2	White Lake Road	Cty Rd 23 (Highland Rd)-to-Waba Creek Bdge E E	62	171,516	171,516					165,000	6,516	171,516
PW	Roads	7	Foresters Falls Rd	Harriet Street (urban begins)-to-Beginning of semi	31	357,500	357,500					340,000	17,500	357,500
PW	Roads	13	Mountain Rd	Micksburg Rd-to-Soike Rd	35	301,000	301,000				275,000	26,000		301,000
PW	Roads	13	Mountain Rd	Soike Rd-to-Stafford Third Line	37	296,700	296,700				275,000	21,700		296,700
PW	Roads	21	Beachburg Rd	Buchannan's Pit Entrance (1046)-to-Pappin Rd	51	411,720	411,720					400,000	11,720	411,720
PW	Roads	21	Beachburg Rd	Pappin Rd-to-Watchorn Dr	51	348,322	348,322					340,000	8,322	348,322
PW	Roads	21	Beachburg Rd	Watchorn Dr-to-Urban Beginning	50	110,665	110,665					105,000	5,665	110,665
PW	Roads	23	Highland Rd	Renfrew/Lanark Line-to-Sawmill Road	36	324,650	324,650					320,000	4,650	324,650
PW	Roads	24	White Water Rd	Hwy 17-to-Cty Rd 40 (Greenwood Rd)	32	826,560	826,560					810,000	16,560	826,560
PW	Roads	29	Drive Inn Rd	City of Pembroke (South Limits)-to-Wilson Rd	55	188,680	188,680					180,000	8,680	188,680
PW	Roads	29	Drive Inn Rd	Wilson Rd-to-Clearview Crescent	70	194,020	194,020					190,000	4,020	194,020
PW	Roads	62	Combermere Rd	Combermere S Urban Lt-to-Combermere N Urban	75	15,107	0					0		0
PW	Roads	62	Combermere Rd	Combermere North Urban Limit-to-Cty Rd 517 (Da	77	9,450	0					0		0
PW	Roads	62	Combermere Rd	Cty Rd 517 (Dafoe Rd)-to-Combermere Bdge S E)	85	6,750	0					0		0
PW	Roads	62	Combermere Rd	Combermere Bdge S Exp Jnt-to-CR 515 (Palmer f	82	31,646	62,953					62,953		62,953
PW	Roads	65	Centennial Lake Rd	Black Donald Access Point-to-Deer Mountain Rd	13	1,128,270	1,128,270				325,010	803,260		1,128,270
PW	Roads	67	Simpson Pit Rd	Buck Hill Rd-to-Cty Rd 58 (Round Lake Rd)	48	781,000	781,000					750,000	31,000	781,000
PW	Roads	508	Calabogie Rd	Mill St-to-Cty Rd 511 (Lanark Rd)	33	636,320	636,320				500,000	136,320		636,320

County of Renfrew  
2022 Budget

					Road 70		Sources of Financing							
					Bridge 70									
					Culvert 70	Revised	Budget \$	Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	Total
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Budget \$	Taxation/Other	Share	Grant	Reserve	Reserves	Debt	Total
PW	Roads	512	Foymount Rd	County Road 66-to-Brudenell East Limit	41	99,940	99,940					99,940		99,940
PW	Roads	512	Foymount Rd	Brudenell Village East Limit-to-Lorwell Lake Drive	16	543,950	543,950					543,950		543,950
PW	Roads	512	Foymount Rd	Lorwell Lake Drive-to-Hubers Rd	42	202,510	202,510					202,510		202,510
PW	Roads	512	Foymount Rd	B257-to-Lake Clear Rd	3	704,000	704,000					704,000		704,000
PW	Roads	512	Foymount Rd	Lake Clear Rd-to-Buelow Rd	3	537,680	537,680					537,680		537,680
PW	Roads	512	Foymount Rd	2021 carry over-\$1.6m	10	1,094,500	1,094,500					1,094,500		1,094,500
PW	Roads	517	Dafoe Rd	Serran Road - to - CA 2532	21	165,690	165,690			165,690				165,690
PW	Roads	517	Dafoe Rd	CA 2532-to-CA 2647	37	149,384	149,384			149,384				149,384
PW	Roads	517	Dafoe Rd	CA 2647-to-Lower Craigmont Rd	17	97,310	97,310			97,310				97,310
PW	Roads	517	Dafoe Rd	Lower Craigmont Rd-to-City Rd 62 (Combermere	19	722,100	722,100			611,990				722,100
PW	Roads	30	Lake Dore Rd	Hwy 60-to-St. John's Church Steps	53	75,000	75,000					75,000		75,000
PW	Roads	30	Lake Dore Rd	St. John's Church Steps-to-Lovers Lane	18	25,000	25,000					25,000		25,000
PW	Roads		Scratch Coat	Various		737,924	737,924					737,924		737,924
PW	Roads		Active Transportation	Various		150,000	150,000					150,000		150,000
PW	Trailer	replaces 1990 utility trailer	16ft Float		M	12,000	12,000					12,000		12,000
PW	Trailer	replaces 1995 utility trailer	Enclosed cargo SWP		M	15,000	15,000					15,000		15,000
PW	Vehicles	626-08	6 Ton Truck	2021 carryover	M	355,000	355,000					355,000		355,000
PW	Vehicles	617-09	6 Ton Truck	Plow Truck	M	355,000	355,000					355,000		355,000
PW	Vehicles	158-07	Service Van (Mechanic)		M	150,000	150,000					150,000		150,000
PW	Vehicles	157-12	Pickup Truck (Mechanic)	2021 carryover	M	60,000	60,000					60,000		60,000
PW	Vehicles	156-13	Service Van (Mechanic)	2021 carryover	M	150,000	150,000					150,000		150,000
PW	Vehicles	101-14	Pickup Truck	2021 carryover	M	42,000	42,000					42,000		42,000
PW	Vehicles	146-14	Pickup Truck	2021 carryover	M	45,000	45,000					45,000		45,000
PW	Vehicles	164-14	Pickup Truck	2021 carryover	M	42,000	42,000					42,000		42,000
PW	Vehicles	111-15	Pickup Truck		M	42,000	42,000					42,000		42,000
PW	Vehicles	121-15	Pickup Truck		M	42,000	42,000					42,000		42,000
PW	Vehicles	131-15	Pickup Truck		M	42,000	42,000					42,000		42,000
PW	Vehicles	112-16	Pickup Truck		M	42,000	42,000					42,000		42,000
<b>PW Total</b>						<b>25,401,936</b>	<b>26,492,939</b>	<b>0</b>	<b>0</b>	<b>2,739,384</b>	<b>5,478,416</b>	<b>18,275,139</b>	<b>0</b>	<b>26,492,939</b>
RCHC	Building	59 Wallace Street - Site	G4020 - Site Lighting	Exterior	E	25,000	25,000					25,000		25,000
RCHC	Building	44 Lorne Street	B2030 - Exterior Doors	Exit doors	H	26,000	26,000					26,000		26,000
RCHC	Building	150 Elizabeth Street North	B2030 - Exterior Doors	Exits	M	35,000	35,000					35,000		35,000
RCHC	Building	510 MacKay Street	B2030 - Exterior Doors	Patio doors	H	50,000	50,000					50,000		50,000
RCHC	Building	Nelson Street	Fencing (Nov 2021 Council Ap	(SSRF shortfall)			100,000					100,000		100,000
RCHC	Building	425 Nelson Street	B30 - Roofing	Roof	M	60,000	60,000					60,000		60,000
RCHC	Building	75 Stafford Street	C1070 - Plumbing fixture Ref	faucet and bathroom vanities	H	75,000	75,000					75,000		75,000
RCHC	Building	260 Elizabeth Street North	B2030 - Exterior Doors	Units patios and balconies	H	150,000	150,000					150,000		150,000
RCHC	Building	260 Elizabeth Street North	B2020 - Exterior Windows	2021 carry over			172,500					172,500		172,500
RCHC	Building	Bronx Street/Reynolds Avenue	B2020 - Exterior Windows	2021 carry over - \$175k			194,165					194,165		194,165
RCHC	Building	174/178,202 Massey, 220/350 A	Roofing	Roofing	E	150,000	150,000					150,000		150,000
RCHC	Building	130-144 Fraser, 135-147 Arnold	B2010 - Exterior Walls-Siding	Main level & 2nd floor	M	170,000	170,000					170,000		170,000
RCHC	Building	1030-1106 Lea St - (4) Townhorr	B2020 - Exterior Windows	All, based on sample units inspection for 1042	H	275,000	275,000					275,000		275,000
RCHC	Vehicles	LDTR-13-N101805	VAN MTCE NISSAN		L	46,000								0
RCHC	Vehicles	TRAC-11-LAWN17	Tractor 59 Wallace		L	8,600								0
RCHC	Vehicles	TRAC-06-LAWN04	Lawn tractor 150 Elizabeth		L	8,600								0
<b>RCHC Total</b>						<b>1,079,200</b>	<b>1,482,665</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,482,665</b>	<b>0</b>	<b>1,482,665</b>
Trails	Land Imp	Phase III Final Transfer	Former CP Rail Transfer	2021 carry over	L		34,000					34,000		34,000
<b>Trails Total</b>						<b>0</b>	<b>34,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,000</b>	<b>0</b>	<b>34,000</b>
<b>Grand Total</b>						<b>29,639,576</b>	<b>31,795,134</b>	<b>0</b>	<b>0</b>	<b>2,798,384</b>	<b>5,478,416</b>	<b>23,518,334</b>	<b>0</b>	<b>31,795,134</b>

## County of Renfrew - 2022 Staffing Budget

Division	Department	Union	Job Title	2022	2021	Variance	Business Case Reference #
				Hours	Hours	Hours	
BM	Client Programs	C	Allied Health Supp-Resident Aid	9,221	-	9,221	100% MOH Funded - 4 hours care per resident day - November 2021 Update
BM	Client Programs	C	Rec Programmer	11,242	7,470	3,772	H-CC-21-06-66
BM	Client Programs	C	Recreation Therapist		3,536	(3,536)	H-CC-21-06-66
BM	Client Programs	C	Rehabilitation Assistant	3,912	3,796	116	Extra Stat Day - National Day for Truth and Reconciliation
BM	Dietary	C	Chef	2,544	2,528	16	Extra Stat Day - National Day for Truth and Reconciliation
BM	Dietary	C	Cook	5,344	5,304	40	Extra Stat Day - National Day for Truth and Reconciliation
BM	Dietary	C	Food Service Worker	30,822	30,582	240	Extra Stat Day - National Day for Truth and Reconciliation
BM	Housekeeping	C	Houskeeping Aides	28,480	28,288	192	Extra Stat Day - National Day for Truth and Reconciliation
BM	Laundry	C	Clothing Aid	(338)	-	(338)	NEW 2022-BM-01
BM	Laundry	C	Laundry Aides	(1,562)	-	(1,562)	NEW 2022-BM-01
BM	Nurse Admin	C	Unit Clerk	1,092	-	1,092	NEW 2022-BM-01
BM	Laundry	C	Clothing Aid	112	104	8	Extra Stat Day - National Day for Truth and Reconciliation
BM	Laundry	C	Laundry Aides	1,200	1,216	(16)	Stat Holiday Correction
BM	Nurse Admin	C	Unit Clerk	294	182	112	Extra Stat Day - National Day for Truth and Reconciliation
BM	Maintenance	C	Electrician	1,536	1,520	16	Extra Stat Day - National Day for Truth and Reconciliation
BM	Maintenance	C	Maintenance Person	4,589	4,573	16	Extra Stat Day - National Day for Truth and Reconciliation
BM	Nurse Admin	C	Staff Clerk	2,170	2,163	7	Extra Stat Day - National Day for Truth and Reconciliation
BM	Nursing Direct	C	PSW	158,646	160,246	(1,600)	Stat Holiday Correction
BM	Nursing Direct	C	PSW-Nurse Supplement	38,300		38,300	100% MOH Funded - 4 hours care per resident day - November 2021 Update
BM	Nursing Direct	O	Registered Nurses	18,467	18,632	(165)	Stat Holiday Correction
BM	Nursing Direct	C	RPN - Nurse Supplement	6,984		6,984	100% MOH Funded - 4 hours care per resident day - November 2021 Update
BM	Nursing Direct	C	RPN	42,709	42,444	265	Extra Stat Day - National Day for Truth and Reconciliation
BM	Admin	N	Administrator	1,820		1,820	Director of LTC now at ML, Administrator at BM
BM	Admin	N	Director - LTC	-	1,820	(1,820)	Director of LTC now at ML, Administrator at BM
<b>Bonnechere Manor Total</b>				<b>367,584</b>	<b>314,404</b>	<b>53,180</b>	
ML	Admin	N	Director - LTC	1,820		1,820	Director of LTC now at ML, Administrator at BM
ML	Admin	N	Administrator	-	1,820	(1,820)	Director of LTC now at ML, Administrator at BM
ML	Client Programs	C	Allied Health - ONA	1,950	-	1,950	100% MOH Funded - 4 hours care per resident day - November 2021 Update
ML	Client Programs	O	Allied Health - Social Worker	1,820	-	1,820	100% MOH Funded - 4 hours care per resident day - November 2021 Update
ML	Client Programs	C	Recreation Programmers	10,318	10,294	24	Extra Stat Day - National Day for Truth and Reconciliation
ML	Client Programs	C	Rehab Assistants	3,648	3,640	8	Extra Stat Day - National Day for Truth and Reconciliation
ML	Food Services	C	Cooks	6,996	6,930	66	Extra Stat Day - National Day for Truth and Reconciliation
ML	Food Services	C	Food Service Workers	27,928	27,802	126	Extra Stat Day - National Day for Truth and Reconciliation
ML	Housekeeping	C	Housekeeping Aides	26,536	26,404	132	Extra Stat Day - National Day for Truth and Reconciliation
ML	Laundry	C	Laundry Aides	3,992	3,960	32	Extra Stat Day - National Day for Truth and Reconciliation
ML	Maintenance	C	Maintenance Person	6,442	6,434	8	Extra Stat Day - National Day for Truth and Reconciliation
ML	Nursing Direct	C	Personal Support Worker	139,669	138,783	886	Extra Stat Day - National Day for Truth and Reconciliation
ML	Nursing Direct	C	PSW - Nurse Supplement	32,128		32,128	100% MOH Funded - 4 hours care per resident day - November 2021 Update
ML	Nursing Direct	O	Registered Nurses	14,655	14,527	128	Extra Stat Day - National Day for Truth and Reconciliation
ML	Nursing Direct	C	RPN - Nurse Supplement	2,920		2,920	100% MOH Funded - 4 hours care per resident day - November 2021 Update
ML	Nursing Direct	C	Registered Practical Nurses	52,800	52,416	384	Extra Stat Day - National Day for Truth and Reconciliation
<b>Miramichi Lodge Total</b>				<b>333,622</b>	<b>293,010</b>	<b>40,612</b>	
Finance	Finance	N	Accounting Clerk	1,820		1,820	RCHC Clerk Transfer to Finance - SDIP Reorganization
<b>Finance Total</b>				<b>1,820</b>	<b>-</b>	<b>1,820</b>	
Human Resources	Human Resources	N	Human Resources Coordinators	1,820		1,820	TRF from Paramedic - HR Service Reorganization
Human Resources	Human Resources	N	Human Resources Coordinators	1,820		1,820	FA-CC-21-02-31 Lower Tier Support
<b>Human Resources Total</b>				<b>3,640</b>	<b>-</b>	<b>3,640</b>	
Paramedic	Administration	N	HR Coordinator		1,820	(1,820)	TRF to HR - Service Reorganization
Paramedic	Administration	N	New - Admin Commander	1,820		1,820	NEW 2022-EMS-01
Paramedic	Paramedics - Comm Paramed	C/N	Paramedics - Comm Paramed	5,825	6,565	(740)	Adjust Hours to Funding
Paramedic	Paramedics - LTC	C/N	Paramedics - LTC	27,667	30,746	(3,079)	Adjust Hours to Funding
Paramedic	Paramedics - VTAC Admin	C/N	Paramedics - VTAC Admin	22,767		22,767	H-CC-21-08-72
Paramedic	VTAC	C/N	VTAC	15,688	19,407	(3,719)	Adjust Hours to Funding
<b>Paramedic Total</b>				<b>73,767</b>	<b>58,538</b>	<b>15,229</b>	
Planning	Planning	N	Jr Planner/Land Division Secretary	1,820		1,820	DP-CC-21-06-61
Planning	Planning	N	County Planner	3,640		3,640	DP-CC-21-10-100
Planning	Planning	N	Land Division Secretary		1,820	(1,820)	DP-CC-21-06-61
Planning	Planning	N	Senior Planner		1,820	(1,820)	DP-CC-21-06-61
<b>Planning Total</b>				<b>5,460</b>	<b>3,640</b>	<b>1,820</b>	
Property	Pembroke	N	Asset Management Coordinator	-	1,820	(1,820)	NEW 2022-DP-01
<b>Property Total</b>				<b>-</b>	<b>1,820</b>	<b>(1,820)</b>	
POA	Disclosure Clerk	N	Disclosure Clerk PT	1,820	910	910	NEW 2022-POA-01
<b>Provincial Offences Total</b>				<b>1,820</b>	<b>910</b>	<b>910</b>	
RCHC	Pembroke	N	Site Supervisor		1,820	(1,820)	NEW 2022-RCHC-01 - SDIP Savings
RCHC	Renfrew	C	Finance Clerk		1,820	(1,820)	RCHC Clerk Transfer to Finance - SDIP Reorganization
<b>RCHC Total</b>				<b>-</b>	<b>3,640</b>	<b>(3,640)</b>	
<b>Grand Total</b>				<b>787,713</b>	<b>675,962</b>	<b>111,751</b>	



## BUSINESS CASE - STAFFING REPORT

NEW 2022-BM-01

Date: January 12, 2022

Department: Bonnechere Manor

Report Prepared by: Mike Blackmore, Director of Long-Term Care

<b>PROPOSAL</b>	To decrease the hours in the Clothing Aide positions by 338 hours and the Laundry Aide positions by 1,562 hours and utilize these efficiencies to increase the hours in the Unit Clerk position by 1,092 hours.	
<b>POSITION(S)</b>	Decrease Bonnechere Manor Clothing Aide hours	-338
<b>Union X or Non-Union</b>	Decrease Bonnechere Manor Laundry Aide hours	-1,562
	Increase Bonnechere Manor Unit Clerk hours	+1,092
<b>SUMMARY</b>	<b><u>Background/Discussion</u></b>	
<b>Background Discussion</b>	With the increase of administration duties due to Pandemic reporting; recording and maintaining vaccination status of residents, staff, essential caregiver and general visitors; the increase coordination and ordering of nursing supplies including personal protective equipment; and supporting the residents and families with specialist appointments and transportation, staff recommend an increase in hours for the Unit Clerk position that can be accommodated with a decrease in the Clothing Aide and Laundry Aide positions. The decreased hours are representative of hours scheduled since 2020, but have remained budget for. The reduction in laundry hours brings Bonnechere Manor closer into alignment with Miramichi Lodge laundry resources.	
<b>RECOMMENDATION</b>	THAT the Health Committee recommends to County Council the approval of the decrease of 338 hours in the Clothing Aid position, decrease of 1,562 hours in the Laundry Aid position and an increase of 1,092 hours in the Unit Clerk position at Bonnechere Manor.	
<b>Financials</b>	<b><u>Hours</u></b>	<b><u>Salary/Benefits</u></b>
	BM Clothing Aide	-\$9,834
	BM Laundry Aide	-\$32,193
	BM Unit Clerk	+\$33,836
	BM Total	-\$8,191





**BUSINESS CASE - STAFFING REPORT**

**NEW 2022-EMS-01**

**Date:** January 12, 2022

**Department:** Emergency Services

**Report Prepared by:**

<p><b>PROPOSAL</b></p>	<p>Creation of a new Admin Commander position, Group 10, an increase of 1,820 hours.</p>		
<p><b>POSITION(S)</b> <b>Union or Non-Union X</b></p>	<p>Increase an Admin Commander position, Group 10, + 1,820 hours.</p>		
<p><b>SUMMARY</b></p> <ul style="list-style-type: none"> <li>• <b>Background</b></li> <li>• <b>Discussion</b></li> </ul>	<p><b>Full-time permanent Administrative Commander</b></p> <p>Currently, the responsibility of attendance management, leaves of absence, health and safety, labour management falls the Operation Commanders responsible for the management of day-to-day issues within the Service. Due to the 24/7 operation of this position, it is difficult for them to assume these responsibilities, including attendance management, tracking of leaves of absence, health and safety incident/accident reports, return-to-work sick calls, health and safety or labour management. As a result, this responsibility falls on the Deputy Chief Operations. While the role of the Deputy Chief is to oversee the development, implementation, and maintenance of the operations of the Service, due to the increased volume and day-to-day facilitation of these responsibilities it is impractical for it to remain with this level of management. With the increased staffing requirements there has been an increase in sick time, leaves of absence and the WSIB file that places an increased demand that exceeds our capacity to be able to meet legislative requirements highlighting the need to increase our compliment of management staff.</p> <p>This position creates an opportunity for the development of a consistent and standardized approach to the management of these portfolios throughout the Service, providing a one-point contact, and increasing the level of support and communication for all, including Employees, Operational Commanders, Administrative Support, Deputy Chiefs and Chief, as well as Corporate Services, ultimately improving the internal functions of the Paramedic Service, and the employees responsible for the services provided to the public.</p> <p>This position would report to the Deputy Chief(s), and be responsible for the following supervisory responsibilities:</p> <ul style="list-style-type: none"> <li>• Attendance Management (sick calls, book offs)</li> <li>• Return to Work (WSIB, STD, LTD, non-occupational casefiles)</li> <li>• Health and Safety (incident/accident tracking, follow up)</li> <li>• Labour Management (grievances, union contact)</li> </ul>		
<p><b>RECOMMENDATION</b></p>	<p>THAT the Health Committee recommend to County Council the approval of an increase of 1,820 hours for the creation of a new Admin Commander position, Group 10, within the Paramedic Services Department.</p>		
<p><b>FINANCIAL CONSIDERATIONS</b></p>	<p>Admin Commander</p>	<p><u>HRS</u> +1,820</p>	<p><u>Salary</u> +\$100,000</p>



