



FINANCE AND ADMINISTRATION COMMITTEE

Monday, March 20, 2023 – 9:30 a.m.

County of Renfrew Administration Building

AGENDA

1. Call to order.
2. Land Acknowledgement.
3. Roll call.
4. Disclosure of pecuniary interest and general nature thereof.
5. Minutes of previous meeting held on February 16, 2023 (attached).
6. Delegations: None at time of mailing.

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| 7. Administration Report | 2 |
| 8. Corporate Services Department Report | 7 |
| 9. New Business. | |
| 10. Closed Meeting: None at time of mailing. | |
| 11. Date of next meeting (Thursday, April 13, 2023) and adjournment. | |

NOTE: a) **County Council: Wednesday, March 29, 2023.**

b) Submissions received from the public, either orally or in writing may become part of the public record.

COUNTY OF RENFREW

ADMINISTRATION DEPARTMENT REPORT

TO: Finance and Administration Committee

FROM: Craig Kelley, Chief Administrative Officer/Clerk

DATE: March 20, 2023

SUBJECT: Department Report

INFORMATION

1. County of Renfrew Engagement Survey – Employee Feedback

In October 2022, under the direction of the CAO, the Human Resources division launched an engagement survey to capture the feedback of employees on their current County of Renfrew working experience, with a focus on understanding the organization's demographical changes, trends, opinions, strengths, and opportunities.

There were several themes that emanated from the survey, that are now being discussed by the Senior Leadership Team with suggested action items that are being further evaluated before bringing in front of Committee for consideration. These include:

Theme	Consideration(s)
Work/Life Balance & Wellness	Alternative work arrangements
Manager Relationship	Robust curriculum management training and follow-on programming
Talent Attraction/Retention	Recognition and Referral Programs
Career & Development Plans	Development Plan for interested staff (where appropriate and possible)
Organizational Awareness & Connectedness	All staff meetings / shared communication
County Culture & Pride	Promotion of the County of Renfrew as an exceptional place to work

Throughout the development of the Strategic Plan (2023-2026), there were many indications that staffing was a prominent issue that required an increased level of commitment to determining how to manage the future of the workforce at the County of Renfrew. Ultimately, Workforce Development was identified as a goal moving forward. In the coming months, through the CAO's office, a number of recommendations will be presented as options for consideration as we look to taking very positive steps for working on building on our successes as a forward-thinking organization.

BY-LAWS

2. Council Remuneration By-law

Recommendation: THAT the Finance and Administration Committee recommend that County Council adopt the revised By-law for the Remuneration of Members of the Council of the County of Renfrew effective January 1, 2023; AND FURTHER THAT By-law 12-22 be repealed.

Background

Attached as Appendix I is a revised By-law for the Remuneration of Members of Council of the County of Renfrew effective January 1, 2023 with all changes shown in bold and strikeout. The Remuneration By-law states that “All future council remuneration increases will be consistent with percentage increases as per Employment By-law #1, except where noted”. As per the County of Renfrew, Elected Officials Market Review Final Report, the following resolution was adopted at a Special County Council meeting held on March 23, 2022:

“THAT County Council accept the recommendations of the County of Renfrew, Elected Officials Market Review Final Report, March 23, 2022;

AND FURTHER THAT the staff be directed to implement the following recommendations as part of the 2023 budget preparations:

1. That the Warden base salary be maintained, adjust Councillor base remuneration to align closer to the market median (within $\pm 5\%$) to \$20,825 over four years to 2026 not inclusive of COLA as per number 3.
2. Maintain the current per diem rate to \$243 per ad hoc committee meeting based on full attendance.
3. Establish a formal pay policy to align with the same target pay policy as that defined for non-union employees.”

Therefore, the Council base remuneration of \$14,533 was changed to \$16,106 on January 1, 2023, an annual phase in to the base salary of \$1,573 and as approved at the February 22, 2023 Budget Workshop, a 2.0 % Cost of Living Allowance (COLA) increase was also approved, adjusting the Council base remuneration to \$16,428 effective January 1, 2023. The current per diem rate of \$243 per ad hoc committee meeting will be maintained.

BY-LAW NUMBER ~~12-22~~ -23**A BY-LAW TO PROVIDE FOR THE REMUNERATION OF MEMBERS OF
THE COUNCIL OF THE COUNTY OF RENFREW**

WHEREAS Section 283 of the *Municipal Act, 2001, S.O. 2001*, as amended, provides that the Council may establish by by-law the remuneration and expenses for members of Council for attendance at meetings of Council or for attendance at Committee meetings of Council and that such remuneration and expenses may be determined in any manner that Council considers advisable;

NOW THEREFORE the Council of the Corporation of the County of Renfrew enacts as follows:

Council, Committee, Sub-Committee and Travel

1. That the Treasurer of the Corporation of the County of Renfrew shall pay to the Warden of the County:
 - (a) Effective January 1, 20~~2023~~²³ an annual honorarium of ~~\$66,365~~ **\$67,692** paid in monthly installments during his/her term of office. The per diem allowance for meeting attendance and ceremonial functions/events is discontinued. All future remuneration increases for the Warden will be consistent with percentage increases as per Employment By-law #1.
 - (b) In addition to the honorarium outlined in part (a), the per diem as outlined for members of Council under part 2 (e, f) below shall be paid to the Warden for attendance at meetings as outlined.
2. That the Treasurer of the Corporation of the County of Renfrew shall pay other members of County Council:
 - (a) Effective January 1, 202~~23~~³, each Councillor will receive a base salary of ~~\$14,533~~ **\$16,428** per year. The per diem allowance for meetings of the Standing Committees is discontinued.
 - (b) Effective January 1, 202~~23~~³ the Standing Committee Chairs will receive an additional ~~\$2,179~~ **\$2,223** each per year, and Chairs of Ad Hoc Committees will receive an additional ~~\$712~~ **\$726** per year (when the Ad Hoc Committee is created by and remunerated by the County).
 - (c) Effective January 1, 202~~23~~³ the Standing Committee Vice-Chairs will receive a per diem of ~~\$218~~ **\$222** for each meeting chaired.
 - (d) When requested by the Warden to attend a ceremonial function/event, the Deputy Warden will be reimbursed at the per diem rate for ad hoc committee meetings as outlined in section 2 (e).
 - (e) The per diem rate for out of County travel is established at \$243 and applies to the Warden and Council members for each day they are attending an event outside of the County of Renfrew, including time spent travelling to and from an event outside the County.

- (f) The per diem rate for ad hoc committee meetings, provincial committee appointment meetings, other special meetings (eg. legal, recruitment, etc.) and out of County meetings will be \$243 and applies to the Warden and Council members for each day that is approved by the Warden and Chief Administrative Officer, and will be set for the four-year term (ending ~~2021~~**2026**).
 - (g) Membership on Standing Committees, Ad Hoc Committees and other Committees shall be in accordance with the Striking Committee By-law.
 - (h) The per diem rate will be paid for member(s) attending advocacy meetings with external agencies (i.e. FONOM, NOMA, AMO, ROMA, etc.), and the Provincial, and Federal Government. Attendance at meetings for the purpose of advocacy, will be authorized by the standing committee that has carriage of the respective issue for which the member is advocating. When the member(s) are already attending the conference, either on behalf of the County or their local municipality and the advocacy has been authorized by the appropriate standing committee, the per diem will be paid at the discretion of the Warden and the CAO.
 - (i) All future council remuneration increases will be consistent with percentage increases as per Employment By-law #1, except where noted above.
 - (j) Coordinate a third-party review of Council Remuneration by June ~~2021~~**2026**.
3. That the Treasurer of the Corporation of the County of Renfrew shall pay to the Warden and each member of County Council, in addition to the aforesaid compensation for attendance at meetings, a travel allowance established at the maximum automobile allowance rate approved by the Canada Revenue Agency. Travel allowance shall be paid to attend meetings of County Council or to attend a Committee meeting, and including Sub-Committee meetings, or business meetings outside of the County, provided however that with respect to sessions of County Council, no allowance shall be made for Committee meetings held during the session and only one travel allowance shall be paid on coming and returning from each session.
 4. That a \$100,000 Life Benefit be provided to each member of County Council, and the premium will be paid 100% by the County of Renfrew. The life benefit plan will cease in the event an elected official no longer holds public office as a direct representative to County Council.
 5. That members of County Council have the opportunity to participate in the County of Renfrew Health and Dental Benefit Plan. Participation is voluntary and 100% employer paid. All participation in the benefit plan ceases in the event that an elected official no longer holds public office as a direct representative to County Council.
 6. The members of County Council shall not participate in the OMERS pension plan and shall not be entitled to a severance on leaving office.

Conferences, Conventions/Educational Sessions

7. Councillors may attend conferences, conventions and educational sessions, including but not limited to, the following:
 - AMO (Association of Municipalities of Ontario) Annual Conference/Convention
 - EDCO (Economic Developers Council of Canada) Conference
 - OEMC (Ontario East Municipal Conference)
 - FCM (Federation of Canadian Municipalities) Conference

- AdvantAge Ontario Annual Convention
 - ROMA (Rural Ontario Municipal Association) Conference
 - OGRA (Ontario Good Roads Association) Conference.
8. (a) That the conference, convention and education rate of expenses for Elected Officials, for meals, gratuities and incidental expenses supported by receipts shall be up to \$95.00 per day, plus registration fee and travel allowance at a rate specified in Section 2, or economy air fare, whichever means of transportation is most practical.
- (b) All Elected Officials, except the Warden, shall receive a total allocation of \$3,900 per year to attend any conference(s), convention(s) or education sessions of his/her choice. Any unused funds are not transferable to another member and remain County of Renfrew funds. Any expenses over the \$3,900 will be paid by the Elected Official. The \$3,900 will include the \$243 per diem for each day attending the event as recommended in Item 2(e) above, if the event is held outside the County of Renfrew.
- Subject to receipt of the member's claim outlining eligible expenses and supported by receipt(s) for attending the conference, a member's claim shall first pay per diem(s). Registration, accommodation, travel and meals shall be paid out of any remaining allocation.
- (c) The Warden may attend any conferences, conventions or education sessions and receive reimbursement of all expenses as noted above, but will not exceed the budgeted expenses for the year and shall include the per diem rate of \$243 for each day attending the convention as recommended in item # 2(e).

That By-law Number ~~12-22 22-21~~ is hereby repealed.

That this By-law shall come into force and take effect January 1, 202~~23~~.

READ a first time this ~~29th 23rd~~ day of ~~February 2022~~ **March 2023**.

READ a second time this ~~29th 23rd~~ day of ~~February 2022~~ **March 2023**.

READ a third time and finally passed this ~~29th 23rd~~ day of ~~February 2022~~ **March 2023**.

PETER EMON WARDEN

CRAIG KELLEY, CLERK

COUNTY OF RENFREW

CORPORATE SERVICES DEPARTMENT REPORT

TO: Finance and Administration Committee
FROM: Jeffrey Foss, Director of Corporate Services
DATE: March 20, 2023
SUBJECT: Department Report

INFORMATION

1. 2023 Final Budget

Attached as Appendix I is the final County of Renfrew 2023 Consolidated Budget including all items approved at the Budget Workshop held on February 22 and 23, 2023. This revised budget reversed \$699,664 in proposed service level reductions and also provides funding for \$811,796 in service enhancements for a total expense increase of \$1,511,460. The increase in expenses was not financed through the County levy, rather, County Council approved a reduction in the transfer to our Tangible Capital Asset Renewal Reserve.

County Council's decision to fund \$1.5 million in operating expenses by reducing capital reserve contributions in 2023 will in fact reduce the County levy increase from 5.5% to 2.5%. However, staff advised County Council that the decision to reduce funding into our capital reserves by \$1.5 million in 2023 has a 10-year ripple effect in our Long-Term Financial Plan. This reduction sets a new and lower base for capital reserve funding, so each year we are \$1.5 million lower than we should be to fund the capital plan. This creates a \$15 million shortfall in our 10-year plan (excluding accrued interest) and ensures that our current capital plan will run out of funding one year sooner. If Council wishes to return to the original level of capital reserve contributions, the impact will be a \$1.5 million County levy increase or 3%.

