



County of
Renfrew
Ontario . Canada

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

2021 Budget & Long Term Financial Plan

**Budget Workshop
February 1, 2021**

2021 Budget

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PUBLIC WORKS	8,907,110	16,899,091	(7,991,981)	-47.3%	14,360,558	16,477,109	14,532,147	13,675,530	15,043,880
Operations Committee	8,907,110	16,899,091	(7,991,981)	-47.3%	14,360,558	16,477,109	14,532,147	13,675,530	15,043,880
PROPERTY - Pembroke	411,486	464,053	(52,567)	-11.3%	208,120	242,806	300,171	313,746	327,343
PROPERTY - Renfrew County Place	(234,273)	(234,273)	0	0.0%	(271,350)	(262,715)	(221,140)	(208,605)	(194,979)
PROPERTY - Base Stations (4)	0	0	0		0	0	0	0	0
PROPERTY - Amprior Office	0	0	0		0	0	0	0	3,144
PROPERTY - Renfrew OPP	0	0	0		0	0	0	0	0
FORESTRY	28,130	27,444	686	2.5%	80,589	(43,289)	872	6,832	(33,028)
TRAILS	312,113	304,500	7,613	2.5%	279,085	320,038	92,333	19,955	21,331
GEOGRAPHIC INFORMATION SYSTEMS	246,247	241,997	4,250	1.8%	235,877	225,075	218,145	213,155	199,458
ECONOMIC DEVELOPMENT	628,476	428,057	200,419	46.8%	411,898	407,993	404,709	400,499	384,786
ENTERPRISE CENTRE	28,055	28,055	0	0.0%	28,055	28,055	28,055	28,055	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	276,288	269,549	6,739	2.5%	262,975	256,561	251,530	246,598	241,763
PLANNING DEPARTMENT	671,346	684,320	(12,974)	-1.9%	665,497	588,135	594,375	516,847	658,708
Development & Property Committee	2,367,868	2,213,702	154,166	7.0%	1,900,746	1,762,659	1,669,050	1,537,082	1,636,581
BONNECHERE MANOR	1,490,227	1,453,880	36,347	2.5%	1,418,419	1,291,870	1,320,890	1,284,899	1,198,427
MIRAMICHI LODGE	1,247,451	1,217,025	30,426	2.5%	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290
OTHER LONG TERM CARE	100,228	97,783	2,445	2.5%	97,783	86,718	90,439	89,981	91,412
HEALTH UNIT	1,733,289	1,598,003	135,286	8.5%	1,452,730	1,421,259	1,421,259	1,143,995	1,171,594
PARAMEDIC SERVICE	8,308,907	7,998,059	310,848	3.9%	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
EMERGENCY MANAGEMENT	175,153	184,738	(9,585)	-5.2%	99,869	119,751	113,515	101,444	94,592
Health Committee	13,055,255	12,549,488	505,767	4.0%	12,260,625	13,616,520	11,320,440	10,575,093	10,437,284
ONTARIO WORKS	1,306,014	1,245,175	60,839	4.9%	1,034,715	954,290	1,287,601	1,593,794	1,683,518
CHILD CARE	513,259	512,780	479	0.1%	468,131	475,437	506,709	492,711	479,822
SOCIAL HOUSING	4,930,369	4,892,189	38,180	0.8%	5,007,655	4,949,276	4,699,652	4,617,607	4,364,981
Community Services Committee	6,749,642	6,650,144	99,498	1.5%	6,510,501	6,379,003	6,493,962	6,704,112	6,528,321
MEMBERS OF COUNCIL	518,295	611,093	(92,798)	-15.2%	499,919	430,040	437,121	408,209	358,891
GENERAL - ADMINISTRATION	930,565	912,775	17,790	1.9%	745,237	789,887	717,617	811,130	775,138
INFORMATION TECHNOLOGY	465,820	459,507	6,313	1.4%	391,499	400,595	391,747	409,116	429,242
HUMAN RESOURCES DEPARTMENT	247,767	242,024	5,743	2.4%	196,074	254,604	220,880	216,895	192,216
EXPO 150	0	0	0		0	0	0	0	0
PUBLICITY/PUBLIC RELATIONS SERVICE	15,000	15,000	0	0.0%	14,518	14,517	9,958	11,794	12,502
AGRICULTURE & REFORESTATION	20,000	20,000	0	0.0%	14,580	15,619	12,674	21,784	12,487
PROVINCIAL OFFENCES ADMINISTRATION	(546,849)	(560,265)	13,416	-2.4%	(540,040)	(708,163)	(516,336)	(631,405)	(815,228)
MPAC	1,545,566	1,555,448	(9,882)	-0.6%	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289
FINANCIAL EXPENSE	18,963,381	9,808,279	9,155,102	93.3%	10,291,749	8,549,662	7,888,038	6,234,643	5,514,311
Finance & Administration Committee	22,159,545	13,063,861	9,095,684	69.6%	13,163,478	11,288,902	10,689,419	9,007,552	7,993,848
Total Net Expenses	53,239,420	51,376,286	1,863,134	3.6%	48,195,908	49,524,193	44,705,018	41,499,369	41,639,914
COUNTY LEVY (2.5% + 1.08% cva growth)	48,945,594	47,253,904	1,691,690	3.6%	45,655,946	43,984,534	42,292,821	40,728,834	38,697,229
OTHER REVENUE	4,293,826	4,122,382	171,444	4.2%	5,655,411	4,050,158	3,838,048	3,446,553	3,958,637
Total Revenues	53,239,420	51,376,286	1,863,134	3.6%	51,311,357	48,034,692	46,130,869	44,175,387	42,655,866
Municipal Surplus/ (Deficit)	(0)	0	(0)		3,115,449	(1,489,501)	1,425,851	2,676,018	1,015,952

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PUBLIC WORKS	8,907,110	16,899,091	(7,991,981)	-47.3%	14,360,558	16,477,109	14,532,147	13,675,530	15,043,880
Operations Committee	8,907,110	16,899,091	(7,991,981)	-47.3%	14,360,558	16,477,109	14,532,147	13,675,530	15,043,880

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PUBLIC WORKS	8,907,110	16,899,091	(7,991,981)	-47.3%	14,360,558	16,477,109	14,532,147	13,675,530	15,043,880
Administration	1,062,694	1,121,294	(58,600)	-5.2%	1,019,123	1,016,553	1,048,633	979,212	1,020,332
Infrastructure Management	597,660	547,634	50,026	9.1%	401,582	501,560	399,559	506,581	388,189
Depreciation	9,600,000	9,200,000	400,000	4.3%	9,277,309	8,919,897	8,507,225	8,267,825	7,786,980
Equipment	1,256,523	1,180,577	75,946	6.4%	1,262,845	1,254,110	1,079,395	1,033,860	984,190
Housing	186,550	186,550	0	0.0%	143,448	185,799	189,161	153,698	211,195
Maintenance	5,878,683	5,576,361	302,322	5.4%	5,699,487	5,930,531	5,361,023	5,005,022	4,468,886
Donations In Kind	0	0	0		0	(296,075)	(185,250)	0	
Recoveries - Federal	0	(15,000)	15,000	-100.0%	0	(13,765)	0	(3,153)	
Recoveries - Other	(75,000)	(75,000)	0	0.0%	(101,249)	(158,142)	(50,428)	(88,249)	(85,253)
Recoveries - Provincial	(1,357,505)	(1,357,505)	0	0.0%	(1,317,960)	(864,673)	(605,519)	(317,806)	(1,567,806)
Surplus Adjustment - Trf To Reserves	0	0	0		0	0	0	531,900	1,898,647
Surplus Adjustment - Capital	20,522,718	23,474,113	(2,951,395)	-12.6%	12,260,528	13,828,767	13,447,184	10,456,151	11,583,318
Surplus Adjustment - Temp Loan	0	(2,750,000)	2,750,000	-100.0%	(2,409,146)	(170,404)	(2,186,650)	(1,508,058)	
Surplus Adjustment - Depreciation	(9,600,000)	(9,200,000)	(400,000)	4.3%	(9,277,309)	(8,919,897)	(8,507,225)	(8,267,825)	(7,786,980)
Surplus Adjustment - Trf From Reserves	(19,165,213)	(10,989,933)	(8,175,280)	74.4%	(2,598,100)	(4,737,152)	(3,964,961)	(3,073,628)	(3,857,818)

**COUNTY OF RENFREW
2021 BUDGET
Public Works**

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

**COUNTY OF RENFREW
2021 BUDGET
Public Works**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>MAINTENANCE</u>	<u>5,878,683</u>	<u>5,576,361</u>	<u>302,322</u>	<u>5.4%</u>	<u>5,699,486</u>	<u>5,930,531</u>	<u>5,361,023</u>	<u>5,005,022</u>	<u>4,468,886</u>
Salaries	1,890,054	1,895,094	(5,040)	-0.3%	1,862,591	1,787,275	1,782,044	1,743,150	1,723,563
Benefits	523,356	513,917	9,439	1.8%	466,392	466,680	457,378	454,040	424,981
Bridges and Culverts	40,000	20,000	20,000	100.0%	71,450	48,722	38,954	22,664	1,899
Roadside Maintenance	180,000	200,000	(20,000)	-10.0%	89,326	152,316	144,959	92,677	162,139
Hard Top Maintenance	360,000	360,000	0	0.0%	267,836	318,704	176,354	94,709	231,694
Winter Control	2,415,273	2,117,350	297,923	14.1%	2,501,106	2,757,115	2,383,152	2,213,120	1,480,951
Safety Devices	570,000	570,000	0	0.0%	524,840	540,840	502,571	476,194	536,543
Misc	0	0	0		0	0	0	0	6,981
Surplus Adjustment - Trf To Reserves	0	0	0		0	0	0	0	0
Recoveries	(100,000)	(100,000)	0	0.0%	(84,055)	(141,121)	(124,389)	(91,532)	(99,865)
<u>EQUIPMENT</u>	<u>1,256,523</u>	<u>1,180,577</u>	<u>75,946</u>	<u>6.4%</u>	<u>1,980,497</u>	<u>1,254,110</u>	<u>1,079,395</u>	<u>1,931,807</u>	<u>1,704,634</u>
Salaries	211,500	208,374	3,126	1.5%	214,004	198,679	204,519	193,455	194,066
Benefits	65,135	61,510	3,625	5.9%	57,366	51,124	54,240	52,642	50,126
Salary Allocations	(92,212)	(88,689)	(3,523)	4.0%	(86,452)	(85,855)	(84,212)	(82,037)	(80,361)
Small Equipment, Misc	65,600	65,600	0	0.0%	54,541	52,250	7,177	12,806	8,854
Vehicle Operating Costs - Fuel	435,000	425,000	10,000	2.4%	435,520	478,143	383,637	349,814	347,394
Vehicle Operating Costs-Insurance	42,500	39,782	2,718	6.8%	38,812	40,337	37,322	50,957	49,451
Vehicle Operating Costs-Repairs	500,000	444,000	56,000	12.6%	517,322	493,642	451,744	445,812	390,198
Vehicle Operating Costs-Licence	59,000	55,000	4,000	7.3%	58,956	53,440	53,404	50,665	50,508
Vehicle Operating Revenue	(20,000)	(20,000)	0	0.0%	(12,845)	(14,850)	(16,580)	(28,915)	(14,465)
Surplus Adjustment - Capital Equipment	893,000	889,700	3,300	0.4%	717,652	771,024	745,378	808,767	932,285
Surplus Adjustment - Trf To Reserves	0	0	0		0	0	0	531,900	575,000
Surplus Adjustment - Trf From Reserves	(893,000)	(889,700)	(3,300)	0.4%	0	(771,024)	(745,378)	(442,719)	(786,841)
Recoveries	(10,000)	(10,000)	0	0.0%	(14,379)	(12,800)	(11,856)	(11,340)	(11,581)
<u>HOUSING</u>	<u>186,550</u>	<u>186,550</u>	<u>0</u>	<u>0.0%</u>	<u>400,869</u>	<u>185,800</u>	<u>189,161</u>	<u>229,466</u>	<u>276,951</u>
Operating Expenses	162,000	162,000	0	0.0%	134,260	154,837	142,765	134,157	181,552
Surplus Adjustment - Capital	230,000	185,525	44,475	24.0%	257,421	73,368	82,020	75,767	65,756
Surplus Adjustment - Trf From Reserves	(230,000)	(185,525)	(44,475)	24.0%	0	(73,368)	(82,020)	0	
Major Repairs - Under Threshold	24,550	24,550	0	0.0%	9,671	31,301	47,191	19,798	29,923
Recoveries		0	0		(483)	(338)	(795)	(256)	(280)

**COUNTY OF RENFREW
2021 BUDGET
Public Works**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
OTHER	19,383,718	22,398,888	(3,015,170)	-13.5%	11,285,456	12,984,374	12,603,692	9,571,617	11,908,924
Depreciation	9,600,000	9,200,000	400,000	4.3%	9,277,309	8,919,897	8,507,225	8,267,825	7,786,980
Surplus Adjustment - Depreciation	(9,600,000)	(9,200,000)	(400,000)	4.3%	(9,277,309)	(8,919,897)	(8,507,225)	(8,267,825)	(7,786,980)
Surplus Adjustment - Capital Construction	19,383,718	22,398,888	(3,015,170)	-13.5%	11,285,456	12,984,374	12,603,692	9,571,617	10,585,277
Surplus Adjustment - TRF to Reserves-Const			0		0	0	0	0	1,323,647
CONSTRUCTION - LABOUR CLEARING ACC	0	0	0		0	0	0	0	0
Salaries	408,322	431,493	(23,171)	-5.4%	419,446	402,367	405,521	374,521	395,450
Benefits	81,393	105,642	(24,249)	-23.0%	76,283	72,643	79,731	75,119	71,699
Charge to Capital Construction above	(489,715)	(537,135)	47,420	-8.8%	(495,729)	(475,010)	(485,252)	(449,640)	(467,149)
TOTAL EXPENDITURES	28,365,828	31,011,304	(2,645,476)	-8.5%	20,787,012	21,872,928	20,697,557	18,223,559	19,767,916

ROADS REVENUES

Municipal Contribution - Operating	8,907,110	8,522,416	384,694	4.5%	8,416,088	8,716,647	8,059,531	7,586,825	6,987,539
Municipal Contribution - Capital	0	8,376,675	(8,376,675)	-100.0%	5,944,470	7,760,462	6,472,616	6,088,559	8,056,341
Provincial Grants & Subsidies	1,357,505	1,357,505	0	0.0%	1,317,960	864,673	605,519	317,806	1,567,806
Surplus Adjustment - TRF from Reserves	15,232,996	4,085,412	11,147,584	272.9%	471,848	1,136,569	460,078	0	565,349
Surplus Adjustment - TRF from Gas Tax Reser	2,793,217	5,829,296	(3,036,079)	-52.1%	2,126,252	2,756,191	2,677,485	2,630,909	2,505,628
Surplus Adjustment - Temp Loan	0	2,750,000	(2,750,000)	-100.0%	2,409,146	170,404	2,186,650	1,508,058	
Federal Grants & Subsidies	0	15,000	(15,000)	-100.0%	0	13,765		3,153	
Donations in Kind			0		0	296,075	185,250	0	
Misc	75,000	75,000	0	0.0%	101,248	158,142	50,428	88,249	85,253
TOTAL REVENUES	28,365,828	31,011,304	(2,645,476)	-8.5%	20,787,012	21,872,928	20,697,557	18,223,559	19,767,916