**BUSINESS CASE - STAFFING REPORT**

**NEW 2022-DP-01**

**Date:** January 11, 2022

**Department:** Development and Property

**Report Prepared by:** Craig Kelley, Director of Development and Property

<b>PROPOSAL</b>	To decrease the hours in the Asset Management Coordinator position, Group 7 – 1,820 hours.							
<b>POSITION(S)</b> Union or Non-Union X	Decrease the Asset Management Coordinator position, Group 7 -1,820 hours.							
<b>SUMMARY</b> <ul style="list-style-type: none"> <li>• <b>Background</b></li> <li>• <b>Discussion</b></li> </ul>	The Asset Management Coordinator was also responsible for assisting the Manager of Real Estate. However, with changes in Finance with the hiring of a Finance Manager and inclusion of other staff, there is an option and greater synergy to roll in Asset Management as an ongoing task for finance staff, supported by the appropriate staff in Renfrew County Housing Corporation (RCHC), Development and Property, Public Works and Engineering etc.							
<b>RECOMMENDATION</b>	THAT the Development and Property Committee recommend to County Council the approval of the decrease of 1,820 hours for the Asset Management Coordinator position, Group 7 in the Real Estate Division.							
<b>FINANCIAL CONSIDERATIONS</b>	<table border="0" style="width: 100%;"> <thead> <tr> <th style="width: 60%;"></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>Asset Management Coordinator</td> <td style="text-align: center;">-1,820</td> <td style="text-align: center;">-\$82,410</td> </tr> </tbody> </table>			<u>HRS</u>	<u>Sal/Ben</u>	Asset Management Coordinator	-1,820	-\$82,410
	<u>HRS</u>	<u>Sal/Ben</u>						
Asset Management Coordinator	-1,820	-\$82,410						



# BUSINESS CASE - STAFFING REPORT

NEW 2022-POA-01

Date: January 13, 2022

Department: Corporate Services

Report Prepared by: Jeffrey Foss

<b>PROPOSAL</b>	Request for Additional Hours in the 2022 Budget for the POA Disclosure Clerk in response to the additional workload anticipated by the transfer of prosecution responsibilities Part III Offences
<b>POSITIONS Non-Union X</b>	Disclosure Clerk PT (910 hrs) to Full Time (1820 hrs)
<b>SUMMARY</b> <ul style="list-style-type: none"> <li>• <b>Background</b></li> <li>• <b>Discussion</b></li> </ul>	<p>In February 2018, staff provided Committee with a letter dated January 22, 2018 from the Ministry of the Attorney General (MAG) advising that Bill 177 – Stronger, Fairer Ontario Act (Budget Measures), 2017 was passed by the Legislative Assembly of Ontario on December 14, 2017. This Bill enables the Attorney General to enter into agreements with municipalities to transfer responsibility for certain prosecutions currently prosecuted by the Ministry’s Criminal Law Division under Part III of the Provincial Offences Act. The target date for all municipalities to download Part III matters was the end of 2019 and MAG was to meet in June 2018 to further discuss how to proceed with the Memorandum of Understanding. No further updates were received until May 2019, when staff attended another Municipal Court Managers’ Association Annual Conference and the Ministry of the Attorney General (MAG) advised that the download of Part III Prosecutions was still under review and they could not provide a timeline as to when the download would occur.</p> <p>The Ministry will continue to prosecute certain Part III POA cases, including those in which a criminal charge is also laid, charges involving Ontario’s sex offender registry and Young Persons, and a review of POA fatalities will be conducted on a case-by-case basis to determine if the Crown Attorney or municipality will prosecute. The Ministry is continuing to plan for a phased approach to the transfer of this Part III work and the timing of individual transfers will be informed by local site readiness and capacity to assume this important responsibility. An amending legal agreement will be required to affect the transfer, consisting of an amending Memorandum of Understanding and amending Local Side Agreement, which specifically address the transfer of the Part III prosecution only.</p> <p>The COVID-19 pandemic in March 2020 placed all Part III transfer discussions on hold. However, in November 2021 the new Crown Attorney, Mr. Julien Lalande, sent the County of Renfrew some correspondence asking that we re-engage our discussion involving the Part III transfer. As a result, the 2022 POA budget has made provision for the related financial impacts.</p>

	<p>The current Disclosure Clerk PT (910 hrs) is responsible to collect, organize and distribute all of the information required by the Court in preparation for a Part I offence. Part I offences represent less than 30% of all court matters before a Justice in Renfrew County courtrooms. Prior to a Part I court appearance there is also an informal meeting with the Prosecutor. These meetings result in a resolution before the court, payment of fine or a trial. Prior to the meeting, the Disclosure Clerk must ensure disclosure is available for the Prosecutor. With the transfer to Part III responsibilities, the workload for our Disclosure Clerk will increase dramatically, and this business case reflects an increase to FT hours (1820). In particular, Part III matters tend to be more serious in nature and can have extensive disclosure provided by enforcement agencies i.e. video evidence, witness statements and collision reports. By comparison a Part I disclosure typically consists of 3 pages of information where a Part III would be an average of 20 pages. The disclosure clerk also assists in case management, such as providing information and assistance for electronic exhibit filing and booking conference call and Zoom meetings between defendants/counsel and prosecution. With the transfer, the workload in this area would also increase substantially.</p>						
<p><b>RECOMMENDATION</b></p>	<p>THAT the Finance and Administration Committee recommends to County Council the addition of 910 hrs for the Disclosure Clerk position and changing the position from PT to FT.</p>						
<p><b>FINANCIAL CONSIDERATIONS</b></p>	<p>The transition to Part III Prosecution will have a net financial cost to the County (proposal assumes a Step 3 comparison)</p> <table data-bbox="571 803 2041 917"> <tr> <td data-bbox="571 803 1428 836">Addition – POA Disclosure Clerk 3/3 1820 hrs</td> <td data-bbox="1428 803 2041 836">\$49,635</td> </tr> <tr> <td data-bbox="571 836 1428 868">Reduction - POA Disclosure Clerk 3/3 910 hrs</td> <td data-bbox="1428 836 2041 868"><u>(\$24,815)</u></td> </tr> <tr> <td data-bbox="571 868 1428 917">Increased Salary Cost</td> <td data-bbox="1428 868 2041 917">\$24,820</td> </tr> </table> <p>*financials do not include benefit expense or PT vacation pay</p>	Addition – POA Disclosure Clerk 3/3 1820 hrs	\$49,635	Reduction - POA Disclosure Clerk 3/3 910 hrs	<u>(\$24,815)</u>	Increased Salary Cost	\$24,820
Addition – POA Disclosure Clerk 3/3 1820 hrs	\$49,635						
Reduction - POA Disclosure Clerk 3/3 910 hrs	<u>(\$24,815)</u>						
Increased Salary Cost	\$24,820						



# BUSINESS CASE - STAFFING REPORT

NEW 2022-RCHC-01

**Date:** January 4, 2022

**Department:** Community Services

**Report Prepared by:** Jennifer Dombroskie, Manager  
of Housing and Homelessness

<b>PROPOSAL</b>	Staffing reduction – to eliminate the Pembroke Renfrew County Housing Corporation Site Supervisor Position as previously presented to County Council through the Service Delivery Improvement Plan.						
<b>POSITIONS</b> <b>Non-Union</b>	Reduction of 1 position: Site Supervisor (Pembroke) - Renfrew County Housing Corporation Group 7 of the Non-Union Staff Salary Grid						
<b>SUMMARY</b> <ul style="list-style-type: none"> <li>• <b>Background</b></li> <li>• <b>Discussion</b></li> </ul>	<ul style="list-style-type: none"> <li>• The County of Renfrew’s Service Delivery Improvement Plan produced a recommendation to transfer the Renfrew County Housing Corporation maintenance portfolio to the Development and Property Department. Council approved the transfer during May 2021.</li> <li>• Administrative duties and supervisor responsibilities were realigned as the result of this change and through doing so there was no longer the need to have a Pembroke Site Supervisor.</li> <li>• Administrative restructuring resulted in 1 Site Supervisor position that has oversight and leadership for the Renfrew, Pembroke, and Arnprior housing staff and offices.</li> <li>• Efficiencies have been achieved and this has resulted in the redundancy of the Pembroke Site Supervisor position.</li> </ul>						
<b>RECOMMENDATION</b>							
<b>FINANCIAL</b> <b>CONSIDERATIONS</b>	<table style="margin-left: auto; margin-right: auto;"> <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>Site Supervisor (Pembroke)</td> <td style="text-align: center;">(1820)</td> <td style="text-align: center;">(\$106,824)</td> </tr> </tbody> </table> <p>These savings will be transferred back to the TCA Renewal Reserve to fund our SDIP renovation project.</p>		<u>HRS</u>	<u>Sal/Ben</u>	Site Supervisor (Pembroke)	(1820)	(\$106,824)
	<u>HRS</u>	<u>Sal/Ben</u>					
Site Supervisor (Pembroke)	(1820)	(\$106,824)					

County of Renfrew - 10 Year Asset Plan

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Totals
County Admin Building	329,000	235,000	100,000	250,000	25,000	80,000	107,975	225,000	134,129	-	1,486,104
Renfrew County Place	266,875	62,000	119,858	110,893	241,419	150,000	62,000	90,000	70,000	35,665	1,208,710
80 McGonigal	-	-	-	-	25,000	-	-	7,000	10,000	-	42,000
Miramichi Lodge	578,000	351,500	487,000	1,030,920	202,375	640,176	195,000	174,211	521,080	799,366	4,979,628
Bonnechere Manor	434,470	258,000	548,235	458,400	301,995	460,470	347,090	228,010	392,090	328,010	3,756,770
Arnprior Paramedic Base	20,095	-	15,000	15,000	5,000	5,000	12,000	-	30,000	-	102,095
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	317,000	240,000	245,000	250,000	255,000	260,000	270,000	275,000	280,000	285,000	2,677,000
RCHC	1,016,000	1,093,640	1,215,767	976,240	866,946	870,980	820,000	1,033,920	943,680	930,000	9,767,173
Fleet - PW	1,674,000	847,000	864,000	1,077,000	1,066,000	1,102,000	1,143,000	1,116,000	1,358,000	1,301,000	11,548,000
Fleet - D&P	50,000	30,000	30,000	-	30,000	-	-	30,000	30,000	30,000	230,000
Fleet - RCHC	63,200	46,000	65,000	87,000	6,000	71,163	46,000	90,000	49,000	46,000	569,363
Fleet - EMS	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	1,475,000	12,690,000
Roads	13,295,936	14,253,390	13,209,370	14,316,302	14,311,152	14,651,893	14,769,225	15,813,549	15,230,467	16,470,639	146,321,923
Culverts	3,441,000	3,904,500	2,800,000	2,678,000	2,777,000	2,638,500	2,851,000	2,998,500	4,232,500	3,776,000	32,097,000
Bridges	6,674,000	3,656,000	3,735,000	3,115,200	2,946,400	3,280,060	3,501,940	3,231,000	2,660,000	2,295,000	35,094,600
<b>Totals</b>	<b>29,639,576</b>	<b>26,571,030</b>	<b>24,171,229</b>	<b>25,551,955</b>	<b>24,816,287</b>	<b>25,422,325</b>	<b>25,315,420</b>	<b>26,582,121</b>	<b>27,159,186</b>	<b>27,771,680</b>	<b>263,000,811</b>

**County Administration Building**

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
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 and 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 Composite 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 And Instrumentation	BAS control system	Good						\$ 60,000				
D5010 - Electrical Service And Distribution	Generator Transfer Switch	Good	\$ 30,000									
D5092 - Emergency Power & Generation Systems	500kW emergency generator, diesel	Good				\$ 150,000						
E2020 - Movable Furnishings	Office / Conference room furnishings	Fair		\$ 25,000			\$ 25,000			\$ 25,000		
B2030 - Exterior Doors	Upgrades to existing barrier free doors	Good	\$ 59,000									
			<b>\$ 299,000</b>	<b>\$ 235,000</b>	<b>\$ 100,000</b>	<b>\$ 150,000</b>	<b>\$ 25,000</b>	<b>\$ 60,000</b>	<b>\$ 107,975</b>	<b>\$ 225,000</b>	<b>\$ 124,129</b>	<b>\$ -</b>

**County Administration Building - Site**

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
G2020 - Parking Lots	Crack filling - sealing	Fair	\$ 20,000					\$ 20,000				
G2020 - Parking Lots	Asphalt Parking lots around the building/Main entrance	Fair				\$ 100,000						
G2030 - Pedestrian Paving	Concrete pedestrian paving.	Poor	\$ 10,000									
G2050 - Landscaping	General landscaping including trees, shrubs, and grass	Fair									\$ 10,000	
			<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>
<b>TOTAL</b>			<b>\$ 329,000</b>	<b>\$ 235,000</b>	<b>\$ 100,000</b>	<b>\$ 250,000</b>	<b>\$ 25,000</b>	<b>\$ 80,000</b>	<b>\$ 107,975</b>	<b>\$ 225,000</b>	<b>\$ 134,129</b>	<b>\$ -</b>

**Renfrew County Place Building**

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
B2010 - Exterior Walls	Caulking around windows EFIS	Fair							\$ 50,000			
B2030 - Exterior Doors	Storefront double doors at main entrance. Exit aluminium door at the back of the 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 and electric baseboard heaters around the perimeter of the building.	Good	\$ 150,000									
D3034 - Packaged Air Conditioning Units	Gas fired roof top units and electric baseboard heaters around the perimeter of the building.	Good						\$ 150,000				
D3041 - Air Distribution Systems	Coil Repairs	Critical										
D3045 - Exhaust Ventilation Systems	Exhaust fan inside the garage area with CO tied in. Exhaust fans in bathrooms.	Good										\$ 30,570
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										
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										\$ 5,095
			\$ 266,875	\$ 50,000	\$ 119,858	\$ 100,893	\$ 241,419	\$ 150,000	\$ 50,000	\$ 50,000	\$ 70,000	\$ 35,665

**Renfrew County Place - Site**

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
G2020 - Parking Lots	Crack sealing	Good		\$ 12,000					\$ 12,000			
G2020 - Parking Lots	Paved parking lots around the building.	Good										
G2050 - Landscaping	General landscaping including trees, shrubs, and sods.	Good								\$ 40,000		
G3092-Industrial Waste Systems-Liquid Waste	oil water separator	Fair				\$ 10,000						
			\$ -	\$ 12,000	\$ -	\$ 10,000	\$ -	\$ -	\$ 12,000	\$ 40,000	\$ -	\$ -
<b>TOTAL</b>			\$ 266,875	\$ 62,000	\$ 119,858	\$ 110,893	\$ 241,419	\$ 150,000	\$ 62,000	\$ 90,000	\$ 70,000	\$ 35,665



**80 McGonigal Building**

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
D5038 - Security Systems	Security cameras, fob entry and sensors	Good					\$ 25,000					
			\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -

**80 McGonigal - Site**

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
G2020 - Parking Lots	Asphalt parking lot, 6-8 spaces.	Critical									\$ 10,000	
G2020 - Parking Lots	Crack Sealing	Good								\$ 7,000		
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ 10,000	\$ -
<b>TOTAL</b>			\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 7,000	\$ 10,000	\$ -

Miramichi Lodge Building

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
B30 - Roofing	Built up roof	Fair							\$ 100,000			
C1020 - Fittings	Visual display boards in Staff areas & Nurse Nooks	Good										\$ 30,570
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	\$ 29,000									
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										
D1010 - Elevators & Lifts	68 special purpose lifts from 160 kg - 455 kg tempo	Critical						\$ 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										\$ 502,656
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						
D3034 - Packaged Air Conditioning Units	Humidifiers	Critical										\$ 85,000
D3035 - Cooling Piping And Fittings		Good									\$ 120,000	
D3036 - Cooling Generating Equipment & Piping Insul.		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										
E1093 - Food Service Equipment	5 Hot Carts	Good						\$ 67,000				
E1093 - Food Service Equipment	Hot Cart	Good				\$ 12,000						
E1093 - Food Service Equipment	Hobart mixer, 4 upright freezer foster x 2 upright freezer woods	Fair		\$ 35,000								
E1093 - Food Service Equipment	CC, 7 hobart mixer brute steamer garland master 450 ridalco	Fair										\$ 20,000
E1093 - Food Service Equipment	dishwashers	Poor	\$ 58,000									
E2010 - Fixed Furnishings	Kitchen areas 2 x each floor	Fair				\$ 30,060						
E2010 - Fixed Furnishings	Servery 1a(Butterfly)	Good	\$ 30,000								\$ 30,000	
E2020 - Movable Furnishings	community centre / chapel	Fair										\$ 61,140
	Butterfly Dementia Care unit 1A renovations as per Architect		\$ 136,000									
			\$ 578,000	\$ 351,500	\$ 487,000	\$ 1,010,920	\$ 202,375	\$ 455,000	\$ 195,000	\$ 154,211	\$ 521,080	\$ 699,366

Miramichi Lodge - Site

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
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	aging technology	Poor										\$ 100,000
			\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 185,176	\$ -	\$ 20,000	\$ -	\$ 100,000
<b>TOTAL</b>			\$ 578,000	\$ 351,500	\$ 487,000	\$ 1,030,920	\$ 202,375	\$ 640,176	\$ 195,000	\$ 174,211	\$ 521,080	\$ 799,366

Bonnechere Manor Building

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
A10 - Foundations	Concrete slab	Good				\$ 72,420						
B10 - Superstructure	Cement blocks, metal studding, 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										
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										\$ 30,000
C3020 - Floor Finishes	Concrete	Good					\$ 45,855					
C3020 - Floor Finishes	Ceramic tile	Good						\$ 50,950				
C3020 - Floor Finishes	rolled vinyl	Fair		\$ 30,000								\$ 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		\$ 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										
D3034 - Packaged Air Conditioning Units	replacement of servery units	Good					\$ 50,000					
D3034 - Packaged Air Conditioning Units	movencool ac units	Poor				\$ 10,000						\$ 10,000
D3055 - Fin Tube Radiation	Heaters in all rooms	Fair	\$ 20,000			\$ 20,000		\$ 20,000				\$ 20,000
D3058-D - Make-Up AHU	7 AHU units serving building, ranging from 3,900 CFM to 9,000 CFM	Good						\$ 93,010	\$ 93,010	\$ 93,010	\$ 93,010	\$ 93,010
D3060 - Controls And Instrumentation	updating 2015	Good				\$ 50,000						
D4010 - Sprinklers	sprinklers	Good		\$ 30,000								
D4010 - Sprinklers	sprinklers	Good			\$ 30,000							
D4010 - Sprinklers	sprinklers	Good				\$ 30,000						
D5010 - Electrical Service And Distribution	Municipal, Marcus serial # 9578-994 transformer in rm #3003	Good				\$ 30,000						
D5010 - Electrical Service And Distribution	Replacement of existing Generator to new to handle full bldg. load	Poor										
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good						\$ 124,000				
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good							\$ 100,000			
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good								\$ 100,000		
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good									\$ 100,000	
D5022 - Lighting Equipment	Changing to LED lights	Poor	\$ 30,000			\$ 30,000		\$ 30,000				\$ 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 Systems	Detriot generator 375 KVa	Good										\$ 20,000
E1042 - Laundry Room Equipment	3 washers new dryer 2016	Good		\$ 15,000								
E1042 - Laundry Room Equipment	3 washers new dryers	Good			\$ 15,000							
E1042 - Laundry Room Equipment	3 washers new dryers	Good					\$ 15,000					
E2010 - Fixed Furnishings	kitchen cabinets 2 x servery 2 x cabinets in staff room 1 x auditorium	Good				\$ 110,760						
			\$ 434,470	\$ 258,000	\$ 528,235	\$ 458,400	\$ 251,995	\$ 435,470	\$ 322,090	\$ 203,010	\$ 267,090	\$ 283,010

**Bonnechere Manor - Site**

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
G2020 - Parking Lots	Asphalt *	Fair									\$ 100,000	
G2020 - Parking Lots	Asphalt	Good					\$ 25,000	\$ 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										\$ 20,000
G4020 - Site Lighting	exterior led lighting	Fair					\$ 25,000					
			\$ -	\$ -	\$ 20,000	\$ -	\$ 50,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000	\$ 45,000
<b>TOTAL</b>			\$ 434,470	\$ 258,000	\$ 548,235	\$ 458,400	\$ 301,995	\$ 460,470	\$ 347,090	\$ 228,010	\$ 392,090	\$ 328,010