In addition, some of the approved service enhancements only begin part way through the 2023 year. The full year impact of these 2023 budget decisions on the 2024 Budget will be a further County levy increase of \$1.2 million or 2%.

As suggested at the budget workshop, staff have begun to investigate options for the effective delivery, including the provision of services of an independent contractor, of an update to the Long-Term Financial Plan that will include a review of the Asset Management Plan. As indicated in the 2023-2026 Strategic Plan, staff will review and update the Asset Management Plan (AMP) and Long-Term Financial Plan (LTFP) 3.0 version, using new assumptions and baselines and present this to Council in a workshop planned for Fall 2023.

2. **Council Remuneration**

Attached as Appendix II is the Treasurer's Statement of Remuneration and Expenses paid to County Council as at December 31, 2022.

3. **2023 Tax Policy**

The Finance Division held a virtual Tax Policy Working Group meeting on Tuesday, March 14, 2023 at 11:00 a.m. and all the local municipal treasurers were invited to attend. A Tax Policy Working Group Report and Taxation By-laws will be provided at the April meeting of the Finance and Administration Committee, which will include all recommendations from the March Tax Policy Working Group meeting.

4. **Policy GA-06 - Investment Policy**

The Statement of Investment Policies and Goals is intended to direct the investment of surplus cash, Trust Funds, Reserve and Reserve Funds of the Corporation of the County of Renfrew in accordance with the requirements of the Municipal Act, 2001, S.O. 2001 c.25 and Ontario Regulation 438/97, as amended. This policy also requires that the Treasurer report annually to Council on investment activities as per the requirements of Ontario Regulation 438/97, as amended. Attached as Appendix III are the following BMO Nesbitt Burns Investment Reports:

1. County of Renfrew Portfolio report as at December 31, 2022; and
2. Renfrew County Housing Corporation Portfolio report as at December 31, 2022.

Compliance with Investment Policies and Goals

It is the opinion of the Treasurer that all investments were made in accordance with the investment policies and goals adopted by the County of Renfrew.

5. **Provincial Offences Administration Workload**

The following is a chart comparing charges received, trial notices issued, payments processed, accounts receivable files reviewed and collection notices mailed over the past five months through the Provincial Offences Administration Office.

Month	Charges Received	Trial Notices Issued <small>**Notice of Hearing Audio Court</small>	Early Resolution Notices	Payments Processed	Payfines Payments Processed	Number of Files Reviewed	Licence Suspensions	Collection Notices	To Collection Agency
Oct	925	62	111	422	424	430	45	73	186
Nov	676	16	92	351	283	355	48	128	323
Dec	527	119	41	317	272	415	168	118	140
2023 Jan	588	40	72	365	303	480	82	215	173
Feb	581	24	44	325	238	384	105	68	122

6. Provincial Offences Administration Backlog

The following chart highlights the ongoing backlog of court matters due to the COVID-19 shutdown:

Month	# of Courts Originally Scheduled	# of Courts Cancelled	# Part I Charges in Backlog	Part III New Charges	# Part III Charges in Backlog	Total Backlog Charges	Number of Court Days Required for Backlog	Months to Clear Backlog at Current Rate
2022 June	7	4	391	87	956	1,434	60	20
July	6	3	389	109	969	1,467	61	20
August	6	2	433	70	1,016	1,519	63	21
Sept.	6	3	399	122	978	1,499	62	21
Oct.	6	2	369	141	994	1,504	62	21
Nov.	6	2	355	150	1,012	1,517	63	21
Dec	6	3	337	114	975	1,426	59	20
2023 Jan.	6	2	313	109	907	1,329	55	18
Feb.	5	2	297	105	1,042	1,444	60	20

RESOLUTIONS

7. Employment By-law #1

Recommendation: THAT the Finance and Administration Committee recommends that County Council approve changes to Employment By-law #1 effective January 1, 2023 to Article 4 - Rates of Pay: A 2.0 % wage increase for all non-union staff (except students) as outlined in Schedule “A”; AND FURTHER THAT the revised Employment By-law # 1 be adopted.

Background

Attached as Appendix IV is Employment By-law #1 in bold and strikethrough, which provides a summary of the changes to Article 4 – Rates of Pay - A 2.0% non-union wage increase, consistent with the 2023 approved annual budget for employees that are part of Schedule “A” – County of Renfrew Non-Union Salary Grid and Classifications” effective January 1, 2023.

8. **Corporate Policies and Procedures – Human Resources**

Recommendation: THAT the Finance and Administration Committee recommends to County Council that the revised Corporate Policy C-02 - Pension Plans and G-07 - Employee and Family Assistance Program be approved; AND FURTHER THAT a By-law to amend By-law 63-03, being a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew be adopted.

Background

Attached as Appendix V is By-law 63-03 and the following updated policies in bold and strike through:

a) C-02 Pension Plans

- Implementation of the new template
- Updated to reflect the OMERS plan changes
- Updated references to OMERS

b) G-07 Employee and Family Assistance Program (EFAP)

- Implementation of the new template
- Updated to reflect the new service provider effective January 1, 2023
- Updated references and links.

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
PUBLIC WORKS	9,894,384	9,129,022	765,362	8.4%	8,419,448	15,617,614	14,360,558
Operations Committee	9,894,384	9,129,022	765,362	8.4%	8,419,448	15,617,614	14,360,558
PROPERTY - Pembroke	88,576	107,733	(19,157)	-17.8%	228,220	297,636	208,120
PROPERTY - Renfrew County Place	(222,808)	(228,416)	5,608	-2.5%	(234,273)	(234,273)	(271,350)
PROPERTY - Base Stations (4)	(0)	0	(0)		0	0	0
PROPERTY - Arnprior Office	0	0	0		0	0	0
PROPERTY - Renfrew OPP	(0)	0	(0)		0	0	0
FORESTRY	76,777	31,132	45,645	146.6%	28,130	27,444	80,589
TRAILS	321,635	314,210	7,425	2.4%	290,656	280,704	279,085
GEOGRAPHIC INFORMATION SYSTEMS	209,880	248,544	(38,664)	-15.6%	245,641	235,332	235,877
ECONOMIC DEVELOPMENT	455,029	440,167	14,862	3.4%	629,218	398,228	411,898
ENTERPRISE CENTRE	28,055	28,055	(0)	0.0%	28,056	28,055	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	290,275	283,195	7,080	2.5%	276,288	269,549	262,975
PLANNING DEPARTMENT	786,947	735,746	51,201	7.0%	502,047	654,935	665,497
Development & Property Committee	2,034,365	1,960,366	73,999	3.8%	1,993,983	1,957,610	1,900,746
BONNECHERE MANOR	1,512,178	1,475,296	36,882	2.5%	1,490,227	1,453,880	1,418,419
MIRAMICHI LODGE	1,265,826	1,234,953	30,873	2.5%	1,247,451	1,217,026	1,153,502
OTHER LONG TERM CARE	94,950	94,443	507	0.5%	39,258	98,052	97,783
OTTAWA VALLEY HEALTH TEAM	0	0	0		0	0	0
HEALTH UNIT	1,767,955	1,733,289	34,666	2.0%	1,733,289	1,598,003	1,452,730
PARAMEDIC SERVICE	9,958,889	8,663,139	1,295,750	15.0%	11,052,589	7,998,059	8,038,322
Paramedic - Other	0	0	0		126,021	0	0
EMERGENCY MANAGEMENT	179,532	175,153	4,379	2.5%	89,269	93,997	99,869
Health Committee	14,779,330	13,376,273	1,403,057	10.5%	15,778,104	12,459,017	12,260,625
ONTARIO WORKS	1,347,203	1,338,041	9,162	0.7%	1,004,047	1,041,306	1,034,715
CHILD CARE	448,793	526,437	(77,644)	-14.7%	513,596	461,869	468,131
COMMUNITY HOUSING	5,183,055	5,035,116	147,939	2.9%	4,944,870	4,801,896	5,007,655
Community Services Committee	6,979,051	6,899,594	79,457	1.2%	6,462,513	6,305,071	6,510,501
MEMBERS OF COUNCIL	613,829	529,954	83,875	15.8%	429,232	417,279	499,919
GENERAL - ADMINISTRATION	989,775	943,406	46,369	4.9%	923,421	756,963	745,237
INFORMATION TECHNOLOGY	536,587	474,759	61,828	13.0%	407,027	400,443	391,499
HUMAN RESOURCES DEPARTMENT	259,687	254,064	5,623	2.2%	91,808	569,859	196,074
PUBLICITY/PUBLIC RELATIONS SERVICE	15,000	15,000	0	0.0%	9,525	5,148	14,518
AGRICULTURE & REFORESTATION	20,000	20,000	0	0.0%	14,854	14,165	14,580
PROVINCIAL OFFENCES ADMINISTRATION	(488,350)	(497,332)	8,982	-1.8%	(546,849)	(560,264)	(540,040)
MPAC	1,540,414	1,541,700	(1,286)	-0.1%	1,546,566	1,555,448	1,549,942
FINANCIAL EXPENSE	20,028,594	20,087,400	(58,806)	-0.3%	18,261,200	13,081,700	10,291,749
Finance & Administration Committee	23,515,536	23,368,951	146,585	0.6%	21,136,784	16,240,741	13,163,478
Total Net Expenses	57,202,666	54,734,206	2,468,460	4.5%	53,790,832	52,580,053	48,195,908
COUNTY LEVY (2.5% target + 2.16% CVA=4.66%)	52,893,896	50,540,380	2,353,516	4.7%	48,945,594	47,253,904	45,655,946
OTHER REVENUE	4,308,770	4,193,826	114,944	2.7%	4,354,617	7,416,807	5,655,411
Total Revenues	57,202,666	54,734,206	2,468,460	4.5%	53,300,211	54,670,711	51,311,357
Municipal Surplus/ (Deficit)	0	0	0		(490,621)	2,090,658	3,115,449

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
PUBLIC WORKS	9,894,384	9,129,022	765,362	8.4%	8,419,448	15,617,614	14,360,558
Operations Committee	9,894,384	9,129,022	765,362	8.4%	8,419,448	15,617,614	14,360,558

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
PUBLIC WORKS	9,894,384	9,129,022	765,362	8.4%	8,419,448	15,617,614	14,360,558
Administration	1,221,535	1,124,616	96,919	8.6%	1,036,719	1,067,418	1,019,123
Infrastructure Management	695,266	546,055	149,211	27.3%	605,555	526,884	401,582
Depreciation	9,800,000	9,700,000	100,000	1.0%	9,688,279	9,507,822	9,277,309
Equipment	1,487,328	1,266,900	220,428	17.4%	1,255,976	1,150,841	1,262,845
Housing	162,000	186,550	(24,550)	-13.2%	138,840	144,230	143,448
Maintenance	6,512,490	6,079,901	432,589	7.1%	5,472,444	5,324,663	5,699,487
Donations In Kind	0	0	0		(364,900)		0
Recoveries - Federal	0	0	0				0
Recoveries - Other	(75,000)	(75,000)	0	0.0%	(148,363)	(90,864)	(101,249)
Recoveries - Provincial	(2,815,973)	(2,739,384)	(76,589)	2.8%	(1,357,505)	(1,357,505)	(1,317,960)
Surplus Adjustment - Trf To Reserves	0	0	0			250,000	0
Surplus Adjustment - Capital	34,077,829	26,492,939	7,584,890	28.6%	14,279,920	21,332,595	12,260,528
Surplus Adjustment - Temp Loan	(4,490,190)	0	(4,490,190)		(23,882)	(2,121,974)	(2,409,146)
Surplus Adjustment - Depreciation	(9,800,000)	(9,700,000)	(100,000)	1.0%	(9,688,279)	(9,507,822)	(9,277,309)
Surplus Adjustment - Trf From Reserves	(26,880,901)	(23,753,555)	(3,127,346)	13.2%	(12,475,356)	(10,608,674)	(2,598,100)