Municipal Surplus / (Deficit)	0	0	0		0	0	0	0	0
--------------------------------------	----------	----------	----------	--	----------	----------	----------	----------	----------

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PROPERTY - Pembroke	411,486	464,053	(52,567)	-11.3%	208,120	242,806	300,171	313,746	327,343
PROPERTY - Renfrew County Place	(234,273)	(234,273)	0	0.0%	(271,350)	(262,715)	(221,140)	(208,605)	(194,979)
PROPERTY - Base Stations (4)	0	0	0		0	0	0	0	0
PROPERTY - Arnprior Office	0	0	0		0	0	0	0	3,144
PROPERTY - Renfrew OPP	0	0	0		0	0	0	0	0
FORESTRY	28,130	27,444	686	2.5%	80,589	(43,289)	872	6,832	(33,028)
TRAILS	312,113	304,500	7,613	2.5%	279,085	320,038	92,333	19,955	21,331
GEOGRAPHIC INFORMATION SYSTEMS	246,247	241,997	4,250	1.8%	235,877	225,075	218,145	213,155	199,458
ECONOMIC DEVELOPMENT	628,476	428,057	200,419	46.8%	411,898	407,993	404,709	400,499	384,786
ENTERPRISE CENTRE	28,055	28,055	0	0.0%	28,055	28,055	28,055	28,055	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	276,288	269,549	6,739	2.5%	262,975	256,561	251,530	246,598	241,763
PLANNING DEPARTMENT	671,346	684,320	(12,974)	-1.9%	665,497	588,135	594,375	516,847	658,708
Development & Property Committee	2,367,868	2,213,702	154,166	7.0%	1,900,746	1,762,659	1,669,050	1,537,082	1,636,581

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

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

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

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

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PROPERTY - Arnprior Office	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,144</u>
Capital Under Threshold	0	0	0		0	0	0	0	3,144
Depreciation	38,000	38,000	0	0.0%	37,946	36,926	36,926	37,027	36,926
Groundskeeping / Snow Removal	4,023	4,023	0	0.0%	3,473	2,579	2,087	2,031	2,069
Insurance	2,678	2,678	0	0.0%	2,609	2,564	2,510	2,690	2,602
Janitorial Contract	27,000	27,000	0	0.0%	29,417	27,886	27,833	26,692	25,018
Lights,Heat & Power	13,249	13,249	0	0.0%	8,858	8,835	10,289	11,329	10,038
Mechanical	2,000	2,000	0	0.0%	1,143	1,119	1,030	2,014	1,948
Miscellaneous Bldg	500	500	0	0.0%	609	0	41	77	13
Revenue - Internal Lease	(139,825)	(139,825)	0	0.0%	(129,437)	(132,285)	(134,081)	(129,089)	(120,814)
Recoveries - Outside	0	0	0		(67)	(52)			
Repairs & Maintenance	5,500	5,500	0	0.0%	1,224	1,800	4,025	4,381	3,496
Security & Monitoring	1,500	1,500	0	0.0%	3,528	1,332	1,095	1,493	567
Surplus Adjustment- Capital	0	16,000	(16,000)	-100.0%	15,213			78,382	
Surplus Adjustment- Depreciation	(38,000)	(38,000)	0	0.0%	(37,946)	(36,926)	(36,926)	(37,027)	(36,926)
Surplus Adjustment - Trf From Building Reserve	0	(16,000)	16,000	-100.0%	(15,000)				(8,312)
Surplus Adjustment - Trf To Building Reserve	83,375	83,375	0	0.0%	78,430	86,222	85,171		83,375
PROPERTY - Renfrew OPP	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Garbage Removal	2,100	2,100	0	0.0%	1,983	2,044	1,632	0	0
Groundskeeping / Snow Removal	29,520	29,520	0	0.0%	20,210	26,881	22,136	5,427	0
Capital Under Threshold	0	0	0		1,883	0			
Depreciation	115,500	115,500	0	0.0%	115,758	115,225	9,782		
Heat, Light & Power			0		0		1,984	1,251	
Insurance	12,078	12,078	0	0.0%	11,783	11,581	12,830	0	0
Internal Chg - County	11,752	11,752	0	0.0%	18,776	24,596	1,171	9,180	0
LTD Interest Expense	112,988	121,314	(8,326)	-6.9%	126,083	134,021	128,971	0	
Mechanical			0		550	9,520			
Municipal Taxes	40,656	40,656	0	0.0%	42,194	56,394	34,040		
Office Expense			0		2,650	3,027	3,710	1,146	
Recovery - Capital Lease	(461,158)	(461,158)	0	0.0%	(461,158)	(461,158)	(461,158)	(193,027)	
Recovery - Operating Lease	(146,657)	(146,375)	(282)	0.2%	(155,270)	(175,130)	(113,643)	(17,307)	0
Repairs & Maintenance	31,510	31,510	0	0.0%	25,779	21,365	12,408	0	0
Salary & Benefits	19,041	18,759	282	1.5%	25,844	14,616	20,147	0	0
Security/Monitoring			0		3,618	4,856	3,585		
Surplus Adjustment- Capital			0		0	14,554	336,811	3,338,533	891,081
Surplus Adjustment- Depreciation	(115,500)	(115,500)	0	0.0%	(115,758)	(115,225)	(9,782)		
Surplus Adjustment- Proceeds From Debt			0		0		(520,386)	(3,338,533)	(891,081)
Surplus Adjustment - LTD Principal Pmts	282,865	274,539	8,326	3.0%	266,458	258,615	126,439		
Surplus Adjustment - Trf From Reserves			0		0	(14,554)	0	0	
Surplus Adjustment - Trf To Reserves	65,305	65,305			68,617	68,772	389,323	193,330	

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
FORESTRY	28,130	27,444	686	2.5%	80,589	(43,289)	872	6,832	(33,028)
Advertising	300	300	0	0.0%	1,033	750	340	247	139
Conventions	1,800	1,800	0	0.0%	605	583	908	1,257	842
Depreciation	23,000	18,000	5,000	27.8%	19,830	16,524	16,524	16,149	15,681
Legal	900	900	0	0.0%	45	0	0	0	204
Memberships/Subscriptions	8,900	8,900	0	0.0%	8,132	7,952	7,989	7,923	7,794
Miscellaneous	1,000	1,000	0	0.0%	1,116	1,579	1,700	1,214	1,326
Office Supplies	2,900	2,900	0	0.0%	4,158	2,716	2,356	8,573	1,649
Professional Development	1,500	1,500	0	0.0%	0	0	1,575	1,000	568
Recoveries - Other	(2,000)	(2,000)	0	0.0%	(521)	(1,840)	(4,923)	(51)	(22,756)
Recoveries - Timber Sales	(180,000)	(180,000)	0	0.0%	(97,085)	(255,293)	(205,932)	(200,428)	(204,690)
Salary Allocation	(49,192)	(48,000)	(1,192)	2.5%	(47,000)	(44,034)	0		
Salary/Benefit	213,493	209,950	3,543	1.7%	198,034	190,278	180,484	173,027	157,654
Small Tools / Supplies	1,000	1,000	0	0.0%	168	344	504	0	1,167
Special Project- Other	2,500	2,000	500	25.0%	45	1,221	35	916	
Special Project - Well Remediation	3,600	5,000	(1,400)	-28.0%	4,803	1,496	0		
Surplus Adjustment - Capital	0	0	0		36,093	0		30,906	
Surplus Adjustment - Depreciation	(23,000)	(18,000)	(5,000)	27.8%	(19,830)	(16,524)	(16,524)	(16,149)	(15,681)
Surplus Adjustment - Trf From Reserves	(14,100)	(12,400)	(1,700)	13.7%	(42,721)	(6,881)	(17,030)	(43,036)	0
Surplus Adjustment - Trf To Reserves	8,529	14,694	(6,165)	-42.0%	0	38,294			
Travel	5,000	5,000	0	0.0%	5,487	7,081	2,766	2,932	3,012
Tree Marking	6,500	5,400	1,100	20.4%	1,173	1,212	998	1,144	1,321
Tree Planting	8,000	2,000	6,000	300.0%	651	5,385	17,030	12,130	11,242
Vehicle Expenses	7,500	7,500	0	0.0%	6,373	5,868	12,072	9,078	7,500

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

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

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>ECONOMIC DEVELOPMENT</u>	<u>628,476</u>	<u>428,057</u>	<u>200,419</u>	<u>46.8%</u>	<u>411,898</u>	<u>407,993</u>	<u>404,709</u>	<u>400,499</u>	<u>384,786</u>
Benefits	67,384	65,782	1,602	2.4%	59,189	60,523	58,728	57,402	53,657
Computer Expense	3,000	4,200	(1,200)	-28.6%	239	1,674	1,949	504	7,568
Conventions	1,500	3,500	(2,000)	-57.1%	1,410	3,617	4,412	2,158	1,710
Hospitality	800	1,500	(700)	-46.7%	1,480	1,958	401	1,367	893
Marketing Program	70,000	66,500	3,500	5.3%	85,610	73,395	57,016	33,727	29,160
Memberships/Subscriptions	2,500	2,500	0	0.0%	4,697	2,214	11,355	7,148	7,361
Office Expense	4,000	4,000	0	0.0%	6,899	7,783	10,039	7,744	8,462
Professional Development/Staff Training	750	1,000	(250)	-25.0%	526	2,829	2,086	756	660
Recoveries - Federal	(10,000)	0	(10,000)		(17,408)	(5,538)	(4,376)	0	(2,122)
Recoveries-Other	(10,000)	(10,000)	0	0.0%	(8,283)	(7,436)	(6,543)	(1,870)	(6,662)
Recoveries-Provincial	(32,000)	(31,715)	(285)	0.9%	1,123	(9,343)	0	0	
Recruitment	0	0	0		0	0	0	2,367	
Salaries	254,072	250,605	3,467	1.4%	245,212	240,778	232,215	225,393	216,271
Special Projects - RED	7,000	14,455	(7,455)	-51.6%			0	0	
Special Projects	230,000	22,260	207,740	933.2%		6,672	88		
Special Projects	10,000	5,000	5,000	100.0%	448	10,000	2,000	32,043	37,302
Special Projects - Agriculture	22,470	22,470	0	0.0%	22,470	22,470	22,470	22,470	22,470
Surplus Adjustment - Transfer From Reserves	0	0	0			(10,000)		0	
Travel	7,000	6,000	1,000	16.7%	8,286	6,397	12,869	9,290	8,056
<u>ENTERPRISE CENTRE</u>	<u>28,055</u>	<u>28,055</u>	<u>0</u>	<u>0.0%</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>
Benefits	35,208	34,261	947	2.8%	29,198	16,811	19,184	26,164	26,577
Marketing	5,500	7,500	(2,000)	-26.7%	446	451	5,146	250	
Office Expenses	4,000	4,500	(500)	-11.1%	2,555	6,767	6,071	3,039	4,524
Professional Development	700	1,000	(300)	-30.0%	0	90	0	0	417
County Charges - IT	6,262	6,143	119	1.9%	6,022	5,920	5,819	5,674	5,521
Recoveries - Federal	0	0	0		0	(5,005)	(750)	(1,000)	(2,000)
Recoveries - Municipalities	(6,000)	(6,000)	0	0.0%	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Recoveries - Other	(5,000)	(5,000)	0	0.0%	(1,831)	(7,435)	(3,589)	(4,670)	(2,250)
Recoveries - Provincial - Starter Company	(60,000)	(55,000)	(5,000)	9.1%	(37,289)	(156,232)	(85,918)	(72,858)	(54,187)
Recoveries - Provincial - Summer Company	(21,000)	(21,000)	0	0.0%	(25,192)	(32,000)	(32,000)		
Recoveries - Provincial	(164,200)	(164,200)	0	0.0%	(134,948)	(97,972)	(85,357)	(140,633)	(129,671)
Salaries	139,411	137,351	2,060	1.5%	123,051	75,481	76,601	109,828	108,119
Special Projects - Starter Company	60,000	55,000	5,000	9.1%	37,289	160,238	85,918	72,858	54,187
Special Projects	5,000	5,000	0	0.0%	500	27,150	5,097	27,175	14,725
Special Projects - Summer Company	21,000	21,000	0	0.0%	25,192	32,000	32,000		
Telephone/Internet Access	3,500	3,500	0	0.0%	3,315	3,373	2,756	4,050	3,151
Travel	3,674	4,000	(326)	-8.2%	5,747	4,418	3,077	4,178	4,942

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

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

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
BONNECHERE MANOR	1,490,227	1,453,880	36,347	2.5%	1,418,419	1,291,870	1,320,890	1,284,899	1,198,427
MIRAMICHI LODGE	1,247,451	1,217,025	30,426	2.5%	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290
OTHER LONG TERM CARE	100,228	97,783	2,445	2.5%	97,783	86,718	90,439	89,981	91,412
HEALTH UNIT	1,733,289	1,598,003	135,286	8.5%	1,452,730	1,421,259	1,421,259	1,143,995	1,171,594
PARAMEDIC SERVICE	8,308,907	7,998,059	310,848	3.9%	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
EMERGENCY MANAGEMENT	175,153	184,738	(9,585)	-5.2%	99,869	119,751	113,515	101,444	94,592
Health Committee	13,055,255	12,549,488	505,767	4.0%	12,260,625	13,616,520	11,320,440	10,575,093	10,437,284

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>BONNECHERE MANOR</u>	<u>1,490,227</u>	<u>1,453,880</u>	<u>36,347</u>	<u>2.5%</u>	<u>1,418,419</u>	<u>1,291,870</u>	<u>1,320,890</u>	<u>1,284,899</u>	<u>1,198,427</u>
Total Municipal Cost	2,148,229	2,095,833	52,396	2.5%	2,044,715	2,099,919	2,058,744	2,018,377	1,850,999
Recoveries - City of Pembroke	(658,002)	(641,953)	(16,049)	2.5%	(626,296)	(808,049)	(737,854)	(733,478)	(652,572)
<u>MIRAMICHI LODGE</u>	<u>1,247,451</u>	<u>1,217,025</u>	<u>30,426</u>	<u>2.5%</u>	<u>1,153,502</u>	<u>1,116,605</u>	<u>1,130,176</u>	<u>1,111,151</u>	<u>1,251,290</u>
Total Municipal Cost	1,798,257	1,754,397	43,860	2.5%	1,662,826	1,815,027	1,761,548	1,745,446	1,932,515
Recoveries - City of Pembroke	(550,806)	(537,372)	(13,434)	2.5%	(509,324)	(698,422)	(631,372)	(634,295)	(681,225)
<u>OTHER LONG TERM CARE</u>	<u>100,228</u>	<u>97,783</u>	<u>2,445</u>	<u>2.5%</u>	<u>97,783</u>	<u>86,718</u>	<u>90,439</u>	<u>89,981</u>	<u>91,412</u>
North Renfrew Long Term Care	144,483	140,959	3,524	2.5%	140,959	140,959	140,959	141,346	140,959
Recoveries - City of Pembroke	(44,255)	(43,176)	(1,079)	2.5%	(43,176)	(54,241)	(50,520)	(51,365)	(49,547)
<u>HEALTH SERVICES</u>	<u>1,733,289</u>	<u>1,598,003</u>	<u>135,286</u>	<u>8.5%</u>	<u>1,452,730</u>	<u>1,421,259</u>	<u>1,421,259</u>	<u>1,143,995</u>	<u>1,171,594</u>
Renfrew County & District Health Unit	1,733,289	1,598,003	135,286	8.5%	1,452,730	1,421,259	1,421,259	1,421,259	1,459,535
Renfrew County & District Health Unit - Rebate			0		0	0	0	(277,264)	(287,941)