**Arnprior Paramedic Base Building**

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
B2040 - Industrial Doors	6 overhead garage doors open on both sides.	Fair									\$ 30,000	
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 & remote condensor	Good			\$ 15,000							
D3053 - Unit Heaters	Radiant Heaters	Good					\$ 5,000					
D5092 - Emergency Power & Generation	10kW emergency generator, natural gas.	Good				\$ 15,000						
			\$ 5,095	\$ -	\$ 15,000	\$ 15,000	\$ 5,000	\$ -	\$ 12,000	\$ -	\$ 30,000	\$ -

**Arnprior Paramedic Base - Site**

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
G2020 - Parking Lots	Asphalt parking lot on the side of the building/driveway.	Fair	\$ 10,000									
G2020 - Parking Lots	Asphalt crack sealing	Fair	\$ 5,000					\$ 5,000				
			\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -

<b>TOTAL</b>			\$ 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
B2040 - Industrial Doors	6 overhead garage doors open on both sides	Fair							\$ 30,000			
B30 - Roofing	Asphalt shingles (30 years)	Good				\$ 12,000						
D2095 - Domestic Water Heaters	Electric instantenous hot water heater	Fair							\$ 5,095			
D3034 - Packaged Air Conditioning 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 emergency fixed generator, propane gas	Good								\$ 15,000		
			\$ -	\$ -	\$ -	\$ 12,000	\$ 20,000	\$ -	\$ 35,095	\$ 15,000	\$ -	\$ -

**Barry's Bay Paramedic Base - Site**

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
G2020 - Parking Lots	Asphalt Parking lot	Good			\$ 20,000							
G2020 - Parking Lots	Asphalt sealing	Fair	\$ 5,000						\$ 5,000			
G2040 - Site Development	Back Lite signage at road	Good								\$ 5,000		
			\$ 5,000	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ -

<b>TOTAL</b>			\$ 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
B2040 - Industrial Doors	6 over head garage doors	Fair							\$ 30,000			
B30 - Roofing	Asphalt shingles	Good			\$ 12,000							
C3020 - Floor Finishes	Epoxy coating in garage area	Good		\$ 12,000						\$ 12,000		
D2095 - Domestic Water Heaters	Gas fired instantaneous hot water heater	Fair							\$ 5,095			
D3034 - Packaged Air Conditioning Units	AHU	Good					\$ 15,000					
D5092 - Emergency Power & Generation	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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
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	\$ -	\$ -

<b>TOTAL</b>			\$ 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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
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	\$ -	\$ -	\$ -
<b>TOTAL</b>			\$ 5,000	\$ 17,000	\$ -	\$ -	\$ 12,000	\$ 5,000	\$ 20,000	\$ -	\$ 30,000	\$ -

**OPP Police Station - Site**

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
G2020 - Parking Lots	line painting	Good	\$ 10,000							\$ 10,000		
			\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -

**OPP Police Station**

Category	Brief Description	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
C3010 - Wall Finishes		Good								\$ 32,932		
D2095 - Domestic Water Heaters		Good						\$ 32,083				
D5021 - Branch Wiring		Good									\$ 13,241	
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,083	\$ -	\$ 32,932	\$ 13,241	\$ -
<b>TOTAL</b>			\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 32,083	\$ -	\$ 42,932	\$ 13,241	\$ -

**Public Works Patrols**

Location		Category	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>General Inspections</b>					\$ 20,000	\$ 20,000	\$ 20,000	\$ 25,000	\$ 30,000	\$ 35,000	\$ 45,000	\$ 30,000	\$ 25,000
Calabogie	Salt Building	Exterior Siding	Fair	\$ 50,000									
Calabogie	Sand Building	B30 - Roofing	Poor	\$ 35,000									
Calabogie	Sand Building	B10 - Superstructure	Fair	\$ 52,000									
Cobden	General Site	G2010 - Roadways	NOW	\$ 180,000									
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		\$ 30,000								
Goshen	Storage Shed N	B2010 - Exterior Walls	Fair		\$ 25,000								
Goshen	Storage Shed S	A10 - Foundations	Fair		\$ 25,000								
Goshen	Storage Shed S	B30 - Roofing	Fair		\$ 30,000								
Goshen	Storage Shed S	B10 - Superstructure	Fair		\$ 25,000								
Goshen	Storage Shed S	B2010 - Exterior Walls	Fair		\$ 30,000								
Cobden	Main Building	A10 - Foundations	Fair			\$ 50,000							
Goshen	General Site	G2010 - Roadways	Fair			\$ 150,000							
White Water	Sand Building	A10 - Foundations	Fair			\$ 25,000							
White Water	General Site	G2010 - Roadways	Fair				\$ 200,000						
White Water	Main Building	B2040 - Industrial Doors	Fair				\$ 30,000						
Southwest	General Site	G2010 - Roadways	Fair					\$ 80,000					
Southwest	Main Building	A10 - Foundations	Fair					\$ 60,000					
Southwest	Main Building	D3053 - Unit Heaters	Fair					\$ 40,000					
White Water	Main Building	A10 - Foundations	Fair					\$ 50,000					
Cobden	Main Building	E2010 - Fixed Furnishings	Fair						\$ 30,000				
Cobden	Storage Shed	B10 - Superstructure	Fair						\$ 25,000				
Cobden	Storage Shed	A10 - Foundations	Fair						\$ 25,000				
Goshen	Main Building	A10 - Foundations	Fair						\$ 70,000				
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				
Calabogie	Main Building	D3057 - Radiant Heater Units	Good							\$ 50,000			
Cobden	General Site	G2080 - Site Equipment	Fair							\$ 25,000			
Cobden	Main Building	B2040 - Industrial Doors	Fair							\$ 35,000			
Goshen	Salt Building	A10 - Foundations	Fair							\$ 25,000			
Goshen	Sand Building	A10 - Foundations	Fair							\$ 25,000			
Southwest	Salt Building	A10 - Foundations	Good							\$ 25,000			
Southwest	Sand Building	A10 - Foundations	Good							\$ 25,000			
White Water	Salt Building	A10 - Foundations	Fair							\$ 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		

Location	Category	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Calabogie	Main Building	A10 - Foundations									\$ 50,000	
Southwest	Storage Shed N	B30 - Roofing									\$ 25,000	
Southwest	Storage Shed N	B10 - Superstructure									\$ 25,000	
Southwest	Storage Shed N	B2010 - Exterior Siding									\$ 25,000	
Southwest	Storage Shed S	B30 - Roofing									\$ 25,000	
Southwest	Storage Shed S	B2010 - Exterior Siding									\$ 25,000	
White Water	Main Building	B10 - Roofing									\$ 50,000	
White Water	Main Building	B10 - Superstructure									\$ 25,000	
Calabogie	General Site	G2010 - Roadways										\$ 120,000
Calabogie	Salt Building	B30 - Roofing										\$ 50,000
Cobden	General Site	G2040 - Site Development										\$ 25,000
Goshen	Main Building	B2040 - Industrial Doors										\$ 40,000
White Water	Main Building	HVAC										\$ 25,000
<b>TOTAL</b>			<b>\$ 317,000</b>	<b>\$ 240,000</b>	<b>\$ 245,000</b>	<b>\$ 250,000</b>	<b>\$ 255,000</b>	<b>\$ 260,000</b>	<b>\$ 270,000</b>	<b>\$ 275,000</b>	<b>\$ 280,000</b>	<b>\$ 285,000</b>

Renfrew County Housing Corporation

Facility: Name	Category	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
425 Nelson Street	B2010 - Exterior Walls	Fair		\$ 12,240					\$ 50,000			
425 Nelson Street	B30 - Roofing	Good	\$ 60,000									
425 Nelson Street	C1060 - Kitchen Refurbishment	Fair					\$ 80,000					
425 Nelson Street	D3041 - Air Distribution Systems	Poor				\$ 33,660						
425 Nelson Street - Site	G2030 - Pedestrian Paving	Poor				\$ 18,360						
510 MacKay Street	B2030 - Exterior Doors	Poor	\$ 50,000									
510 MacKay Street	B30 - Roofing	Good									\$ 95,000	
510 MacKay Street	B30 - Roofing	Fair						\$ 40,000				
510 MacKay Street	C1060 - Kitchen Refurbishment	Fair									\$ 279,990	
515 River Road	B30 - Roofing	Fair									\$ 49,470	
55 Poplar Street	C1060 - Kitchen Refurbishment	Fair									\$ 85,680	
150 Elizabeth Street North	B2030 - Exterior Doors	Good	\$ 35,000									
150 Elizabeth Street North	B30 - Roofing	Fair									\$ 25,000	
150 Elizabeth Street North	B2030 - Exterior Doors	Fair										\$ 100,000
150 Elizabeth Street North	D2095 - Domestic Water Heaters	Good		\$ 15,000								
150 Elizabeth Street North	D5013 - Main Electrical Service and Distrit	Fair						\$ 65,000				
150 Elizabeth Street North - Site	G2020 - Parking Lots	Poor					\$ 35,600					
59 Wallace Street	B2010 - Exterior Walls	Fair									\$ 29,580	
59 Wallace Street	C1060 - Kitchen Refurbishment	Poor				\$ 160,000						
59 Wallace Street - Site	G4020 - Site Lighting	Critical	\$ 25,000									
435-481 Nelson St - (6) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair							\$ 153,000			
1030-1106 Lea St - (4) Townhome Blocks	B2020 - Exterior Windows	Poor	\$ 275,000									
1030-1106 Lea St - (4) Townhome Blocks	B30 - Roofing	Critical		\$ 200,000								
1030-1106 Lea St - (4) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair			\$ 221,340							
1030-1106 Lea St - Site	G2020 - Parking Lots	Fair									\$ 30,600	
1110-1144 Lea St - (2) Townhome Blocks	B30 - Roofing	Good		\$ 90,000								
1110-1144 Lea St - (2) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair						\$ 100,980				
1110-1144 Lea St - (2) Townhome Blocks	B2020 - Exterior Windows	Poor		\$ 125,000								
1 MacKercher Drive	B2030 - Exterior Doors	fair						\$ 75,000				
1 MacKercher Drive	B30 - Roofing	Fair		\$ 71,400								
1 MacKercher Drive	C1060 - Kitchen Refurbishment											\$ 100,000
400 Nelson Street	C1070 - Bathroom Refurbishment	Fair				\$ 53,040						
75 Stafford Street	B30 - Roofing	Fair							\$ 81,600			
75 Stafford Street	D4010 - Sprinklers	Fair		\$ 50,000								
75 Stafford Street	C1070 - Plumbing fixture Refurbishment	poor	\$ 75,000									
75 Stafford Street - Site	G2020 - Parking Lots	Poor					\$ 30,000					
75 Stafford Street - Site	G2049-B - Sheds	Fair				\$ 45,900						
19 Smith Street	C1060 - Kitchen Refurbishment	Fair					\$ 90,000					
19 Smith Street	B2030 - Exterior Doors	fair						\$ 75,000				
130-144 Fraser, 135-147 Arnolds, 520-546 Nelson - (6) Townhome Blocks	B2010 - Exterior Walls	Fair	\$ 170,000				\$ 50,000					
130-144 Fraser, 135-147 Arnolds, 520-546 Nelson - (6) Townhome Blocks	B30 - Roofing	Fair									\$ 88,740	
130-144 Fraser, 135-147 Arnolds, 520-546 Nelson - (6) Townhome Blocks	C1060 - Kitchen Refurbishment	Fair			\$ 183,600							
260 Elizabeth Street North	B1013 - Balcony Construction	Fair										\$ 300,000
260 Elizabeth Street North	B2010 - Exterior Walls	Poor							\$ 65,000			
260 Elizabeth Street North	A20 - Basement Construction	Poor		\$ 275,000								
260 Elizabeth Street North	B2030 - Exterior Doors	Poor	\$ 150,000			\$ 250,000						
260 Elizabeth Street North	B30 - Roofing	Poor		\$ 200,000					\$ 95,000			
260 Elizabeth Street North	D3058-D - Make-Up AHU	Fair					\$ 80,073					
260 Elizabeth Street North	D3058-D - Make-Up AHU	Fair					\$ 80,073					
260 Elizabeth Street North	D4010 - Sprinklers	Good					\$ 50,000					
260 Elizabeth Street North - Site	G2020 - Parking Lots	Poor			\$ 45,900							
260 Elizabeth Street North - Site	G2040 - Site Development	Critical				\$ 55,000						
5967 Palmer Rapids Road	B2020 - Exterior Windows	Fair									\$ 28,000	
5967 Palmer Rapids Road	B2030 - Exterior Doors	Fair				\$ 55,000						
5967 Palmer Rapids Road	B30 - Roofing	Fair							\$ 44,880			
Allan Ave, Archibald Ave, Francis St, George Ave - (31) Single Family	A20 - Basement Construction	Poor				\$ 34,680						\$ 80,000
Allan Ave, Archibald Ave, Francis St, George Ave - (31) Single Family	B2030 - Exterior Doors	Good									\$ 31,620	
Allan Ave, Archibald Ave, Francis St, George Ave - (31) Single Family	C1060 - Kitchen Refurbishment											\$ 250,000
206-251 Oak Cres, 596-598 Frank Dench St - (13) Duplex	B30 - Roofing	Fair			\$ 180,000							
206-251 Oak Cres, 596-598 Frank Dench St - (13) Duplex	Electrical			\$ 30,000								
174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1) Single Fam	Roofing	Critical	\$ 150,000									
174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1) Single Fam	C1060 - Kitchen Refurbishment	Fair					\$ 183,600					
174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1) Single Fam	G2020 - Parking Lots	Good			\$ 45,900				\$ 75,000			
174/178,202 Massey, 220/350 Arith Blvd - (14) Duplex & (1) Single Fam	G2050 - Landscaping	Poor				\$ 30,600						
44 Lorne Street	B2010 - Exterior Walls	Fair								\$ 32,640		
44 Lorne Street	B2020 - Exterior Windows	Fair		\$ 25,000								
44 Lorne Street	B2030 - Exterior Doors	Poor	\$ 26,000									

Facility: Name	Category	Overall Condition	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
44 Lorne Street	260 Elizabeth Street North	Poor							\$ 75,000			
44 Lorne Street	D4010 - Sprinklers	Good							\$ 65,000			
41 Vimy Boulevard	A10 - Foundations	Poor								\$ 90,000		
41 Vimy Boulevard	C1060 - Kitchen Refurbishment	Fair						\$ 260,000				
41 Vimy Boulevard	D1010 - Elevators & Lifts	Fair			\$ 26,000							
236 Hall Avenue	B2020 - Exterior Windows	Fair			\$ 102,000							
236 Hall Avenue	B2030 - Exterior Doors	Fair						\$ 200,000				
41-103 Fourth Ave, 74-82 Riverview Dr - (25) Single Family	D3023 - Furnaces	Good		\$ 44,007								
177-213 Allan Dr, 178-244 Wilfred Cres - (10) Duplex	B2010 - Exterior Walls	Fair							\$ 91,800			
177-213 Allan Dr, 178-244 Wilfred Cres - (10) Duplex	C1060 - Kitchen Refurbishment	Critical			\$ 30,600				\$ 200,000			
199-201 Wilfred Cres, 208-307 Edward St - (10) Duplex	C1060 - Kitchen Refurbishment										\$ 200,000	
229/231 Albert Street	B2010 - Exterior Walls	Fair		\$ 26,520								
229/231 Albert Street	B30 - Roofing	Fair						\$ 90,000				
229/231 Albert Street	B2030 - Exterior Doors	Fair						\$ 150,000				
8 Burwash Street	Parking lot	Fair						\$ 150,000				
8 Burwash Street	Parking lot	Fair							\$ 150,000			
8 Burwash Street	Balcony doors	Fair						\$ 190,000				\$ 100,000
8 Burwash Street	D4010 - Sprinklers	Fair			\$ 65,000							
8 Burwash Street	B2020 - Exterior Windows	Fair										
63 Russell Street	C1060 - Kitchen Refurbishment	Fair			\$ 188,700							
63 Russell Street	D3058-D - Make-Up AHU	Poor					\$ 81,600					
26 Spruce Street - Apartment	B30 - Roofing	Fair			\$ 75,000							
26 Spruce Street - Apartment	B2030 - Exterior Doors	Fair			\$ 100,000							
26 Spruce Street - Apartment	C1060 - Kitchen Refurbishment	Poor					\$ 106,000					
26 Spruce Street - Apartment	D3058-D - Make-Up AHU	Critical		\$ 61,200								
136-148 Vimy Blvd S	D3023 - Furnaces	Fair		\$ 60,000								
143-157 Vimy Blvd S	D3023 - Furnaces	Fair							\$ 60,000			
<b>TOTAL</b>			<b>\$ 1,016,000</b>	<b>\$ 1,093,640</b>	<b>\$ 1,215,767</b>	<b>\$ 976,240</b>	<b>\$ 866,946</b>	<b>\$ 870,980</b>	<b>\$ 820,000</b>	<b>\$ 1,033,920</b>	<b>\$ 943,680</b>	<b>\$ 930,000</b>

Light Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs											
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
AMBU-07-1218615	Service Van (Mechanic)	2007	10	H	\$150,000											
LDTR-12-S287313	Pickup Truck (Mechanic)	2012	7	L	\$60,000											
AMBU-18-	Service Van (Mechanic)	2012	10		\$150,000											
LDTR-11-Z367619	Pickup Truck	2011	7	M				\$38,000								
LDTR-12-S260774	Pickup Truck	2012	7	L					\$38,000							
LDTR-13-S648197	Pickup Truck	2013	7	L						\$38,000						
LDTR-13-S647785	Pickup Truck	2013	7	L						\$38,000						
LDTR-13-S689597	Pickup Truck	2013	7	L						\$42,000						
LDTR-13-S702813	Pickup Truck	2013	7	L						\$38,000						
LDTR-14-S351839	Pickup Truck	2014	7	L	\$42,000						\$42,000					
LDTR-14-S370373	Pickup Truck	2014	7	L	\$45,000						\$45,000					
LDTR-14-S344123	Pickup Truck	2014	7	L	\$42,000						\$42,000					
LDTR-15-Z317342	Pickup Truck	2015	7	L	\$42,000							\$42,000				
LDTR-15-Z318236	Pickup Truck	2015	7	L	\$42,000							\$42,000				
LDTR-15-Z317342	Pickup Truck	2015	7	L	\$42,000							\$42,000				
LDTR-16-Z335214	Pickup Truck	2016	7	L		\$42,000									\$42,000	
LDTR-16-Z337328	Pickup Truck	2016	7	L	\$42,000										\$42,000	
LDTR-17-Z340878	Pickup Truck	2017	7	H			\$42,000								\$42,000	
LDTR-00-JJ36502	Pickup Truck	2017	7	H			\$42,000								\$42,000	
LDTR-17-Z340368	Pickup Truck	2017	7	H			\$45,000									\$45,000
LDTR-17-Z340472	Pickup Truck	2017	7	H				\$45,000								\$42,000
LDTR-18-G420742	Pickup Truck	2018	7					\$42,000								\$42,000
LDTR-18-G420382	Pickup Truck	2018	7					\$42,000								\$42,000
LDTR-18-G422506	Pickup Truck	2018	7						\$42,000							
LDTR-19-S653182	Pickup Truck	2019	7						\$42,000							
LDTR-19-S653181	Pickup Truck	2019	7						\$42,000							
LDTR-19-1213219	Pickup Truck	2019	7						\$42,000							
	Pickup Truck	2020	7							\$42,000						
	Pickup Truck	2020	7							\$42,000						
	Pickup Truck	2020	7							\$42,000						
<b>TOTAL</b>					<b>\$657,000</b>	<b>\$42,000</b>	<b>\$129,000</b>	<b>\$167,000</b>	<b>\$206,000</b>	<b>\$282,000</b>	<b>\$129,000</b>	<b>\$126,000</b>	<b>\$168,000</b>	<b>\$171,000</b>		

Medium Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
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	
<b>TOTAL</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130,000</b>	<b>\$0</b>	<b>\$260,000</b>	<b>\$0</b>	<b>\$130,000</b>	<b>\$0</b>



Heavy Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs											
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
HDTR-07-J424017	6 Ton Truck	2007	14	M												
HDTR-07-J653946	6 Ton Truck	2007	14	M	\$355,000											
HDTR-08-J105697	6 Ton Truck	2008	14	M	\$355,000											
HDTR-09-J239888	6 Ton Truck	2009	14	L		\$355,000										
HDTR-11-J368927	6 Ton Truck	2011	14	L			\$355,000									
HDTR-12-HBL2575	6 Ton Truck	2012	14	L				\$355,000								
HDTR-12-HBL2574	6 Ton Truck	2012	14	L				\$355,000								
HDTR-12-HFB1171	6 Ton Truck	2012	14	L					\$355,000							
HDTR-13-H780241	6 Ton Truck	2013	14	L					\$355,000							
HDTR-13-H780242	6 Ton Truck	2013	14	L						\$355,000						
HDTR-14-PGE7703	6 Ton Truck	2014	14	L							\$355,000					
HDTR-89-H201485	Water truck	1989	30	L								\$355,000				
HDTR-15-N208304	6 Ton Truck	2015	14	L									\$355,000			
HDTR-15-N208305	6 Ton Truck	2015	14	L										\$355,000		
HDTR-15-N208306	6 Ton Truck	2015	14	L											\$355,000	
HDTR-16-H473898	6 Ton Truck	2016	14	L												\$355,000
HDTR-16-H473897	6 Ton Truck	2016	14	L												\$355,000
HDTR-18-PJF4339	6 Ton Truck	2017	14	L												\$355,000
HDTR-18-L563291	6 Ton Truck	2018	14	L												\$355,000
<b>TOTAL</b>					<b>\$710,000</b>	<b>\$355,000</b>	<b>\$355,000</b>	<b>\$710,000</b>	<b>\$710,000</b>	<b>\$710,000</b>	<b>\$355,000</b>	<b>\$710,000</b>	<b>\$710,000</b>	<b>\$710,000</b>	<b>\$710,000</b>	<b>\$710,000</b>