COUNTY OF RENFREW

2023 Budget

Public Works

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>INFRASTRUCTURE MANAGEMENT</u>	<u>695,266</u>	<u>546,055</u>	<u>149,211</u>	<u>27.3%</u>	<u>605,555</u>	<u>526,884</u>	<u>401,581</u>
Salaries	296,246	291,947	4,299	1.5%	322,496	233,079	258,772
Benefits	82,020	74,653	7,367	9.9%	80,005	53,159	62,685
COVID	0				2,946	63,548	
Capital Projects - Under Threshold	0	0	0		72,062	53,221	16,065
Legal - Right of Way	0		0			0	0
Misc	6,000	6,000	0	0.0%	4,755	3,121	3,934
Recoveries	0		0		(11,973)	(1,829)	0
Infrastructure Management	283,000	142,400	140,600	98.7%	110,103	114,199	45,924
Supplies	28,000	31,055	(3,055)	-9.8%	25,161	8,386	14,201
<u>ADMINISTRATION</u>	<u>1,221,535</u>	<u>1,124,616</u>	<u>96,919</u>	<u>8.6%</u>	<u>1,094,996</u>	<u>1,067,420</u>	<u>1,019,123</u>
Salaries	565,331	494,074	71,257	14.4%	477,499	533,255	441,851
Benefits	157,884	130,816	27,068	20.7%	133,281	146,897	128,888
Advertising	10,000	22,000	(12,000)	-54.5%	19,468	35,355	14,274
Answering Service	4,600	4,600	0	0.0%	5,645	4,318	4,963
Cell Telephone/Pager	13,200	13,200	0	0.0%	11,079	11,607	13,260
Communications (Radio System)	72,000	71,750	250	0.3%	68,339	88,161	63,378
Computer Supplies	60,000	58,200	1,800	3.1%	68,550	73,684	53,200
Conferences & Conventions	7,500	7,200	300	4.2%	304	2,939	8,849
Courier	770	770	0	0.0%	576	1,159	455
COVID	0					3,232	
Health & Safety (Protection)	42,000	42,000	0	0.0%	37,988	38,062	35,292
Insurance	159,500	141,156	18,344	13.0%	128,324	105,420	102,876
Insurance Claims	35,000	35,000	0	0.0%	63,924	19,302	46,598
Internet	5,100	5,100	0	0.0%	2,941	3,046	6,605
Legal Fees	20,500	20,500	0	0.0%	23,574	13,790	3,942
Membership Fees	9,000	9,000	0	0.0%	7,501	8,012	6,648
Office Equipment Replacement	4,000	4,100	(100)	-2.4%	193	1,667	3,495
Office Supplies/Publications/Awards	10,000	10,000	0	0.0%	10,028	7,302	12,954
Photocopier Supplies/Maint	4,200	4,200	0	0.0%	3,069	1,256	2,521
Postage	450	450	0	0.0%	321	383	303
Recoveries			0			(490)	(60)
Recoveries - County			0				0
Recoveries - Provincial - one time					(20,094)	(72,013)	
Recruitment	0	10,000	(10,000)	-100.0%	20,275	16,489	26,763
Surplus Adjustment - Capital Equipment	0	0	0				0
Surplus Adjustment - From Reserves	0	0	0				
Staff Training	20,000	20,000	0	0.0%	17,736	9,855	21,216
Telephone	11,200	11,200	0	0.0%	8,462	9,287	8,686
Travel	9,300	9,300	0	0.0%	6,013	5,445	12,166

COUNTY OF RENFREW

2023 Budget

Public Works

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>MAINTENANCE</u>	<u>6,512,490</u>	<u>6,079,901</u>	<u>432,589</u>	<u>7.1%</u>	<u>5,472,444</u>	<u>5,324,662</u>	<u>5,699,486</u>
Salaries	2,288,842	1,961,627	327,215	16.7%	1,896,580	1,849,803	1,862,591
Benefits	660,648	525,001	135,647	25.8%	524,404	469,933	466,392
Bridges and Culverts	40,000	40,000	0	0.0%	36,675	31,999	71,450
Roadside Maintenance	150,000	180,000	(30,000)	-16.7%	133,259	110,233	89,326
Hard Top Maintenance	385,000	360,000	25,000	6.9%	382,158	224,214	267,836
Winter Control	2,290,000	2,315,273	(25,273)	-1.1%	1,887,767	2,183,574	2,501,106
Safety Devices	798,000	798,000	0	0.0%	726,695	519,718	524,840
Misc	0		0		96		0
Surplus Adjustment - Trf To Reserves	0		0				0
Recoveries	(100,000)	(100,000)	0	0.0%	(115,190)	(64,812)	(84,055)
<u>EQUIPMENT</u>	<u>1,487,328</u>	<u>1,266,900</u>	<u>220,428</u>	<u>17.4%</u>	<u>1,255,976</u>	<u>1,279,754</u>	<u>1,980,497</u>
Salaries	235,137	215,202	19,935	9.3%	216,864	212,490	214,004
Benefits	78,300	67,244	11,056	16.4%	66,484	60,505	57,366
Salary Allocations	(103,112)	(92,876)	(10,236)	11.0%	(90,232)	(87,329)	(86,452)
COVID	0				58,278		
Small Equipment, Misc	55,600	65,600	(10,000)	-15.2%	83,338	40,081	54,541
Vehicle Operating Costs - Fuel	635,000	435,000	200,000	46.0%	478,382	368,174	435,520
Vehicle Operating Costs-Insurance	51,403	46,730	4,673	10.0%	46,730	41,586	38,812
Vehicle Operating Costs-Repairs	500,000	500,000	0	0.0%	433,568	485,964	517,322
Vehicle Operating Costs-Licence	65,000	60,000	5,000	8.3%	55,277	60,293	58,956
Vehicle Operating Revenue	(15,000)	(20,000)	5,000	-25.0%	(14,000)	(17,600)	(12,845)
Recoveries - Provincial - one time					(58,278)		
Surplus Adjustment - Capital Equipment	2,753,073	1,895,000	858,073	45.3%	383,761	1,018,613	717,652
Surplus Adjustment - Trf To Reserves			0				0
Surplus Adjustment - Trf From Reserves	(2,753,073)	(1,895,000)	(858,073)	45.3%	(383,761)	(889,700)	0
Recoveries	(15,000)	(10,000)	(5,000)	50.0%	(20,435)	(13,323)	(14,379)
<u>HOUSING</u>	<u>162,000</u>	<u>186,550</u>	<u>(24,550)</u>	<u>-13.2%</u>	<u>138,840</u>	<u>243,447</u>	<u>400,869</u>
Operating Expenses	162,000	162,000	0	0.0%	137,859	121,009	134,260
COVID	0				1,150	5,233	
Surplus Adjustment - Capital	317,000	317,000	0	0.0%	250,138	284,740	257,421
Surplus Adjustment - Trf From Reserves	(317,000)	(317,000)	0	0.0%	(250,138)	(185,525)	0
Major Repairs - Under Threshold	0	24,550	(24,550)	-100.0%		18,184	9,671
Recoveries	0		0		(169)	(194)	(483)

COUNTY OF RENFREW

2023 Budget

Public Works

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
OTHER	31,007,756	24,280,939	6,726,817	27.7%	13,587,743	20,279,243	11,285,456
Depreciation	9,800,000	9,700,000	100,000	1.0%	9,688,279	9,507,822	9,277,309
Surplus Adjustment - Depreciation	(9,800,000)	(9,700,000)	(100,000)	1.0%	(9,688,279)	(9,507,822)	(9,277,309)
Surplus Adjustment - Capital Construction	31,007,756	24,280,939	6,726,817	27.7%	13,587,743	20,029,243	11,285,456
Surplus Adjustment - TRF to Reserves	0		0			250,000	0
CONSTRUCTION - LABOUR CLEARING ACCOL	0	0	0	-	0	0	0
Salaries	518,886	378,429	140,457	37.1%	480,976	441,292	419,446
Benefits	140,070	71,844	68,226	95.0%	67,917	79,635	76,283
Charge to Capital Construction above	(658,955)	(450,273)	(208,682)	46.3%	(548,893)	(520,927)	(495,729)
TOTAL EXPENDITURES	41,086,375	33,484,961	7,601,414	22.7%	22,155,554	28,721,410	20,787,012

ROADS REVENUES

Municipal Contribution - Operating	9,894,384	9,129,022	765,362	8.4%	8,419,448	8,442,167	8,416,088
Municipal Contribution - Capital		0	0			7,175,450	5,944,470
Provincial Grants & Subsidies	2,815,973	2,739,384	76,589	2.8%	1,357,505	1,357,505	1,317,960
Surplus Adjustment - TRF from Reserves	20,896,167	16,063,139	4,833,028	30.1%	9,048,240	3,473,628	471,848
Surplus Adjustment - TRF from Gas Tax Reserves	2,914,661	5,478,416	(2,563,755)	-46.8%	2,793,217	6,059,822	2,126,252
Surplus Adjustment - Temp Loan	4,490,190		4,490,190		23,882	2,121,974	2,409,146
Federal Grants & Subsidies	0	0	0				0
Donations in Kind	0	0	0		364,900		0
Misc	75,000	75,000	0	0.0%	148,362	90,864	101,248
TOTAL REVENUES	41,086,375	33,484,961	7,601,414	22.7%	22,155,554	28,721,410	20,787,012

Municipal Surplus / (Deficit)	0	0	0	0.0%	0	(0)	0
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**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
PROPERTY - Pembroke	88,576	107,733	(19,157)	-17.8%	228,220	297,636	208,120
PROPERTY - Renfrew County Place	(222,808)	(228,416)	5,608	-2.5%	(234,273)	(234,273)	(271,350)
PROPERTY - Base Stations (4)	(0)	0	(0)		0	0	0
PROPERTY - Arnprior Office	0	0	0		0	0	0
PROPERTY - Renfrew OPP	(0)	0	(0)		0	0	0
FORESTRY	76,777	31,132	45,645	146.6%	28,130	27,444	80,589
TRAILS	321,635	314,210	7,425	2.4%	290,656	280,704	279,085
GEOGRAPHIC INFORMATION SYSTEMS	209,880	248,544	(38,664)	-15.6%	245,641	235,332	235,877
ECONOMIC DEVELOPMENT	455,029	440,167	14,862	3.4%	629,218	398,228	411,898
ENTERPRISE CENTRE	28,055	28,055	(0)	0.0%	28,056	28,055	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	290,275	283,195	7,080	2.5%	276,288	269,549	262,975
PLANNING DEPARTMENT	786,947	735,746	51,201	7.0%	502,047	654,935	665,497
Development & Property Committee	2,034,365	1,960,366	73,999	3.8%	1,993,983	1,957,610	1,900,746

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
PROPERTY - Pembroke	88,576	107,733	(19,157)	-17.8%	228,220	297,636	208,120
Advertising	1,000	1,000	0	0.0%	0	0	447
Capital - under threshold			0		0	29,177	5,658
COVID					1,745	14,032	
Computer Supplies	5,000	15,000	(10,000)	-66.7%	0		0
Depreciation	408,000	227,000	181,000	79.7%	216,909	227,580	236,630
Elevator Maintenance	7,949	7,755	194	2.5%	6,948	6,219	6,185
Employee Benefits	50,787	45,025	5,762	12.8%	70,386	59,917	57,893
Garbage Disposal	6,355	6,200	155	2.5%	7,047	6,188	5,443
Grounds keeping	5,765	5,765	0	0.0%	3,280	3,291	3,143
Insurance	44,182	37,812	6,370	16.8%	35,813	32,594	31,344
Janitorial Contract	89,100	110,000	(20,900)	-19.0%	100,642	103,185	103,820
Legal	2,000	2,000	0	0.0%	0	1,877	3,283
Lights, Heat & Power	126,075	123,000	3,075	2.5%	96,463	94,577	116,947
Mechanical	22,000	19,890	2,110	10.6%	10,812	19,222	8,335
Memberships/Subscriptions	1,500	2,500	(1,000)	-40.0%	850	850	816
Miscellaneous Bldg.	2,800	22,800	(20,000)	-87.7%	6,149	5,469	8,522
Office Supplies	12,860	12,546	314	2.5%	13,823	16,266	13,208
Professional Development	5,000	5,000	0	0.0%	0	100	1,090
Recoveries - Internal Charges	(16,300)	(16,300)	0	0.0%	(481,673)	(951,836)	(28,305)
Revenues - Provincial	(59,000)	(59,000)	0	0.0%	(42,474)	(14,032)	
Recoveries - Other	(12,340)	(11,752)	(588)	5.0%	(64,979)	(71,752)	(60,513)
Recruitment	750	750	0	0.0%	2,615	577	1,843
Repairs & Maintenance	45,000	59,384	(14,384)	-24.2%	24,375	43,438	26,815
Revenue - Lease	(497,490)	(483,000)	(14,490)	3.0%	0	(252,147)	(339,176)
Salaries	169,011	146,438	22,573	15.4%	233,196	214,363	229,598
Security & Monitoring	6,273	6,120	153	2.5%	2,448	3,714	3,219
Special Projects	40,000	125,000	(85,000)	-68.0%	3,388		0
Surplus Adjustment - Capital	312,000	344,000	(32,000)	-9.3%	2,409,031	2,521,020	180,251
Surplus Adjustment - Depreciation	(408,000)	(227,000)	(181,000)	79.7%	(216,909)	(227,580)	(236,630)
Surplus Adjustment - Trf To Reserves			0		150,000	924,323	
Surplus Adjustment - Trf From Reserves	(293,000)	(430,000)	137,000	-31.9%	(2,368,302)	(2,521,020)	(180,251)
Telephone	3,000	1,500	1,500	100.0%	2,887	3,188	2,823
Travel	4,800	4,800	0	0.0%	1,044	1,639	4,169
Vehicle Expenses	3,500	3,500	0	0.0%	2,706	3,197	1,513