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
PARAMEDIC SERVICE	8,308,907	7,998,059	310,848	3.9%	8,038,322	9,580,317	7,244,161	6,843,623	6,629,969
Admin - Admin Charge	198,403	117,260	81,143	69.2%	105,720	85,257	92,841	100,589	98,137
Admin - Medications/Base Hosp	66,625	65,000	1,625	2.5%	76,533	58,807	56,525	41,153	33,001
Admin - Communication & Computing	245,692	239,700	5,992	2.5%	199,492	231,016	191,315	197,044	189,465
Admin - Conferences & Conventions	4,500	5,000	(500)	-10.0%	1,472	594	1,724	4,112	3,399
Admin - Employee Benefits	463,413	402,267	61,146	15.2%	218,427	361,314	365,531	305,225	274,732
Admin - HR Charge	158,303	157,501	802	0.5%	153,785	170,230	167,464	164,394	160,769
Admin - IT Charge	49,299	48,360	939	1.9%	47,435	46,649	45,835	44,702	43,926
Admin - Legal	25,000	15,000	10,000	66.7%	26,032	10,535	44,919	22,370	26,040
Admin - Office Expenses	39,975	39,000	975	2.5%	44,316	39,626	46,837	48,101	52,457
Admin - Professional Development	40,000	40,000	0	0.0%	41,862	56,932	41,386	39,870	32,955
Admin - Purchased Service	134,500	134,500	0	0.0%	34,094	0	14,246		
Admin - Salaries	1,777,762	1,561,352	216,410	13.9%	940,999	1,500,645	1,459,669	1,275,462	1,147,500
Admin - Special Projects	65,000	65,000	0	0.0%	30,200	18,816	38,274	34,038	6,836
Admin - Travel	40,000	40,000	0	0.0%	44,535	46,037	41,807	33,233	45,880
Admin - Spec Proj - PTSD Prevention & Fatigue Risk	455,000	559,000	(104,000)	-18.6%	870	0			
Capital - Under Threshold	0	0	0		0		9,206	0	23,372
Depreciation	1,121,000	945,000	176,000	18.6%	972,482	794,126	706,219	755,463	780,939
Paramedic - Base Station Costs-Internal	470,286	468,671	1,615	0.3%	390,494	383,526	376,761	370,193	374,482
Paramedic - Base Station Costs-External	76,932	49,000	27,932	57.0%	41,907	40,914	48,290	41,557	40,121
Paramedic - Base Station Costs - Expenses	86,000	86,000	0	0.0%	65,114	32,729	45,376	38,286	54,015
Paramedic - Benefits	2,876,312	3,207,597	(331,285)	-10.3%	3,258,808	5,771,915	2,156,238	1,967,353	1,847,449
Paramedic - Insurance	139,421	125,035	14,386	11.5%	121,985	119,534	121,103	138,529	135,022
Paramedic - Insurance Claims Costs	10,000	10,000	0	0.0%	24,217	0	1,519	6,359	641
Paramedic - Leased Equipment	0	0	0		126,858	127,787	127,787	127,787	127,787
Paramedic - Uniform/Laundry	127,000	127,000	0	0.0%	136,540	137,399	125,527	155,793	103,487
Paramedic - Salaries	9,702,707	9,787,560	(84,853)	-0.9%	10,285,073	9,738,584	9,512,103	9,181,088	9,212,692
Paramedic - LHIN	0	0	0		0	0	8,848	28,083	39,380
Paramedic - CSS	0	0	0		0	0	0	14,529	107,874
Paramedic - Small Equipment & Supplies	386,540	386,540	0	0.0%	327,635	282,402	316,254	323,428	310,083
Paramedic - Vehicle Operation & Maintenance	494,300	482,264	12,036	2.5%	493,238	609,932	486,532	462,811	413,429
Paramedic - PW Salary Allocations	90,019	88,689	1,330	1.5%	86,985	86,300	84,212	82,037	80,361
Federal Rev - Can. Safety and Security Program	0	0	0		0	0	0	(14,529)	(107,874)
Federal Revenue - DND / Indigenous	0	(245,988)	245,988	-100.0%	(247,997)	(191,647)	(148,046)	(93,626)	
Federal Revenue - PTSI Prevention & Fatigue	(455,000)	(559,000)	104,000	-18.6%	(1,570)	0			
Provincial Revenue - LHIN	0	0	0		0	0	(8,848)	(28,083)	(39,380)
Provincial Subsidy - Operating	(9,047,427)	(8,872,473)	(174,954)	2.0%	(8,531,221)	(8,129,819)	(7,940,026)	(7,738,198)	(7,682,063)
Provincial Subsidy - Other	0	0	0		0	(58,381)		(10,103)	
Recovery - County	(28,153)	(27,737)	(416)	1.5%	(27,193)	(26,530)	(26,010)	(25,500)	(25,000)
Recovery - Cross Border	0	0	0		0	0	0	(651)	(50,832)
Recovery - Donations	0	0	0		(7,453)	(8,566)	(4,100)	(15,000)	
Recovery - Interest	(70,000)	(70,000)	0	0.0%	(73,480)	(92,636)	(65,670)	(56,362)	(63,032)
Recovery - Other Agency	0	(89,187)	89,187	-100.0%	(45,619)	(101,213)	(50,200)	(30,641)	(34,025)
Recovery - Insurance Proceeds	0	0	0		0	(192,578)			
Revenue - Other	(241,000)	(241,000)	0	0.0%	(217,773)	(203,435)	(177,250)	(136,399)	(154,741)
Surplus Adjustment - Trf To Reserves	1,121,000	945,000	176,000	18.6%	972,482	794,126	706,219	755,463	780,939
Surplus Adjustment - Capital	1,490,000	765,000	725,000	94.8%	1,013,155	1,637,748	1,121,669	653,106	890,019
Surplus Adjustment - Depreciation	(1,121,000)	(945,000)	(176,000)	18.6%	(972,482)	(794,126)	(706,219)	(755,463)	(780,939)
Surplus Adjustment - Trf From Reserves	(1,490,000)	(765,000)	(725,000)	94.8%	(965,000)	(2,428,102)	(1,121,669)	(653,106)	(890,019)
Municipal Contribution - City of Pembroke	(1,193,502)	(1,148,852)	(44,650)	3.9%	(1,154,635)	(1,376,130)	(1,070,037)	(1,010,874)	(979,315)

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

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

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

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

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

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

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

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

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

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

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

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

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

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

**COUNTY OF RENFREW
2021 BUDGET
Bonnechere Manor**

	<u>2021</u> <u>Budget</u>	<u>2020</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>
<u>MUNICIPAL SUBSIDY</u>	<u>2,148,229</u>	<u>2,095,833</u>	<u>52,396</u>	<u>2.5%</u>	<u>2,044,715</u>	<u>2,099,919</u>	<u>2,058,744</u>	<u>2,018,377</u>	<u>1,847,999</u>
City of Pembroke - 30.63% (2020 & 2021	658,002	641,953	16,049	2.5%	626,296	808,049	737,854	733,478	649,572
County of Renfrew - 69.37%	1,490,227	1,453,880	36,347	2.5%	1,418,419	1,291,870	1,320,890	1,284,899	1,198,427
<u>RESIDENTS REVENUE</u>	<u>4,035,433</u>	<u>4,056,618</u>	<u>(21,185)</u>	<u>-0.5%</u>	<u>4,072,419</u>	<u>3,995,321</u>	<u>3,922,614</u>	<u>3,821,678</u>	<u>3,636,966</u>
Basic Accommodation	3,545,133	3,559,778	(14,645)	-0.4%	3,565,456	3,493,813	3,422,138	3,371,257	3,280,130
Bad Debts Expense	0	0	0		(5)	(3,758)	23,950	2,484	95
Preferred Accommodation	486,813	485,000	1,813	0.4%	494,243	488,885	464,537	411,486	344,304
Respite Care	3,487	11,840	(8,353)	-70.5%	12,725	16,381	11,989	12,434	12,437
Estate Recoveries - Provincial		0	0		0	0	0	16,813	0
Estate Recoveries - Municipal		0	0		0	0	0	7,204	0
<u>OTHER REVENUE</u>	<u>168,767</u>	<u>173,767</u>	<u>(5,000)</u>	<u>-2.9%</u>	<u>166,838</u>	<u>282,746</u>	<u>237,436</u>	<u>149,584</u>	<u>151,646</u>
Donations			0		0	0	0		0
Donations In Kind			0		0	0	0		0
Interest Income	45,000	50,000	(5,000)	-10.0%	61,372	40,349	22,034	19,302	22,907
Solar Panel FIT Revenue	123,767	123,767	0	0.0%	105,466	117,397	115,402	130,282	128,739
Transfer from Other Funds			0		0	0	100,000	0	0
Other			0		0	125,000	0		0
<u>PROVINCIAL SUBSIDY</u>	<u>9,072,690</u>	<u>8,908,695</u>	<u>163,995</u>	<u>1.8%</u>	<u>8,921,638</u>	<u>8,774,040</u>	<u>8,545,975</u>	<u>8,375,091</u>	<u>8,218,821</u>
Operating Subsidy	9,072,690	8,908,695	163,995	1.8%	8,921,638	8,740,299	8,411,728	8,242,656	8,086,551
Recovery - RPN Funding- MOH			0		0	33,741	134,247	132,435	132,270
One Time Funding			0						0
<u>SURPLUS ADJUSTMENT</u>	<u>1,151,000</u>	<u>755,000</u>	<u>396,000</u>	<u>52.5%</u>	<u>446,278</u>	<u>329,785</u>	<u>569,650</u>	<u>351,384</u>	<u>352,659</u>
Surplus Adjustment - Term Loan			0		0				
Surplus Adjustment - From Reserves	1,151,000	755,000	396,000	52.5%	446,278	329,785	569,650	351,384	352,659
GRAND TOTAL REVENUES	16,576,119	15,989,913	586,206	3.7%	15,651,888	15,481,811	15,334,419	14,716,114	14,208,091
Municipal Surplus / (Deficit)	0	0	0		650,846	1,244,375	444,166	120,236	110,098

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

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

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

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

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

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

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

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

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

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

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

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

**COUNTY OF RENFREW
2021 BUDGET
Miramichi Lodge**

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>MUNICIPAL SUBSIDY</u>	<u>1,798,257</u>	<u>1,754,397</u>	<u>43,860</u>	<u>2.5%</u>	<u>1,662,826</u>	<u>1,815,027</u>	<u>1,761,548</u>	<u>1,745,446</u>	<u>1,929,515</u>
City of Pembroke - 30.63% (2020 & 2021)	550,806	537,372	13,434	2.5%	509,324	698,422	631,372	634,295	678,225
County of Renfrew - 69.37%	1,247,451	1,217,025	30,426	2.5%	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290
<u>REVENUE - MIRAMICHI LODGE</u>	<u>4,214,492</u>	<u>4,201,094</u>	<u>13,398</u>	<u>0.3%</u>	<u>4,255,857</u>	<u>4,112,806</u>	<u>4,030,253</u>	<u>3,973,392</u>	<u>3,875,719</u>
Basic Accommodation	3,341,060	3,315,929	25,131	0.8%	3,351,361	3,255,456	3,201,917	3,191,343	3,157,295
Bad Debt (Expense) / Recovery	0	0	0		523	(5,812)	5,217	(4,183)	0
Estate Recoveries - Municipal	0	0	0		0	0	0	0	65
Estate Recoveries - Provincial	0	0	0		0	0	0	0	152
Preferred Accommodation	866,672	867,134	(462)	-0.1%	886,734	847,127	804,612	769,849	704,893
Respite Care	6,760	18,031	(11,271)	-62.5%	17,239	16,035	18,507	16,383	13,314
<u>OTHER REVENUE</u>	<u>30,000</u>	<u>40,000</u>	<u>(10,000)</u>	<u>-25.0%</u>	<u>97,433</u>	<u>40,016</u>	<u>113,984</u>	<u>23,830</u>	<u>30,715</u>
Donations	0	0	0		29,837	0	46,532	0	11,344
Other	0	0	0		0	0	40,721	0	0
Interest Income	30,000	40,000	(10,000)	-25.0%	43,387	40,016	26,731	23,830	19,371
Federal - Revenue	0	0	0		24,209	0	0	0	0
<u>PROVINCIAL SUBSIDY</u>	<u>9,087,279</u>	<u>9,095,625</u>	<u>(8,346)</u>	<u>-0.1%</u>	<u>8,818,943</u>	<u>8,654,264</u>	<u>8,585,303</u>	<u>8,688,417</u>	<u>8,258,800</u>
Operating Subsidy	8,460,172	8,468,518	(8,346)	-0.1%	8,191,847	7,994,621	7,826,309	7,923,009	7,493,943
One Time Funding	0	0	0		0	0	0	0	5,989
RPN Subsidy	0	0	0		0	32,547	131,898	136,594	131,772
Capital Facility Subsidy (2024)	627,107	627,107	0	0.0%	627,096	627,096	627,096	628,814	627,096
<u>SURPLUS ADJUSTMENT - From Reserves</u>	<u>345,000</u>	<u>626,615</u>	<u>(281,615)</u>	<u>-44.9%</u>	<u>477,895</u>	<u>244,270</u>	<u>399,011</u>	<u>180,921</u>	<u>159,558</u>
Surplus Adjustment - Temp Loan	0	0	0		0	0	0	0	0
Surplus Adjustment - Trf From Reserves	345,000	626,615	(281,615)	-44.9%	477,895	244,270	399,011	180,921	159,558
GRAND TOTAL REVENUES	15,475,028	15,717,731	(242,703)	-1.5%	15,312,954	14,866,383	14,890,099	14,612,006	14,254,307
Municipal Surplus / (Deficit)	0	0	0		418,174	236,341	258,195	184,419	1,174,810