Tractors - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
TRAC-02-L25026	Tractor	2002	15	H								\$95,000			
TRAC-02-L25212	Tractor	2002	15	H	\$95,000										
TRAC-04-N153059	Tractor	2004	15	H						\$95,000					
TRAC-19-51236	Tractor	2019	15	M									\$95,000		
<b>TOTAL</b>					<b>\$95,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$0</b>	<b>\$0</b>

Backhoes and Loaders - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs									
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
BACK-96-FL00908	Backhoe	1996	15	H										
BACK-06-G959459	Backhoe	2006	15	M	\$185,000									
BACK-10-0185367	Backhoe	2010	15	L				\$185,000						
BACK-11-D205702	Backhoe	2011	17	L						\$185,000				
BACK-12-D215014	Backhoe	2012	17	L							\$185,000			
BACK-20-S358956	Backhoe	2019	17											
LOAD-18-0320202	W/Excavator	2018	25	E										
LOAD-23	W/Excavator	2023	25	E		\$400,000								
LOAD-08-Z621907	Loader 624K	2008	15				\$300,000							
TBD	Loader	2024	15											\$350,000
TBD	Loader	2031	15										\$350,000	
TBD	Excavator	2031	25											\$70,000
TBD	Track Skid Steer	2028	15							\$119,000				
<b>TOTAL</b>					<b>\$185,000</b>	<b>\$400,000</b>	<b>\$300,000</b>	<b>\$185,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$304,000</b>	<b>\$185,000</b>	<b>\$350,000</b>	<b>\$420,000</b>

Trailers - PW

Asset ID	Asset Description	In Service Year	RISK (L, M, H, E)	Replacement Year Costs												
				2022	2023	2024	2025	2026	2026	2027	2028	2029	2030	2031		
TRAI-95-CARTAN	Trailer	Enclosed cargo WWRP	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			\$50,000									
TRAI-85-20TONCR	Float	20 ton tag float-GOSH	1985	H		\$50,000										
TRAI-12-1142770	Float	7.5 ton tag float-COB	2012	L												
TRAI-04-CARCONS	Trailer	Enclosed cargo	2004	H						\$15,000						
TRAI-10-W043101	Trailer	Enclosed cargo	2010	L					\$20,000							
TRAI-12-A019330	Trailer	3.5 ton trailer	2013	L												
		16ft Float			\$12,000											
		Enclosed cargo SWP	2022		\$15,000											
		Enclosed cargo CP	2023				\$15,000									
		Enclosed cargo GP	2024				\$15,000									
<b>Totals</b>					<b>\$27,000</b>	<b>\$50,000</b>	<b>\$80,000</b>	<b>\$15,000</b>	<b>\$20,000</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Development and Property**

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs									
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
LDTR-07-HB37840	TRUCK PICKUP DODGE RAM 1500 4X2	2017	7	L			\$30,000							\$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											
TRAC-22-	LAWN TRACTOR FOR CAB (GR SERIES)	2022	10		\$20,000									
<b>TOTAL</b>					<b>\$50,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>

Renfrew County Housing Corporation

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>LDT</b>														
LDTR-04-1183149	FORD TRANSIT VAN	2018	7	E							\$46,000			
LDTR-17-Z367678	TRUCK PICKUP Chevrolet Silverado WT4WC	2017	7	E				\$47,000						
LDTR-16-Z321006	TRUCK PICKUP Chevrolet Silverado WT4WC	2016	7	E						\$34,163				
LDTR-11-1130481	VAN MTCE NISSAN	2018	7	M				\$40,000						
LDTR-12-G206190	TRUCK PICKUP DODGE RAM 2500 4 X 4	2012	8	L			\$65,000					\$50,000		
LDTR-13-N101805	VAN MTCE NISSAN	2013	7	L	\$46,000					\$37,000				\$46,000
LTDR-15-N107755	VAN MTCE NISSAN	2014	7	L		\$46,000							\$49,000	
	FORD F-150 4X4	2020	7	L								\$40,000		
<b>LAWN TRACTOR</b>														
TRAC-09-LAWNPO2	Tractor 510 MacKay/515 River Rd	2009	15	L										
TRAC-11-LAWN17	Tractor 59 Wallace	2011	15	L	\$8,600				\$6,000					
TRAC-11-KUBOA07	Tractor Arnprior Shop	2011	15	L										
TRAC-15-31000	Tractor 44 Lorne	2015	15	L										
TRAC-15-30980	Tractor 75 Stafford	2015	15	L										
TRAC-16-LAWNRO6	Tractor 236 Hall	2016	15	E										
TRAC-16-LAWN18	Tractor 5967 Palmer	2016	15											
TRAC-17-LAWN13	Tractor 19 Smith	2017	15											
TRAC-06-LAWNPO4	Lawn tractor 150 Elizabeth	2006	15		\$8,600									
TRAC-06-LAWNPO5	Lawn tractor 425 Nelson	2006	15											
TRAC-18-LAWN	Lawn tractor 260 Elizabeth	2018	15											
TRAC-04-B002106	Lawn tractor 26 Spruce (Husqvarna)	2018	15											
<b>TRAILERS</b>														
TRAI-01-G003096	TRAILER DUMP - RENFREW	2020	15	E										
TRAI-01-G003095	TRAILER DUMP- ARNPRIOR	2021	15	E										
TRAI-15-2085016	TRAILER DUMP P12 - Pembroke	2015	15	L										
<b>TOTAL</b>					<b>\$63,200</b>	<b>\$46,000</b>	<b>\$65,000</b>	<b>\$87,000</b>	<b>\$6,000</b>	<b>\$71,163</b>	<b>\$46,000</b>	<b>\$90,000</b>	<b>\$49,000</b>	<b>\$46,000</b>

Emergency Services

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
AMBU-19-N053032	AMBULANCE DEMERS TYPE III	2019	4	H		\$235,000					\$235,000				\$235,000
AMBU-19-N053279	AMBULANCE DEMERS TYPE III	2019	4	M		\$235,000					\$235,000				\$235,000
AMBU-19-N054530	AMBULANCE DEMERS TYPE III	2019	4	L		\$235,000					\$235,000				\$235,000
AMBU-19-N053540	AMBULANCE DEMERS TYPE III	2019	4	L		\$235,000					\$235,000				\$235,000
ERV-14-5921494	AMBULANCE DEMERS TYPE II	2014	4												
ERV-14-5833606	AMBULANCE DEMERS TYPE II	2014	4												
AMBU-17-9738095	AMBULANCE DEMERS TYPE III	2017	4	M					\$235,000				\$235,000		
AMBU-17-9738598	AMBULANCE DEMERS TYPE II	2017	4	E					\$235,000				\$235,000		
AMBU-17-9738792	AMBULANCE DEMERS TYPE III	2017	4	M					\$235,000				\$235,000		
AMBU-17-9740290	AMBULANCE DEMERS TYPE III	2017	4	H					\$235,000				\$235,000		
AMBU-17-9741893	AMBULANCE DEMERS TYPE III	2017	4	M					\$235,000				\$235,000		
AMBU-17-9774496	AMBULANCE DEMERS TYPE II	2018	4	E	\$235,000					\$235,000					\$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				\$235,000
AMBU-19-N044507	AMBULANCE DEMERS TYPE III	2019	4	L	\$235,000					\$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 GMC SIERRA	2018	5	H		\$90,000						\$90,000			
ERV-18-R375167	TRUCK CHEV TAHOE	2018	5	H		\$90,000						\$90,000			
ERV-18-R375824	TRUCK CHEV TAHOE	2018	5	H		\$90,000						\$90,000			
ERV-18-R376195	TRUCK CHEV TAHOE	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												
AMBU-15-1189150	AMBULANCE CHEV ADMIN	2015													
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			
<b>TOTAL</b>					<b>\$1,440,000</b>	<b>\$1,565,000</b>	<b>\$705,000</b>	<b>\$1,175,000</b>	<b>\$1,710,000</b>	<b>\$1,175,000</b>	<b>\$1,095,000</b>	<b>\$1,175,000</b>	<b>\$1,175,000</b>	<b>\$1,175,000</b>	<b>\$1,475,000</b>

Road Sections

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Annual Total</b>					<b>\$13,295,936</b>	<b>\$14,253,390</b>	<b>\$13,209,370</b>	<b>\$14,316,302</b>	<b>\$14,311,152</b>	<b>\$14,651,893</b>	<b>\$14,769,225</b>	<b>\$15,813,549</b>	<b>\$15,230,467</b>	<b>\$16,470,639</b>
<b>SCRATCH COAT</b>					\$ 737,924	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
<b>ACTIVE TRANSPORTATION</b>					\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
1	Madawaska Blvd	B258 W Exp Jnt-to-Daniel St	0.04	54	\$14,269									
1	Madawaska Blvd	Daniel St-to-Elgin St	0.47	54	\$145,556									
1	River Road	Henry Crescent-to-Lochwinnoch Rd	2.36	39	\$774,080									
2	White Lake Road	Mountain View Rd-to-Robertson Line	1.31	54	\$271,629									
2	White Lake Road	Robertson Line-to-Cty Rd 23 (Highland Rd)	3.18	52	\$645,540									
2	White Lake Road	Cty Rd 23 (Highland Rd)-to-Waba Creek Bdge E Exp Jnt	0.95	64	\$171,516									
7	Foresters Falls Rd	Harriet Street (urban begins)-to-Beginning of semi-urban	0.65	33	\$357,500									
13	Mountain Rd	Micksburg Rd-to-Soike Rd	1.40	37	\$301,000									
13	Mountain Rd	Soike Rd-to-Stafford Third Line	1.38	39	\$296,700									
21	Beachburg Rd	Buchannan's Pit Entrance (1046)-to-Pappin Rd	1.10	53	\$411,720									
21	Beachburg Rd	Pappin Rd-to-Watchorn Dr	1.05	53	\$348,322									
21	Beachburg Rd	Watchorn Dr-to-Urban Beginning	0.34	52	\$110,665									
23	Highland Rd	Renfrew/Lanark Line-to-Sawmill Road	1.51	38	\$324,650									
24	White Water Rd	Hwy 17-to-Cty Rd 40 (Greenwood Rd)	2.45	33	\$826,560									
29	Drive Inn Rd	City of Pembroke (South Limits)-to-Wilson Rd	1.06	57	\$188,680									
29	Drive Inn Rd	Wilson Rd-to-Clearview Crescent	1.09	71	\$194,020									
62	Combermere Rd	Combermere S Urban Lt-to-Combermere N Urban Lt	0.25	76	\$15,107									
62	Combermere Rd	Combermere North Urban Limit-to-Cty Rd 517 (Dafoe Rd)	0.15	79	\$9,450									
62	Combermere Rd	Cty Rd 517 (Dafoe Rd)-to-Combermere Bdge S Exp Jnt	0.09	87	\$6,750									
62	Combermere Rd	Combermere Bdge S Exp Jnt-to-CR 515 (Palmer Rd)	0.52	84	\$31,646									
65	Centennial Lake Rd	Black Donald Access Point-to-Deer Mountain Rd	4.29	15	\$1,128,270									
67	Simpson Pit Rd	Buck Hill Rd-to-Cty Rd 58 (Round Lake Rd)	1.42	50	\$781,000									
508	Calabogie Rd	Mill St-to-Cty Rd 511 (Lanark Rd)	1.94	35	\$636,320									
512	Foymount Rd	County Road 66-to-Brudenell East Limit	0.38	43	\$99,940									
512	Foymount Rd	Brudenell Village East Limit-to-Lorwell Lake Drive	2.53	18	\$543,950									
512	Foymount Rd	Lorwell Lake Drive-to-Hubers Rd	0.77	44	\$202,510									
512	Foymount Rd	B257-to-Lake Clear Rd	1.28	5	\$704,000									
512	Foymount Rd	Lake Clear Rd-to-Buelow Rd	1.43	5	\$537,680									
512	Foymount Rd	Buelow Rd-to-Verch Rd	1.99	12	\$1,094,500									
517	Dafoe Rd	Serran Road - to - CA 2532	0.63	23	\$165,690									
517	Dafoe Rd	CA 2532-to-CA 2647	0.56	39	\$149,384									
517	Dafoe Rd	CA 2647-to-Lower Craigmont Rd	0.37	19	\$97,310									
517	Dafoe Rd	Lower Craigmont Rd-to-Cty Rd 62 (Combermere Rd)	1.66	21	\$722,100									
1	River Road	Lochwinnoch Rd-to-Storie Rd	1.20	33		\$396,411								
1	River Road	Storie Rd-to-County CP Trail	1.07	27		\$350,960								
3	Usborne Street	Cty Rd 1 (River Rd)-to-Braeside West Limits	0.38	58		\$89,341								
6	Gillan Rd	Hwy 60 (O'Brien Rd)-to-Jamieson Lane	1.15	80		\$73,929								
6	Gillan Rd	Jamieson Lane-to-Lime Kiln Rd	1.72	75		\$115,731								
6	Gillan Rd	Lime Kiln Rd-to-Hwy 17	0.86	65		\$51,600								
6	Lochwinnoch Rd	Hwy 17-to-Thomson Rd	2.09	77		\$137,044								
6	Lochwinnoch Rd	Thomson Rd-to-Yantha Rd	2.77	77		\$180,446								
6	Lochwinnoch Rd	Yantha Rd-to-Miller Rd	1.16	83		\$77,554								
20	Bruce St	Hwy 60-to-Urban Limit	0.48	79		\$35,794								
20	Bruce St	Urban Limit-to-Cobus Rd	1.30	75		\$91,929								
20	Bruce St	Cobus Rd-to-Hwy 17	1.33	74		\$79,800								
21	Beachburg Rd	Hila Rd-to-Cty Rd 12 (Westmeath Rd)	1.70	80		\$104,853								
21	Beachburg Rd	Cty Rd 12 (Westmeath Rd)-to-Finchley Rd	2.50	80		\$152,969								
23	Highland Rd	Sawmill Rd-to-Frank St	0.59	55		\$105,020								
23	Highland Rd	Frank St-to-Cty Rd 2 (White Lake Rd)	1.67	54		\$297,260								
24	White Water Rd	Stafford Third Line-to-Hwy 17	2.57	43		\$861,023								
30	Lake Dore Rd	Hwy 60-to-St. John's Church Steps	0.40	55	\$75,000	\$455,308								
30	Lake Dore Rd	St. John's Church Steps-to-Lovers Lane	1.19	20	\$25,000	\$390,976								
30	Lake Dore Rd	Lovers Lane-to-Sperberg Rd	1.67	31		\$627,168								



Road Sections

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
37	Murphy Rd	Hwy 17-to-Cty Rd 26 (Doran St)	2.16	24		\$708,480								
37	Murphy Rd	Cty Rd 26 (Doran St)-to-Cty Rd 51 (Petawawa Blvd)	0.93	37		\$322,471								
42	Forest Lea Rd	Hwy 17-to-B Line Rd	2.17	81		\$149,730								
42	Forest Lea Rd	B Line Rd-to-Meadowbrook Dr West Junction	1.42	67		\$98,589								
42	Forest Lea Rd	Meadowbrook Dr. W. Jct-to-Cty Rd 51 (Pembroke St W)	0.63	81		\$43,740								
45	Russett Dr	Vanjumar Rd-to-Nieman Dr	1.95	54		\$395,850								
45	Russett Dr	Nieman Dr-to-Scheel Dr	1.81	64		\$367,430								
58	Round Lake Rd	Deer Trail Rd-to-Turners Rd	1.53	51		\$310,590								
58	Round Lake Rd	Turners Rd-to-Bonnechere R Bdge W Exp Jnt	0.99	60		\$200,970								
65	Centennial Lake Rd	2872 Centennial Lake Rd-to-Black Donald Access Point	1.63	20		\$428,690								
508	Calabogie Rd	Cty Rd 34 (Norton Rd)-to-Mill St	1.84	42		\$603,520								
508	Calabogie Rd	Goshen Rd-to-Nabarr Rd	1.50	52		\$270,814								
508	Calabogie Rd	Nabarr Rd-to-Cty Rd 63 (Stewartville Rd)	1.47	66		\$263,529								
508	Calabogie Rd	Cty Rd 63 (Stewartville Rd)-to-Hwy 17	1.39	60		\$252,722								
512	Foymount Rd	Hubers Rd-to-McCauley Mountain Rd	2.51	40		\$539,650								
512	Foymount Rd	McCauley Mountain Rd-to-Cty Rd 515 (Quadeville Rd)	0.74	40		\$159,100								
512	Foymount Rd	Cty Rd 515 (Quadeville Rd)-to-Sebastopol Dr	0.97	36		\$264,221								
512	Foymount Rd	Sebastopol Dr-to-Cty Rd 64 (Opeongo Rd)	0.88	20		\$189,200								
512	Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)	1.87	9		\$703,120								
515	Palmer Rd	Riverside Dr-to-McPhee Bay Rd	2.19	51		\$450,921								
515	Palmer Rd	McPhee Bay Rd-to-Finch Rd	2.07	68		\$426,213								
515	Palmer Rd	Finch Rd-to-Palmer Rapids Dam Rd	1.81	55		\$398,924								
515	Palmer Rd	Palmer Rapids S Urban Lmt-to-Palmer Rapids N Urban Lmt	0.55	54		\$124,850								
515	Palmer Rd	Palmer Rapids N Urban Lmt-to-Cty Rd 514 (Schutt Road)	1.10	73		\$195,800								
517	Dafoe Rd	Radcliffe Twp (Coulas Rd)-to-CA 2049	1.00	25		\$263,000								
517	Dafoe Rd	CA 2049-to-Peplinskie Rd	1.20	23		\$315,600								
517	Dafoe Rd	Peplinskie Rd-to-Serran Rd	0.53	18		\$230,550								
1	River Road	Moore St-to-Dochart St	2.10	43				\$688,800						
1	River Road	County CP Trail-to-Castleford Bdge S Exp Jnt	2.17	46				\$732,096						
5	Stone Road	Mhusk Rd-to-Gallagher Rd	3.00	40				\$644,355						
8	Cobden Rd	Hwy 60/Cty Rd 9 (Bulger Rd)-to-Pine Valley Rd	3.01	79				\$180,600						
8	Cobden Rd	Pine Valley Rd-to-Barr Line	2.59	80				\$156,510						
8	Cobden Rd	Barr Line-to-McPeak Line	2.66	79				\$165,300						
8	Cobden Rd	McPeak Line-to-Behm Line	2.81	76				\$171,009						
8	Cobden Rd	Behm Line-to-Cobden Urban Beginning	0.51	82				\$33,441						
8	Cobden Rd	Cobden Urban Beginning-to-Hwy 17	0.91	79				\$58,500						
13	Mountain Rd	Stafford Third Line-to-Stafford Second Line	1.40	53				\$249,200						
13	Mountain Rd	Stafford Second Line-to-Snake River Line	1.37	57				\$243,860						
13	Mountain Rd	Snake River Line-to-Hwy 17	1.49	61				\$265,220						
24	White Water Rd	Hwy 41-to-Stafford Third Line	1.42	35				\$479,067						
26	Doran Rd	Black Bay Rd-to-Cty Rd 37 (Murphy Rd)	1.99	53				\$464,566						
26	Doran Rd	Cty Rd 37 (Murphy Rd)-to-Herman St	0.38	58				\$77,140						
26	Doran Rd	Herman St-to-Cty Rd 51 (Petawawa Blvd)	0.65	57				\$147,550						
30	Lake Dore Rd	Sperberg Rd-to-Trail Blazers Rd	2.28	39				\$747,512						
40	Greenwood Rd	Robinson Rd-to-HWY 148	1.58	66				\$900,036						
51	Pembroke West	City of Pembroke West Limits-to-Cty Rd 42 (Forest Lea Rd)	0.90	54				\$232,290						
62	Bay St.	Barry's Bay South Limit-to-Hwy 60	0.42	84				\$26,100						
63	Flatt Rapids Rd	Cty Rd 45 (Russet Rd)-to-Mill Ridge Rd	1.51	76				\$98,685						
63	Flatt Rapids Rd	Mill Ridge Rd-to-Watts Line	2.10	80				\$135,257						
65	Centennial Lake Rd	Matawatchan/Brougham Twp Line-to-2872 Centennial Lake Rd	2.26	16				\$594,380						
69	Siberia Rd	End of HMA-to-Bark Lake Dam Rd	0.46	5				\$120,980						
508	Calabogie Rd	Barrett Chute Rd-to-Cty Rd 34 (Norton Rd)	2.81	45				\$604,150						
508	Calabogie Rd	Fraser Rd-to-Riopelle Rd	3.05	57				\$1,000,400						
508	Calabogie Rd	Riopelle Rd-to-Cty Rd 52 (Burnstown Rd)	1.38	61				\$452,640						
508	Calabogie Rd	Cty Rd 52 (Burnstown Rd)-to-Dickson Rd	1.56	59				\$281,647						