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>PROPERTY - Renfrew County Place</u>	<u>(222,808)</u>	<u>(228,416)</u>	<u>5,608</u>	<u>-2.5%</u>	<u>(234,273)</u>	<u>(234,273)</u>	<u>(271,350)</u>
Capital - Under Threshold	0	0	0			635	4,987
COVID	0	0	0		52,546	42,684	
Depreciation	210,000	195,000	15,000	7.7%	195,476	181,113	167,067
Elevator Maintenance	7,122	6,948	174	2.5%	4,887	6,663	4,826
Garbage Removal	4,001	3,903	98	2.5%	5,648	2,366	3,668
Grounds keeping / Snow Removal	32,000	26,000	6,000	23.1%	18,400	18,352	17,653
Insurance	19,495	16,260	3,235	19.9%	15,941	15,423	15,118
Janitorial Contract	66,300	95,217	(28,917)	-30.4%	82,641	81,850	79,218
Lease Revenue- Outside	(336,954)	(351,850)	14,896	-4.2%	(345,685)	(336,386)	(296,269)
Legal	4,000	4,000	0	0.0%	0		0
Lights, Heat & Power	97,375	95,000	2,375	2.5%	89,930	84,365	82,029
Mechanical	17,478	16,646	832	5.0%	24,132	13,292	19,495
Miscellaneous Bldg.	2,000	2,000	0	0.0%	1,269	18,295	3,827
Municipal Taxes	17,800	16,500	1,300	7.9%	17,066	16,672	16,333
Office Supplies / Admin Costs	3,137	3,060	76	2.5%	3,277	6,463	9,078
Revenue Lease - Internal	(339,790)	(330,000)	(9,790)	3.0%	(330,274)	(333,047)	(604,249)
Recoveries - OPP	0	(22,740)	22,740	-100.0%	0		
Recoverable - Provincial One time	0				(52,546)	(42,684)	
Recoverable - Outside	(17,800)	(16,500)	(1,300)	7.9%	(17,383)	(33,489)	(20,416)
Repairs & Maintenance	40,356	39,372	984	2.5%	37,652	15,874	17,478
Salaries / Benefits	88,027	95,344	(7,317)	-7.7%	25,111	74,244	71,636
Security & Monitoring	6,029	5,882	147	2.5%	4,059	6,462	4,238
Surplus Adjustment - Capital	1,049,200	491,875	557,325	113.3%	0	80,705	515,684
Surplus Adjustment - Depreciation	(210,000)	(195,000)	(15,000)	7.7%	(195,476)	(181,113)	(167,067)
Surplus Adjustment - Trf From Reserves	(1,049,200)	(491,875)	(557,325)	113.3%	0	(80,705)	(515,684)
Surplus Adjustment - Trf To Reserves	63,570	63,570	0	0.0%	129,056	107,693	300,000
Vehicle Expenses	3,046	2,972	74	2.5%	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>
Depreciation	62,400	61,750	650	1.1%	61,725	61,895	61,725
Capital - Under Threshold	0	0	0		0	19,843	0
Grounds keeping/Snow Removal	46,979	44,904	2,075	4.6%	34,042	31,455	32,974
Internal Charges	2,904	0	2,904		2,904	2,904	2,904
Janitorial Contract	33,173	31,593	1,580	5.0%	20,174	10,393	20,879
Lights, Heat & Power	37,208	36,300	908	2.5%	26,551	24,611	25,752
Mechanical	5,000	10,727	(5,727)	-53.4%	1,819	3,794	3,725
Miscellaneous Bldg.	3,000	2,000	1,000	50.0%	5,364	5,153	4,532
Revenue - Internal Lease	(339,394)	(338,587)	(807)	0.2%	(328,727)	(323,558)	(318,540)
Recoveries - Outside	0	0	0		(362)	(92)	(258)
Repairs & Maintenance	45,051	43,952	1,099	2.5%	30,374	35,689	21,690
Security & Monitoring	4,346	4,240	106	2.5%	0	0	0
Surplus Adjustment - Depreciation	(62,400)	(61,750)	(650)	1.1%	(61,725)	(61,895)	(61,725)
Surplus Adjustment- Capital	47,600	35,095	12,505	35.6%	0		-
Surplus Adjustment - Trf From Reserves	(47,600)	(35,095)	(12,505)	35.6%	0		-
Surplus Adjustment - Trf To Reserves	161,734	164,871	(3,137)	-1.9%	207,861	189,808	206,342

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
PROPERTY - Arnprior Office	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>
Capital Under Threshold	0	0	0		0	9,290	0
Depreciation	38,400	38,500	(100)	-0.3%	38,446	38,551	37,946
COVID	0	0			0	1,215	
Grounds keeping / Snow Removal	4,124	4,023	101	2.5%	5,195	3,474	3,473
Insurance	3,330	2,754	576	20.9%	2,709	2,633	2,609
Janitorial Contract	30,000	27,000	3,000	11.1%	29,741	29,909	29,417
Lights, Heat & Power	13,580	13,249	331	2.5%	7,748	9,794	8,858
Mechanical	2,050	2,000	50	2.5%	440	2,087	1,143
Miscellaneous Bldg.	500	500	0	0.0%	170	170	609
Revenue - Internal Lease	(139,819)	(143,321)	3,502	-2.4%	(133,904)	(134,169)	(129,437)
Recoveries - Provincial One Time	0	0	0		0	(1,215)	
Recoveries - Outside	0	0	0		(20)	(22)	(67)
Repairs & Maintenance	1,323	5,500	(4,177)	-75.9%	1,852	1,707	1,224
Security & Monitoring	1,538	1,500	37	2.5%	637	777	3,528
Surplus Adjustment- Capital		0	0		0		15,213
Surplus Adjustment- Depreciation	(38,400)	(38,500)	100	-0.3%	(38,446)	(38,551)	(37,946)
Surplus Adjustment - Trf From Building Reserve		0	0		0		(15,000)
Surplus Adjustment - Trf To Building Reserve	83,375	86,795	(3,420)	-3.9%	85,432	74,350	78,430
PROPERTY - Renfrew OPP	<u>(0)</u>	<u>0</u>	<u>(0)</u>		<u>0</u>	<u>0</u>	<u>0</u>
Garbage Removal	2,153	2,100	53	2.5%	2,977	1,221	1,983
Grounds keeping / Snow Removal	36,000	33,520	2,480	7.4%	17,750	20,489	20,210
Capital Under Threshold	0	0	0		0		1,883
Depreciation	116,400	115,500	900	0.8%	115,758	116,075	115,758
Expenses Recovered From Others	0	0	0		560	2,961	
Heat, Light & Power	0	0	0		0		0
Insurance	15,043	12,480	2,563	20.5%	12,235	11,890	11,783
Internal Chg. - County	16,300	11,752	4,548	38.7%	20,406	18,054	18,776
LTD Interest Expense	95,571	103,647	(8,076)	-7.8%	109,471	117,901	126,083
Mechanical	0	0	0		4,427	7,607	550
Municipal Taxes	46,000	45,000	1,000	2.2%	44,088	43,070	42,194
Office Expense	3,000	0	3,000		3,156	3,634	2,650
Recovery - Capital Lease	(465,134)	(461,158)	(3,976)	0.9%	(462,814)	(461,158)	(461,158)
Recovery - Operating Lease	(172,986)	(169,203)	(3,783)	2.2%	(159,828)	(140,262)	(155,270)
Repairs & Maintenance	32,298	31,510	788	2.5%	12,818	19,644	25,779
Salary & Benefits	28,849	22,740	6,109	26.9%	51,093	27,484	25,844
Security/Monitoring	0	0	0		7,303	3,366	3,618
Surplus Adjustment- Capital	41,000	10,000	31,000	310.0%	0		0
Surplus Adjustment- Depreciation	(116,400)	(115,500)	(900)	0.8%	(115,758)	(116,075)	(115,758)
Surplus Adjustment- Proceeds From Debt		0	0		0		0
Surplus Adjustment - LTD Principal Pmts	300,281	291,443	8,838	3.0%	282,865	274,539	266,458
Surplus Adjustment - Trf From Reserves	(41,000)	(10,000)	(31,000)	310.0%	0		0
Surplus Adjustment - Trf To Reserves	62,625	76,169	(13,544)	-17.8%	53,493	49,560	68,617

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
FORESTRY	76,777	31,132	45,645	146.6%	28,130	27,444	80,589
Advertising	600	300	300	100.0%	540	654	1,033
Conventions	1,800	1,800	0	0.0%	195	110	605
COVID	0				0	21	
Depreciation	16,800	23,000	(6,200)	-27.0%	19,836	23,013	19,830
Legal	2,500	900	1,600	177.8%	0	2,245	45
Memberships/Subscriptions	9,123	8,900	223	2.5%	8,177	8,129	8,132
Miscellaneous	1,500	1,000	500	50.0%	2,113	1,849	1,116
Office Supplies	3,000	4,900	(1,900)	-38.8%	2,242	1,491	4,158
Professional Development	2,500	1,500	1,000	66.7%	0	0	0
Recoveries - Other	(5,200)	(1,000)	(4,200)	420.0%	0	0	(521)
Recoveries - Provincial One Time	0				0	(21)	
Recoveries - Timber Sales	(180,000)	(180,000)	0	0.0%	(224,896)	(203,740)	(97,085)
Salary Allocation	(100,077)	(50,134)	(49,943)	99.6%	211,909	(48,000)	(47,000)
Salary/Benefit	325,031	217,566	107,465	49.4%	(49,192)	207,061	198,034
Small Tools / Supplies	1,000	1,000	0	0.0%	87	183	168
Special Project- Signs	2,500	2,500	0	0.0%	0	340	45
Special Project - Well Remediation	3,600	3,600	0	0.0%	0	3,180	4,803
Surplus Adjustment - Capital	0	0	0		0		36,093
Surplus Adjustment - Depreciation	(16,800)	(23,000)	6,200	-27.0%	(19,836)	(23,013)	(19,830)
Surplus Adjustment - Trf From Reserves	(24,100)	(8,100)	(16,000)	197.5%	0	(6,299)	(42,721)
Surplus Adjustment - Trf To Reserves		0	0		53,286	45,053	0
Travel	5,000	5,000	0	0.0%	3,553	4,424	5,487
Tree Marking	2,000	11,900	(9,900)	-83.2%	1,461	2,779	1,173
Tree Planting	18,000	2,000	16,000	800.0%	9,769	0	651
Vehicle Expenses	8,000	7,500	500	6.7%	8,886	7,985	6,373