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

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

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

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

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>SOCIAL HOUSING</u>	<u>4,930,369</u>	<u>4,892,189</u>	<u>38,180</u>	<u>0.8%</u>	<u>5,007,655</u>	<u>4,949,276</u>	<u>4,699,652</u>	<u>4,617,607</u>	<u>4,364,981</u>
Admin Charges	134,920	130,435	4,485	3.4%	124,244	112,078	113,191	113,579	111,070
Tax Rebate (Eganville, Arnprior)	12,000	12,000	0	0.0%	11,086	10,693	10,259	9,546	12,313
HR Charges	81,325	80,913	412	0.5%	79,003	87,453	86,030	84,373	82,317
IT Charges	34,490	33,812	678	2.0%	33,161	32,588	32,042	31,249	30,516
Non Profit Housing	1,250,000	1,310,611	(60,611)	-4.6%	1,552,831	1,585,997	1,651,245	1,655,407	1,625,648
Office Supplies	1,000	1,000	0	0.0%	917	1,631	1,033	1,254	976
RCHC - Transfer - Base	5,419,451	5,358,897	60,554	1.1%	5,261,499	5,219,437	4,952,707	5,169,882	4,621,696
RCHC - Transfer - Capital	0	1,653,062	(1,653,062)	-100.0%	1,016,336	654,683	687,161	0	
RCHC - Transfer - CHPI	1,447,608	1,447,608	0	0.0%	921,392	1,004,238	1,037,999	644,760	1,079,522
RCHC - Transfer - IAH	0	108,000	(108,000)	-100.0%	803,553	471,150	670,941	204,718	296,184
RCHC - Transfer - COCHI	451,899	259,624	192,275	74.1%	0				
RCHC - Transfer - OPHI	659,300	423,500	235,800	55.7%	26,421				
RCHC - Transfer - SDV - PHB	0	0	0		9,352	116,676	365,423	108,292	
RCHC - Transfer - SHIP	0	0	0		0	61,565	1,022,056	0	
RCHC - Transfer - Strong Communities	140,086	140,086	0	0.0%	140,086	140,086	140,086	140,086	134,041
Special Projects - Petawawa IAH	0	0	0		0	200,002	800,006	1,000,008	
Revenue - Province - Petawawa IAH	0	0	0		0	(200,002)	(800,006)	(1,000,008)	
Special Projects - SIF	0	0	0		241,401	469,553	1,905,297	0	
Revenue - Province - SIF	0	0	0		(241,401)	(469,552)	(1,905,297)	0	
Revenue - Federal (Provincial) - Public Housing	(1,202,678)	(1,259,793)	57,115	-4.5%	(1,234,312)	(1,305,376)	(1,368,884)	(1,352,184)	(1,321,544)
Revenue - Outside	(237,243)	(220,000)	(17,243)	7.8%	(228,281)	(223,280)	(222,772)	(222,083)	(217,383)
Revenue - Province - CHPI	(1,447,308)	(1,447,608)	300	0.0%	(921,392)	(1,004,238)	(1,037,999)	(644,760)	(1,079,522)
Revenue - Province - IAH	0	(108,000)	108,000	-100.0%	(803,553)	(471,150)	(670,941)	(204,718)	(296,184)
Revenue - Province - COCHI	(451,899)	(259,624)	(192,275)	74.1%	0				
Revenue - Province - OPHI	(659,300)	(423,500)	(235,800)	55.7%	(26,421)				
Revenue - Province - SDV - PHB	0	0	0		(9,352)	(116,676)	(365,423)	(108,292)	
Revenue - Province - SHIP	0	0	0		0	(61,565)	(1,022,056)	0	0
Revenue - Province - Strong Communities	(140,086)	(140,086)	0	0.0%	(140,086)	(140,086)	(140,086)	(140,086)	(134,041)
Surplus Adjustment - Trf From Reserves	0	(1,483,904)	1,483,904	-100.0%	(937,359)	(586,786)	(614,349)	(314,765)	(48,381)
Travel	2,000	2,000	0	0.0%	3,380	736	1,795	2,986	3,611
Municipal Contribution - City of Pembroke Capital	0	(169,158)	169,158	-100.0%	(104,002)	(67,897)	(72,812)	0	
Municipal Contribution - City of Pembroke	(565,196)	(557,686)	(7,510)	1.3%	(570,848)	(572,682)	(556,994)	(561,637)	(535,858)

COUNTY OF RENFREW

2021 Budget

Child Care

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

COUNTY OF RENFREW
2021 Budget
Child Care

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

COUNTY OF RENFREW

2021 Budget

Child Care

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

COUNTY OF RENFREW

2021 Budget

Child Care

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

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

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

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

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

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

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

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

	<u>2021</u> <u>Budget</u>	<u>2020</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>
SOCIAL ASSISTANCE	12,115,000	12,115,000	0	0.0%	11,176,853	11,873,439	11,462,930	10,339,049	10,168,438
SOCIAL ASSISTANCE - RECOVERIES	(315,000)	(315,000)	0	0.0%	(295,155)	(302,925)	(301,205)	(423,706)	(428,345)
SPECIAL ASSISTANCE - HEALTH	275,000	225,000	50,000	22.2%	182,350	213,549	217,457	218,771	201,376
SPECIAL ASSISTANCE - NON HEALTH	10,000	10,000	0	0.0%	1,316	5,242	8,048	3,488	5,966
FUNERALS & BURIALS	160,000	160,000	0	0.0%	190,398	151,174	121,457	149,428	149,344
FUNERALS 100% MUNIC.	32,000	32,000	0	0.0%	3,078	0	4,000	9,568	7,970
TRANSITION CHILD BENEFIT	100,000	66,000	34,000	51.5%	24,322	39,546	33,892	42,828	48,845
Mandatory Special Necessities	450,000	550,000	(100,000)	-18.2%	439,818	522,664	496,506	301,508	220,828
CHILDREN'S DENTAL			0		0	0	0	13,004	83,197
SOCIAL ASSISTANCE BENEFITS	12,827,000	12,843,000	(16,000)	-0.1%	11,722,980	12,502,689	12,043,085	10,653,938	10,457,618
CITY OF PEMBROKE REVENUE- SA BENEF	(8,330)	(8,600)	270	-3.1%	(868)	233	(87,662)	(159,449)	(219,155)
PROVINCIAL CHILD BENEFIT REV		0	0				(33,366)	(55,832)	(74,883)
PROVINCIAL SA SUBSIDY	(12,795,000)	(12,811,000)	16,000	-0.1%	(11,719,902)	(12,503,555)	(11,673,917)	(9,979,081)	(9,482,470)
Social Assistance - Recoveries	(12,803,330)	(12,819,600)	16,270	-0.1%	(11,720,770)	(12,503,322)	(11,794,945)	(10,194,362)	(9,776,508)
Social Assistance Benefit - Totals	23,670	23,400	270	1.2%	2,210	(633)	248,140	459,576	681,110

**Renfrew County Housing Corporation
2021 BUDGET**

	2021	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>
Gain / (Loss) on Disposal of Assets	0	0	0		(54,850)	(17,434)	6,586	(34,658)	(5,180)
Interest on Investments	42,000	54,000	(12,000)	-22.2%	68,783	40,618	22,793	24,694	46,230
Miscellaneous Revenue	72,215	81,579	(9,364)	-11.5%	125,545	69,295	85,081	85,544	87,610
Federal Subsidy	0	0	0		0	0	0	0	31,450
Insurance Proceeds - 41 Vimy	0	0	0		0	0	0	0	1,550,775
Insurance Proceeds - Rental Loss	0	0	0		0	0	0	0	104,567
Provincial Subsidy - Debentures	681,990	829,150	(147,160)	-17.7%	1,010,047	1,009,834	1,114,413	1,114,413	1,132,144
Surplus Adjustment - From Reserves	1,776,450	60,000	1,716,450	2860.8%	118,368	9,350	116,593	540,446	1,845,145
Tenant Revenue	4,672,989	4,573,930	99,059	2.2%	4,519,355	4,195,368	4,026,506	4,015,478	3,778,274
County Transfer - Base	5,419,451	5,358,897	60,554	1.1%	5,261,499	5,219,437	4,952,707	5,169,882	4,621,696
County Transfer - Capital	0	1,653,062	(1,653,062)	-100.0%	1,016,336	654,683	687,161	0	
County Transfer - CHPI	1,375,228	1,375,228	0	0.0%	795,751	882,763	935,205	556,010	969,414
County Transfer - CHPI Admin	72,380	72,380	0	0.0%	125,641	121,475	102,794	88,750	110,108
County Transfer - COCHI	429,304	246,643	182,661	74.1%	0				
County Transfer - COCHI Admin	22,595	12,981	9,614	74.1%	0				
County Transfer - OPHI	626,335	402,325	224,010	55.7%	26,421				
County Transfer - OPHI Admin	32,965	21,175	11,790	55.7%	0				
County Transfer - Asset Mgt	0	0	0		0	0	0	0	6,331
County Transfer - IAH	0	108,000	(108,000)	-100.0%	771,364	418,127	672,571	232,257	296,184
County Transfer - IAH Admin	0	0	0		32,189	53,023			
County Transfer - SHIP	0	0	0		0	61,565	1,022,056		
County Transfer - SIF	0	0	0		249,355	269,549	55,265		
County Transfer - SDV - PHB	0	0	0		0	116,676	365,422	108,291	
County Transfer - Strong Communities	140,086	140,086	0	0.0%	140,086	140,086	140,086	140,086	174,474
Total Revenues	15,363,988	14,989,436	374,552	2.5%	14,205,890	13,244,415	14,305,239	12,041,193	14,749,222

**Renfrew County Housing Corporation
2021 BUDGET**

	2021	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>
Salaries	1,876,401	1,905,556	(29,155)	-1.5%	1,843,655	1,791,822	1,778,554	1,769,964	1,708,889
Benefits	456,808	467,800	(10,992)	-2.3%	393,382	390,475	404,520	404,456	304,810
Administration	1,304,188	1,224,176	80,012	6.5%	1,128,696	1,075,915	1,123,556	1,117,413	965,563
Building - Heat, Light & Power	967,995	926,582	41,413	4.5%	906,342	898,943	992,932	1,173,086	1,070,233
Building - Repairs & Maintenance	441,206	426,245	14,961	3.5%	437,475	382,598	364,026	331,354	355,484
Building - Natural Gas	201,350	210,875	(9,525)	-4.5%	184,840	188,144	189,604	170,154	179,721
Building - Heating & Plumbing	129,386	137,742	(8,356)	-6.1%	96,195	82,027	102,953	103,014	99,681
Building - Taxes	1,743,695	1,674,219	69,476	4.1%	1,572,530	1,514,493	1,487,267	1,465,061	1,387,902
Building - Water	772,606	744,349	28,257	3.8%	718,505	668,136	669,998	653,065	616,986
Building - Elevator	66,500	66,300	200	0.3%	43,764	46,531	46,049	41,648	47,099
Building - Painting	240,891	234,637	6,254	2.7%	147,742	177,429	184,480	177,568	209,555
Building - Garbage Removal	76,656	75,316	1,340	1.8%	60,525	48,443	53,667	51,706	52,421
Building - Snow Removal	250,000	222,207	27,793	12.5%	232,579	161,908	171,833	130,430	109,400
Building - Grounds Keeping	69,056	60,000	9,056	15.1%	47,374	47,364	52,170	55,507	94,868
Building - Repairs - non TCA	798,499	839,136	(40,637)	-4.8%	582,017	761,816	497,016	604,383	1,136,810
Financial - Depreciation	1,256,647	1,193,647	63,000	5.3%	1,038,500	989,319	938,197	806,155	773,605
Financial - Rent Waiver	246,842	226,925	19,917	8.8%	239,880	229,534	210,054	270,162	303,467
Financial - Mortgage Interest	717,624	887,074	(169,450)	-19.1%	1,048,272	1,063,900	1,182,856	1,190,056	1,214,727
Financial - Rent Supplement	290,761	290,761	0	0.0%	225,960	233,885	248,611	285,543	284,381
Financial - Rent Supplement - Strong Communities	140,086	140,086	0	0.0%	137,653	133,912	151,064	167,182	174,474
Financial - CHPI	1,375,228	1,375,228	0	0.0%	795,751	882,763	935,205	556,010	969,414
Financial - Can Ont Community Housing Initiative	429,304	246,643	182,661	74.1%	0				
Financial - Ontario Priorities Housing Initiative	626,335	402,325	224,010	55.7%	26,421				
Financial - Asset Management	0	0	0		0	0	0	0	6,657
Financial - SDV - PHB (90%)	0	0	0		0	106,050	347,143	92,176	
Financial - SHIP	0	0	0		0	21,878	442,401	0	
Financial - IAH Home Ownership	0	0	0		66,550	114,300	250,910	0	
Financial - IAH/SIF Ontario Renovates	0	36,000	(36,000)	-100.0%	873,699	510,827	344,533	167,098	229,115
Financial - IAH HADD	0	72,000	(72,000)	-100.0%	66,000	43,000	23,750	12,000	750
Surplus Adjustment - To Reserves	0	0	0		0	0	44,571	43,749	47,482
Surplus Adjustment - TCA Capital	1,776,450	1,713,062	63,388	3.7%	1,134,704	732,158	1,275,902	830,547	2,957,135
Surplus Adjustment - Depreciation	(1,256,647)	(1,193,647)	(63,000)	5.3%	(1,038,500)	(989,319)	(938,197)	(806,155)	(773,605)
Surplus Adjustment - Principal	366,121	384,192	(18,071)	-4.7%	238,572	227,176	217,327	210,117	203,213
Total Expenditures	15,363,988	14,989,436	374,552	2.5%	13,249,083	12,535,427	13,792,952	12,073,449	14,730,237
Municipal Surplus / (Deficit)	0	(0)	0	-100.0%	956,807	708,988	512,287	(32,256)	18,985

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
MEMBERS OF COUNCIL	518,295	611,093	(92,798)	-15.2%	499,919	430,040	437,121	408,209	358,891
GENERAL - ADMINISTRATION	930,565	912,775	17,790	1.9%	745,237	789,887	717,617	811,130	775,138
INFORMATION TECHNOLOGY	465,820	459,507	6,313	1.4%	391,499	400,595	391,747	409,116	429,242
HUMAN RESOURCES DEPARTMENT	247,767	242,024	5,743	2.4%	196,074	254,604	220,880	216,895	192,216
EXPO 150	0	0	0		0	0	0	0	0
PUBLICITY/PUBLIC RELATIONS SERVICE	15,000	15,000	0	0.0%	14,518	14,517	9,958	11,794	12,502
AGRICULTURE & REFORESTATION	20,000	20,000	0	0.0%	14,580	15,619	12,674	21,784	12,487
PROVINCIAL OFFENCES ADMINISTRATION	(546,849)	(560,265)	13,416	-2.4%	(540,040)	(708,163)	(516,336)	(631,405)	(815,228)
MPAC	1,545,566	1,555,448	(9,882)	-0.6%	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289
FINANCIAL EXPENSE	18,963,381	9,808,279	9,155,102	93.3%	10,291,749	8,549,662	7,888,038	6,234,643	5,514,311
Finance & Administration Committee	22,159,545	13,063,861	9,095,684	69.6%	13,163,478	11,288,902	10,689,419	9,007,552	7,993,848