Road Sections

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
508	Calabogie Rd	Dickson Rd-to-Hutson Rd	1.32	60			\$238,317							
512	Foymount Rd	Silver Lake Rd-to-Donegal Rd	2.45	79			\$436,100							
512	Foymount Rd	Donegal Rd-to-Spring Creek Rd	1.25	62			\$230,446							
512	Foymount Rd	Spring Creek Rd-to-Sand Rd	2.27	74			\$415,605							
512	Foymount Rd	Sand Rd-to-HWY 41	1.65	75			\$293,700							
515	Palmer Rd	Cty Rd 62 (Combermere Rd)-to-Riverside Dr	2.28	82			\$138,754							
515	Palmer Rd	Palmer Rapids Dam Rd-to-Jewellville Bdge S Exp Jnt	1.26	77			\$81,540							
517	Dafoe Rd	Raglan Twp Boundary West-to-Raglan Twp Boundary North	1.70	36			\$365,500							
635	Swisha Rd	Hwy 17-to-Interprovincial Bdge S Exp Jnt	2.58	79			\$158,117							
2	Daniel St. North	Madawaska St-to-Michael St (left)	0.93	69				\$268,411						
2	Daniel St. North	Michael St-to-Arthur Street	0.54	57				\$157,603						
2	Daniel St. North	Arthur Street-to-CR 10 (Baskin Drive W)	0.26	57				\$75,883						
3	Usborne Street	Braeside West Limits-to-Carlea Rd	0.46	79				\$27,600						
3	Usborne Street	Carlea Rd-to-Carmichael Sideroad	2.08	70				\$124,800						
3	Usborne Street	Carmichael Sideroad-to-Cty Rd 54 (McLean Dr)	1.68	78				\$100,800						
4	Storyland Road	Eady Rd-to-Cty Rd 1 (River Rd)	1.40	56				\$272,340						
4	Storyland Road	Cty Rd 1 (River Rd)-to-Alex Lane	1.29	69				\$249,302						
4	Storyland Road	Alex Lane-to-Bingham Road	1.20	50				\$396,411						
4	Storyland Road	Bingham Road-to-CR 653 (Chenaux Rd)	1.64	53				\$296,090						
5	Stone Road	Gallagher Rd-to-Cty Rd 22 (Hyndford Rd)	1.74	36				\$373,885						
5	Stone Road	Cty Rd 22 (Hyndford Rd)-to-Hwy 60	0.33	48				\$143,550						
14	Witt Rd	Cty Rd 56 (Woitto Station Rd)-to-Locksley Rd	2.18	39				\$585,894						
16	Victoria St	Cty Rd 51 (Petawawa Blvd)-to-Wolfe Ave	0.87	77				\$52,200						
16	Victoria St	Wolfe Ave-to-Armstrong Rd	0.89	78				\$60,647						
16	Victoria St	Armstrong Rd-to-CR 25 (Laurentian Drive)	0.37	86				\$25,213						
20	Castleford Rd	Humphries Rd-to-Cty Rd 1 (River Rd)	1.39	39				\$462,433						
26	Doran Rd	Cty Rd 58 (Round Lake Rd)-to-Lubitz Rd	1.98	54				\$404,811						
26	Doran Rd	Lubitz Rd-to-Forest Lea Rd	1.99	54				\$409,741						
29	Drive Inn Rd	Clearview Crescent-to-Spruce St East	0.42	79				\$28,800						
29	Drive Inn Rd	Elm St-to-Hwy 148	0.23	84				\$13,800						
30	Lake Dore Rd	Trail Blazers Rd-to-Black Creek Rd	2.11	64				\$374,868						
40	Greenwood Rd	Hwy 17-to-Meath Hill Rd	0.83	69				\$178,118						
40	Greenwood Rd	Meath Hill Rd-to-Cemetery Rd	2.50	64				\$525,625						
40	Greenwood Rd	Cemetery Rd-to-Cty Rd 21 (Beachburg Rd)	1.33	63				\$281,561						
51	Pembroke West	Cty Rd 42 (Forest Lea Rd)-to-Meadowbrook Dr	0.61	81				\$58,821						
51	Pembroke West	Meadowbrook Dr-to-B Line Rd	2.16	80				\$157,371						
51	Petawawa Blv	B Line Rd-to-Sharon Street	1.29	70				\$119,417						
51	Petawawa Blv	Sharon Street-to-Airport Road	1.27	80				\$116,477						
51	Petawawa Blv	Airport Rd-to-Cty Rd 25 (Laurentian Dr)	1.70	83				\$162,471						
51	Petawawa Blv	Cty Rd 25 (Laurentian Dr)-to-Limestone Dr	1.86	83				\$174,574						
51	Petawawa Blv	Limestone Dr-to-Cty Rd 37 (Murphy Rd)	2.18	84				\$203,674						
51	Petawawa Blv	Cty Rd 37 (Murphy Rd)-to-Cty Rd 26 (Doran St)	0.22	64				\$17,631						
52	Burnstown Rd	Waba Cr Bdge W Exp Jnt-to-McLachlan Rd	0.51	66				\$95,319						
52	Burnstown Rd	McLachlan Rd-to-McLeod Rd	5.95	52				\$1,216,478						
52	Burnstown Rd	McLeod Rd-to-Burnstown Bdge S Exp Jnt	0.77	55				\$158,543						
52	Burnstown Rd	Burnstown Bdge N Exp Jnt-to-Cty Rd 508 (Calabogie Rd)	0.23	79				\$46,690						
52	Burnstown Rd	Cty Rd 508 (Calabogie Rd)-to-Picket Hill Lane S Jct	0.33	66				\$74,910						
65	Centennial Lake Rd	4126 Centennial Lake Rd-to-Matawatchan/Brougham Twp Line	3.87	26				\$1,017,810						
69	Siberia Rd	Bark Lake Dam Rd-to-Sunny Hill Rd	2.45	12				\$526,750						
69	Siberia Rd	Sunny Hill Rd-to-Babinski Rd	1.72	55				\$455,591						
70	Ruby Rd	Cty Rd 512 (Brudenell Rd)-to-Gorman Rd	4.28	64				\$282,744						
70	Ruby Rd	Gorman Rd-to-Wolfe Rd	3.23	67				\$209,286						
70	Ruby Rd	Wolfe Rd-to-Hoffman Road	2.21	73				\$143,705						
70	Ruby Rd	Hoffman Rd-to-Zadow Rd	2.07	79				\$136,818						
70	Ruby Rd	Zadow Rd-to-Hoffman Rd	2.21	77				\$138,533						

Road Sections

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
70	Ruby Rd	Hoffman Rd-to-Reserve Boundary	0.94	85				\$59,346						
70	Ruby Rd	Golden Lake Bdge N Exp Jnt-to-Hwy 60	0.62	73				\$46,425						
71	Matawatchesan Rd	4877 Matawatchesan Rd-to-Cty Rd 65	3.19	64				\$571,876						
72	Ridge Road	Champlain St-to-Deep River Road	0.17	36				\$227,171						
512	Foymount Rd	Cty Rd 64 (Opeongo Rd)-to-McCauley Mountain Rd	2.44	54				\$1,107,481						
2	Daniel St. North	Baskin Dr-to-Hwy 17	0.54	75					\$41,657					
2	White Lake Road	Hwy 17-to-Cty Rd 45 (Vanjumar Dr)	0.47	66					\$59,824					
2	White Lake Road	Cty Rd 45 (Vanjumar Dr)-to-Campbell Dr	0.37	73					\$25,213					
2	White Lake Road	Campbell Dr-to-Claybank Bdge E Exp Jnt	1.24	66					\$85,560					
9	Bulger Rd	Agnew Rd-to-McGaghran Rd	2.67	31					\$574,050					
9	Bulger Rd	McGaghran Rd-to-Stone Hedges Rd	2.56	37					\$550,400					
10	Baskin Drive West	CR 2(Daniel Street)-to-Division Street	1.21	75					\$89,713					
14	Witt Rd	Locksley Rd-to-Cty Rd 26 (Doran Rd)	2.26	37					\$597,566					
19	Mud Lake Rd	Cty Rd 24 (White Water Rd)-to-Robinson Rd	1.27	77					\$88,174					
19	Mud Lake Rd	Robinson Rd-to-McDonnell Bdge S Exp Jnt	0.90	75					\$63,257					
19	Mud Lake Rd	McDonnell Bdge N Exp Jnt-to-Sawmill Rd	1.21	74					\$86,601					
19	Mud Lake Rd	Sawmill Rd-to-City of Pembroke South Limit	1.52	75					\$111,394					
20	Castleford Rd	Eady Rd-to-Ferguson Rd	1.40	50					\$462,480					
20	Castleford Rd	Ferguson Rd-to-Humphries Rd	1.48	47					\$488,907					
22	Grattan Rd	Scotch Bush Rd-to-Bromley/Grattan Twp Line	2.03	81					\$122,670					
22	Grattan Rd	Bromley/Grattan Twp Line-to-Gallagher Rd	0.83	81					\$51,223					
22	Grattan Rd	Gallagher Rd-to-Cty Rd 5 (Stone Rd)	2.18	82					\$132,669					
26	Doran Rd	Forest Lea Rd-to-Cty Rd 28 (Barron Canyon Rd)	2.01	40					\$692,244					
26	Doran Rd	Cty Rd 28 (Barron Canyon Rd)-to-Hwy 17	0.29	59					\$103,273					
28	Barron Canyon Rd	Smith Lane-to-Priebe Rd	4.74	60					\$910,012					
58	Round Lake Rd	Byers Creek Bdge S Exp Jnt-to-Round Lake Ctr Urban Begins	1.09	74					\$214,808					
58	Round Lake Rd	Bonnechere R Bdge E Exp Jnt-to-Dunnes Bay Lane	1.11	42					\$364,080					
58	Round Lake Rd	Dunnes Bay Lane-to-Red Rock Rd	2.95	35					\$967,600					
58	Round Lake Rd	Red Rock Rd-to-Foy Park Corridor	1.09	51					\$357,520					
64	Opeongo Rd	Cty Rd 512 (Foymount Rd)-to-Raddatz Rd	3.72	75					\$248,709					
64	Opeongo Rd	Raddatz Rd-to-Lake Clear Rd	3.13	78					\$207,921					
64	Opeongo Rd	Lake Clear Rd-to-Baptist Church Rd	1.64	77					\$111,051					
64	Opeongo Rd	Baptist Church Rd-to-Wieland Shore Rd	2.50	81					\$167,143					
64	Opeongo Rd	Wieland Shore Rd-to-Gierman Rd	2.56	76					\$172,251					
64	Opeongo Rd	Gierman Rd-to-Sebastopol/Grattan Township Line	4.00	64					\$269,143					
64	Opeongo Rd	Sebastopol/Grattan Township Line-to-Constant Lake Rd	1.63	70					\$101,293					
64	Opeongo Rd	Constant Lake Rd-to-Hwy 41	5.33	78					\$356,349					
65	Centennial Lake Rd	Morrow Lake Rd-to-4126 Centennial Lake Rd	1.72	21					\$452,360					
66	Wilno South Rd	Hwy 60-to-Mountain View Rd	1.96	39					\$515,480					
66	Wilno South Rd	Mountain View Rd-to-Inukshuk Rd	0.97	53					\$180,060					
69	Siberia Rd	Babinski Rd-to-Pipedream Lane	2.04	17					\$536,520					
73	Deep River Road	Huron St/Algonquin St-to-Champlain St	0.35	40					\$481,793					
73	Deep River Road	Champlain St/ Glendale Ave-to-Ridge Road/Hillcrest Ave	0.19	62					\$289,076					
508	Calabogie Rd	Norway Lake Rd-to-Brydges Rd	1.95	60					\$347,100					
508	Calabogie Rd	Brydges Rd-to-Fleming Rd	0.79	60					\$140,620					
508	Calabogie Rd	Fleming Rd-to-Fraser Rd	1.23	57					\$218,940					
512	Brudenell Rd	Killaloe South Town Limit-to-Mountain View Rd	1.31	52					\$265,930					
512	Brudenell Rd	Mountain View Rd-to-Stack Rd	0.87	60					\$179,133					
515	Palmer Rd	Jewelville Bdge N Exp Jnt-to-Palmer Rapids S Urban Lmt	1.78	48					\$382,700					
653	Chenau Rd	Hwy 17-to-Cty Rd 48 (Magnesium Rd)	0.53	60					\$98,683					
653	Chenau Rd	Cty Rd 48 (Magnesium Rd)-to-Camp Galilee Lane	0.67	54					\$122,966					
653	Chenau Rd	Camp Galilee Lane-to-Service Rd	1.75	67					\$325,036					
4	Queens Line	Cty Rd 653 (Chenau Rd)-to-CA 1890	2.10	69						\$140,400				
4	Queens Line	1890 Queens Line-to-Magnesium Rd (CR 48)	2.20	82						\$152,743				
4	Queens Line	Cty Rd 48 (Magnesium Rd)-to-Acres Rd	3.30	80						\$229,114				

Road Sections

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
4	Queens Line	Acres Rd-to-Kohlsmith Rd	3.09	76						\$215,859				
4	Queens Line	Kohlsmith Rd-to-Cty Rd 7 (Foresters Falls Rd)	2.55	83						\$174,857				
5	Stone Road	1574 Stone Rd-to-Fulton Rd	0.71	81						\$42,783				
5	Stone Road	Fulton Rd-to-Kennelly Rd	2.55	79						\$153,912				
5	Stone Road	Kennelly Rd-to-Mhusk Rd	1.37	81						\$83,778				
20	Castleford Rd	Hwy 17-to-Collins Rd	1.49	42						\$492,211				
20	Castleford Rd	Collins Rd-to-Eady Rd	1.86	39						\$614,438				
30	Lake Dore Rd	Black Creek Rd-to-Limestone Rd	2.01	79						\$125,831				
30	Lake Dore Rd	Limestone Rd-to-Biederman Rd	0.98	81						\$59,754				
30	Lake Dore Rd	Biederman Rd-to-Scheuneman Rd	4.28	81						\$264,322				
30	Lake Dore Rd	Scheuneman Rd-to-Hwy 41	1.15	72						\$69,432				
58	Round Lake Rd	Round Lake Ctr S Boundary-to-Cty Rd 67 (Simpson Pit Rd)	0.20	81						\$12,000				
58	Round Lake Rd	Cty Rd 67 (Simpson Pit Rd)-to-Round Lake Ctr N Boundary	0.54	74						\$32,400				
58	Round Lake Rd	Round Lake Center N Boundary-to-Lakeview Dr West End	2.12	80						\$129,926				
58	Round Lake Rd	Lakeview Dr West End-to-Sherwood River Bdge W Exp Jnt	1.33	80						\$80,940				
58	Round Lake Rd	Sherwood River Bdge E Exp Jnt-to-Deer Trail Rd	1.33	77						\$81,510				
58	Round Lake Rd	Foy Park Corridor-to-Laurentian Valley Boundary	4.59	73						\$275,400				
58	Round Lake Rd	Laurentian Valley Bndry-to-C309 (Garipey Creek Culvert)	4.64	78						\$282,377				
58	Round Lake Rd	Henan Road-to-Hwy 17	0.76	77						\$46,903				
58	Round Lake Rd	Hwy 17-to-B Line Rd	1.26	77						\$81,540				
58	Round Lake Rd	B Line Rd-to-TV Tower Rd	2.46	83						\$159,197				
58	Bruham Ave	TV Tower Rd-to-Lorne St East	0.98	83						\$72,660				
58	Bruham Ave	Lorne St East-to-Boundary Rd	0.37	76						\$22,834				
62	John St.	County Picnic Area Rd-to-Barry's Bay South Limit	1.76	67						\$362,510				
65	Centennial Lake Rd	Doyle Drive-to-Centennial Lake Bdge N Exp Jnt	1.55	36						\$407,650				
65	Centennial Lake Rd	Centennial Lake Bdge S Exp Jnt-to-Morrow Lake Rd	2.01	35						\$528,630				
66	Wilno South Rd	Inukshuk Rd-to-Opeongo Rd N	2.40	39						\$1,058,914				
69	Siberia Rd	Pipedream Lane-to-Yakabuski Rd	1.36	58						\$243,809				
69	Siberia Rd	Yakabuski Rd-to-710 Siberia Rd	1.18	63						\$211,540				
69	Siberia Rd	710 Siberia Rd-to-Kartuzy Rd	1.01	58						\$179,780				
69	Siberia Rd	Kartuzy Rd-to-Trader Lane	1.46	60						\$259,880				
72	Ridge Road	Hwy 17-to-Avon Road	0.30	79						\$18,643				
72	Ridge Road	Avon Road-to-Dalton St	0.40	79						\$24,857				
508	Calabogie Rd	Cty Rd 511 (Lanark Rd)-to-Kubiseski Rd	1.41	61						\$250,980				
508	Calabogie Rd	Kubiseski Rd-to-Public Picnic Area N. Ent. (CA 4099)	1.53	58						\$272,340				
508	Calabogie Rd	Public Picnic Area N. Entrance-to-Norway Lake Rd	3.34	58						\$594,520				
511	Lanark Road	Calabogie Bridge N Exp Jnt-to-K&P Trail	0.44	85						\$26,400				
511	Lanark Road	K&P Trail-to-CR 508 (Calabogie Rd)	0.81	80						\$52,419				
512	Queens St	Hwy 60 (Killaloe Beginning)-to-Killaloe North Urban Limit	0.56	66						\$33,840				
512	Queens St	Killaloe North Urban Limit-to-Killaloe South Urban Limit	1.38	67						\$82,800				
512	Queens St	Killaloe South Urban Limit-to-Killaloe South Town Limit	1.22	62						\$76,337				
514	Schutt Rd	Hwy 28-to-Genricks Rd	1.01	69						\$221,803				
514	Schutt Rd	Genricks Rd-to-Walters Rd	2.49	67						\$539,174				
514	Schutt Rd	Walters Rd-to-Mocassin Lake Rd	0.93	71						\$221,373				
514	Schutt Rd	Mocassin Lake Rd-to-Cedar Grove Rd	1.74	73						\$419,526				
514	Schutt Rd	Cedar Grove Rd-to-Raglan White Lake Rd	3.02	69						\$663,214				
514	Schutt Rd	Raglan White Lake Rd-to-Raglan Twp Dump Rd	3.10	68						\$685,543				
514	Schutt Rd	Raglan Twp Dump-to-Cty Rd 515 (Palmer Rd)	0.16	68						\$35,383				
515	Palmer Rd	Guiney Rd-to-Eneas Creek Rd	1.69	47						\$363,350				
515	Palmer Rd	Eneas Creek Rd-to-Quadeville W Urban Limit	3.25	53						\$698,750				
515	Quadeville Rd	Quadeville W Urban Limit-to-Quadeville E Urban Limit	0.39	55						\$107,208				
653	Chenau Rd	Service Rd-to-Berts Rd	1.53	66						\$286,518				
653	Chenau Rd	Berts Rd-to-Queens Line	1.51	57						\$285,490				
653	Chenau Rd	Queens Line-to-Kerr Line Rd	1.45	64						\$274,882				
653	Chenau Rd	Kerr Line-to-County/Quebec Boundary	0.88	68						\$166,710				