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>TRAILS</u>	<u>321,635</u>	<u>314,210</u>	<u>7,425</u>	<u>2.4%</u>	<u>290,656</u>	<u>280,704</u>	<u>279,085</u>
Bad Debt Expense	0				969		
Salary/Benefit	0	16,998	(16,998)	-100.0%	17,199	10,479	16,654
Salary Allocation	100,077	50,134	49,943	99.6%	49,192	48,000	47,000
Office Expenses	500	500	0	0.0%	36		390
Recoveries - Other	(2,000)	0	(2,000)		0	(5,980)	0
Recoveries - Donations	0	0	0		(40,000)		0
Recoveries - Donations In Kind	(3,500,000)	(3,500,000)	0	0.0%	0	(611,101)	0
Recruitment	0	0	0		0		0
Surplus Adjustment - Capital	3,534,000	3,534,000	0	0.0%	14,233	659,617	14,759
Surplus Adjustment - Trf From Reserves	(34,000)	(34,000)	0	0.0%	(738,958)	(48,516)	(14,759)
Surplus Adjustment - Trf To Reserves	0	0	0		40,000		
Surplus Adjustment - Trf From Reserves	(2,191,538)	(2,436,456)	244,918	-10.1%	0		
K&P Rail Line Development	22,000	28,878	(6,878)	-23.8%	27,002	27,534	21,807
K&P Rail Line Revenue	0	(6,500)	6,500	-100.0%	(11,366)		0
CN Rail Line Development	0	0	0		0		1,182
Algonquin Trail Development	4,148,295	2,946,355	1,201,940	40.8%	1,387,357	239,000	294,298
Algonquin Trail Federal Recoveries	(1,470,000)		(1,470,000)		(405,000)		0
Algonquin Trail Prov Recoveries	(255,699)	(255,699)	0	0.0%	(9,632)		(63,316)
Algonquin Trail Municipal Recoveries	0		0		0		0
Algonquin Trail Other Recoveries	(30,000)	(30,000)	0	0.0%	(40,376)	(38,329)	(38,930)
<u>GEOGRAPHIC INFORMATION SYSTEMS</u>	<u>209,880</u>	<u>248,544</u>	<u>(38,664)</u>	<u>-15.6%</u>	<u>245,641</u>	<u>235,332</u>	<u>235,877</u>
Salaries	153,771	178,969	(25,198)	-14.1%	175,775	172,640	170,443
Benefits	45,109	46,575	(1,466)	-3.1%	46,398	42,888	40,443
Computer Supplies	21,000	32,000	(11,000)	-34.4%	24,652	17,815	19,662
Conventions	500	500	0	0.0%	131	142	127
Depreciation	6,000				4,280		
Office Supplies	2,000	1,000	1,000	100.0%	1,597	734	2,417
Professional Development	500	500	0	0.0%	743	200	1,036
Special Project - Flood Study	150,000		150,000		0		0
Travel	500	500	0	0.0%	20	293	769
Weed Inspection	0	2,000	(2,000)	-100.0%	1,099	1,226	2,798
Surplus Adjustment - Capital			0		28,420		0
Surplus Adjustment - Trf From Reserves			0		(28,420)		0
Surplus Adjustment - Depreciation	(6,000)		(6,000)		(4,280)		
Recoveries - Internal	(15,000)						
Recoveries - Municipal	(72,000)	(12,000)	(60,000)	500.0%	(3,520)		0
Recoveries - Federal/provincial	(75,000)		(75,000)		0		0
Recoveries - Other	(1,500)	(1,500)	0	0.0%	(1,254)	(606)	(1,818)

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>ECONOMIC DEVELOPMENT</u>	<u>455,029</u>	<u>440,167</u>	<u>14,862</u>	<u>3.4%</u>	<u>629,218</u>	<u>398,228</u>	<u>411,898</u>
Benefits	78,303	69,195	9,108	13.2%	67,347	61,535	59,189
Computer Expense	4,000	3,000	1,000	33.3%	2,242	8,039	239
Conventions	4,000	1,500	2,500	166.7%	524	73	1,410
COVID	0				0	21,304	
Expenses Recoverable from Others	0					3,396	
Hospitality	0	1,000	(1,000)	-100.0%	1,649	420	1,480
Marketing Program	65,500	70,000	(4,500)	-6.4%	62,087	96,668	85,610
Memberships/Subscriptions	5,000	3,500	1,500	42.9%	4,867	4,761	4,697
Office Expense	6,000	3,000	3,000	100.0%	4,245	4,252	6,899
Professional Development/Staff Training	750	750	0	0.0%	130	850	526
Recoveries - Federal	0	0	0		(12,150)	(49,923)	(17,408)
Recoveries-Other	(26,000)	(5,000)	(21,000)	420.0%	(517)	(5,798)	(8,283)
Recoveries-Provincial	(76,219)	(25,000)	(51,219)	204.9%	(7,700)	(21,304)	1,123
Recoveries-Provincial - Winter Games	(1,000,000)	(1,300,000)	300,000	-23.1%	(85,116)		
Recruitment	0	0	0		0		0
Salaries	248,965	258,752	(9,787)	-3.8%	254,432	251,146	245,212
Special Projects - RED	117,260	0	117,260		22,552		
Special Projects - RED	0	25,000	(25,000)	-100.0%	6,137		
Special Projects-Winter Games	1,000,000	1,300,000	(300,000)	-23.1%	85,116		
Special Projects	0	5,000	(5,000)	-100.0%	22,470		448
Special Projects - Agriculture	22,470	22,470	0	0.0%	0	22,470	22,470
Surplus Adjustment - Trf To Reserves					200,000		
Surplus Adjustment - Transfer From Reserves		0	0		0		
Travel	5,000	7,000	(2,000)	-28.6%	903	339	8,286
<u>ENTERPRISE CENTRE</u>	<u>28,055</u>	<u>28,055</u>	<u>(0)</u>	<u>0.0%</u>	<u>28,056</u>	<u>28,055</u>	<u>28,055</u>
Benefits	47,669	36,233	11,436	31.6%	34,420	33,145	29,198
Marketing	6,000	5,000	1,000	20.0%	2,633	3,110	446
COVID	0				0	252,398	
Office Expenses	2,869	2,971	(102)	-3.4%	1,914	12,879	2,555
Professional Development	700	700	0	0.0%	0	326	0
County Charges - IT	6,393	6,201	192	3.1%	6,262	6,143	6,022
Recoveries - Federal	0		0		0	(250)	0
Recoveries - Municipalities	(6,000)	(6,000)	0	0.0%	(6,000)	(56,000)	(6,000)
Recoveries - Other	(10,000)	(5,000)	(5,000)	100.0%	0	0	(1,831)
Recoveries - Provincial - Starter Company	(72,000)	(60,000)	(12,000)	20.0%	(93,104)	(96,982)	(37,289)
Recoveries - Provincial - Summer Company	(13,200)	(24,000)	10,800	-45.0%	(12,887)	(18,525)	(25,192)
Recoveries - Provincial One Time	0	0	0		(32,000)	(202,398)	
Recoveries - Provincial	(171,165)	(166,075)	(5,090)	3.1%	(156,419)	(165,477)	(134,948)
Salaries	138,359	141,851	(3,492)	-2.5%	139,760	138,139	123,051
Special Projects - Starter Company	72,000	60,000	12,000	20.0%	95,456	96,982	37,289
Special Projects	10,000	5,000	5,000	100.0%	32,637	2,748	500
Special Projects - Summer Company	13,200	24,000	(10,800)	-45.0%	12,887	18,525	25,192
Telephone/Internet Access	2,230	3,500	(1,270)	-36.3%	2,191	2,789	3,315
Travel	1,000	3,674	(2,674)	-72.8%	306	503	5,747

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
OTTAWA VALLEY TOURIST ASSOCIATION	290,275	283,195	7,080	2.5%	276,288	269,549	262,975
Salaries	181,904	175,166	6,738	3.8%	133,430	129,795	132,391
Benefits	62,516	54,995	7,521	13.7%	41,359	34,262	36,930
Transfer To / (From) OVTA	45,855	53,034	(7,179)	-13.5%	101,499	105,492	93,654
 PLANNING DEPARTMENT	 786,947	 735,746	 51,201	 7.0%	 502,047	 654,935	 665,497
Computer Supplies / Maintenance	12,000	12,000	0	0.0%	10,932	23,260	8,155
Conventions	5,000	3,000	2,000	66.7%	3,042	2,973	4,085
County Official Plan	8,000	0	8,000		4,691	0	0
COVID	0	0	0		204	10,528	
Employee Benefits	223,283	194,026	29,257	15.1%	176,154	166,555	164,672
Legal Fees	1,000	1,000	0	0.0%	409	2,568	0
Memberships	5,700	4,700	1,000	21.3%	2,155	2,871	2,816
Office Expense	16,913	16,500	413	2.5%	17,286	17,929	18,615
Professional Development	6,000	3,000	3,000	100.0%	2,761	1,844	4,174
Purchased Service	25,000		25,000				
Recruitment	2,040	2,000	40	2.0%	6,924	0	0
Revenue - Municipal Projects	(40,000)	(40,000)	0	0.0%	(5,800)	0	0
Revenue - Other	(12,000)	(2,000)	(10,000)	500.0%	(225)	(200)	(2,953)
Revenue - Service Charges	(35,000)	(35,000)	0	0.0%	(57,875)	(42,235)	(39,905)
Revenue - Severance Applications	(174,000)	(137,500)	(36,500)	26.5%	(222,300)	(118,250)	(121,500)
Revenues - Subdivision Applications	(50,000)	(25,000)	(25,000)	100.0%	(61,900)	(36,950)	(38,000)
Recoveries - Provincial one time	0	0	0		(204)	(10,528)	
Salaries	773,011	719,020	53,991	7.5%	624,824	632,002	649,887
Special Projects		0	0		20,250	76	515
Surplus Adjustment - Trf From Reserves		0	0		(20,250)		0
Travel	20,000	20,000	0	0.0%	969	2,492	14,936

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
BONNECHERE MANOR	1,512,178	1,475,296	36,882	2.5%	1,490,227	1,453,880	1,418,419
MIRAMICHI LODGE	1,265,826	1,234,953	30,873	2.5%	1,247,451	1,217,026	1,153,502
OTHER LONG TERM CARE	94,950	94,443	507	0.5%	39,258	98,052	97,783
OTTAWA VALLEY HEALTH TEAM	0	0	0		0	0	0
HEALTH UNIT	1,767,955	1,733,289	34,666	2.0%	1,733,289	1,598,003	1,452,730
PARAMEDIC SERVICE	9,958,889	8,663,139	1,295,750	15.0%	11,052,589	7,998,059	8,038,322
Paramedic - Other	0	0	0		126,021	0	0
EMERGENCY MANAGEMENT	179,532	175,153	4,379	2.5%	89,269	93,997	99,869
Health Committee	14,779,330	13,376,273	1,403,057	10.5%	15,778,104	12,459,017	12,260,625

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>BONNECHERE MANOR</u>	<u>1,512,178</u>	<u>1,475,296</u>	<u>36,882</u>	<u>2.5%</u>	<u>1,490,227</u>	<u>1,453,880</u>	<u>1,418,419</u>
Total Municipal Cost	2,256,983	2,201,935	55,048	2.5%	2,148,229	2,095,833	2,044,715
Recoveries - City of Pembroke	(744,805)	(726,639)	(18,166)	2.5%	(658,002)	(641,953)	(626,296)
 <u>MIRAMICHI LODGE</u>	 <u>1,265,826</u>	 <u>1,234,953</u>	 <u>30,873</u>	 <u>2.5%</u>	 <u>1,247,451</u>	 <u>1,217,026</u>	 <u>1,153,502</u>
Total Municipal Cost	1,889,293	1,843,213	46,080	2.5%	1,798,257	1,754,398	1,662,826
Recoveries - City of Pembroke	(623,467)	(608,260)	(15,207)	2.5%	(550,806)	(537,372)	(509,324)
 <u>OTHER LONG TERM CARE</u>	 <u>94,950</u>	 <u>94,443</u>	 <u>507</u>	 <u>0.5%</u>	 <u>39,258</u>	 <u>98,052</u>	 <u>97,783</u>
North Renfrew Long Term Care	140,959	140,959	0	0.0%	56,593	141,346	140,959
Recoveries - City of Pembroke	(46,009)	(46,516)	507	-1.1%	(17,335)	(43,294)	(43,176)
 <u>HEALTH SERVICES</u>	 <u>1,767,955</u>	 <u>1,733,289</u>	 <u>34,666</u>	 <u>2.0%</u>	 <u>1,733,289</u>	 <u>1,598,003</u>	 <u>1,452,730</u>
Renfrew County & District Health Unit	1,767,955	1,733,289	34,666	2.0%	1,733,289	1,598,003	1,452,730
 <u>OTTAWA VALLEY HEALTH TEAM</u>	 <u>0</u>	 <u>0</u>	 <u>0</u>	 <u>0</u>	 <u>0</u>	 <u>0</u>	 <u>0</u>
Salaries and Benefits	357,172	0	357,172		0		
Purchases	617,828	0	617,828		2,518		
Recoveries - Provincial	(975,000)	0	(975,000)		(2,518)		