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>MEMBERS OF COUNCIL</u>	<u>518,295</u>	<u>611,093</u>	<u>(92,798)</u>	<u>-15.2%</u>	<u>499,919</u>	<u>430,040</u>	<u>437,121</u>	<u>408,209</u>	<u>358,891</u>
Ad Hoc Per Diem Payments	28,835	28,835	(0)	0.0%	26,244	21,491	20,489	20,209	17,935
AMO Board of Directors	10,000	10,000	0	0.0%	14,402	4,386	8,517	2,824	13,955
Computer Supplies	5,000	5,000	0	0.0%	5,480	3,900	3,234	3,717	188
Council Benefits - EHC/Dental	60,000	60,000	0	0.0%	47,594	66,043	60,639	52,586	35,806
Council Conventions	30,000	62,400	(32,400)	-51.9%	36,958	45,798	44,207	37,112	22,947
Council CPP,Employer Health Tax	18,000	16,000	2,000	12.5%	18,287	11,829	11,698	11,729	10,990
Council Group Insurance	5,500	5,500	0	0.0%	4,896	4,896	5,304	5,896	5,896
Council Hospitality	20,000	20,000	0	0.0%	23,411	17,745	20,767	21,804	17,930
Council Liability Insurance	8,588	8,150	438	5.4%	8,147	7,703	7,703	7,812	7,662
Council Mileage	12,400	42,000	(29,600)	-70.5%	42,146	37,853	35,822	40,321	40,627
FCM Board of Directors	10,000	10,000	0	0.0%	13,289	8,207	7,991	4,642	5,537
Legal - Integrity Commissioner	2,000	2,000	0	0.0%	8,846	3,297	7,575		
Office Expenses	5,000	5,000	0	0.0%	6,010	9,397	6,337	7,870	3,681
Recoveries - County	(59,400)	(59,400)	0	0.0%	(71,327)	(56,086)	(55,228)	(57,383)	(54,916)
Recoveries - Outside	0	0	0		(17,429)	(61)	(461)	(1,731)	(150)
Salary - Council	247,441	243,784	3,657	1.5%	236,732	172,822	169,520	166,008	169,179
Salary & Ad Hoc - Warden	74,931	73,824	1,108	1.5%	73,206	64,163	63,624	67,019	55,000
Advocacy / Delegations	30,000	65,000	(35,000)	-53.8%	14,576	1,065	12,214		
Warden Banquet	0	3,000	(3,000)	-100.0%	0	0	0	4,205	
Warden Expenses	10,000	10,000	0	0.0%	8,451	5,592	7,169	13,569	6,624
<u>GENERAL - ADMINISTRATION</u>	<u>930,565</u>	<u>912,775</u>	<u>17,790</u>	<u>1.9%</u>	<u>745,237</u>	<u>789,887</u>	<u>717,617</u>	<u>811,130</u>	<u>775,138</u>
Bank Charges - Moneris	1,400	1,300	100	7.7%	1,437	1,547	1,207	1,448	1,065
Computer Expense	38,000	38,000	0	0.0%	35,130	31,266	43,960	24,346	25,062
Conferences & Conventions	4,000	4,000	0	0.0%	2,769	2,844	3,131	2,259	1,342
Depreciation	1,700	3,000	(1,300)	-43.3%	2,308	4,345	6,328	5,647	5,084
Employee Benefits	314,473	290,075	24,398	8.4%	220,838	227,635	245,188	264,887	251,215
General Legal & Audit	28,000	26,000	2,000	7.7%	28,525	22,218	22,429	23,291	27,696
Membership Fees	29,784	29,784	0	0.0%	28,673	28,817	27,852	27,319	27,404
Office Expense	26,000	26,000	0	0.0%	24,021	24,885	15,942	20,304	21,831
Professional Development - Department Staff	5,000	5,000	0	0.0%	8,212	932	284	496	1,518
Professional Development - Mgt Team	0	0	0		19,073	0	0	0	3,551
Recovery - Other Departments	(781,973)	(676,575)	(105,398)	15.6%	(624,284)	(551,159)	(570,791)	(591,617)	(580,565)
Recovery - Outside	(500)	(500)	0	0.0%	(55)	(170)	(53)	(1,567)	(358)
Recruitment	-	3,000	(3,000)	-100.0%	1,217	44,843	554	0	
Salaries	1,189,881	1,090,191	99,690	9.1%	942,625	923,354	902,806	997,619	968,098
Special Projects - Strategic Plan	30,000	30,000	0	0.0%	15,293	-			
Special Projects - EOWC	19,500	19,500	0	0.0%	12,153	14,117	9,594	12,260	12,938
Surplus Adjustment - Capital	0	0	0		0	0	0	16,422	
Surplus Adjustment - Trf From Reserves	0	0	0		0	0	0	0	
Surplus Adjustment - Depreciation	(1,700)	(3,000)	1,300	-43.3%	(2,308)	(4,345)	(6,328)	(5,647)	(5,084)
Telephone	5,000	5,000	0	0.0%	4,878	5,211	5,428	4,702	5,688
Travel	22,000	22,000	0	0.0%	24,732	13,547	10,086	8,961	8,653

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

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

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>AGRICULTURE & REFORESTATION</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.0%</u>	<u>14,580</u>	<u>15,619</u>	<u>12,674</u>	<u>21,784</u>	<u>12,487</u>
Reforestation - Grants in Lieu	15,000	15,000	0	0.0%	13,060	14,099	11,154	18,419	11,835
Forest Fire Protection	5,000	5,000	0	0.0%	1,520	1,520	1,520	3,365	652
<u>PROVINCIAL OFFENCES ADMINISTRATION</u>	<u>(546,849)</u>	<u>(560,265)</u>	<u>13,416</u>	<u>-2.4%</u>	<u>(540,040)</u>	<u>(708,163)</u>	<u>(516,336)</u>	<u>(631,405)</u>	<u>(815,228)</u>
Adjudication	80,850	80,850	0	0.0%	66,852	81,966	80,544	71,990	63,116
Admin Charges	52,749	49,492	3,257	6.6%	38,810	39,075	42,484	47,738	46,577
Bank Charges (Visa/Mastercard)	26,000	26,000	0	0.0%	24,596	26,233	22,749	25,175	23,494
Benefits	84,298	78,991	5,307	6.7%	65,160	73,271	79,831	78,496	74,865
Certificates of Offence	10,000	10,000	0	0.0%	4,139	1,349	5,545	5,849	3,048
City of Pembroke - Share of Net Revenue	78,406	80,477	(2,071)	-2.6%	77,572	101,721	76,268	93,265	120,418
Collection Costs	40,000	40,000	0	0.0%	36,544	16,684	25,655	23,121	12,714
Computer & Technology	16,075	15,000	1,075	7.2%	17,087	7,427	12,124	13,267	7,551
Conventions	2,300	3,150	(850)	-27.0%	499	1,281	2,798	1,652	1,462
Court Transcripts	3,000	3,000	0	0.0%	232	850	4,280	922	2,857
Depreciation	6,500	6,500	0	0.0%	6,399	9,278	6,865	3,894	6,045
ICON Charges	25,350	25,350	0	0.0%	19,502	23,967	20,186	22,041	25,046
Interpreter Fees	3,000	3,000	0	0.0%	2,698	1,606	2,456	3,220	2,149
IT Charges	18,047	17,704	343	1.9%	17,364	17,066	16,777	16,362	15,916
Lease Costs	102,000	102,000	0	0.0%	102,517	101,978	100,142	97,018	94,520
Legal Costs	1,000	1,000	0	0.0%	21,296	1,018	830	1,323	1,697
Miscellaneous	1,500	1,000	500	50.0%	396	282	364	728	449
Monitoring / Enforcement Fees	7,776	8,200	(424)	-5.2%	7,776	7,776	7,780	7,780	4,056
Office Equipment / Furniture	2,100	2,000	100	5.0%	1,623	1,708	6,396	8,468	1,729
Office Supplies	6,500	6,500	0	0.0%	6,181	5,754	6,598	7,239	6,333
Part III Prosecution	16,500	16,500	0	0.0%	9,171	14,504	17,456	12,147	13,614
Postage	6,800	6,800	0	0.0%	5,577	5,741	5,241	4,665	4,179
Purchase of Service - Notice of Fines	4,000	4,000	0	0.0%	3,544	4,195	3,738	4,117	4,452
Purchase of Service - Prosecution	43,800	43,800	0	0.0%	32,608	2,946	5,034	877	
Recoveries - Other	0	0	0		(3,033)	(975)	(910)	(8,536)	(1,050)
Revenues - Fees and Charges	(1,510,000)	(1,500,000)	(10,000)	0.7%	(1,372,307)	(1,590,000)	(1,403,172)	(1,518,892)	(1,661,806)
Salaries	311,675	296,397	15,278	5.2%	258,877	329,065	307,041	311,903	298,164
Satellite Courtroom Costs	4,925	4,924	1	0.0%	3,469	3,297	3,297	3,472	3,536
Staff Training/Development	2,000	2,000	0	0.0%	190	900	2,373	1,836	2,294
Surplus Adjustment - Capital	23,000	0	23,000		0	0	16,094	18,820	
Surplus Adjustment - From Reserves	(23,000)	0	(23,000)						
Surplus Adjustment - Depreciation	(6,500)	(6,500)	0	0.0%	(6,399)	(9,278)	(6,865)	(3,894)	(6,045)
Telephone	7,000	6,100	900	14.8%	6,002	5,692	5,163	4,561	5,130
Travel	4,500	4,500	0	0.0%	4,836	5,134	6,520	7,275	7,440
Witness Fees	1,000	1,000	0	0.0%	182	326	1,982	696	822
<u>MPAC</u>	<u>1,545,566</u>	<u>1,555,448</u>	<u>(9,882)</u>	<u>-0.6%</u>	<u>1,549,942</u>	<u>1,542,141</u>	<u>1,527,720</u>	<u>1,525,386</u>	<u>1,514,289</u>
Property Assessment	1,545,566	1,555,448	(9,882)	-0.6%	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289

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

	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
FINANCIAL EXPENSE	18,963,381	9,808,279	9,155,102	93.3%	10,291,749	8,549,662	7,888,038	6,234,643	5,514,311
Capping Costs (ends 2020)		0	0		0	59	815	(3,579)	6,559
County Share - Taxes Written Off	300,000	300,000	0	0.0%	198,042	178,223	322,416	278,781	228,449
Provision for Unallocated Funds	300,000	300,000	0	0.0%	850	25,198	198,333	26,681	12,614
Insurance Increase - 2021	100,000	0	100,000						
OW Sick Leave Liability	0	0	0		0	0		(229,482)	229,482
Post Employment Expenses - Reg 284/09	1,165,963	1,165,963	0	0.0%	0	0		0	
Post Employment Expenses (Contra)	(1,165,963)	(1,165,963)	0	0.0%	0	0		0	
EOWC Cell Project	0	0	0		905,996	40,000			
Claybank Debt Interest (2028)	87,160	97,739	(10,579)	-10.8%	105,729	81,130			
Surplus Adj-Principal-Claybank Bridge (2028)	351,407	340,827	10,580	3.1%	330,569	161,534			
Madawaska Debt Interest (2030)	163,500	0	163,500						
Surplus Adj-Principal-Madawaska Bridge (\$5.2 m-2030)	475,406	0	475,406						
Surplus Adjustment - Trf to Gas Tax Reserve	2,793,217	2,671,773	121,444	4.5%	2,126,252	2,756,191	2,677,485	2,630,909	2,505,628
Surplus Adjustment - Trf to TCA Renewal Reserve	5,262,450	5,722,940	(460,490)	-8.0%	5,226,854	4,786,809	4,168,552	3,013,946	1,971,617
Surplus Adjustment - Trf to PW Capital Reserve	8,586,092	0	8,586,092						
Surplus Adjustment - SDIP Saving - Trf to TCA Resv	169,149	0	169,149						
Surplus Adjustment - Trf to Cannabis/Modernization Reserve	0	0			881,321				
Surplus Adjustment - Trf to WSIB Sched 2 Reserve	0	0	0		0	0	0	0	21,510
Surplus Adjustment - Trf to Building Reserve (FIT)	0	0	0		123,767	123,767	123,767	123,767	123,767
Surplus Adj. Unfinanced Cap (Centennial Lake Bridge 2023)	375,000	375,000	0	0.0%	375,000	375,000	375,000	375,000	375,000
Vacant Building Rebates (ends 2018)	0	0	0		17,369	21,751	21,670	18,620	39,685

County of Renfrew
Schedule of Reserves
2021 BUDGET

		Audited Balance 31-Dec-19	2020 Budget Reserve Changes	Known Adjustments In 2020	Estimated Balance 31-Dec-20	Prop-Pembroke	Property-RCP	Property - Base	Prop- Arnprior	IT	POA	Trails	PW	OPP	Transfers To	Transfers From	SDIP	Net Change	Estimated Balance 31-Dec-21	u = capital reserve	s = shared provicit:
Child Care	Child Care	0			0													0	0		s
Child Care	Mitigation	1,510,335			1,510,335													0	1,510,335		s
Ec Dev	RED	35,000			35,000													0	35,000		
Trail	Algonquin Trail	14,125			14,125													0	14,125		
General	Building Reserve	2,953,061	(159,799)		2,793,262		(73,147)	150,009	83,375									160,237	2,953,499		c
General	Development Reserve	8,641			8,641													0	8,641		c
General	Federal Gas Tax Reserve	0	(3,157,523)	3,157,523 a	0							(2,793,217)		2,793,217				0	0		
General	Insurance	150,000			150,000													0	150,000		
General	Reforestation Reserve	141,239	2,294		143,533										8,529	(14,100)		(5,571)	137,962		c s
General	OPP Bldg	705,487	65,305		770,792										65,305			65,305	836,097		c
General	Sick leave	69,458			69,458													0	69,458		
General	TCA Renewal Reserve	16,199,109	(3,853,076)	2,000,000 b	14,346,033	(2,110,000)				(34,400)	(23,000)		(7,420,649)	5,262,450		169,149	(4,156,450)	10,189,583		c	
General	Working Capital	13,648,343	(68,422)	217,000 cg	13,796,921							(34,000)	(170,000)					(204,000)	13,592,921		c
General	WSIB Sched 2	621,547			621,547													0	621,547		
General	Cannabis Reserve	156,321			156,321													0	156,321		
General	Provincial Modernization	725,000	(725,000)		0													0	0		c
Housing	Non Profit Capital	116,222			116,222													0	116,222		s
Housing	Severance	195,849			195,849													0	195,849		s
Paramedic	Infrastructure	1,595,784	180,000		1,775,784										1,121,000	(1,490,000)		(369,000)	1,406,784		c 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							(8,781,347)		8,586,092				(195,255)	0		c
Public Works	Winter Control	0			0													0	0		
Social Service	Fiscal Pressure	334,549			334,549													0	334,549		s
County Of Renfrew		40,764,187	(7,716,221)	5,374,523	38,412,489	(2,110,000)	(73,147)	150,009	83,375	(34,400)	(23,000)	(34,000)	(19,165,213)	0	17,836,593	(1,504,100)	169,149	(4,704,734)	33,707,758		
BM	WSIB Sched 2	447,720	49,024		496,744										49,024			49,024	545,768		s
BM	Butterfly	125,000	24,318		149,318													0	149,318		c s
BM	Unallocated	1,872,769	(755,000)	310,000 d	1,427,769											(1,151,000)		(1,151,000)	276,769		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
Bonnechere Manor		2,793,731	(681,658)	310,000	2,422,073	0	0	0	0	0	0	0	0	0	49,024	(1,151,000)	0	(1,101,976)	1,320,097		
ML	Butterfly	125,000	34,419		159,419													0	159,419		c s
ML	WSIB Sched 2	228,442			228,442													0	228,442		s
ML	Unallocated	864,758	(626,615)	25,000 d	263,143											(345,000)		(345,000)	(81,857)		c s
ML	Equip	38,782			38,782													0	38,782		c s
ML	Sick leave	186,402			186,402													0	186,402		s
Miramichi Lodge		1,443,384	(592,196)	25,000	876,188	0	0	0	0	0	0	0	0	0	0	(345,000)	0	(345,000)	531,188		
Opeongo	Capital	0		500,000 e	500,000													0	500,000		c s
RCHC	Capital	2,225,626	(60,000)	60,000 f	2,225,626											(1,776,450)		(1,776,450)	449,176		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
Renfrew County Housing Corp		2,424,109	(60,000)	560,000	2,924,109	0	0	0	0	0	0	0	0	0	0	(1,776,450)	0	(1,776,450)	1,147,659		
Total Surplus Adjustment		47,415,411	(9,050,075)	6,269,523	44,634,859	(2,110,000)	(73,147)	150,009	83,375	(34,400)	(23,000)	(34,000)	(19,165,213)	0	17,885,617	(4,776,550)	169,149	(7,928,160)	36,706,699		
Capital Reserves Only		41,573,854	(5,941,576)	3,112,000	38,744,278	(2,110,000)	(73,147)	150,009	83,375	(34,400)	(23,000)	(34,000)	(16,371,996)	0	15,043,376	(4,776,550)	169,149	(7,977,184)	30,767,094		