Road Sections

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1	River Road	Dochart St-to-Cty Rd 3 (Usborne St)	1.21	78							\$84,009			
1	River Road	Cty Rd 3 (Usborne St)-to-Braeside West Limit	0.60	81							\$36,000			
1	River Road	Braeside West Limit-to-Toner Road	1.81	80							\$109,376			
1	River Road	Toner Road-to-Sand Point East Limit	1.03	86							\$61,800			
1	River Road	Sand Point East Limit-to-Mast Rd	2.06	86							\$500,000			
2	White Lake Road	Claybank Bdge W Exp Jnt-to-Young Rd	1.28	56							\$262,016			
2	White Lake Road	Young Rd-to-Mountain View Rd	2.75	36							\$927,771			
12	Westmeath Rd	Sand Point Rd-to-Old Mill Bridge Rd	1.66	40							\$436,580			
21	Beachburg Rd	Urban Beginning-to-Little St	0.89	78							\$55,876			
21	Beachburg Rd	Little St-to-Cty Rd 49 (Lapasse Rd)	0.88	80							\$54,813			
28	Barron Canyon Rd	McKay/Petawawa Township Line-to-Smith Lane	1.64	81							\$105,429			
31	Lookout Rd	Cty Rd 49 (Lapasse Rd)-to-Desjardins Rd	3.11	53							\$624,755			
31	Lookout Rd	Desjardins Rd-to-Lovers Lane	3.12	49							\$591,062			
31	Lookout Rd	Lovers Lane-to-Cty Rd 12 (Westmeath Rd)	0.60	68							\$113,666			
34	Whelan Rd	Kenopic Rd-to-1053 Whelan Rd	1.81	40							\$394,709			
34	Whelan Rd	1053 Whelan Rd-to-HWY 132	3.10	40							\$666,500			
35	Jean Av	Beginning of Urban-to-Boundary Rd E	0.24	80							\$17,486			
35	Boundary Rd East	Cty Rd 35 (Boundary Rd E)-to-Trafalgar Rd	0.54	73							\$33,094			
54	McLean Dr	1887 McLean Dr	0.65	77							\$39,557			
54	McLean Dr	Libbys Rd-to-Scheel Dr	1.40	79							\$84,600			
54	McLean Dr	Scheel Dr-to-Cty Rd 3 (Usborne St)	2.33	76							\$140,799			
55	Paquette Rd	Cty Rd 51 (Petawawa Blvd)-to-Hwy 417	2.32	74							\$160,080			
58	Round Lake Rd	Hwy 60-to-Mask Rd	2.42	75							\$164,906			
58	Round Lake Rd	Mask Rd-to-800 Round Lake Road Sign	1.50	67							\$102,857			
58	Round Lake Rd	800 Round Lake Road Sign-to-Long Meadows Rd	1.48	79							\$101,486			
58	Round Lake Rd	Long Meadows Rd-to-Tramore Rd	1.03	78							\$67,539			
58	Round Lake Rd	C309 (Gariepy Creek Culvert)-to-Pakotina Trail	3.45	61							\$622,873			
58	Round Lake Rd	Pakotina Trail-to-8266 Round Lake Rd	1.68	74							\$305,448			
58	Round Lake Rd	8266 Round Lake Rd-to-Kelly Lake Rd	1.40	55							\$249,200			
58	Round Lake Rd	Kelly Lake Rd-to-Long Lake Rd	2.30	51							\$409,400			
62	Combermere Rd	Chapeskie Rd-to-Kingdom Hall Rd	3.45	64							\$614,100			
62	Combermere Rd	Kingdom Hall Rd-to-County Picnic Area Rd	2.13	60							\$389,973			
63	Flatt Rapids Rd	Watts Line-to-Stewartville Urban Begins	0.30	82							\$19,803			
63	Flatt Rapids Rd	Stewartville Urban Begins-to-Stewartville Urban Ends	0.32	83							\$24,823			
63	Stewartville Rd	Flatt Rapids Rd-to-Maple Bend Rd	1.30	74							\$87,961			
63	Stewartville Rd	Maple Bend Rd-to-Cty Rd 508 (Calabogie Rd)	1.79	83							\$122,674			
63	Anderson Rd	Cty Rd 508 (Calabogie Rd)-to-Hwy 17	1.52	82							\$104,366			
63	Miller Rd	Hwy 17-to-Clifford Sideroad	2.89	77							\$197,205			
63	Miller Rd	Clifford Sideroad-to-Cty Rd 6 (Lochwinnoch Rd)	0.97	83							\$65,344			
65	Centennial Lake Rd	Matawatchan Rd-to-Doyle Drive	2.05	83							\$123,000			
66	Opeongo Rd	Opeongo Rd N-to-Hopefield Rd	0.80	40							\$142,400			
66	Opeongo Rd	Hopefield Rd-to-Doyle Mountain Rd	1.81	28							\$389,150			
69	Siberia Rd	River Rd-to-End of HMA	1.45	40							\$381,350			
69	Siberia Rd	Trader Lane-to-Biernacki St	0.67	56							\$152,090			
69	Dunn St	Biernacki St-to-Wilno St	0.53	53							\$122,029			
71	Matawatchan Rd	Hwy 41-to-5655 Matawatchan Road	2.49	79							\$150,467			
71	Matawatchan Rd	5655 Matawatchan Rd-to-5266 Matawatchan Rd	1.89	78							\$113,400			
508	Calabogie Rd	6761 Calabogie Road-to-Barrett Chute Road	3.70	60							\$973,100			
511	Lanark Road	Barryvale Rd-to-Grassy Bay Rd	2.21	49							\$475,150			
511	Lanark Road	Grassy Bay Rd-to-Madawaska River Bridge S Jnt	1.05	54							\$225,750			
511	Lanark Road	Madawaska Riv Bridge N Jnt-to-Calabogie Bridge S Exp. Jnt	0.19	43							\$42,892			
515	Quadeville Rd	Quadeville E Urban Limit-to-Jessup Rd	2.13	41							\$510,287			
515	Quadeville Rd	Yukes Dr-to-Cty Rd 512 (Foymount Rd)	4.60	69							\$918,226			
1	Madawaska Blvd	Herrick Drive-to-Arnprior Town Limit (4 Lanes Begin)	0.44	81								\$27,720		
1	Madawaska Blvd	Arnprior Town Line-to-B258 E Exp Jnt	1.19	76								\$112,200		

Road Sections

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1	River Road	Usborne St-to-Moore St	0.61	76								\$37,907		
2	White Lake Road	Waba Creek E Exp Jnt-to-Cty Rd 52 (Burnstown Rd)	0.39	82								\$24,403		
9	Bulger Rd	Stone Hedges Rd-to-Hwy 41	4.39	45								\$1,154,570		
12	Westmeath Rd	Old Mill Bridge Rd-to-Westmeath Twp Dump	3.22	47								\$846,860		
21	Beachburg Rd	Cty Rd 7 (Foresters Falls Rd-to-Fletcher Rd)	3.02	75								\$205,451		
21	Beachburg Rd	Fletcher Rd-to-Buchannan's Pit Entrance (1046)	2.07	78								\$143,995		
22	Grattan Rd	Hwy 41-to-Perrault Rd	2.01	70								\$408,030		
22	Grattan Rd	Perrault Rd-to-Wren Rd	2.02	59								\$410,060		
22	Grattan Rd	Wren Rd-to-Scotch Bush Rd	1.93	68								\$391,790		
25	Laurentian Dr	Cty Rd 51 (Petawawa Blvd)-to-Silke Dr	1.38	43								\$452,640		
25	Laurentian Dr	Silke Dr-to-Civic Centre Rd	1.05	46								\$344,400		
25	Laurentian Dr	Civic Centre Rd-to-Dundonald Dr	0.53	50								\$107,590		
25	Laurentian Dr	Dundonald Dr-to-CR 16 (Victoria St)	0.46	54								\$141,713		
26	Doran Rd	Hwy 17-to-Airport Rd	1.81	78								\$108,600		
26	Doran Rd	Airport Rd-to-Black Bay Rd	2.01	78								\$136,967		
36	TV Tower Road	Cty Rd 35 (Jean Ave)-to-CPR Crossing	1.36	35								\$462,011		
36	TV Tower Road	CPR Crossing-to-Cty Rd 42 (Forest Lea Rd)	1.07	39								\$366,001		
45	Vanjumar Rd	Cty Rd 2 (White Lake Rd)-to-Russett Dr	0.54	82								\$32,863		
45	Russett Dr	Scheel Dr-to-Cty Rd 63 (Miller Rd)	1.52	59								\$308,560		
48	Magnesium Rd	Hwy 653-to-Mine View Rd	1.94	81								\$119,787		
48	Magnesium Rd	Mine View Rd-to-Cty Rd 4 (Queens Line)	2.67	81								\$162,732		
49	Lapasse Rd	Cty Rd 21 (Beachburg Rd)-to-Glen Rd	0.63	40								\$168,057		
49	Lapasse Rd	Glen Rd-to-Cty Rd 31 (Lookout Rd)	2.67	46								\$574,050		
52	Burnstown Rd	Picket Hill Lane S Jct-to-Picket Hill Lane N Jct	0.71	82								\$43,817		
52	Burnstown Rd	Picket Hill Lane N Jct-to-2148 Burnstown Rd	1.29	82								\$77,400		
52	Burnstown Rd	2148 Burnstown Rd-to-2349 Burnstown Rd	1.07	82								\$64,200		
52	Burnstown Rd	2349 Burnstown Rd-to-Canaan Rd	1.65	82								\$99,000		
52	Burnstown Rd	Canaan Rd-to-Fraser Rd (McNab/Horton Line)	0.97	82								\$58,200		
58	Round Lake Rd	Tramore Rd-to-1922 Round Lake Rd	2.93	56								\$558,793		
58	Round Lake Rd	1922 Round Lake Rd-to-John St North	1.06	66								\$204,853		
58	Round Lake Rd	John St North-to-Byers Creek Bdge N Exp Jnt	1.19	52								\$228,463		
58	Round Lake Rd	Long Lake Rd-to-Dabers Rd	2.00	63								\$361,086		
58	Round Lake Rd	Dabers Rd-to-Bucholtz Rd	2.08	55								\$383,463		
58	Round Lake Rd	Bucholtz Rd-to-Rahns Rd	2.22	61								\$406,450		
58	Round Lake Rd	Rahns Rd-to-Cty Rd 26 (Doran Rd)	1.92	52								\$351,525		
58	Round Lake Rd	Cty Rd 26 (Doran Rd)-to-Henan Road	2.02	66								\$369,833		
61	Haley Rd	Orin Rd-to-Godfrey Rd	3.80	55								\$794,066		
61	Godfrey Rd	Haley Rd-to-Hwy 17	0.87	66								\$199,815		
62	Combermere Rd	Long Lake Rd-to-Chippewa Rd	1.67	58								\$305,753		
62	Combermere Rd	Chippewa Rd-to-Chapeskie Rd	2.86	58								\$519,989		
72	Ridge Road	Dalton St-to-Champlain St	0.63	61								\$168,548		
73	Deep River Road	Hwy 17-to-Huron/Algonquin St	0.14	78								\$10,980		
511	Lanark Road	Dolans Lane-to-Frost Lane	1.41	45								\$303,150		
511	Lanark Road	Frost Lane-to-Stones Lake Rd	1.01	37								\$217,150		
511	Lanark Road	Stones Lake Rd-to-Barryvale Rd	1.06	59								\$227,900		
512	Brudenell Rd	Stack Rd-to-Rochefort Rd	2.72	46								\$898,533		
512	Foymount Rd	McCauley Mountain Rd-to-B257	2.42	84								\$145,200		
515	Quadeville Rd	Jessup Rd-to-Kargus Rd	2.36	51								\$529,146		
515	Quadeville Rd	1400 Quadeville Rd-to-Yukes Dr.	2.24	85								\$137,280		
1	Madawaska Blvd	Connifer Lane-to-Herrick Drive	0.11	82									\$6,977	
1	River Road	Castleford Bdge N Exp Jnt-to-Cty Rd 20 (Castleford Rd)	2.57	79									\$156,403	
1	River Road	Mullins Rd-to-Rex Lane	2.44	84									\$147,446	
1	River Road	Rex Lane-to-Cty Rd 4 (Storyland Rd)	1.13	84									\$68,284	
4	Storyland Road	Hwy 17-to-Eady Rd	1.75	82									\$313,725	
7	Foresters Falls Rd	Beginning of semi-urban-to-Beginning of rural	0.55	47									\$302,500	

Road Sections

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
7	Foresters Falls Rd	Beginning of rural-to-Grants Settlement Rd	1.08	47									\$594,000	
10	Division St	Baskin Drive West-to-Alexandra Street	0.76	65									\$1,485,800	
10	Division St	Alexandra Street-to-Cty Rd 1 (Division Street)	0.42	71									\$891,480	
12	Westmeath Rd	Cty Rd 21( Beachburg Rd)-to-Moores Beach Rd	1.51	54									\$306,530	
12	Westmeath Rd	Moores Beach Rd-to-Sand Point Rd	1.48	52									\$300,440	
13	Mountain Rd	Wilberforce/Stafford Line-to-Micksburg Rd	1.64	46									\$431,320	
35	Jean Av	Cty Rd 36 (TV Tower Rd)-to-Beginning of Urban	0.83	58									\$168,490	
49	Lapasse Rd	Cty Rd 31 (Lookout Rd)-to-Pleasant Valley Rd	1.51	75									\$104,190	
49	Lapasse Rd	Pleasant Valley Rd-to-Hawthorne Rd	1.38	80									\$95,220	
49	Lapasse Rd	Hawthorne Rd-to-Grants Settlement Rd	2.13	80									\$146,970	
49	Lapasse Rd	Grants Settlement Rd-to-Cty Rd 50 (Gore Line)	3.53	80									\$243,570	
50	Gore Line	Jessie St-to-Wright Rd	1.30	76									\$79,671	
50	Gore Line	Cty Rd 12 (Westmeath Rd)-to-Jessie St	0.11	81									\$7,496	
50	Gore Line	Wright Rd-to-Hawthorne Rd	1.99	79									\$122,811	
50	Gore Line	Hawthorne Rd-to-Canola Rd	1.67	78									\$102,347	
50	Gore Line	Canola Rd-to-Nicolai Rd	2.33	78									\$142,796	
50	Gore Line	Nicolai Rd-to-Cty Rd 49 (Lapasse Rd)	1.89	76									\$115,830	
52	Burnstown Rd	Cty Rd 2 (White Lake Rd)-to-Waba Cr Bdge W Exp Jnt	0.74	78									\$44,400	
54	McLean Dr	Hwy 17-to-1887 McLean Dr	0.73	39									\$407,236	
56	Woitto Station Rd	Cty Rd 14 (Witt Rd)-to-Alice Twp Dump (Gate 3)	1.30	57									\$424,760	
56	Woitto Station Rd	Alice Twp Dump (Gate 3)-to-B Line Rd	2.87	55									\$939,720	
56	Woitto Station Rd	B Line Rd-to-Hwy 41	2.38	44									\$791,792	
62	Combermere Rd	Hastings County Line-to-Combermere South Urban Lt.	1.76	42									\$618,514	
62	Combermere Rd	Cty Rd 515 (Palmer Rd)-to-Pine Cliff Rd	2.07	60									\$371,092	
62	Combermere Rd	Pine Cliff Rd-to-Long Lake Rd	2.06	69									\$369,299	
65	Centennial Lake Rd	Chimo Rd North-to-Black Donald Rd	4.01	84									\$890,930	
68	Rockingham Rd	Cty Rd 515 (Palmer Rd)-to-Olsheskie	3.56	48									\$841,940	
508	Black Donald Rd	Cty Rd 65 (Centennial Lake Rd)-to-Cty Rd 508 (Calabogie Rd)	0.75	84									\$45,000	
511	Lanark Road	Lanark/Renfrew County Line-to-Bagot Long Lake Rd	1.40	55									\$301,000	
511	Lanark Road	Bagot Long Lake Rd-to-Dolans Lane	2.62	47									\$563,300	
512	Brudenell Rd	Rochefort Rd-to-Brudenell Waste Disposal Site	3.26	42									\$1,092,193	
512	Foymount Rd	Miller Rd (Heidemans Lumber)-to-Silver Lake Rd	2.52	84									\$151,200	
515	Palmer Rd	Latchford Bdge N Exp Jnt-to-Guiney Rd	2.33	84									\$143,794	
1	Elgin Street West	Madawaska & Elgin-to-Cty Rd 10 (Division St)	0.83	82										\$60,827
1	River Road	Cty Rd 10 (Division St)-to-Usborne St	0.49	82										\$36,330
1	River Road	Mast Rd-to-Henry Crescent	1.83	82										\$109,800
5	Stone Road	Hwy 132-to-Reid Rd	1.80	80										\$108,000
5	Stone Road	Reid Rd-to-Foy Rd	1.13	82										\$67,620
5	Stone Road	Foy Rd-to-Berlanquet Rd	1.44	82										\$86,400
5	Stone Road	Berlanquet Rd-to-Culhane Rd	1.94	82										\$116,400
5	Stone Road	Culhane Rd-to-1574 Stone Rd	1.42	82										\$84,960
7	Foresters Falls Rd	Hwy 17-to-Gypsy Lane	1.04	77										\$72,206
7	Foresters Falls Rd	Gypsy Lane-to-Marjorie Rd	1.66	77										\$115,251
7	Foresters Falls Rd	Marjorie Rd-to-Zion Line	1.80	80										\$108,771
7	Foresters Falls Rd	Zion Line-to-Cty Rd 4 (Queens Line)	2.33	80										\$140,799
7	Foresters Falls Rd	Cty Rd 4 (Queens Line)-to-Cty Rd 21 (Beachburg Rd)	0.39	82										\$29,417
7	Foresters Falls Rd	Cty Rd 21 (Beachburg Rd)-to-Government Rd	2.06	82										\$125,366
7	Foresters Falls Rd	Government Road-to-Harriet Street (urban begins)	0.29	82										\$17,524
9	Bulger Rd	Hwy 60/Cty Rd 8 (Cobden Rd)-to-Agnew Rd	2.02	80										\$121,200
12	Westmeath Rd	Urban Beginning-to-Cty Rd 50 (Gore Line)	0.68	74										\$46,046
13	Mountain Rd	Hwy 41-to-Wilberforce/Stafford Line	2.62	80										\$157,200
21	Beachburg Rd	Cty Rd 49 (Lapasse Rd)-to-Davidson Rd	1.32	74										\$240,722
21	Beachburg Rd	Davidson Rd-to-Zion Line	1.99	69										\$359,641
21	Beachburg Rd	Zion Line-to-Valleyview Rd	2.12	64										\$379,876
21	Beachburg Rd	Valleyview Rd-to-Hila Rd	2.34	59										\$425,991

Road Sections

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
26	Doran Rd	Cty Rd 14 (Witt Rd)-to-Zanders Rd	2.05	43										\$672,400
26	Doran Rd	Zanders Rd-to-Sandy Beach Rd	2.03	41										\$665,840
28	Barron Canyon Rd	Priebe Rd-to-Cty Rd 26 (Doran Rd)	1.94	39										\$420,079
34	Norton Road	927 Whelan Rd-to-Pucker St	3.07	65										\$616,719
34	Norton Road	Pucker St-to-English Rd	1.94	71										\$379,852
34	Whelan Rd	English Rd-to-Kenopic Rd	1.30	36										\$279,500
40	Greenwood Rd	Cty Rd 21 (Beachburg Rd)-to-Cty Rd 24 (White Water Rd)	0.84	75										\$64,080
40	Greenwood Rd	Cty Rd 24 (White Water Rd)-to-Robinson Rd	1.13	78										\$85,719
51	Petawawa Blv	Cty Rd 26 (Doran St)-to-Cty Rd 16 (Victoria St)	0.56	79										\$600,000
51	Petawawa Blv	Cty Rd 16 (Victoria St)-to-Petawawa River Bdge S Exp Jnt	0.16	79										\$120,000
51	Petawawa Blv	Petawawa River Bdge N Exp Jnt-to-Military Camp Rd	0.26	79										\$80,000
52	Burnstown Rd	Fraser Rd (McNab/Horton Twp)-to-1.8km N of Fraser	1.80	82										\$108,000
52	Burnstown Rd	1.8km N of Fraser-to-Lime Kiln Rd	1.26	82										\$75,600
52	Burnstown Rd	Lime Kiln Rd-to-Pucker St	1.22	82										\$73,200
52	Burnstown Rd	Pucker St-to-Graham Ave	0.62	82										\$225,000
52	Raglan St S	Graham Ave-to-Hwy 60 (Couples St)	1.22	82										\$557,217
65	Centennial Lake Rd	Deer Mountain Rd-to-Chimo Rd North	4.10	82										\$246,000
66	Opeongo Rd	Doyle Mountain Rd-to-Renfrew County Forest Entrance	2.85	30										\$612,750
66	Opeongo Rd	Renfrew County Forest Entrance-to-Copp Rd	2.30	35										\$494,500
66	Opeongo Rd	Copp Rd-to-Cty Rd 68 (Letterkenny Rd)	2.27	38										\$488,050
66	Opeongo Rd	Cty Rd 68 (Letterkenny Rd)-to-Cty Rd 512 (Foymount Rd)	2.17	62										\$386,260
67	Simpson Pit Rd	Hwy 60-to-Scenic Rd	1.98	81										\$119,649
67	Simpson Pit Rd	Scenic Rd-to-Mask Rd	2.00	80										\$120,000
67	Simpson Pit Rd	Mask Rd-to-Byers Creek Rd	2.06	82										\$123,600
67	Simpson Pit Rd	Byers Creek Rd-to-Buck Hill Rd	2.45	82										\$147,000
68	Rockingham Rd	Olsheskie Ranch-to-Diamond Lake Rd	3.02	56										\$699,621
68	Rockingham Rd	Diamond Lake Rd-to-Dovetail Rd	3.63	52										\$830,851
68	Rockingham Rd	Dovetail Rd-to-Guiney Rd	2.05	61										\$375,143
68	Rockingham Rd	Guiney Rd-to-Letterkenny Rd	2.56	53										\$551,045
68	Letterkenny Rd	Rockingham Rd-to-Cty Rd 66 (Opeongo Rd N)	5.00	59										\$890,534
71	Matawatchan Rd	5266 Matawatchan Rd-to-4877 Matawatchan Rd	1.98	77										\$119,649
512	Brudenell Rd	Brudenell Waste Disposal Site-to-Brudenell Village N.Limit	2.50	45										\$825,857
512	Brudenell Rd	Brudenell Village North Limit-to-Renfrew County Road 66	0.52	45										\$171,778
515	Quadeville Rd	Kargus Rd-to-Sacred Heart Rd	2.62	82										\$157,200
515	Quadeville Rd	Sacred Heart Rd-to-1400 Quadeville Rd.	2.96	82										\$177,600