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
PARAMEDIC SERVICE	9,958,889	8,663,139	1,295,750	15.0%	11,052,589	7,998,059	8,038,322
Admin - Admin Charge	192,891	196,650	(3,759)	-1.9%	198,403	117,260	105,720
Admin - Medications	125,000	67,958	57,042	83.9%	129,266	147,723	76,533
Admin - Communication & Computing	275,000	250,606	24,394	9.7%	276,040	252,629	199,492
Admin - Conferences & Conventions	5,500	4,500	1,000	22.2%	153	227	1,472
Admin - Employee Benefits	569,529	514,523	55,006	10.7%	423,490	312,658	218,427
Admin - HR Charge	258,308	243,664	14,644	6.0%	207,283	157,501	153,785
Admin - IT Charge	50,459	48,686	1,773	3.6%	49,299	48,360	47,435
Admin - Internal Lease	113,300	110,000	3,300	3.0%	65,223	21,000	0
Admin - Legal	20,000	40,000	(20,000)	-50.0%	101,480	13,227	26,032
Admin - Office Expenses	50,000	40,775	9,225	22.6%	83,195	62,335	44,316
Admin - Professional Development	36,000	45,000	(9,000)	-20.0%	40,414	31,553	41,862
Admin - Purchased Service	197,577	137,190	60,387	44.0%	147,548	110,004	34,094
Admin - Salaries	2,069,671	1,844,746	224,925	12.2%	1,712,275	1,435,611	940,999
Admin - Special Projects	0	0	0		13,295	31,093	30,200
Admin - Travel	50,000	40,000	10,000	25.0%	11,771	26,982	44,535
Admin - Spec Proj - PTSD Prevention & Fatigue Risk	50,000	0	50,000		541,341	463,580	870
Capital - Under Threshold		0	0		0	0	0
Depreciation	1,200,000	1,121,000	79,000	7.0%	1,106,381	1,142,669	972,482
Paramedic - Base Station Costs-Internal	431,045	416,450	14,595	3.5%	405,063	397,671	390,494
Paramedic - Base Station Costs-External	78,000	78,471	(471)	-0.6%	77,686	50,421	41,907
Paramedic - Base Station Costs - Expenses	64,000	74,000	(10,000)	-13.5%	59,913	51,229	65,114
Paramedic - Benefits	4,300,896	2,941,792	1,359,104	46.2%	5,253,307	3,672,452	3,258,808
Paramedic - Insurance	194,213	170,529	23,684	13.9%	159,099	135,360	121,985
Paramedic - Insurance Claims Costs	10,000	10,000	0	0.0%	10,052	4,514	24,217
Paramedic - Leased Equipment	12,000	11,869	131	1.1%	11,869	11,869	126,858
Paramedic - Uniform/Laundry	150,000	145,000	5,000	3.4%	176,948	163,999	136,540
Paramedic - Salaries	10,417,756	9,858,725	559,031	5.7%	10,148,115	12,078,878	10,285,073
Paramedic - LHIN	0	0	0		0	0	0
Paramedic - COVID	0	0	0		432,864	911,050	
Paramedic - Small Equipment & Supplies	390,000	386,540	3,460	0.9%	510,580	347,339	327,635
Paramedic - Vehicle Operation & Maintenance	738,500	504,186	234,314	46.5%	608,882	557,129	493,238
Paramedic - PW Salary Allocations	103,112	92,876	10,236	11.0%	91,098	88,689	86,985
Federal Revenue - DND / Indigenous	0	0	0		(40,831)	(203,905)	(247,997)
Federal Revenue - PTSD Prevention & Fatigue	(50,000)	0	(50,000)		(541,341)	(474,080)	(1,570)
Provincial Revenue - LHIN	0	0	0		0	0	0
Provincial Subsidy - Operating	(9,647,743)	(9,312,565)	(335,178)	3.6%	(9,050,983)	(8,636,818)	(8,531,221)
Provincial Subsidy - One Time	0	0	0		(610,775)	(3,340,347)	0
Recovery - County	(29,219)	(28,646)	(573)	2.0%	(28,153)	(27,738)	(27,193)
Recovery - Cross Border	20,000	20,000	0	0.0%	18,742	0	0
Recovery - Donations	(3,000)	(2,000)	(1,000)	50.0%	(16,034)	(18,700)	(7,453)
Recovery - Interest	(40,000)	(40,000)	0	0.0%	(32,816)	(39,317)	(73,480)
Recovery - Other Agency	0	0	0		0	(1,564,922)	(45,619)
Recovery - Insurance Proceeds	0	0	0		0	(7,750)	0
Revenue - Other	(125,000)	(125,000)	0	0.0%	(109,944)	(123,408)	(217,773)
Surplus Adjustment - Trf To Reserves	1,200,000	1,121,000	79,000	7.0%	1,106,381	1,881,553	972,482
Surplus Adjustment - Capital	2,945,000	1,915,000	1,030,000	53.8%	1,044,691	570,383	1,013,155
Surplus Adjustment - Depreciation	(1,200,000)	(1,121,000)	(79,000)	7.0%	(1,106,381)	(1,142,669)	(972,482)
Surplus Adjustment - Trf From Reserves-wsib	(621,547)	0	(621,547)				
Surplus Adjustment - Trf From Reserves	(2,945,000)	(1,915,000)	(1,030,000)	53.8%	(1,044,691)	(570,383)	(965,000)
Municipal Contribution - City of Pembroke-wsib	(81,796)	0	(81,796)				
Municipal Contribution - City of Pembroke	(1,615,563)	(1,244,386)	(371,177)	29.8%	(1,587,609)	(1,148,852)	(1,154,635)

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
Paramedic - Other	<u>0</u>	<u>0</u>	<u>0</u>	-	<u>126,021</u>	<u>0</u>	<u>0</u>
Paramedic - Comm Paramedic LTC - Sal/Ben	1,515,276	1,600,000	(84,724)	-5.3%	2,232,170		
Paramedic - Comm Paramedic LTC - monitoring	120,000		120,000				
Paramedic - Comm Paramedic LTC - vehicle costs	400,000	400,000	0	0.0%			
Paramedic - Comm Paramedic LTC - Expenses	329,724		329,724		462,230		
Surplus Adjustment - Capital			0		(25,919)		
Surplus Adjustment - Depreciation			0		308,668		
Provincial Revenue - Comm Paramedic - LTC	(2,000,000)	(2,000,000)	0	0.0%	(2,851,127)		
Paramedic - Vaccine Sal/Ben	370,000	370,000	0	0.0%	564,831		
Paramedic - Vaccine Expenses	20,000	20,000	0	0.0%	16,681		
Paramedic - Vaccine Prov Revenue	(390,000)	(390,000)	0	0.0%	(581,513)		
Paramedic - VTAC - Sal/Ben	1,062,082	621,552	440,530	70.9%	1,371,692		
Paramedic - VTAC - Expenses	137,918	578,448	(440,530)	-76.2%	88,173		
Provincial Revenue - VTAC	(1,200,000)	(1,200,000)	0	0.0%	(268,791)		
Recovery - VTAC Other Agency					(1,191,074)		
Paramedic - VTAC Admin - Sal/Ben	745,000	745,000	0	0.0%	236,848		
Paramedic - VTAC Admin - Expenses	20,000				16,157		
Provincial Revenue - VTAC Admin	(765,000)	(745,000)	(20,000)	2.7%	(253,005)		
Paramedic - Community Paramedic-Sal/Ben		365,000	(365,000)	-100.0%	381,708	285,178	300,222
Provincial Revenue - Comm Paramedic/HISH	(365,000)	(365,000)	0	0.0%	(381,708)	(285,178)	(300,222)
 <u>EMERGENCY MANAGEMENT</u>	 <u>179,532</u>	 <u>175,153</u>	 <u>4,379</u>	 <u>2.5%</u>	 <u>89,269</u>	 <u>93,997</u>	 <u>99,869</u>
911	60,000	60,000	0	0.0%	49,654	49,654	51,725
Admin Charge (Paramedic Service)	29,219	28,646	573	2.0%	28,153	27,739	27,193
Internal Charge - GIS Flood Mapping	15,000	0	15,000		0	0	0
Emergency Management	33,000	33,000	0	0.0%	17,917	21,857	73,604
Fire Services Charges	100,000	100,000	0	0.0%	107,438	100,332	107,611
Purchased Service	47,313	58,507	(11,194)	-19.1%	0	0	0
Recoveries - Other	(105,000)	(105,000)	0	0.0%	(113,893)	(105,585)	(160,264)

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>1,013,827</u>	<u>1,121,944</u>	<u>(108,117)</u>	<u>-9.6%</u>	<u>801,322</u>	<u>895,447</u>	<u>804,183</u>
Salaries	800,334	865,872	(65,538)	-7.6%	585,505	711,227	623,412
Employee Benefits	170,742	166,638	4,104	2.5%	153,184	139,528	121,514
Salary Allocations	34,191	63,520	(29,329)	-46.2%	25,873	34,447	38,190
Computers - Operation/Maint	7,440	5,302	2,138	40.3%	1,234	883	4,518
Depreciation	2,400	1,623	777	47.9%	1,793	776	774
Equipment - Replacements	0	4,000	(4,000)	-100.0%	1,138	703	1,073
Equipment Operation/Maint.	670	670	0	0.0%	113	390	137
Hobby Crafts	0	500	(500)	-100.0%	26	355	613
New Horizons	0		0				0
New Horizons - Federal Subsidy	0		0				0
Office Supplies	0		0		181	(355)	0
Other - Cable TV	0		0				2,358
Purchased Services	5,400	5,400	0	0.0%	23,074	4,685	5,006
Recoveries - Other	(9,950)	(9,950)	0	0.0%	(3,738)	(4,790)	(9,187)
Recreation & Entertainment	5,000	8,912	(3,912)	-43.9%	6,041	6,841	7,542
Special Events	0	11,080	(11,080)	-100.0%	8,487	1,533	9,007
Staff Education	0	0	0		204	0	0
Surplus Adjustment - Depreciation	(2,400)	(1,623)	(777)	47.9%	(1,793)	(776)	(774)