County of Renfrew
2021 BUDGET

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

County of Renfrew
2021 BUDGET

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

County of Renfrew
2021 BUDGET

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

County of Renfrew - 10 Year Capital Plan

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Totals
County Admin Building	110,000	270,000	235,000	100,000	250,000	25,000	80,000	107,975	225,000	134,129	1,537,104
Renfrew County Place	122,000	266,875	62,000	119,858	110,893	241,419	150,000	62,000	90,000	70,000	1,295,045
80 McGonigal	-	-	-	-	-	25,000	-	-	7,000	10,000	42,000
Miramichi Lodge	320,000	578,000	351,500	487,000	1,030,920	202,375	640,176	195,000	174,211	521,080	4,500,262
Bonnechere Manor	1,282,000	302,000	258,000	548,235	458,400	434,465	460,470	347,090	228,010	392,090	4,710,760
Arnprior Paramedic Base	15,000	20,095	-	15,000	15,000	5,000	5,000	12,000	-	30,000	117,095
Barry's Bay Paramedic Base	-	5,000	-	20,000	12,000	20,000	-	40,095	20,000	-	117,095
Petawawa Paramedic Base	-	20,000	12,000	12,000	-	15,000	-	35,095	32,000	-	126,095
Deep River Paramedic Base	-	5,000	17,000	-	-	12,000	5,000	20,000	-	30,000	89,000
OPP Station	-	10,000	-	-	-	-	32,083	-	42,932	13,241	98,255
PW Patrols	230,000	235,000	240,000	245,000	250,000	255,000	260,000	275,000	275,000	285,000	2,550,000
RCHC	1,729,450	1,487,248	1,249,832	1,113,507	821,240	640,920	771,580	762,200	604,220	1,511,300	10,691,497
Fleet - PW	893,000	914,000	931,000	956,000	983,000	1,010,000	1,012,000	1,032,000	1,060,000	1,102,000	9,893,000
Fleet - D&P	-	30,000	30,000	30,000	-	30,000	-	-	30,000	30,000	180,000
Fleet - RCHC	47,000	61,525	40,000	57,916	47,000	40,000	40,163	37,000	46,000	90,000	506,604
Fleet - EMS	1,475,000	1,440,000	1,565,000	705,000	1,175,000	1,710,000	1,175,000	1,095,000	1,175,000	1,175,000	12,690,000
Roads	12,365,718	11,693,650	12,736,786	12,705,064	14,601,510	14,311,152	14,651,893	14,769,225	15,813,549	15,230,467	138,879,015
Culverts	3,816,000	2,481,000	2,698,500	2,462,000	2,543,000	2,730,000	2,944,500	2,851,000	2,998,500	4,034,000	29,558,500
Bridges	2,832,000	4,794,000	3,656,000	3,735,000	3,115,200	2,944,220	3,260,240	3,500,140	3,229,760	2,458,840	33,525,400
TOTAL	25,237,168	24,613,394	24,082,618	23,311,579	25,413,164	24,651,551	25,488,105	25,140,820	26,051,181	27,117,146	251,106,726

County Administration Building

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

County Administration Building - Site

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

TOTAL			\$ 110,000	\$ 270,000	\$ 235,000	\$ 100,000	\$ 250,000	\$ 25,000	\$ 80,000	\$ 107,975	\$ 225,000	\$ 134,129
--------------	--	--	------------	------------	------------	------------	------------	-----------	-----------	------------	------------	------------

Renfrew County Place Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
B2010 - Exterior Walls	Caulking around windows EFIS	Fair	\$ 50,000							\$ 50,000		
B2030 - Exterior Doors	Storefront double doors main entrance. Exit aluminium door at back of building.	Good						\$ 27,819				
B2040 - Industrial Doors	Overhead garage door. Approx 6	Good					\$ 30,000					
B30 - Roofing	Flat BUR roof. 32,230 sq feet	Good						\$ 150,000				
B30 - Roofing	Skylight assembly across the main section of the building.	Fair		\$ 45,855								
C3040 - Wall Finishes - Units	Painted	Good		\$ 25,000								
C3060 - Floor Finishes - Units	VCT	Good						\$ 33,600				
C3060 - Floor Finishes - Units	Carpet	Good			\$ 25,000							
C3070 - Floor Finishes - Common Area	Mostly ceramic - Halls and washrooms - some carpet	Good		\$ 46,020								
C3080 - Ceiling Finishes - Units	Lay-in tiles.	Good										\$ 70,000
D1010 - Elevators & Lifts	Hydraulic elevator (1)	Good					\$ 26,000					
D2010 - Plumbing Fixtures	2 men and 2 women, public washrooms and multiple fixtures.	Good						\$ 30,000				
D3034 - Packaged Air Conditioning Units	Gas fired roof top units, electric baseboard heaters around the perimeter of the bldg.	Good		\$ 150,000								
D3034 - Packaged Air Conditioning Units	Gas fired roof top units, electric baseboard heaters around the perimeter of the bldg.	Good							\$ 150,000			
D3041 - Air Distribution Systems	Coil Repairs	Critical	\$ 12,000									
D3045 - Exhaust Ventilation Systems	Exhaust fan inside the garage area with CO tied in. Exhaust fans in bathrooms.	Good										
D3060 - Controls And Instrumentation	BAS System	Good			\$ 25,000							
D4030 - Fire Protection Specialties	fire alarm	Good									\$ 50,000	
D5022 - Lighting Equipment	T-8 fluorescent lighting.	Good				\$ 60,000						
D5022 - Lighting Equipment	LED Lighting	Good	\$ 10,000									
D5037 - Fire Alarm System	Fire alarm system.	Good					\$ 44,893					
D5038 - Security Systems	Security system	Good				\$ 59,858						
D5091 - Exit & Emergency Light Systems	LED exit lights and emergency lighting.	Good										
			\$ 72,000	\$ 266,875	\$ 50,000	\$ 119,858	\$ 100,893	\$ 241,419	\$ 150,000	\$ 50,000	\$ 50,000	\$ 70,000

Renfrew County Place - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2020 - Parking Lots	Crack sealing	Good			\$ 12,000					\$ 12,000		
G2020 - Parking Lots	Paved parking lots around the building.	Good	\$ 50,000									
G2050 - Landscaping	General landscaping including trees, shrubs, and sods.	Good									\$ 40,000	
G3092 - Industrial Waste Systems-Liquid Waste	oil water seperator	Fair					\$ 10,000					
			\$ 50,000	\$ -	\$ 12,000	\$ -	\$ 10,000	\$ -	\$ -	\$ 12,000	\$ 40,000	\$ -

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

80 McGonigal Building

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

80 McGonigal - Site

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

TOTAL			\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 7,000	\$ 10,000
--------------	--	--	------	------	------	------	------	-----------	------	------	----------	-----------

Miramichi Lodge Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
E1042 - Laundry Room Equipment	Commercial Laundry and Dry Cleaning equipment	Poor	\$ 12,000									
E1093 - Food Service Equipment	CC, 7 hobart mixer brute steamer garland master 450 ridalco	Fair	\$ 20,000									
D1010 - Elevators & Lifts	68 special purpose lifts from 160 kg - 455 kg tempo	Critical	\$ 80,000						\$ 80,000			
D3034 - Packaged Air Conditioning Units	Humidifiers	Critical	\$ 85,000									
D1010 - Elevators & Lifts	2 Hydraulic passenger elevators contr./tank motor pump valves	Good	\$ 123,000									
B30 - Roofing	Built up roof	Fair								\$ 100,000		
C1020 - Fittings	Visual display boards in Staff areas & Nurse Nooks	Good										
C1030 - Interior Doors	wood doors RHA and office areas	Good					\$ 30,000					
C3020 - Floor Finishes	Painted/Sealed concrete floor	Good									\$ 54,211	
C3020 - Floor Finishes	Waterproof membrane on floors	Fair									\$ 30,000	
C3020 - Floor Finishes	Resilient tile flooring	Good					\$ 30,000					
C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) - C Block	Fair	\$ 60,000									
C3020 - Floor Finishes	carpet rolled	Good			\$ 40,000							
C3020 - Floor Finishes	Ceramic flooring (existing)	Good									\$ 50,000	
C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) - C Block	Fair						\$ 75,000				
C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) - C Block	Fair				\$ 75,000						
D1010 - Elevators & Lifts	New Tracks	Good	\$ 80,000									
D1010 - Elevators & Lifts	elevator component replacement door operators	Fair	\$ 45,000									
D2010 - Plumbing Fixtures	162 Water closets,3 urinals,162 washroom sinks,6 kitchen sinks,	Good							\$ 60,000			
D2095 - Domestic Water Heaters	2 domestic and 2 laundry / kitchen	Good						\$ 127,375				
D3022 - Hot Water Boilers	MCC panel in Room C317 & C222 for domestic hot water	Fair			\$ 100,000							
D3022 - Hot Water Boilers	Building Heating	Fair				\$ 100,000						
D3031 - Chillers		Fair										
D3034 - Packaged Air Conditioning Units	ERV 2 - Supply L/s 2600 Exhaust L/s 2600 Motors 7.5 HP	Fair					\$ 160,000					
D3034 - Packaged Air Conditioning Units	ERV 1	Good					\$ 160,000					
D3034 - Packaged Air Conditioning Units	ERV 4	Good					\$ 160,000					
D3034 - Packaged Air Conditioning Units	ERV 3	Good					\$ 160,000					
D3035 - Cooling Piping And Fittings		Good										\$ 120,000
D3036 - Cooling Generating Equip. & Piping Insulation		Good					\$ 18,480					
D3043 - Hydronic Distribution Systems	pyex□	Good							\$ 240,000			
D3045 - Exhaust Ventilation Systems	18 x Upblast style ventilation fans	Good					\$ 18,000					
D3045 - Exhaust Ventilation Systems	2 x air volume 4700 x 3300 Unit ventilators split units	Good					\$ 30,000					
D3045 - Exhaust Ventilation Systems	VAV controllers	Fair		\$ 30,000								
D3058-D - Make-Up AHU	AHU 1	Fair					\$ 76,000					
D3058-D - Make-Up AHU	AHU 2	Fair					\$ 76,000					
D3058-D - Make-Up AHU	AHU 3	Fair				\$ 76,000						
D3058-D - Make-Up AHU	AHU 4	Fair				\$ 76,000						
D3060 - Controls And Instrumentation	updated 2014	Good			\$ 36,500							
D4010 - Sprinklers	Yes	Fair								\$ 30,000		
D5010 - Electrical Service And Distribution	347/600 Volt, 1200 amp	Good										\$ 311,080
D5022 - Lighting Equipment	LED Lighting RHA common area	Fair				\$ 70,000						
D5022 - Lighting Equipment	2 A & B	Good			\$ 100,000							
D5022 - Lighting Equipment	C Block	Good								\$ 65,000		
D5022 - Lighting Equipment	Changing to LED lights	Poor										\$ 30,000
D5032 - Intercommunications And Paging	Nurse call - Austco system	Fair		\$ 250,000								
D5032 - Intercommunications And Paging	Nurse Phones - Panasonic	Good				\$ 60,000						
D5033 - Telephone Systems	NEC administration telephone system	Good					\$ 30,000					
D5035 - Television System	Cable Vision	Good			\$ 40,000							
D5037 - Fire Alarm System	control panel	Poor										\$ 30,000
D5038 - Security Systems	Multiple cameras	Good									\$ 20,000	
D5091 - Exit & Emergency Light Systems	Hard wired Emergency and Exit Lights	Good							\$ 8,000			
D5092 - Emergency Power & Generation Systems	450 Kw Emergency Generator	Good					\$ 20,380					
E1042 - Laundry Room Equipment	Commercial Laundry and Dry cleaning Equipment x2	Poor		\$ 30,000								
E1093 - Food Service Equipment	5 Hot Carts	Good							\$ 67,000			
E1093 - Food Service Equipment	Hot Cart	Good					\$ 12,000					
E1093 - Food Service Equipment	CC, 7 hobart mixer brute steamer garland master 450 ridalco	Fair			\$ 35,000							
E1093 - Food Service Equipment	dishwashers	Poor		\$ 53,000								
E2010 - Fixed Furnishings	Kitchen areas 2 x each floor	Fair					\$ 30,060					
E2010 - Fixed Furnishings	Servery 1 B(Butterfly)	Good		\$ 30,000								\$ 30,000
E2020 - Movable Furnishings	community centre / chapel	Fair										
			\$ 320,000	\$ 578,000	\$ 351,500	\$ 487,000	\$ 1,010,920	\$ 202,375	\$ 455,000	\$ 195,000	\$ 154,211	\$ 521,080

Miramichi Lodge - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2010 - Roadways		Good							\$ 150,000			
G2030 - Pedestrian Paving	concrete sidewalk and patio	Good							\$ 35,176			
G2046 - Fountains, Pools, Watercourses	Drainage ditch	Poor					\$ 20,000					
G2050 - Landscaping	grass, trees, scrubs, flowers, mulch	Good									\$ 20,000	
G4020 - Site Lighting	ageing technology	Poor										
			\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 185,176	\$ -	\$ 20,000	\$ -
TOTAL			\$ 320,000	\$ 578,000	\$ 351,500	\$ 487,000	\$ 1,030,920	\$ 202,375	\$ 640,176	\$ 195,000	\$ 174,211	\$ 521,080