Culvert Structure

Asset ID	Description	Road	Type	Const Year	Age Today	BCI	Updated Plan Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Annual Totals</b>								<b>\$3,441,000</b>	<b>\$3,904,500</b>	<b>\$2,800,000</b>	<b>\$2,678,000</b>	<b>\$2,777,000</b>	<b>\$2,638,500</b>	<b>\$2,851,000</b>	<b>\$2,998,500</b>	<b>\$4,232,500</b>	<b>\$3,776,000</b>
C012	Farquharson's Culvert	S. McNaughton Road	SPCSP	1986	36	55.0	2022	\$135,000									
C037	Bagot Creek Culvert	Lower Spruce Hedge Road	CSP	1967	55	20.8	2022	\$342,000									
C040	Snake River Culvert	8	FRR	1982	40	58.1	2022	\$108,000									
C134	Campbell Drive Culvert	Campbell Drive	SPCSPA	1980	42	45.0	2022	\$585,000									
C137	Hanson Creek Culverts	Robertson Line	CSP	1992	30	56.8	2022	\$162,000									
C152	Wadsworth Lake Culvert	Old Barry's Bay Road	SPCSPA	1976	46	45.5	2022	\$252,000									
C197	Etmanskie Swamp Culvert	62	FRR	1985	37	45.2	2022	\$1,100,000									
C269	Jacks Lake Culverts	58	CSP	1970	52	53.4	2022	\$180,000									
C302	Wingle Creek Twin Culverts	Rochfort Road	CSP	1977	45	16.3	2022	\$180,000									
C001	Berlanquet Creek Culvert	5	SPCSP	1988	34	67.1	2023	\$38,500	\$346,500								
C025	Borne Road Culvert	Borne Road	FRR	1957	65	27.6	2023	\$30,000	\$270,000								
C051	Harris Creek Culvert	Proven Line	SPCSPE	1987	35	25.7	2023	\$20,000	\$180,000								
C054	Big Black Donald Creek Culvert	65	BOX	1995	27	73.8	2023		\$50,000								
C130	Lochiel Creek Culvert North	63	SPCSPE	1982	40	33.9	2023	\$33,500	\$301,500								
C191	Dicks Road Culvert	Dicks Road	SPCSP	1987	35	29.4	2023	\$20,000	\$180,000								
C201	Broomes Creek Culvert	7	FRA	1935	87	35.3	2023	\$100,000	\$900,000								
C204	Bellowes Creek Culvert	12	FRA	1991	31	45.0	2023	\$30,000	\$270,000								
C268	St. Columbkille's Culvert	58	Box	1960	62	63.9	2023	\$75,000	\$675,000								
C325	Neilson Creek Culvert	Clear Lake Road	CSP	1983	39	35.6	2023	\$50,000	\$450,000								
C062	John Watson Culvert 2	John Watson Road	CSP	1965	57	31.0	2024		\$30,000	\$270,000							
C126	Madawaska River Culvert	508	FRR	1984	38	72.9	2024		\$63,000	\$567,000							
C136	Robertson Twin Pipes	Robertson Line	SPCSPA	1990	32	49.6	2024		\$52,000	\$468,000							
C215	Elm Creek Culverts	Snake River Line	SPCSP	1977	45	28.6	2024		\$36,000	\$324,000							
C221	Kenny's Culvert	Pleasant Valley Road	SPCSP	1987	35	54.1	2024		\$20,000	\$180,000							
C229	Burnt Bridge	Burnt Bridge Road	FRR	1970	52	45.6	2024		\$30,500	\$274,500							
C250	Pleasant Valley Culvert	Grants Settlement Road	AOF	1989	33	68.1	2024		\$50,000	\$450,000							
C010	Rath's Culvert	S. McNaughton Road	SPCSP	1987	35	58.5	2025			\$58,000	\$522,000						
C014	Labombard Culvert	Chris Ruddy Road	SPCSPA	1982	40	43.9	2025			\$25,000	\$225,000						
C024	Cliché Culvert	Sandy Beach Road	SPCSPE	1985	37	66.9	2025			\$66,500	\$598,500						
C170	Hurds Creek Culverts	Wittkie Road	CSP	1987	35	58.2	2025			\$37,000	\$333,000						
C242	Hales Creek Culvert	51	Box	1987	35	61.9	2025			\$15,000	\$135,000						
C317	Cobden Lake Culvert	7	Box	2000	22	73.2	2025			\$10,000	\$90,000						
C323	Hoffmans Box Culvert	58	Box	1980	42	56.4	2025			\$30,000	\$270,000						
C330	McLeads Culvert	52	CSP	1995	27	65.8	2025			\$25,000	\$225,000						
C045	Agnew Culvert (South Fork)	Agnew Road	SPCSPA	1982	40	52.6	2026			\$34,000	\$306,000						
C066	Voldeeks Culvert	Letterkenny Road	CSP	1977	45	61.8	2026			\$21,000	\$189,000						
C093	Bradley West Culvert	64	FRR	1977	45	73.5	2026			\$30,000	\$270,000						
C189	Ross Road Triple Cell	Ross Road	FRR	1970	52	75.0	2026			\$26,500	\$238,500						
C245	Indian Road Culvert	21	Box	2010	12	59.6	2026			\$29,000	\$261,000						
C265	Peter Black Culvert	24	SPCSP	1980	42	61.8	2026			\$45,000	\$405,000						
C305	Latchford Church Pipes	515	CSPA	2004	18	66.7	2026			\$32,000	\$288,000						
C308	Tomisini's Culvert	58	CSP	2002	20	63.1	2026			\$24,000	\$216,000						
C315	Ross Road Double Cell	Ross Road	FRR	1970	52	73.5	2026			\$18,000	\$162,000						
C331	Rockingham Creek Box Culvert	62	Box	1980	42	70.9	2026			\$20,000	\$180,000						
C050	Eady Culvert	Snake River Road	SPCSPA	1987	35	59.8	2027					\$27,000	\$243,000				
C119	Dochart Creek Culvert	1	FRR	1966	56	75.9	2027					\$72,000	\$648,000				
C125	McGregor Culvert	Lochwinnoch Road	SPCSPA	2010	12	56.4	2027					\$58,000	\$522,000				
C235	Devines Creek Culvert	512	SPCSPA	1963	59	63.3	2027					\$39,000	\$351,000				
C246	Culhane Culvert	Culhane Road	SPCSPA	1978	44	51.6	2027					\$45,000	\$405,000				
C316	Kenny's Culvert	Stafford Third Line	SPCSPA	1967	55	60.5	2027					\$20,500	\$184,500				
C052	Peever Culvert	McGuinty Road	CSP	1977	45	63.6	2028						\$30,000	\$270,000			
C135	Ryan Creek Culvert	Campbell Drive	SPCSP	1990	32	69.3	2028						\$37,000	\$333,000			
C160	Broomes Creek Culvert	Grant's Settlement Road	SPCSP	1990	32	70.3	2028						\$180,000	\$1,620,000			
C254	Alan James Culvert	4	SPCSP	1987	35	57.5	2028						\$38,000	\$342,000			
C109	Thompson Hill Culvert	52	SPCSPA	1991	31	65.1	2029							\$58,000	\$522,000		
C164	Wilderness Arch	Rafting Road	AOF	1985	37	79.6	2029							\$46,000	\$414,000		
C236	Brennans Creek Culvert	512	SPCSP	1963	59	69.1	2029							\$160,000	\$1,440,000		
C243	Worms Culvert	20	CSPA	1998	24	48.8	2029							\$22,000	\$198,000		

Asset ID	Description	Road	Type	Const Year	Age Today	BCI	Updated Plan Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
C038	Mink Creek Culvert	8	SPCSP	1991	31	68.3	2030								\$52,000	\$468,000	
C069	Eneas Road Culvert	Eneas Creek Rd	SPCSPA	1987	35	52.0	2030								\$32,500	\$292,500	
C082	Raycroft Culvert	64	FRR	1977	45	73.2	2030								\$73,000	\$657,000	
C087	Dellaires Culvert	Constant Lake Road	CSP	1990	32	53.2	2030								\$25,500	\$229,500	
C146	McPhee Road Culvert	McPhees Bay Road	CSPA	1999	23	49.2	2030								\$18,000	\$162,000	
C148	Halfway Creek Culvert	Old Barrys Bay Road	CSPA	1999	23	66.0	2030								\$45,000	\$405,000	
C168	Lake Clear Tri Culverts	Lake Clear Road	SPCSP	1980	42	64.5	2030								\$35,500	\$319,500	
C206	Gervais Creek Culvert	49	SPCSP	1989	33	73.5	2030								\$60,000	\$540,000	
C216	Elm Creek Tri Pipes	Waterview Road	SPCSP	1977	45	57.0	2030								\$32,000	\$288,000	
C241	Tims Waba Creek Bridge	23	AOF	1991	31	69.3	2030								\$51,000	\$459,000	
C070	Homestead Creek Culvert	Homestead Road	CSP	1987	35	59.2	2031									\$31,000	\$279,000
C083	Sand Road Twin Pipes	Sand Road	SPCSP	1987	35	61.7	2031									\$36,000	\$324,000
C225	Black Creek Culvert	30	CSPA	2005	17	70.9	2031									\$60,000	\$540,000
C249	Drive In Theatre Culvert	42	SPCSPA	1977	45	73.9	2031									\$54,000	\$486,000
C299	Silver Creek Culverts	Silver Lake Road	CSP	1970	52	59.5	2031									\$20,000	\$180,000
C307	Turners Creek Culvert	58	FRR		2022	73.0	2031									\$50,000	\$450,000
C309	Gariepy Creek Culvert	58	FRR		2022	69.6	2031									\$50,000	\$450,000
C327	Siberia Twin Pipes	69	CSP	2006	16	73.9	2031									\$50,000	\$450,000
C328	Devine Creek Tri Pipes	512	SPCSPE	1982	40	70.8	2031									\$40,000	\$360,000
C332	Chapeskie Culvert	Chapeski Mill Dr	CSP	2008	14	62.0	2031									\$21,000	\$189,000
C003	Moores Creek Culvert	5	AOF	1997	25	67.3	2032										\$20,000
C077	Castleford Culvert	1	SPCSPA	2009	13	86.3	2032										\$48,000

**Bridge Structures**

Asset ID	Structure Name	Road	Deck Area (sq.m)	Year Built	Age (Today)	BCI	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
<b>Annual Totals</b>							<b>\$6,674,000</b>	<b>\$3,656,000</b>	<b>\$3,735,000</b>	<b>\$3,115,200</b>	<b>\$2,946,400</b>	<b>\$3,280,060</b>	<b>\$3,501,940</b>	<b>\$3,231,000</b>	<b>\$2,660,000</b>	<b>\$2,295,000</b>	
<b>General Structure Repairs</b>							\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$120,000
B005	Scollard Bridge	Pucker Street	73.9	1928	94	53.0	\$600,000										
B022	Indian River Bridge	Sandy Beach Rd	202.5	1986	36	70.0	\$1,200,000										
B056	Colterman Bridge	Colterman Road	44.6	2006	16	69.0	\$100,000										
B057	Mount St. Patrick Bridge	Mount St Patrick Rd	96.0	1924	98	51.0	\$800,000										
B064	Pilgrim Road Bridge	Pilgrim Road	51.7	1999	23	66.0	\$180,000										
B068	Schimmins Creek Bridge	Welk Road	22.1	2004	18	66.0	\$100,000										
B150	Dam Lake Bridge	Stanley Olsheski Rd	85.4	1962	60	71.0	\$100,000										
B203	Petawawa River Bridge	51	987.8	1973	49	70.0	\$1,300,000										
B257	Harrington Creek Bridge	512	32.5	1930	92	29.0	\$800,000										
B319	Bucholtz Bridge	58	358.6	1984	38	73.0	\$950,000										
B007	Butler Bridge	Butler Road	540.0	1976	46	74.0	\$100,000	\$900,000									
B044	Douglas Bridge	5	215.7	1960	62	68.0	\$45,000	\$405,000									
B102	Brennans Creek Bridge	512	126.5	1960	62	64.0	\$54,000	\$486,000									
B108	Tramore Bridge	Tramore Road	239.2	2005	17	74.0	\$40,000	\$360,000									
B156	Burnt Bridge	Burnt Bridge Road	112.5	1975	47	64.0	\$25,000	\$225,000									
B232	Cochrane Creek Bridge	Cement Bridge Road	40.0	1930	92	40.0	\$50,000	\$450,000									
B310	Ski Hill Bridge	58	92.4	1937	85	69.0	\$30,000	\$270,000									
B073	Kargus Creek Bridge	Kargus Road	30.0	1963	59	13.4		\$20,000	\$180,000								
B103	O'Grady Bridge	O'Grady Settlement Road	38.7	1981	41	57.0		\$20,000	\$180,000								
B145	Combermere Bridge	62	918.0	1976	46	68.0		\$140,000	\$1,260,000								
B181	Peter Black Bridge	24	261.7	1974	48	65.0		\$180,000	\$1,620,000								
B122	Waba Creek Bridge	52	89.3	1984	38	67.0			\$25,000	\$225,000							
B123	Burnstown Bridge	52	1694.6	1974	48	73.0			\$270,000	\$2,430,000							
B019	CPR Overhead	42	463.6	1969	53	72.0			\$82,200	\$739,800							
B033	Springtown Bridge	Springtown Bridge Rd	623.2	2002	20	74.0			\$10,000	\$90,000							
B055	Mountain Chute Bridge	Hydro Dam Road	469.8	1988	34	72.0			\$10,000	\$90,000							
B071	Bruceton Bridge	Keller Road	42.0	2015	7	69.8				\$100,000							
B091	Danny Constant Bridge	Constant Lake Road	53.9	1982	40	72.0			\$13,000	\$117,000							
B106	Turner's Bridge	Turners Road	160.2	1981	41	72.0			\$35,000	\$315,000							
B121	Waba Creek Bridge	2	136.3	1972	50	70.0			\$30,000	\$270,000							
B176	Paugh Lake Road Bridge	Paugh Lake Road	127.5	1980	42	74.0			\$50,000	\$450,000							
B188	Turcotte Bridge	Code Road	33.7	1920	102	31.0			\$30,000	\$270,000							
B031	Madawaska River Bridge	511	519.6	1972	50	72.0				\$93,600	\$842,400						
B032	Calabogie Bridge	511	336.8	1972	50	74.0				\$60,000	\$540,000						
B117	Mackey Creek Bridge	Mackey Creek Rd	37.6	1986	36	67.0				\$6,000	\$54,000						
B118	Arnprior CPR Overhead	1	259.5	1971	51	74.0				\$45,000	\$405,000						
B198	Mill Creek Bridge	21	145.1	1972	50	74.0				\$35,000	\$315,000						
B200	Bonnechere River Lower Bridge	John Street	377.3	1985	37	71.0				\$65,000	\$585,000						
B021	Indian River - B-Line Bridge	B-Line Road	395.2	1958	64	71.0						\$53,660	\$482,940				
B053	Constant Creek Bridge	Ferguson Lake Road.	70.6	1926	96	51.0						\$180,000	\$1,620,000				
B074	Fire Tower Creek Bridge	Fire Tower Road	30.0	2008	14	66.8						\$10,000	\$90,000				
B105	Coulas Bay's Bridge	Bear Trail Road	28.8	2010	12	70.5						\$10,000	\$90,000				

Asset ID	Structure Name	Road	Deck Area (sq.m)	Year Built	Age (Today)	BCI	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
B158	Meilleurs Bridge	Meilleurs Road	25.3	1981	41	66.0						\$22,000	\$198,000			
B179	Golden Lake Reserve Bridge	70	469.2	1969	53	75.0						\$63,000	\$567,000			
B023	Zanders Bridge	Zanders Rd	212.9	1988	34	71.0							\$15,000	\$135,000		
B034	Constant Creek Bridge	508	220.5	2001	21	74.0							\$9,000	\$81,000		
B096	Centennial Lake Bridge	65	1109.1	1966	56	75.0							\$10,000	\$90,000		
B100	Sherwood River Bridge	58	245.0	1967	55	69.0							\$40,000	\$360,000		
B143	McDonnells Bridge	19	890.1	1987	35	74.0							\$15,000	\$135,000		
B144	Johnston Bridge	19	151.8	1985	37	72.0							\$15,000	\$135,000		
B153	Jewellville Bridge	515	693.5	1968	54	73.0							\$120,000	\$1,080,000		
B173	Byers Creek Bridge	58	142.5	1981	41	73.8							\$30,000	\$270,000		
B226	Black Creek Bridge	Black Creek Rd	26.9	1994	28	95.0								\$500,000		
B127	Stewartville Bridge	Stewartville Road	764.8	1984	38	73.0								\$130,000	\$1,170,000	
B184	Hales Creek Bridge	Golf Course Road	95.2	1987	35	74.4								\$10,000	\$90,000	
B185	Moffat Canal Bridge	Forest Park Road	125.8	2003	19	74.0								\$10,000	\$90,000	
B233	Latchford Bridge	515	570.4	1982	40	75.0								\$95,000	\$855,000	
B018	Davis Mills Bridge	26	550.0	1963	59	74.0									\$80,000	\$720,000
B110	Captain Christopher Bell Bridge	1	900.0	1965	57	75.0									\$60,000	\$540,000
B120	Clay Bank Bridge	2	3500.0	1975	47	75.0									\$20,000	\$180,000
B186	Third Line Bridge	Stafford Third Line	146.7	2005	17	75.0									\$25,000	\$225,000
B224	Snake River Bridge	Snake River Road	269.3	1999	23	74.0									\$25,000	\$225,000
B258	Madawaska River Bridge	1	3674.3	1976	46	85.0									\$20,000	\$180,000
B311	Indian River Bridge	58	93.6	1937	85	74.0									\$25,000	\$225,000

# Long Term Financial Plan

## Base Plan

# 10 Year Capital Plan - \$263,000,811

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Totals
County Admin Building	329,000	235,000	100,000	250,000	25,000	80,000	107,975	225,000	134,129	-	1,486,104
Renfrew County Place	266,875	62,000	119,858	110,893	241,419	150,000	62,000	90,000	70,000	35,665	1,208,710
80 McGonigal	-	-	-	-	25,000	-	-	7,000	10,000	-	42,000
Miramichi Lodge	578,000	351,500	487,000	1,030,920	202,375	640,176	195,000	174,211	521,080	799,366	4,979,628
Bonnechere Manor	434,470	258,000	548,235	458,400	301,995	460,470	347,090	228,010	392,090	328,010	3,756,770
Arnprior Paramedic Base	20,095	-	15,000	15,000	5,000	5,000	12,000	-	30,000	-	102,095
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	317,000	240,000	245,000	250,000	255,000	260,000	270,000	275,000	280,000	285,000	2,677,000
RCHC	1,016,000	1,093,640	1,215,767	976,240	866,946	870,980	820,000	1,033,920	943,680	930,000	9,767,173
Fleet - PW	1,674,000	847,000	864,000	1,077,000	1,066,000	1,102,000	1,143,000	1,116,000	1,358,000	1,301,000	11,548,000
Fleet - D&P	50,000	30,000	30,000	-	30,000	-	-	30,000	30,000	30,000	230,000
Fleet - RCHC	63,200	46,000	65,000	87,000	6,000	71,163	46,000	90,000	49,000	46,000	569,363
Fleet - EMS	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	1,475,000	12,690,000
Roads	13,295,936	14,253,390	13,209,370	14,316,302	14,311,152	14,651,893	14,769,225	15,813,549	15,230,467	16,470,639	146,321,923
Culverts	2,441,800	3,904,500	2,800,000	2,678,000	2,777,000	2,638,500	2,851,000	2,998,500	4,232,500	3,776,000	32,097,000
Bridges	6,674,000	3,656,000	3,735,000	3,115,200	2,946,400	3,280,060	3,501,940	3,231,000	2,660,000	2,295,000	35,094,600
<b>Totals</b>	<b>29,639,576</b>	<b>28,571,030</b>	<b>24,171,229</b>	<b>25,551,955</b>	<b>24,816,287</b>	<b>25,422,325</b>	<b>25,315,420</b>	<b>26,582,121</b>	<b>27,159,186</b>	<b>27,771,680</b>	<b>263,000,811</b>

The 10 Year Plan is submitted to the Treasurer in September 2021 to begin the 2022 Budget Process.

This plan is created using current 2021 costs.

# 10 Year Capital Plan Must Be Adjusted For:



Inflation Adjusted – 2% per year



CAO/Committee Adjustments



Equipment Items Added To AMP

# Adjusted 10 Year Capital Plan - \$295,999,122

## County of Renfrew Long Term Financing Plan - Forecast

			1	2	3	4	5	6	7	8	9		
	Rate	2021B	2022B	2023	2024	2025	2026	2027	2028	2029	2030	2031	10Yr Total
<b>Capital Plan</b>		27,237,768	31,124,574	26,571,030	24,171,229	25,551,955	24,816,287	25,422,325	25,315,420	26,582,121	27,159,186	27,771,680	264,485,808
<b>Inflation Adjusted</b>	2.0%	27,237,768	31,124,574	27,102,451	25,147,747	27,115,939	26,861,948	28,068,302	28,509,275	30,534,502	31,821,315	33,189,729	289,475,782
<b>Equipment</b>	2.0%	215,800	670,560	600,000	612,000	624,240	636,725	649,460	662,449	675,698	689,212	702,996	6,523,340
<b>Total</b>		27,453,568	31,795,134	27,702,451	25,759,747	27,740,179	27,498,673	28,717,762	29,171,724	31,210,200	32,510,527	33,892,725	295,999,122
<b>Provincial Subsidy *</b>		1,357,505	2,798,384	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	7,298,384
<b>Federal Subsidy **</b>		2,793,217	5,478,416	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	2,914,661	31,710,365
<b>Transfer From Reserves</b>		23,302,846	23,518,334	24,172,800	22,215,857	24,218,237	23,995,932	25,208,039	25,669,684	27,682,135	28,995,705	30,379,586	256,056,309
<b>Pembroke - RCHC ***</b>		-	-	114,990	129,229	107,281	88,080	95,062	87,379	113,404	100,161	98,478	934,064
<b>Tax Levy</b>		-	-	-	-	-	-	-	-	-	-	-	-
<b>Debt</b>		-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>		27,453,568	31,795,134	27,702,451	25,759,747	27,740,179	27,498,673	28,717,762	29,171,724	31,210,200	32,510,527	33,892,725	295,999,122
<b>Gap</b>		-	-	-	-	-	-	-	-	-	-	-	-

This plan requires \$256 million in reserve funding, \$7 million from the Province through OCIF, \$32 million from Gas Tax and \$1 million from Pembroke.