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>NURSING SERVICES</u>	<u>11,991,180</u>	<u>10,123,703</u>	<u>1,867,477</u>	<u>18.4%</u>	<u>9,377,160</u>	<u>8,992,391</u>	<u>8,096,407</u>
Salaries - Direct Care	9,007,952	7,700,279	1,307,673	17.0%	6,438,926	6,781,917	6,154,828
Employee Benefits - Direct Care	1,876,223	1,361,793	514,430	37.8%	1,767,094	1,278,880	1,143,895
Salaries - Nursing Administration	520,441	511,021	9,420	1.8%	508,429	468,834	436,292
Employee Benefits - Nursing Administrati	137,923	133,779	4,144	3.1%	152,530	117,852	111,162
Salary Allocation		0	0			0	0
Computers - Operation/Maint	33,704	29,295	4,409	15.1%	19,907	22,159	26,636
COVID	0	0	0		158,278	146,581	
Depreciation	41,400	39,500	1,900	4.8%	40,569	44,763	41,931
Equipment Operation/Maint.	6,388	4,388	2,000	45.6%	2,538	1,091	1,611
Equipment Replacement	7,700	11,600	(3,900)	-33.6%	1,632	2,220	13,240
Furniture Replacements		0	0			0	0
High Intensity Needs - Claims Based	80,000	40,000	40,000	100.0%	54,972	54,327	38,803
High Intensity Needs -Non Claims Basec	43,362	42,822	540	1.3%	22,743	39,491	29,650
High Intensity Needs - Prov Subsidy 95%	(76,000)	(38,000)	(38,000)	100.0%	(52,224)	(51,611)	(36,863)
Incontinent Products (@\$1.20)	112,500	90,000	22,500	25.0%	104,704	100,151	100,569
IPAC Minor Capital	0		0		24,667		
IPAC Expenses	0		0		115,314		
Clinical Decision Support	0		0		4,551		
Fall Prevention	18,000	18,000	0	0.0%	11,923	8,823	10,137
Fall Prevention - Subsidy	(18,000)	(18,000)	0	0.0%	(11,923)	(8,823)	(10,137)
Lab Fees	8,000	8,000	0	0.0%	8,120	6,825	7,445
Lab Fees - Prov Subsidy	(8,000)	(8,000)	0	0.0%	(8,120)	(6,825)	(7,445)
Medical Director (@\$0.30)	19,710	19,710	0	0.0%	19,710	19,764	19,710
Medical Nursing Supplies	92,143	96,493	(4,350)	-4.5%	66,751	80,909	85,470
Memberships	0	0	0		0	0	0
Misc	1,600	1,600	0	0.0%	148	1,339	2,947
Phys On Call - Expenses	19,044	17,100	1,944	11.4%	18,638	18,000	18,000
Phys On Call - Prov Subsidy	(19,044)	(17,100)	(1,944)	11.4%	(18,638)	(18,000)	(17,859)
Purchased Services	2,400	4,000	(1,600)	-40.0%	2,008	0	0
Purchased Services - Nurse Practitioner	0	24,494	(24,494)	-100.0%	18,781	0	15,526
RAI / MDS Expenses	95,922	90,429	5,493	6.1%	94,321	95,280	92,549
RAI/MDS - Prov Subsidy	0	0	0		(93,948)	(94,205)	(86,864)
Nurse Practitioner (Salary & overhead)	152,056						
Recovery - PROV - Nurse Practioner	(122,844)	0	(122,844)				
Recoveries	0	0	0		(54,672)	(72,588)	(52,895)
Surplus Adjustment - Depreciation	(41,400)	(39,500)	(1,900)	4.8%	(40,569)	(44,763)	(41,931)

COUNTY OF RENFREW
2023 Budget
Bonnechere Manor

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>FOOD SERVICES</u>	<u>2,368,451</u>	<u>2,141,458</u>	<u>226,993</u>	<u>10.6%</u>	<u>2,361,596</u>	<u>2,186,103</u>	<u>1,997,258</u>
Salaries	1,309,909	1,255,742	54,167	4.3%	1,250,231	1,291,225	1,167,289
Employee Benefits	327,919	274,862	53,057	19.3%	383,879	265,578	238,685
Salary Allocations	(34,191)	(63,520)	29,329	-46.2%	(61,776)	(65,963)	(68,107)
Depreciation	15,360	14,000	1,360	9.7%	15,181	12,889	12,210
COVID	0	0	0		75,285	15,546	
Dietary Supplies	74,967	66,250	8,717	13.2%	45,932	59,720	55,725
Equipment - Operation/Maint.	6,880	6,880	0	0.0%	6,841	6,500	4,895
Computers - Operation/Maint	3,000	2,160	840	38.9%	1,968	1,954	1,954
Equipment - Replacements	0	4,500	(4,500)	-100.0%	4,357	0	1,463
Other Expenses	1,350	1,750	(400)	-22.9%	1,116	2,255	1,188
Professional Development	0	0	0			809	0
Purchased Services	600	600	0	0.0%	520	453	778
Surplus Adjustment - Depreciation	(15,360)	(14,000)	(1,360)	9.7%	(15,181)	(12,889)	(12,210)
Raw Food Costs	750,250	648,703	101,547	15.7%	691,602	634,849	641,938
Raw Food Recoveries	(27,550)	(21,925)	(5,625)	25.7%	(3,848)	(5,752)	(21,071)
Recoveries - Charge to ML - Supervisor	(19,909)	(20,174)	265	-1.3%	(38,254)	(21,444)	(13,028)
Recoveries	(27,407)	(21,503)	(5,904)	27.5%		(10,061)	(18,631)
Replacement - Dishes / Cutlery	5,133	9,633	(4,500)	-46.7%	5,711	4,654	4,756
Vending - Net	(2,500)	(2,500)	0	0.0%	(1,968)	5,780	(576)
<u>HOUSEKEEPING SERVICES</u>	<u>977,754</u>	<u>955,771</u>	<u>21,983</u>	<u>2.3%</u>	<u>1,039,836</u>	<u>1,021,685</u>	<u>879,574</u>
Salaries	745,563	730,944	14,619	2.0%	746,753	798,120	669,120
Employee Benefits	163,260	147,379	15,881	10.8%	223,938	157,039	144,350
Salary Allocations	(9,339)	(9,012)	(327)	3.6%		0	0
Depreciation	2,220	2,223	(3)	-0.1%	2,217	2,223	2,217
COVID	0	0	0		1,322	4,216	
Equipment - Operation/Maint.	2,500	2,500	0	0.0%	1,032	4,851	2,056
Equipment - Replacements	2,100	2,100	0	0.0%	2,339	470	2,171
Housekeeping Supplies	73,670	81,860	(8,190)	-10.0%	67,551	66,585	72,734
Surplus Adjustment - Depreciation	(2,220)	(2,223)	3	-0.1%	(2,217)	(2,223)	(2,217)
Recoveries		0	0		(3,099)	(9,596)	(10,857)

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>LAUNDRY AND LINEN SERVICES</u>	<u>440,198</u>	<u>428,314</u>	<u>11,884</u>	<u>2.8%</u>	<u>435,161</u>	<u>435,148</u>	<u>447,681</u>
Salaries	309,300	303,235	6,065	2.0%	290,778	319,557	331,453
Employee Benefits	85,280	73,712	11,568	15.7%	95,844	73,059	76,244
Salary Allocations	(3,623)	(3,486)	(137)	3.9%		0	0
Bedding Etc Replacements	12,860	19,114	(6,254)	-32.7%	15,292	15,257	18,745
Depreciation	7,428	7,300	128	1.8%	7,429	7,450	7,429
COVID	0	0	0		0	1,734	
Equipment Operation/Maint.	13,800	13,800	0	0.0%	12,721	5,465	7,893
Equipment Replacements	0	0	0		0	65	0
Laundry Supplies	22,581	21,939	642	2.9%	23,940	23,585	23,373
Recoveries	0	0	0		(3,414)	(3,574)	(10,027)
Surplus Adjustment - Depreciation	(7,428)	(7,300)	(128)	1.8%	(7,429)	(7,450)	(7,429)
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>1,152,545</u>	<u>1,179,139</u>	<u>(26,595)</u>	<u>-2.3%</u>	<u>1,164,613</u>	<u>1,217,526</u>	<u>1,069,728</u>
Salaries	347,206	338,021	9,185	2.7%	322,927	327,820	295,481
Employee Benefits	91,297	87,892	3,405	3.9%	106,050	82,538	73,579
Salary Allocations	(3,808)	(3,745)	(63)			0	0
Depreciation	576,300	550,000	26,300	4.8%	552,934	512,764	530,384
COVID	0	0	0		8,825	46,950	
Equipment - Operation/Maint.	0	0	0		0	(500)	600
Computers - Operation/Maint	2,900	2,900	0	0.0%	1,796	0	1,629
Equipment - Replacements	32,600	37,600	(5,000)	-13.3%	19,764	63,122	32,329
IPAC Minor Capital	0		0		17,479		
Furniture - Replacements	20,064	40,064	(20,000)	-49.9%	2,936	3,575	53,359
Hydro	189,625	185,000	4,625	2.5%	193,716	209,076	184,355
Natural Gas	107,625	105,000	2,625	2.5%	82,384	93,755	90,132
Insurance	76,625	62,652	13,972	22.3%	61,424	54,774	54,278
Office Expenses	0	0	0			0	0
Purchased Services	186,450	191,933	(5,483)	-2.9%	225,351	215,435	172,241
Special Project - Phone / Cable System	32,000	32,000	0	0.0%	29,286	27,269	31,838
Recoveries - Residents (cable/phone)	(103,800)	(64,710)	(39,090)	60.4%	(75,584)	(63,066)	(62,903)
Recoveries	(23,838)	(27,600)	3,762	-13.6%	(24,855)	(27,544)	(42,812)
Repairs & Maint -Bldgs & Grounds	67,760	65,460	2,300	3.5%	58,452	56,367	65,255
Travel	0		0		291		
Surplus Adjustment - Depreciation	(576,300)	(550,000)	(26,300)	4.8%	(552,934)	(512,764)	(530,384)
Water / Wastewater	129,839	126,672	3,167	2.5%	134,371	127,955	120,367

COUNTY OF RENFREW
2023 Budget
Bonnechere Manor

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,146,479</u>	<u>1,319,642</u>	<u>(173,163)</u>	<u>-13.1%</u>	<u>1,472,508</u>	<u>1,118,252</u>	<u>1,087,142</u>
Salaries	468,565	502,077	(33,512)	-6.7%	736,976	566,548	499,266
Employee Benefits	143,473	147,625	(4,152)	-2.8%	227,947	152,147	135,533
Salary Allocation	(29,195)	(27,912)	(1,283)	4.6%	(27,544)	(26,067)	(25,154)
Accreditation Fees	6,000	5,971	29	0.5%	5,704	5,537	5,804
Admin Charges	123,305	128,528	(5,223)	-4.1%	123,300	117,969	110,148
Advertising/Awards Dinner	5,000	30,000	(25,000)	-83.3%	33,629	18,852	20,512
Audit	10,350	9,346	1,004	10.7%	9,163	9,595	8,637
Computer / Internet	75,504	68,005	7,499	11.0%	59,220	56,275	85,268
Conventions	0	3,000	(3,000)	-100.0%	1,450	1,867	2,463
COVID	0	0	0		35,578	15,447	
Depreciation	15,600	14,000	1,600	11.4%	13,780	16,353	17,672
Equipment - Operation/Maint.	11,886	8,549	3,337	39.0%	10,073	13,765	10,102
Equipment - Replacements	0	400	(400)	-100.0%	246	0	0
Gain / Loss from Disposal of Assets	0	0	0			0	13,360
Health & Safety Program	0	1,100	(1,100)	-100.0%	702	717	1,312
HR Charges	107,451	101,767	5,684	5.6%	110,503	109,942	107,349
Insurance	69,190	62,000	7,190	11.6%	56,364	50,461	47,846
IT Charges	70,131	68,440	1,691	2.5%	68,845	67,550	66,257
Legal & Labour Contract Costs	20,000	46,496	(26,496)	-57.0%	46,376	7,364	17,811
Memberships	17,885	17,885	0	0.0%	14,961	14,256	13,368
Postage / Courier	5,374	5,374	0	0.0%	5,108	4,734	4,574
Office Supplies	18,800	18,800	0	0.0%	16,944	17,930	18,562
Purchased Services	42,715	40,857	1,858	4.5%	566	1,823	1,208
Recoveries - Other	(82,641)	(31,898)	(50,743)	159.1%	(112,949)	(137,037)	(115,209)
Staff Training	24,036	67,931	(43,895)	-64.6%	12,638	3,889	7,750
Surplus Adjustment - Depreciation	(15,600)	(14,000)	(1,600)	11.4%	(13,780)	(16,353)	(17,672)
Telephone	16,650	15,300	1,350	8.8%	14,163	14,414	13,990
Travel	2,000	10,000	(8,000)	-80.0%	7,410	13,766	18,642
Uniform Allowance	20,000	20,000	0	0.0%	15,135	16,508	17,743
BONNECHERE MANOR TOTALS	19,090,434	17,269,971	1,820,464	10.5%	16,652,196	15,866,552	14,381,973

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>49,024</u>	<u>49,024</u>	<u>0</u>	<u>0.0%</u>	<u>49,024</u>	<u>169,062</u>	<u>172,791</u>
Loan Repayment - to General Fund					0	0	123,767
Surplus Adjustment - To Reserves	49,024	49,024	0	0.0%	49,024	169,062	49,024
<u>CAPITAL</u>	<u>626,500</u>	<u>386,800</u>	<u>239,700</u>	<u>62.0%</u>	<u>670,264</u>	<u>454,357</u>	<u>446,278</u>
Surplus Adjustment - Capital	626,500	386,800	239,700	62.0%	670,264	454,357	446,278
TOTAL EXPENDITURE	19,765,958	17,705,795	2,060,164	11.6%	17,371,484	16,489,971	15,001,042