Bonnechere Manor Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
A10 - Foundations	Concrete slab	Good					\$72,420					
B10 - Superstructure	Cement blocks, metal studding and concrete slab	Good							\$40,000			
B2010 - Exterior Walls	Clay brick clad exterior walls	Fair							\$68,000			
B2020 - Exterior Windows	exterior windows	Poor	\$40,000					\$40,000				
B30 - Roofing	washed river stone over single EPDM roof membrane	Poor	\$222,000									
B30 - Roofing	washed river stone over single EPDM roof membrane	Fair		\$222,000								
B30 - Roofing	washed river stone over single EPDM roof membrane	Fair			\$203,000							
C1020 - Fittings	SpecialityAustco system	Good										\$30,000
C1030 - Interior Doors	Interior doors include 199 steel units, 365 wood units,	Good					\$28,735					
C1030 - Interior Doors	4 interior sliding doors, 2 interior glass doors	Good					\$38,000					
C3020 - Floor Finishes	rolled vinyl	Fair										
C3020 - Floor Finishes	Concrete	Good						\$45,855				
C3020 - Floor Finishes	Ceramic tile	Good							\$50,950			
C3020 - Floor Finishes	rolled vinyl	Fair				\$30,000						
C3020 - Floor Finishes	rolled vinyl	Fair					\$44,000					
C3020 - Floor Finishes	rolled vinyl	Poor						\$30,000				
C3020 - Floor Finishes	rolled vinyl	Fair		\$30,000								
C3030 - Ceiling Finishes	T-bar	Good							\$81,520			
D1010 - Elevators & Lifts	OTIS passenger elevator	Good					\$25,475					
D2010 - Plumbing Fixtures	Argo Tubs	Fair				\$35,000				\$35,000		
D2010 - Plumbing Fixtures	Argo Tubs	Good				\$35,000						
D2020 - Domestic Water Distribution	Municipal water-Metered	Good					\$25,745					
D2030 - Sanitary Waste	Municipal sanitary Lift station	Good			\$10,000		\$10,000		\$10,000		\$10,000	
D2095 - Domestic Water Heaters	Replacement completed 2014	Good				\$175,000						
D3012 - Gas Supply System	Natural Gas	Good										\$34,080
D3016 - Solar Energy Supply	New solar panels Repairs - Replace inverter	Good				\$25,000						
D3024 - Boiler Room Piping And Specialties		Good								\$34,080		
D3031 - Chillers		Poor	\$520,000									
D3034 - Packaged Air Conditioning Units	replacement of servery units	Good						\$50,000				
D3034 - Packaged Air Conditioning Units	movencool ac units	Poor					\$10,000					
D3055 - Fin Tube Radiation	Heaters in all rooms	Fair		\$20,000			\$20,000			\$20,000		
D3058-D - Make-Up AHU	7 AHU units serving building, ranging from 3,900 CFM	Good								\$93,010	\$93,010	\$93,010
D3060 - Controls And Instrumentation	updating 2015	Good					\$50,000					
D4010 - Sprinklers	sprinklers	Good			\$30,000							
D4010 - Sprinklers	sprinklers	Good				\$30,000						
D4010 - Sprinklers	sprinklers	Good					\$30,000					
D5010 - Electrical Service And Distribution	Municipal, Marcus serial # 9578-994 transformer	Good					\$30,000					
D5010 - Electrical Service And Distribution	Replace existing Generator with new/handle full bldg	Poor	\$500,000									
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good							\$124,000			
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good								\$100,000		
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good									\$100,000	
D5022 - Lighting Equipment	T8-2016 Incadescent-925 Tunsten Halogen-44 CFL-692	Good										\$100,000
D5022 - Lighting Equipment	Changing to LED lights	Poor		\$30,000			\$30,000			\$30,000		
D5032 - Intercommunications And Paging	Nurse call system	Fair				\$106,500						
D5033 - Telephone Systems	new NEC system	Good						\$132,470				
D5035 - Television System	Satellite television	Good						\$61,140				
D5037 - Fire Alarm System	Fire Alarm System	Good							\$50,000			
D5038 - Security Systems	Security Cameras	Fair				\$10,000		\$10,000		\$10,000		\$10,000
D5091 - Exit & Emergency Light Systems	Hard wired Emergency and Exit Lights	Fair							\$11,000			
D5092 - Emergency Power & Generation	Detriot generator 375 KVa	Good										
E1042 - Laundry Room Equipment	3 washers new dryer 2016	Good			\$15,000							
E1042 - Laundry Room Equipment	3 washers new dryers	Good				\$15,000						
E1042 - Laundry Room Equipment	3 washers new dryers	Good						\$15,000				
E2010 - Fixed Furnishings	kitchen cabinets 2 x servery 2 x cabinets in staff room	Good						\$110,760				
			\$ 1,282,000	\$ 302,000	\$ 258,000	\$ 528,235	\$ 458,400	\$ 384,465	\$ 435,470	\$ 322,090	\$ 203,010	\$ 267,090

Bonnechere Manor - Site

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

Arnprior Paramedic Base Building

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

Arnprior Paramedic Base - Site

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

TOTAL			\$ 15,000	\$ 20,095	\$ -	\$ 15,000	\$ 15,000	\$ 5,000	\$ 5,000	\$ 12,000	\$ -	\$ 30,000
--------------	--	--	-----------	-----------	------	-----------	-----------	----------	----------	-----------	------	-----------

Barry's Bay Paramedic Base Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
B2040 - Industrial Doors	6 overhead garage doors open on both sides	Fair								\$ 30,000		
B30 - Roofing	Asphalt shingles (30 years)	Good					\$ 12,000					
D2095 - Domestic Water Htr	Electric instantenous hot water heater	Fair								\$ 5,095		
D3034 - Packaged A/C Units	Propane fired AHU with A/C & remote condenser	Good						\$ 15,000				
D3053 - Unit Heaters	Radiant heaters	Good						\$ 5,000				
D5092 - Emergency Power & Generation	12 kW emegernecey fixed generator, propane gas	Good									\$ 15,000	
			\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 20,000	\$ -	\$ 35,095	\$ 15,000	\$ -

Barrys Bay Paramedic Base - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2020 - Parking Lots	Asphlat Parking lot	Good				\$ 20,000						
G2020 - Parking Lots	Asphalt sealing	Fair		\$ 5,000						\$ 5,000		
G2040 - Site Development	Back Lite signage at road	Good									\$ 5,000	
			\$ -	\$ 5,000	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -

TOTAL			\$ -	\$ 5,000	\$ -	\$ 20,000	\$ 12,000	\$ 20,000	\$ -	\$ 40,095	\$ 20,000	\$ -
--------------	--	--	------	----------	------	-----------	-----------	-----------	------	-----------	-----------	------

Petawawa Paramedic Base Building

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
B2040 - Industrial Doors	6 over head garage doors	Fair								\$ 30,000		
B30 - Roofing	Asphalt shingles	Good				\$ 12,000						
C3020 - Floor Finishes	Epoxy coating in garage area	Good			\$ 12,000						\$ 12,000	
D2095 - Domestic Water Heater	Gas fired instantaneous hot water heater	Fair								\$ 5,095		
D3034 - Packaged Air Condition AHU		Good						\$ 15,000				
D5092 - Emergency Power & Gr	12 kW natural gas emergency generator	Good									\$ 15,000	
			\$ -	\$ -	\$ 12,000	\$ 12,000	\$ -	\$ 15,000	\$ -	\$ 35,095	\$ 27,000	\$ -

Petawawa Paramedic Base - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2020 - Parking Lots	Asphalt with concrete curbs.	Good		\$ 20,000								
G2040 - Site Development	Back Lite signage at road	Good									\$ 5,000	
			\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -

TOTAL			\$ -	\$ 20,000	\$ 12,000	\$ 12,000	\$ -	\$ 15,000	\$ -	\$ 35,095	\$ 32,000	\$ -
--------------	--	--	------	-----------	-----------	-----------	------	-----------	------	-----------	-----------	------

Deep River Paramedic Base Building

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

Deep River Paramedic Base - Site

Category	Brief Description	Overall Condition	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
G2020 - Parking Lots	parking lot	Good								\$ 20,000		
G2020 - Parking Lots	Asphalt sealing	Fair		\$ 5,000					\$ 5,000			
G2040 - Site Development	Back Lite signage at road	Good			\$ 5,000							
			\$ -	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ 20,000	\$ -	\$ -

TOTAL			\$ -	\$ 5,000	\$ 17,000	\$ -	\$ -	\$ 12,000	\$ 5,000	\$ 20,000	\$ -	\$ 30,000
--------------	--	--	------	----------	-----------	------	------	-----------	----------	-----------	------	-----------

OPP Police Station - Site

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

OPP Police Station

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

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

Public Works Patrols

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

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

Renfrew County Housing Corporation

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

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

Light Duty Trucks - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs														
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030					
AMBU-07-1218615	Service Van (Mechanic)	2007	10	H	\$115,000														
LDTR-12-S287313	Pickup Truck (Mechanic)	2012	7	L	\$60,000														
AMBU-18-	Service Van (Mechanic)	2012	10			\$115,000													
LDTR-11-Z367619	Pickup Truck	2011	7	M						\$34,000									
LDTR-12-S260774	Pickup Truck	2012	7	L							\$34,000								
LDTR-13-S648197	Pickup Truck	2013	7	L								\$34,000							
LDTR-13-S647785	Pickup Truck	2013	7	L									\$34,000						
LDTR-13-S689597	Pickup Truck	2013	7	L										\$34,000					
LDTR-13-S702813	Pickup Truck	2013	7	L											\$34,000				
LDTR-14-S351839	Pickup Truck	2014	7	L	\$34,000											\$34,000			
LDTR-14-S370373	Pickup Truck	2014	7	L	\$34,000												\$34,000		
LDTR-14-S344123	Pickup Truck	2014	7	L	\$34,000													\$34,000	
LDTR-15-Z317342	Pickup Truck	2015	7	L			\$34,000											\$34,000	
LDTR-15-Z318236	Pickup Truck	2015	7	L			\$34,000												\$34,000
LDTR-15-Z317342	Pickup Truck	2015	7	L			\$34,000												\$34,000
LDTR-16-Z335214	Pickup Truck	2016	7	L				\$34,000											\$34,000
LDTR-16-Z337328	Pickup Truck	2016	7	L				\$34,000											\$34,000
LDTR-17-Z340878	Pickup Truck	2017	7	H					\$34,000										
LDTR-00-JJ36502	Pickup Truck	2017	7	H						\$34,000									
LDTR-17-Z340368	Pickup Truck	2017	7	H							\$34,000								
LDTR-17-Z340472	Pickup Truck	2017	7	H								\$34,000							
LDTR-18-G420742	Pickup Truck	2018	7										\$34,000						
LDTR-18-G420382	Pickup Truck	2018	7											\$34,000					
LDTR-18-G422506	Pickup Truck	2018	7												\$34,000				
LDTR-19-S653182	Pickup Truck	2019	7													\$34,000			
LDTR-19-S653181	Pickup Truck	2019	7														\$34,000		
LDTR-19-1213219	Pickup Truck	2019	7															\$34,000	
TOTAL					\$277,000	\$217,000	\$68,000	\$136,000	\$136,000	\$136,000	\$136,000	\$136,000	\$102,000	\$102,000	\$102,000	\$68,000			

Medium Duty Trucks - PW

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

Tractors - PW

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

Backhoe and Loaders - PW

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
BACK-99-0484047	Backhoe	1999	15	H											
BACK-96-FL00908	Backhoe	1996	15	H											
BACK-06-G959459	Backhoe	2006	15	M		\$150,000									
BACK-10-0185367	Backhoe	2010	15	L				\$150,000							
BACK-11-D205702	Bakchoe	2011	17	L						\$150,000					
BACK-12-D215014	Backhoe	2012	17	L							\$150,000				
BACK-20-S358956	Backhoe	2019	17												
LOAD-18-0320202	W/Excavator	2018	25	E											
LOAD-23	W/Excavator	2027	25	E			\$400,000								
LOAD-08-Z621907	Loader 624K	2008	15					\$300,000							
TBD	Loader	2030	15												\$300,000
TOTAL					\$0	\$150,000	\$400,000	\$450,000	\$0	\$150,000	\$150,000	\$0	\$0	\$300,000	

Equipment - PW

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

Development and Property

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs									
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
LDTR-07-HB37840	TRUCK PICKUP DODGE RAM 1500 4X2	2017	7	L				\$30,000						
LDTR-19	TRUCK PICKUP DODGE RAM 1500 4X4	2019	7	M						\$30,000				
LDTR-12-S287312	TRUCK PICKUP DODGE RAM 1500 4X2	2012	7	L		\$30,000							\$30,000	
LDTR-16-	TRUCK PICKUP CHEV SILVERADO 4X4	2016	7	L			\$30,000							\$30,000
TRAC-19-	LAWN TRACTOR	2019	15											
ATV-19-	CANAM 4x4 ATV		10											
TOTAL					\$0	\$30,000	\$30,000	\$30,000	\$0	\$30,000	\$0	\$0	\$30,000	\$30,000

Renfrew County Housing Corporation

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
LDT														
LDTR-04-1183149	FORD TRANSIT VAN	2018	7	E									\$46,000	
LDTR-17-Z367678	TRUCK PICKUP Chevrolet Silverado WT4WC	2017	7	E					\$47,000					
LDTR-16-Z321006	TRUCK PICKUP Chevrolet Silverado WT4WC	2016	7	E							\$34,163			
LDTR-11-1130481	VAN MTCE NISSAN	2018	7	M						\$40,000				
LDTR-12-G206190	TRUCK PICKUP DODGE RAM 2500 4 X 4	2012	8	L		\$50,000								\$50,000
LDTR-13-N101805	VAN MTCE NISSAN	2013	7	L				\$40,000				\$37,000		
LTDR-15-N107755	VAN MTCE NISSAN	2014	7	L			\$40,000							
	FORD F-150 4X4	2020	7	L										\$40,000
Lawn Tractor														
TRAC-09-LAWNP02	Tractor 510 MacKay/515 River Rd	2009	15	L				\$17,916						
TRAC-11-LAWNP17	Tractor 59 Wallace	2011	15	L							\$6,000			
TRAC-11-KUBOA07	Tractor Arnprior Shop	2011	15	L	\$35,000									
TRAC-15-31000	Tractor 44 Lorne	2015	15	L										
TRAC-15-30980	Tractor 75 Stafford	2015	15	L										
TRAC-16-LAWNR06	Tractor 236 Hall	2016	15	E										
TRAC-16-LAWNP18	Tractor 5967 Palmer	2016	15											
TRAC-17-LAWNP13	Tractor 19 Smith	2017	15											
TRAC-06-LAWNP04	Lawn tractor 150 Elizabeth	2006	15			\$5,763								
TRAC-06-LAWNP05	Lawn tractor 425 Nelson	2006	15			\$5,763								
TRAC-18-LAWN	Lawn tractor 260 Elizabeth	2018	15											
TRAC-04-B002106	Lawn tractor 26 Spruce (Huskavana)	2018	15											
Trailers														
TRAI-01-G003096	TRAILER DUMP -RENFREW	2020	15	E										
TRAI-01-G003095	TRAILER DUMP- ARNPRIOR	2001	15	E	\$12,000									
TRAI-15-2085016	TRAILER DUMP P12 - Pembroke	2015	15	L										
TOTAL					\$47,000	\$61,525	\$40,000	\$57,916	\$47,000	\$40,000	\$40,163	\$37,000	\$46,000	\$90,000