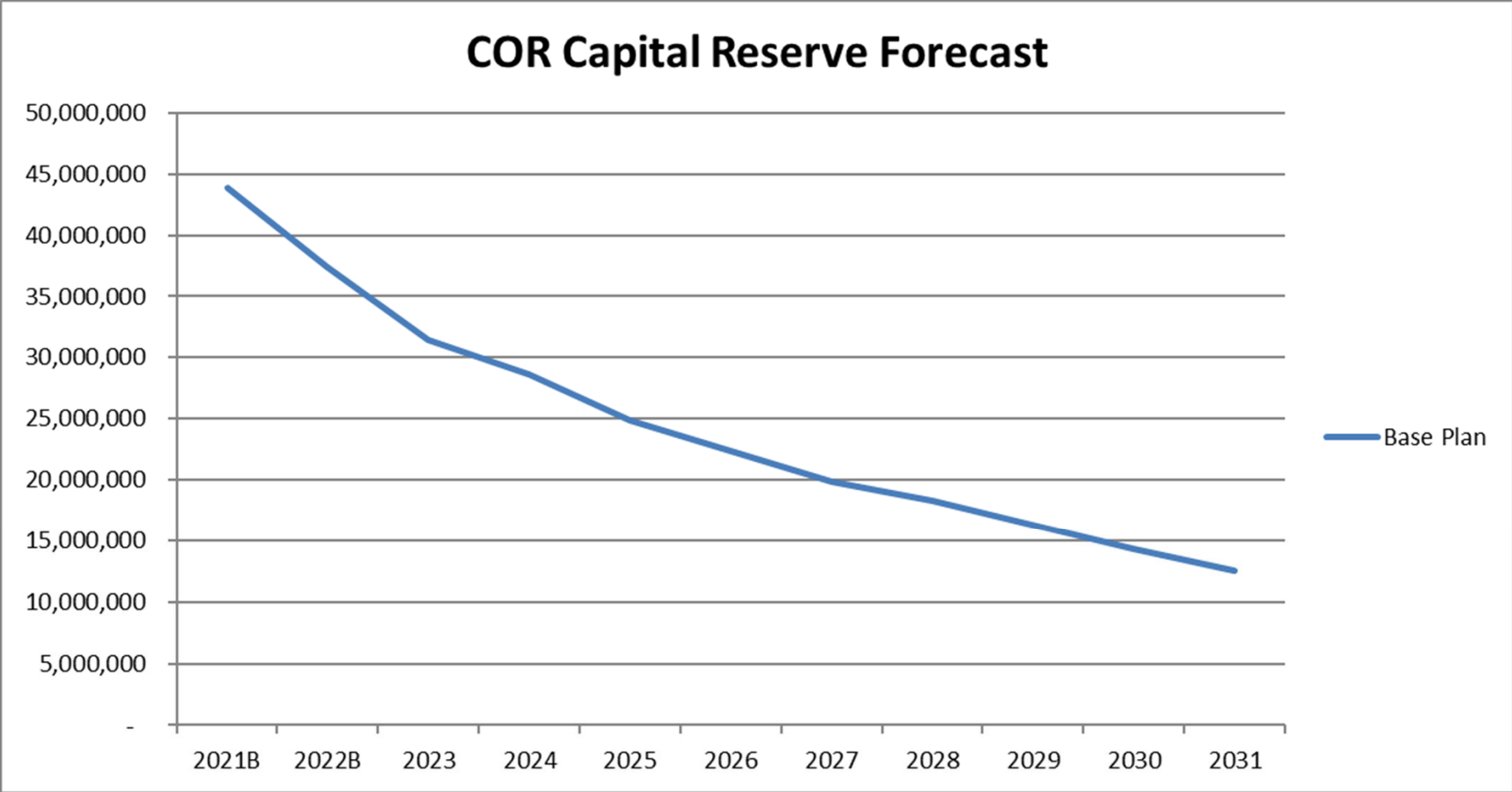
**County of Renfrew  
Long Term Financing Plan - Capital Reserve Balance**

	2020Act	2021B	2022B	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Yr Total
<b>Opening Balance</b>	40,848,854	47,089,986	43,910,302	37,390,497	31,480,244	28,629,338	24,836,606	22,364,583	19,831,411	18,314,849	16,318,767	14,308,975	
<b>Adjustments</b>	7,079,130	4,797,500											
<b>Transfer From Operating</b>	14,527,834	15,509,762	17,006,629	18,202,941	19,306,015	20,361,845	21,463,182	22,611,834	24,091,051	25,621,406	26,923,542	28,541,594	224,130,039
<b>Transfer To Capital</b>	(15,365,832)	(23,472,846)	(23,518,334)	(24,172,800)	(22,215,857)	(24,218,237)	(23,995,932)	(25,208,039)	(25,669,684)	(27,682,135)	(28,995,705)	(30,379,586)	(256,056,309)
<b>Extra OCIF \$ - 5 years</b>													
<b>Used for Operating</b>		(14,100)	(8,100)										(8,100)
<b>Interest Earned</b>				59,606	58,935	63,661	60,727	63,033	62,071	64,647	62,371	61,379	556,430
<b>LTM Growth</b>													
<b>Closing Balance</b>	47,089,986	43,910,302	37,390,497	31,480,244	28,629,338	24,836,606	22,364,583	19,831,411	18,314,849	16,318,767	14,308,975	12,532,362	

The Capital Reserve position will reduce from \$47 million in the 2020 audited Statements to \$12 million at the end of our 10 year plan.

The Long Term Plan will generate \$224 million over the next 10 years, allowing us to use \$256 million for capital renewal.

# COR Capital Reserve Forecast



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

	Rate	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Yr Totals
Prior Year Tax Levy		48,945,594	50,976,836	52,761,025	54,607,661	56,518,930	58,497,092	60,544,490	62,663,547	64,856,771	67,126,758	
Wtd CVA Growth	5 year avg is 1%	807,602	509,768	527,610	546,077	565,189	584,971	605,445	626,635	648,568	671,268	6,093,133
Target Levy Increase	4 year avg is 2.5%	1,223,640	1,274,421	1,319,026	1,365,192	1,412,973	1,462,427	1,513,612	1,566,589	1,621,419	1,678,169	14,437,468
Estimated County Tax Levy		50,976,836	52,761,025	54,607,661	56,518,930	58,497,092	60,544,490	62,663,547	64,856,771	67,126,758	69,476,195	
Levy Available for Capital and Debt Service		18,408,059	19,378,029	20,390,090	21,445,920	22,547,257	23,695,909	24,893,751	26,142,730	27,444,866	28,802,256	
Debt Service Costs		(1,401,430)	(1,175,088)	(1,084,075)	(1,084,075)	(1,084,075)	(1,084,075)	(802,700)	(521,324)	(521,324)	(260,662)	(9,018,828)
Avaiable Capital Funding		17,006,629	18,202,941	19,306,015	20,361,845	21,463,182	22,611,834	24,091,051	25,621,406	26,923,542	28,541,594	
Transferred To Capital Reserves		17,006,629	18,202,941	19,306,015	20,361,845	21,463,182	22,611,834	24,091,051	25,621,406	26,923,542	28,541,594	224,130,039
Capital Paid by Direct Levy Support		-	-	-	-	-	-	-	-	-	-	
Annual Capital Investment Impact		17,006,629	18,202,941	19,306,015	20,361,845	21,463,182	22,611,834	24,091,051	25,621,406	26,923,542	28,541,594	
Tax Levy Available for Operating	2.5%	32,568,777	33,382,996	34,217,571	35,073,010	35,949,835	36,848,581	37,769,796	38,714,041	39,681,892	40,673,939	
Change in Operating Levy		444,049	814,219	834,575	855,439	876,825	898,746	921,215	944,245	967,851	992,047	

If we continue to experience 1% average CVA growth and a levy target of 2.5%, the plan will still generate the necessary \$224 million into capital reserves.

# Long Term Financial Plan Report Card

## County of Renfrew

Indicator	Target	2022	
% WTD CVA Growth	1.48%	1.65%	Green
% County Levy Increase	3.00%	2.50%	Red
% Levy Restricted For Operating	2.50%	2.40%	Green
% Interest Earned on Reserves	1.45%	0.95%	Red
% Inflation	2.00%	4.90%	Red
% Interest Paid on New Debt	3.00%	2.56%	Green
Minimum Annual Federal Funding	2,505,628	5,478,416	Green
Minimum Annual Provincial Funding	500,000	2,739,384	Green
Minimum Capital Reserve Balance	2,000,000	12,532,362	Green
10 Year Funding Gap (original 2014)	13,261,129	-	Green

# OCIF Enhancement \$8,957,536

In December 2021, the County of Renfrew received a letter from the Ministry Of Infrastructure (MOI) advising that our OCIF funding for 2022 would be \$2,739,384 vs \$1,357,505 in 2021. The increase in total Provincial OCIF funding would be \$1 billion over the **next 5 years**.

The letter also advised that the OCIF formula for 2023 would be changed using “forward Looking current replacement values for assets instead of closing balances from the Financial Information Returns (FIR’s). A smoothing mechanism will be implemented to limit year over year changes to +/- 15% of the previous year.

For 2024 and forward the MOI will work with partners to develop a more standardized process.

OCIF **could be** \$2,739,384 for the next 4 years vs \$500,000 in the “Base Plan” = **+\$8,957,536**

# Long Term Financial Plan

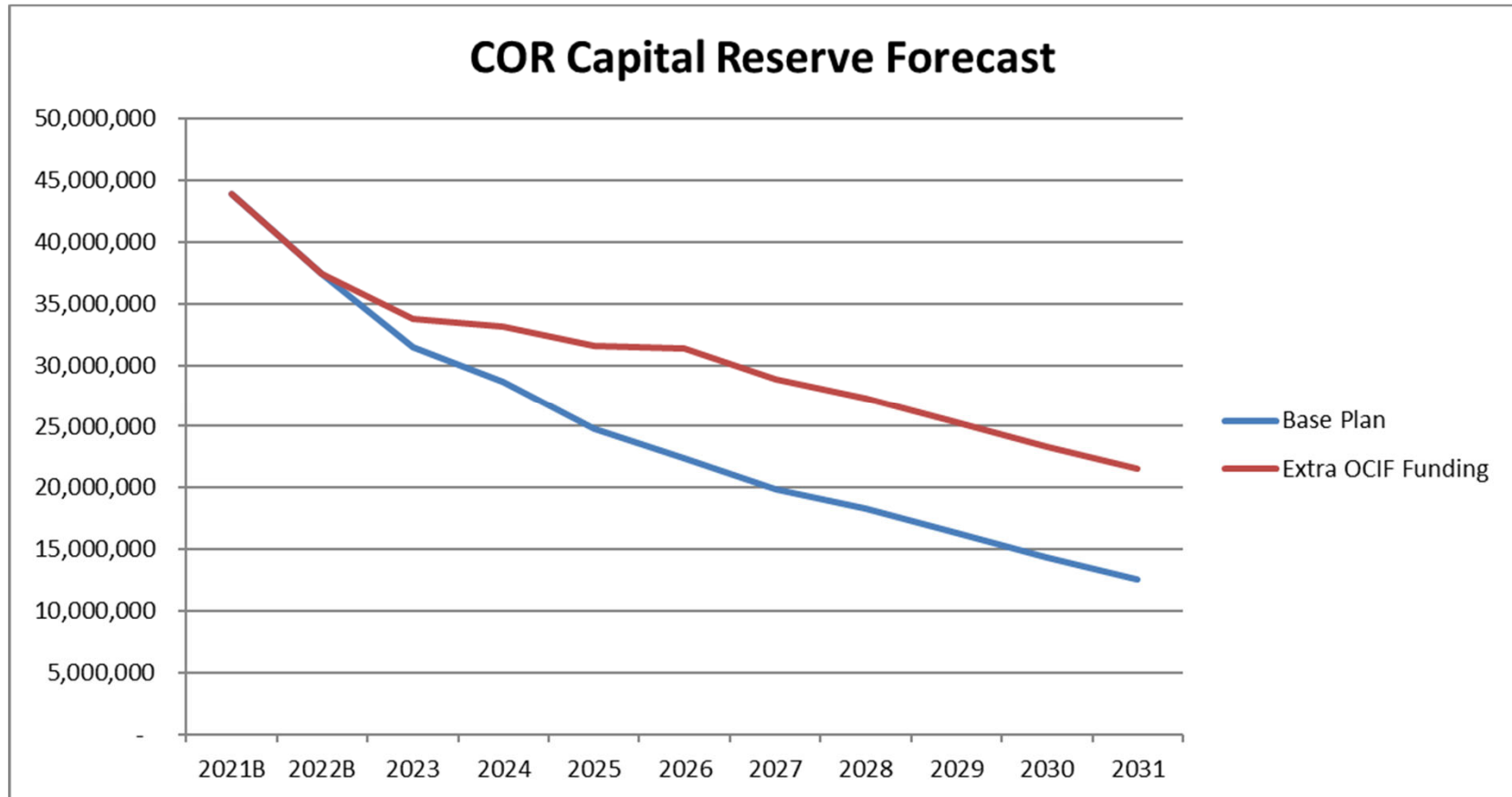
## OCIF Enhancement

County of Renfrew Long Term Financing Plan	2020Act	2021B	2022B	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Yr Total
Opening Balance	40,848,854	47,089,986	43,910,302	37,390,497	33,719,628	33,112,298	31,564,029	31,337,390	28,810,683	27,296,406	25,301,997	23,294,720	
Adjustments	7,079,130	4,797,500											
Transfer From Operating	14,527,834	15,509,762	17,006,629	18,202,941	19,306,015	20,361,845	21,463,182	22,611,834	24,091,051	25,621,406	26,923,542	28,541,594	224,130,039
Transfer To Capital	(15,365,832)	(23,472,846)	(23,518,334)	(24,172,800)	(22,215,857)	(24,218,237)	(23,995,932)	(25,208,039)	(25,669,684)	(27,682,135)	(28,995,705)	(30,379,586)	(30,379,586)
Extra OCIF \$ - 4 years				2,239,384	2,239,384	2,239,384	2,239,384						8,957,536
Used for Operating		(14,100)	(8,100)										(8,100)
Interest Earned				59,606	63,128	68,739	66,727	69,497	64,356	66,321	64,885	64,447	587,707
LTM Growth													
Closing Balance	47,089,986	43,910,302	37,390,497	33,719,628	33,112,298	31,564,029	31,337,390	28,810,683	27,296,406	25,301,997	23,294,720	21,521,175	

Closing Reserve Balance is estimated at \$21 million in 2031.

# Long Term Financial Plan

## OCIF Enhancement



# LTM Growth - November 2021

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

## **RESOLUTION NO. OP-C-21-11-136**

Moved by Councillor Lynch

Seconded by Councillor Hunt

THAT County staff be directed to consult and contact the local municipalities to collect information and financial projections with respect to growth in each community as part of the process as part of the process of establishing future funding for County infrastructure over the next 10 years. **CARRIED.**



# November 2021 (estimates)

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

# Long Term Financial Plan

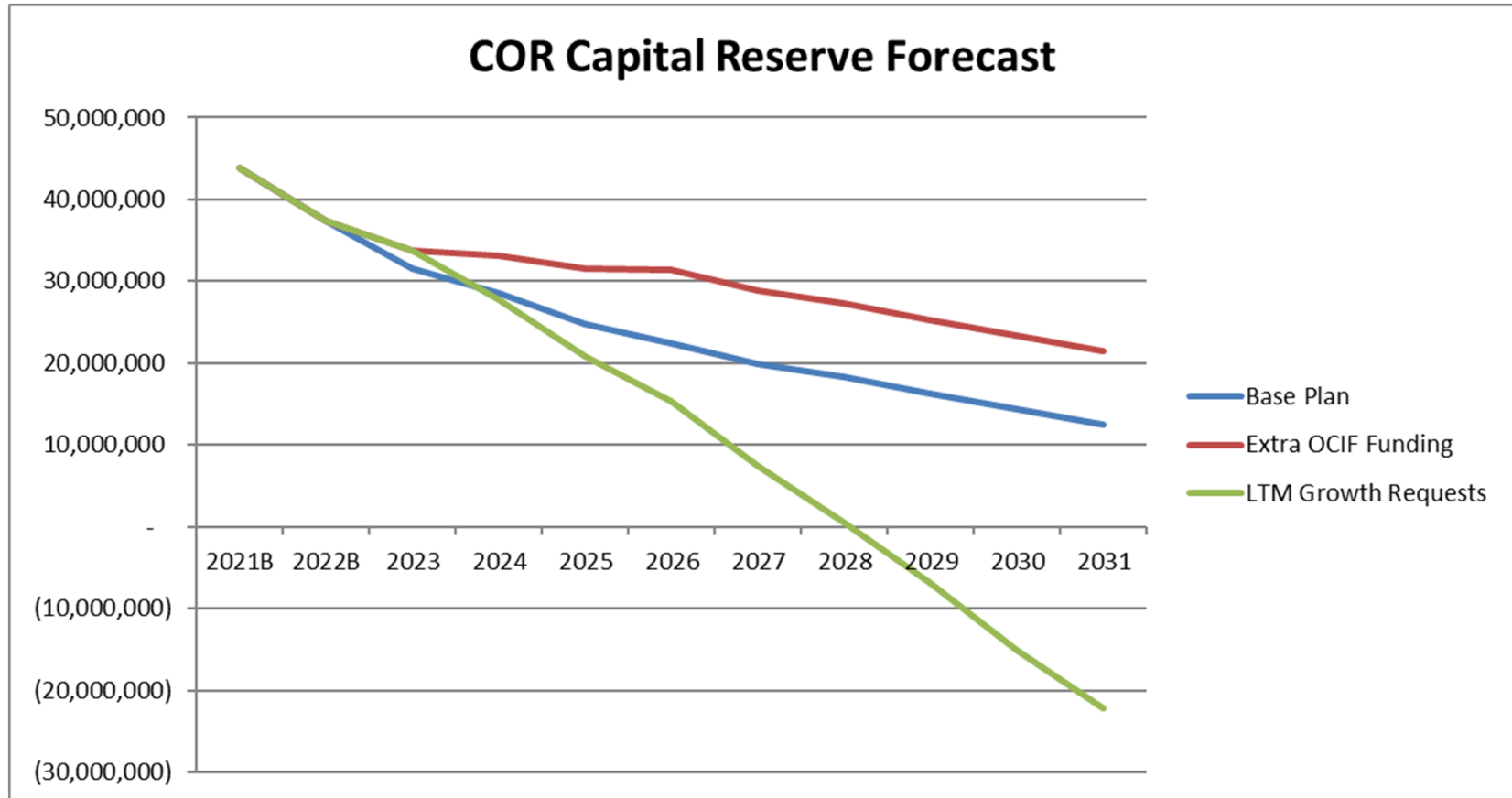
## OCIF Enhancement & LTM Growth

County of Renfrew Long Term Financing Plan	2020Act	2021B	2022B	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Yr Total
Opening Balance	40,848,854	47,089,986	43,910,302	37,390,497	33,719,628	27,776,048	20,880,452	15,303,458	7,422,306	541,374	(6,850,500)	(15,144,687)	
Adjustments	7,079,130	4,797,500											
Transfer From Operating	14,527,834	15,509,762	17,006,629	18,202,941	19,306,015	20,361,845	21,463,182	22,611,834	24,091,051	25,621,406	26,923,542	28,541,594	224,130,039
Transfer To Capital	(15,365,832)	(23,472,846)	(23,518,334)	(24,172,800)	(22,215,857)	(24,218,237)	(23,995,932)	(25,208,039)	(25,669,684)	(27,682,135)	(28,995,705)	(30,379,586)	(30,379,586)
Extra OCIF \$ - 4 years				2,239,384	2,239,384	2,239,384	2,239,384						8,957,536
Used for Operating		(14,100)	(8,100)										(8,100)
Interest Earned				59,606	63,128	57,661	52,622	51,304	33,951	5,106	(885,774)	154,752	(407,645)
LTM Growth					(5,336,250)	(5,336,250)	(5,336,250)	(5,336,250)	(5,336,250)	(5,336,250)	(5,336,250)	(5,336,250)	(42,690,000)
Closing Balance	47,089,986	43,910,302	37,390,497	33,719,628	27,776,048	20,880,452	15,303,458	7,422,306	541,374	(6,850,500)	(15,144,687)	(22,164,177)	

Closing Reserve Balance is estimated at (\$22) million in 2031.

# Long Term Financial Plan

## OCIF Enhancement & LTM Growth



# Financial Pressures

Pressure	Cost \$	Funding Source	Original	Revised
Property - CAB	145,000			
Trails	2,000,000			
PW – Line Painting	100,000			
Planning – new fees	(10,000)			
<b>Total Pressure</b>	<b>2,235,000</b>			
Option #1		Increase Levy	2.5%	8.7%
Option #2		Reduce Other Expenses	2.5%	?
Option #3		Not Approve Some or All of the Pressures	2.5%	?
Option # 4		Finance from Reserves or Debt	2.5%	?

# **Resolution to Approve 2022 Budget**

**Moved by:**

**Seconded by:**

**THAT a By-law to adopt the estimates of the sums required during the year for 2022 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 2022 tax rates for County purposes be adopted by by-law after the adoption of the 2022 tax policy by-laws.**



County of  
**Renfrew**  
Ontario . Canada

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**THANK YOU!**