Emergency Services

Asset ID	Asset Description	In Service Year	LOS Years	RISK (L, M, H, E)	Replacement Year Costs										
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
AMBU-12-5683996	AMBULANCE DEMERS TYPE II	2012	4	H			\$235,000				\$235,000				
AMBU-14-5833606	AMBULANCE DEMERS TYPE II	2014	4	M			\$235,000				\$235,000				
AMBU-14-5921494	AMBULANCE DEMERS TYPE II	2014	4	L			\$235,000				\$235,000				
AMBU-15-1189150	AMBULANCE DEMERS TYPE III	2015	4	L			\$235,000				\$235,000				
AMBU-16-1321566	AMBULANCE DEMERS TYPE III	2016	4	H				\$235,000				\$235,000			
AMBU-16-1330434	AMBULANCE DEMERS TYPE III	2016	4	H				\$235,000				\$235,000			
AMBU-16-1333254	AMBULANCE DEMERS TYPE III	2016	4	H				\$235,000				\$235,000			
AMBU-17-9738095	AMBULANCE DEMERS TYPE III	2017	4	M	\$235,000					\$235,000				\$235,000	
AMBU-17-9738598	AMBULANCE DEMERS TYPE II	2017	4	E	\$235,000					\$235,000				\$235,000	
AMBU-17-9738792	AMBULANCE DEMERS TYPE III	2017	4	M	\$235,000					\$235,000				\$235,000	
AMBU-17-9740290	AMBULANCE DEMERS TYPE III	2017	4	H	\$235,000					\$235,000				\$235,000	
AMBU-17-9741893	AMBULANCE DEMERS TYPE III	2017	4	M	\$235,000					\$235,000				\$235,000	
AMBU-17-9774496	AMBULANCE DEMERS TYPE II	2018	4	E		\$235,000					\$235,000				\$235,000
AMBU-18-9774473	AMBULANCE DEMERS TYPE III	2018	4	M		\$235,000					\$235,000				\$235,000
AMBU-18-9774474	AMBULANCE DEMERS TYPE III	2018	4	L		\$235,000					\$235,000				\$235,000
AMBU-18-9774495	AMBULANCE DEMERS TYPE III	2018	4	L		\$235,000					\$235,000				\$235,000
AMBU-18-9774497	AMBULANCE DEMERS TYPE III	2018	4	L		\$235,000					\$235,000				\$235,000
AMBU-18-9774498	AMBULANCE DEMERS TYPE III	2018	4	L			\$235,000				\$235,000				
AMBU-19-N044507	AMBULANCE DEMERS TYPE III	2019	4	L			\$235,000				\$235,000				
ATV-15-G497853	POLARIS 4X4 SIDE BY SIDE	2015	5	M	\$30,000						\$30,000				
ATV-18-8054008	POLARIS 4X4 SIDE BY SIDE	2018	5				\$30,000					\$30,000			
ERV-16-EA29256	Ford Expedition	2016	5	E	\$90,000						\$90,000				
ERV-16-EA54329	FORD F250	2016	5	L	\$90,000						\$90,000				
ERV-16-ERO7647	Ford Expedition	2016	5		\$90,000						\$90,000				
ERV-18-F286261	TRUCK FORD EXPEDITION	2018	5	H			\$90,000					\$90,000			
ERV-18-R375167	TRUCK FORD EXPLORER	2018	5	H			\$90,000					\$90,000			
ERV-18-R375824	TRUCK FORD EXPLORER	2018	5	H			\$90,000					\$90,000			
ERV-18-R376195	Ford Expedition	2018	5	M			\$90,000					\$90,000			
TRAI-07-1118086	WELLS CARGO	2007	15	M		\$15,000									
TRAI-07-N063595	TRAILER - COMMAND UNIT	2007	15	M		\$15,000									
TRAI-15-E043331	TRAILER - STEALTH - UTV	2015	15	L											
TRAI-15-E043332	TRAILER - STEALTH - ESU	2015	15	L											
TRAI-19-W072345	CARGO - SxS	2019	15												
TOTAL					\$1,475,000	\$1,440,000	\$1,565,000	\$705,000	\$1,175,000	\$1,710,000	\$1,175,000	\$1,095,000	\$1,175,000	\$1,175,000	\$1,175,000

Road No.	Road Name	Description	Length (km)	PCI @ Plan Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
517	Dafoe Rd	CA 2532-to-CA 2647	0.56	35.0		\$149,384								
517	Dafoe Rd	CA 2647-to-Lower Craigmont Rd	0.37	15.5		\$97,310								
517	Dafoe Rd	Lower Craigmont Rd-to-Cty Rd 62 (Combermere Rd)	1.66	17.5		\$722,100								
1	River Road	Lochwinnoch Rd-to-Storie Rd	1.20	29.2			\$396,411							
1	River Road	Storie Rd-to-County CP Trail	1.07	23.6			\$350,960							
3	Usborne Street	Cty Rd 1 (River Rd)-to-Braeside West Limits	0.38	54.2			\$89,341							
6	Gillan Rd	Hwy 60 (O'Brien Rd)-to-Jamieson Lane	1.15	76.5			\$73,929							
6	Gillan Rd	Jamieson Lane-to-Lime Kiln Rd	1.72	71.3			\$115,731							
6	Gillan Rd	Lime Kiln Rd-to-Hwy 17	0.86	61.3			\$51,600							
6	Lochwinnoch Rd	Hwy 17-to-Thomson Rd	2.09	73.0			\$137,044							
6	Lochwinnoch Rd	Thomson Rd-to-Yantha Rd	2.77	73.7			\$180,446							
6	Lochwinnoch Rd	Yantha Rd-to-Miller Rd	1.16	78.9			\$77,554							
20	Bruce St	Hwy 60-to-Urban Limit	0.48	75.0			\$35,794							
20	Bruce St	Urban Limit-to-Cobus Rd	1.30	71.6			\$91,929							
20	Bruce St	Cobus Rd-to-Hwy 17	1.33	70.0			\$79,800							
21	Beachburg Rd	Hila Rd-to-Cty Rd 12 (Westmeath Rd)	1.70	75.9			\$104,853							
21	Beachburg Rd	Cty Rd 12 (Westmeath Rd)-to-Finchley Rd	2.50	76.4			\$152,969							
23	Highland Rd	Sawmill Rd-to-Frank St	0.59	51.4			\$105,020							
23	Highland Rd	Frank St-to-Cty Rd 2 (White Lake Rd)	1.67	50.5			\$297,260							
24	White Water Rd	Stafford Third Line-to-Hwy 17	2.57	39.0			\$861,023							
30	Lake Dore Rd	Lovers Lane-to-Sperberg Rd	1.67	27.1			\$627,168							
37	Murphy Rd	Hwy 17-to-Cty Rd 26 (Doran St)	2.16	20.0			\$708,480							
37	Murphy Rd	Cty Rd 26 (Doran St)-to-Cty Rd 51 (Petawawa Blvd)	0.93	33.6			\$322,471							
42	Forest Lea Rd	Hwy 17-to-B Line Rd	2.17	77.6			\$149,730							
42	Forest Lea Rd	B Line Rd-to-Meadowbrook Dr West Junction	1.42	63.7			\$98,589							
42	Forest Lea Rd	Meadowbrook Dr West Junction-to-Cty Rd 51 (Pembroke St W)	0.63	77.1			\$43,740							
45	Russett Dr	Vanjumar Rd-to-Nieman Dr	1.95	50.6			\$395,850							
45	Russett Dr	Nieman Dr-to-Scheel Dr	1.81	60.4			\$367,430							
58	Round Lake Rd	Deer Trail Rd-to-Turners Rd	1.53	47.6			\$310,590							
58	Round Lake Rd	Turners Rd-to-Bonnechere R Bdge W Exp Jnt	0.99	56.4			\$200,970							
65	Centennial Lake Rd	2872 Centennial Lake Rd-to-Black Donald Access Point	1.63	16.6			\$428,690							
508	Calabogie Rd	Mill St-to-Cty Rd 511 (Lanark Rd)	1.94	29.8			\$636,320							
508	Calabogie Rd	Goshen Rd-to-Nabarr Rd	1.50	48.8			\$270,814							
508	Calabogie Rd	Nabarr Rd-to-Cty Rd 63 (Stewartville Rd)	1.47	62.5			\$263,529							
508	Calabogie Rd	Cty Rd 63 (Stewartville Rd)-to-Hwy 17	1.39	56.1			\$252,722							
512	Foymount Rd	Hubers Rd-to-McCauley Mountain Rd	2.51	35.9			\$539,650							
512	Foymount Rd	McCauley Mountain Rd-to-Cty Rd 515 (Quadeville Rd)	0.74	35.9			\$159,100							
512	Foymount Rd	Cty Rd 515 (Quadeville Rd)-to-Sebastopol Dr	0.97	32.3			\$264,221							
512	Foymount Rd	Sebastopol Dr-to-Cty Rd 64 (Opeongo Rd)	0.88	16.2			\$189,200							
515	Palmer Rd	Riverside Dr-to-McPhee Bay Rd	2.19	47.3			\$450,921							
515	Palmer Rd	McPhee Bay Rd-to-Finch Rd	2.07	64.6			\$426,213							
515	Palmer Rd	Finch Rd-to-Palmer Rapids Dam Rd	1.81	51.0			\$398,924							
515	Palmer Rd	Palmer Rapids S Urban Lmt-to-Palmer Rapids N Urban Lmt	0.55	50.0			\$124,850							
515	Palmer Rd	Palmer Rapids N Urban Lmt-to-Cty Rd 514 (Schutt Road)	1.10	69.5			\$195,800							
517	Dafoe Rd	Radcliffe Twp (Coulas Rd)-to-CA 2049	1.00	21.7			\$263,000							
517	Dafoe Rd	CA 2049-to-Peplinskie Rd	1.20	19.4			\$315,600							
517	Dafoe Rd	Peplinskie Rd-to-Serran Rd	0.53	14.8			\$230,550							
1	River Road	Moore St-to-Dochart St	2.10	39.4				\$688,800						
1	River Road	County CP Trail-to-Castleford Bdge S Exp Jnt	2.17	42.2				\$732,096						
5	Stone Road	Mhusk Rd-to-Gallagher Rd	3.00	35.9				\$644,355						
8	Cobden Rd	Hwy 60/Cty Rd 9 (Bulger Rd)-to-Pine Valley Rd	3.01	75.0				\$180,600						
8	Cobden Rd	Pine Valley Rd-to-Barr Line	2.59	76.0				\$156,510						
8	Cobden Rd	Barr Line-to-McPeak Line	2.66	75.5				\$165,300						
8	Cobden Rd	McPeak Line-to-Behm Line	2.81	72.1				\$171,009						
8	Cobden Rd	Behm Line-to-Cobden Urban Beginning	0.51	78.2				\$33,441						
8	Cobden Rd	Cobden Urban Beginning-to-Hwy 17	0.91	75.5				\$58,500						
13	Mountain Rd	Stafford Third Line-to-Stafford Second Line	1.40	49.6				\$249,200						
13	Mountain Rd	Stafford Second Line-to-Snake River Line	1.37	53.5				\$243,860						
13	Mountain Rd	Snake River Line-to-Hwy 17	1.49	57.4				\$265,220						
24	White Water Rd	Hwy 41-to-Stafford Third Line	1.42	31.2				\$479,067						
26	Doran Rd	Black Bay Rd-to-Cty Rd 37 (Murphy Rd)	1.99	49.3				\$464,566						
26	Doran Rd	Cty Rd 37 (Murphy Rd)-to-Herman St	0.38	54.7				\$77,140						
26	Doran Rd	Herman St-to-Cty Rd 51 (Petawawa Blvd)	0.65	53.8				\$147,550						
30	Lake Dore Rd	Sperberg Rd-to-Trail Blazers Rd	2.28	35.7				\$747,512						

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

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

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

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

Culvert Structure

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

Bridge Structures

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

Long Term Financial Plan

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

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

*OCIF funding letter only to 2020-then \$500,000 per year estimate

**Gas Tax funding letter only to 2023

*** Pembroke Share based on WTD Assess 10.149% x RCHC Capital Budget (no charge for PS as the MOH funds dep'n - lag) (no charge for LTC as Homes has sufficient reserves to fund next year capital budget)

County of Renfrew
Long Term Financing Plan - Capital Reserve Balance

	2019Actual	2020B	2021B	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 yr Total
Opening Balance	33,105,839	40,848,854	38,744,278	30,767,094	25,329,434	21,258,612	18,615,988	14,213,701	11,150,938	7,745,534	5,610,882	3,328,964	
Adjustments	5,871,674	3,837,000											
Transfer From Operating	9,102,744	7,036,665	15,509,762	16,542,600	17,785,423	18,877,707	19,922,360	21,012,123	22,148,787	23,615,588	25,133,087	26,421,906	206,969,343
Transfer To Capital	(6,318,779)	(13,024,578)	(23,472,846)	(22,055,260)	(21,917,990)	(21,621,045)	(24,429,730)	(24,166,509)	(25,648,333)	(25,833,593)	(27,501,933)	(29,298,986)	(245,946,225)
Transfer To Capital-Butterfly		58,737											-
Used for Operating	(912,624)	(12,400)	(14,100)										(14,100)
Interest Earned				75,000	61,745	100,714	105,083	91,623	94,142	83,353	86,928	71,197	769,785
Closing Balance	40,848,854	38,744,278	30,767,094	25,329,434	21,258,612	18,615,988	14,213,701	11,150,938	7,745,534	5,610,882	3,328,964	523,081	

Principal Payments		2019 Actual	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
RCHC	63 Russell	51,800	52,941	13,404											
RCHC	200 Caruso	88,452	90,770	93,161	95,606	89,839									
RCHC	26 Spruce	98,321	100,885	103,538	106,243	109,023	111,871	114,806	117,808	120,891	61,664				
	Claybank Bridge	330,568	340,829	351,407	362,313	373,559	385,153	397,107	409,432	422,140	215,958				
	Madawaska River Bridge			475,406	489,668	504,359	519,489	535,074	551,126	567,660	584,690	602,230	620,298		
	Centennial Lake Bridge (internal)	375,000	375,000	375,000	275,000										
Debt Financed from 10 Yr Plan		944,141	960,425	1,411,916	1,328,830	1,076,780	1,016,513	1,046,987	1,078,366	1,110,691	862,312	602,230	620,298	-	-
OPP		266,458	274,539	282,865	291,443	300,281	309,387	318,771	328,437	338,398	348,660	359,233	370,128	381,353	194,992
ML		454,880	480,972	508,561	537,732	568,577	601,188								
Debt Financed from Others		721,338	755,511	791,426	829,175	868,858	910,575	318,771	328,437	338,398	348,660	359,233	370,128	381,353	194,992
Total Debt All Sources		1,665,479	1,715,936	2,203,342	2,158,005	1,945,638	1,927,088	1,365,758	1,406,803	1,449,089	1,210,972	961,463	990,426	381,353	194,992

Long Term Financial Plan Report Card

County of Renfrew

Indicator	Target	2021	
% WTD CVA Growth	1.48%	1.08%	Red
% County Levy Increase	3.00%	2.50%	Red
% Levy Restricted For Operating	2.50%	1.80%	Green
% Interest Earned on Reserves	1.45%	0.95%	Red
% Inflation	2.00%	0.00%	Green
% Interest Paid on New Debt	3.00%	2.56%	Green
Minimum Annual Federal Funding	2,505,628	2,793,217	Green
Minimum Annual Provincial Funding	500,000	1,357,505	Green
Minimum Capital Reserve Balance	2,000,000	523,081	Red
10 Year Funding Gap (original 2014)	13,261,129	-	Green