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>MUNICIPAL SUBSIDY</u>	<u>2,256,983</u>	<u>2,201,935</u>	<u>55,048</u>	<u>2.5%</u>	<u>2,148,229</u>	<u>2,095,833</u>	<u>2,044,715</u>
City of Pembroke - 33%	744,805	726,639	18,166	2.5%	658,002	641,953	626,296
County of Renfrew - 67%	1,512,178	1,475,296	36,882	2.5%	1,490,227	1,453,880	1,418,419
<u>RESIDENTS REVENUE</u>	<u>4,056,813</u>	<u>4,036,813</u>	<u>20,000</u>	<u>0.5%</u>	<u>4,072,713</u>	<u>4,058,049</u>	<u>4,072,419</u>
Basic Accommodation	3,570,000	3,550,000	20,000	0.6%	3,551,317	3,546,232	3,565,456
Bad Debts Expense	0	0	0		(3,232)	1	(5)
Preferred Accommodation	486,813	486,813	0	0.0%	448,364	509,200	494,243
Preferred Accommodation HIN Claims	0		0		54,972		
Preferred Accommodation - Prov COVID	0		0		21,292		
Respite Care	0	0	0		0	2,616	12,725
Estate Recoveries - Provincial	0		0		0	0	0
Estate Recoveries - Municipal	0		0		0	0	0
<u>OTHER REVENUE</u>	<u>201,000</u>	<u>188,767</u>	<u>12,233</u>	<u>6.5%</u>	<u>175,353</u>	<u>152,246</u>	<u>166,838</u>
Donations			0		7,595	0	0
Donations In Kind			0		0	0	0
Interest Income	75,000	45,000	30,000	66.7%	49,944	38,544	61,372
Solar Panel FIT Revenue	126,000	143,767	(17,767)	-12.4%	117,814	113,702	105,466
Transfer from Other Funds	0		0			0	0
Other	0		0			0	0
<u>PROVINCIAL SUBSIDY</u>	<u>12,553,391</u>	<u>10,891,480</u>	<u>1,661,911</u>	<u>15.3%</u>	<u>10,731,399</u>	<u>10,834,209</u>	<u>8,921,638</u>
Operating Subsidy	9,427,491	9,293,031	134,460	1.4%	9,417,447	9,101,409	8,921,638
Prov - One Time	0	0	0		1,367,750	1,732,800	
Federal ICIP	0		0		13,356		
Recovery - RPN Funding- MOH	0	0	0		0	0	0
Recovery - Basic Rev Advance	0		0		(67,154)		
Recovery - IPAC personnel	45,724		45,724				
Allied Health Professional Supplement	284,920	244,226	40,694	16.7%	0	0	
Professional Growth Fund	24,036	57,931	(33,895)	-58.5%	0	0	
PSW Premium	611,614	0	611,614				
Nursing Staff Supplement	2,159,606	1,296,292	863,314	66.6%	0	0	
<u>SURPLUS ADJUSTMENT</u>	<u>697,772</u>	<u>386,800</u>	<u>310,972</u>	<u>80.4%</u>	<u>386,607</u>	<u>454,357</u>	<u>446,278</u>
Surplus Adjustment - From Reserves	697,772	386,800	310,972	80.4%	386,607	454,357	446,278
GRAND TOTAL REVENUES	19,765,959	17,705,795	2,060,164	11.6%	17,514,301	17,594,694	15,651,888
Municipal Surplus / (Deficit)	0	(0)	0	0.0%	142,817	1,104,723	650,846

**COUNTY OF RENFREW
2023 Budget
Miramichi Lodge**

	<u>2023 Budget -</u>						
	<u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>874,247</u>	<u>981,208</u>	<u>(106,961)</u>	<u>-10.9%</u>	<u>801,355</u>	<u>831,338</u>	<u>743,846</u>
Salaries	600,083	688,822	(88,739)	-12.9%	543,767	602,109	482,552
Employee Benefits	140,723	142,380	(1,657)	-1.2%	120,516	110,253	86,397
Salary Allocations	62,443	76,145	(13,702)	-18.0%	75,320	70,764	69,892
Computers Operation/Maint.	1,645	1,645	0	0.0%	366	7,212	2,591
COVID	0	0	0		4,100	1,271	
Depreciation	3,792	3,792	0	0.0%	3,782	3,792	2,139
Equipment - Replacements	3,075	3,075	0	0.0%	621	1,477	2,297
Equipment Operation/Maint.	2,460	2,460	0	0.0%	1,359	324	3,236
Hobby Crafts	5,125	5,125	0	0.0%	4,335	3,541	3,418
Purchased Service - Physio	53,693	48,807	4,886	10.0%	39,517	32,103	34,275
Purchased Service	0	0	0			0	43,936
Recoveries	0	0	0			(6,065)	0
Recreation & Entertainment	5,000	10,507	(5,507)	-52.4%	9,762	7,875	11,815
Special Events	0	2,242	(2,242)	-100.0%	1,692	474	3,437
Surplus Adjustment - Depreciation	(3,792)	(3,792)	0	0.0%	(3,782)	(3,792)	(2,139)

**COUNTY OF RENFREW
2023 Budget
Miramichi Lodge**

	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>NURSING SERVICES</u>	<u>11,299,762</u>	<u>9,576,853</u>	<u>1,722,909</u>	<u>18.0%</u>	<u>9,085,356</u>	<u>8,993,597</u>	<u>7,897,808</u>
Salaries - Direct Care	8,627,507	7,373,328	1,254,179	17.0%	6,735,781	6,916,904	6,219,929
Employee Benefits - Direct Care	1,491,014	1,210,007	281,007	23.2%	1,329,798	1,161,173	1,033,532
Salary Allocations	0	(17,765)	17,765	-100.0%	(17,765)	(14,368)	(14,368)
Salaries - Administration	450,186	446,627	3,559	0.8%	410,027	426,180	386,419
Employee Benefits - Administration	134,543	128,678	5,865	4.6%	122,725	114,457	104,029
Computers-Operation/Maint.	22,264	28,476	(6,212)	-21.8%	25,491	26,593	23,454
COVID	0	0	0		125,969	196,268	
Depreciation	41,000	41,000	0	0.0%	40,395	40,804	34,098
Equipment - Replacements	7,000		7,000			0	0
Equipment-Operation/Maint.	3,940	3,940	0	0.0%	5,562	3,076	5,116
High Intensity Needs Claims Based	30,000	30,000	0	0.0%	27,040	56,235	31,649
High Intensity Needs -Non Claims Based (0.64)	39,383	39,384	(1)	0.0%	29,598	22,030	16,795
High Intensity Needs - Prov Subsidy (95%)	(28,500)	(28,500)	0	0.0%	(25,688)	(53,423)	(30,066)
Incontinent Products (@\$1.20)	100,985	100,985	0	0.0%	101,695	93,096	93,974
IPAC	0		0		92,028		
Misc	1,500		1,500				
Fall Prevention Equip	16,600	16,600	0	0.0%	20,106	16,517	13,241
Fall Prevention Prov Subsidy	(16,600)	(16,600)	0	0.0%	(20,106)	(16,517)	(13,241)
Lab Fees	6,500	10,000	(3,500)	-35.0%	6,215	5,835	6,675
Lab Fees - Prov Subsidy	(6,500)	(10,000)	3,500	-35.0%	(6,215)	(5,835)	(6,675)
Medical Director (@\$0.30)	18,177	18,177	0	0.0%	17,825	17,334	18,177
Medical Nursing Supplies	103,654	103,654	0	0.0%	119,445	99,341	91,860
Medication Safety Technology	0		0		14,253		
Nurse Practitioner (Salary & overhead)	184,639	171,841	12,798	7.4%	155,388	72,321	153,896
Nurse Practitioner - Prov Subsidy	(122,844)	(122,853)	9	0.0%	(117,827)	(72,321)	(122,844)
Allied Health-IPAC RN	117,657	0	117,657				
IPAC personnel							
Recoveries - BM	0	(24,494)	24,494	-100.0%	(18,781)	0	(15,526)
Phys On Call - Expense (@\$100 per bed)	16,600	16,515	85	0.5%	17,188	17,689	16,199
Phys On Call - Prov Subsidy	(16,600)	(16,515)	(85)	0.5%	(17,188)	(16,199)	(16,199)
RAI-MDS - Expenses	117,657	114,368	3,289	2.9%	87,617	87,616	83,579
RAI-MDS - Prov Subsidy	0	0	0		(86,640)	(86,878)	(82,594)
Recovery	0	0	0		(27,358)	(73,527)	(99,203)
Subscriptions and Memberships	1,000	1,000	0	0.0%	(20,827)	0	0
Surplus Adjustment - Depreciation	(41,000)	(41,000)	0	0.0%	(40,395)	(40,804)	(34,098)

COUNTY OF RENFREW
2023 Budget
Miramichi Lodge

	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>FOOD SERVICES</u>	<u>2,153,684</u>	<u>2,048,060</u>	<u>105,624</u>	<u>5.2%</u>	<u>2,067,046</u>	<u>2,071,989</u>	<u>1,915,519</u>
Salaries	1,218,791	1,189,938	28,853	2.4%	1,177,353	1,216,601	1,141,923
Employee Benefits	260,000	272,347	(12,347)	-4.5%	247,106	231,044	223,913
Salary Allocations	(62,443)	(58,379)	(4,064)	7.0%	(57,555)	(44,895)	(44,023)
Dietary Supplies	22,545	19,951	2,594	13.0%	20,357	18,101	17,658
Computer - Operation/Maintenance	0	500	(500)	-100.0%	634	(145)	1,895
COVID	0	0	0		21,729	417	
Depreciation	13,000	13,000	0	0.0%	13,254	12,065	20,250
Equipment - Operation/Replacement	10,960	10,822	138	1.3%	10,182	9,257	6,432
Food Wrap & Disposable Items	11,432	8,794	2,638	30.0%	7,583	7,773	7,459
Meals on Wheels	0	0	0		-	2,765	3,081
Memberships & Subscriptions	0	0	0		-	0	0
Purchased Service - Supervisor from BM	19,909	20,174	(265)	-1.3%	27,159	21,445	13,029
Raw Food Costs	667,990	583,029	84,961	14.6%	613,816	622,604	603,772
Raw Food Recoveries	(1,500)	(5,000)	3,500	-70.0%	(2,948)	(6,360)	(22,290)
Replacement - Dishes/Cutlery	10,000	9,884	116	1.2%	9,165	9,713	11,445
Recoveries	0		0		(3,578)	(7,434)	(29,471)
Surplus Adjustment - Depreciation	(13,000)	(13,000)	0	0.0%	(13,254)	(12,065)	(20,250)
Café M	0		0		-	(4,596)	(15,441)
Vending Machine Operation (Net)	(4,000)	(4,000)	0	0.0%	(3,957)	(4,301)	(3,863)
<u>HOUSEKEEPING SERVICES</u>	<u>897,064</u>	<u>901,219</u>	<u>(4,155)</u>	<u>-0.5%</u>	<u>949,725</u>	<u>988,049</u>	<u>866,040</u>
Salaries	709,842	695,924	13,918	2.0%	733,391	787,999	674,987
Employee Benefits	124,222	147,295	(23,073)	-15.7%	157,419	149,936	134,739
Depreciation	3,000	3,000	0	0.0%	3,070	2,489	2,689
COVID	0	0	0		7,586	8,179	
Equipment - Operation/Maint.	1,750	1,750	0	0.0%	1,332	1,990	2,122
Equipment - Replacements	5,000	5,000	0	0.0%	4,198	4,792	1,553
Housekeeping Supplies	55,000	50,000	5,000	10.0%	45,985	35,916	53,928
Other	1,250	1,250	0	0.0%	983	0	0
Recoveries	0		0		(1,169)	(763)	(1,289)
Surplus Adjustment - Depreciation	(3,000)	(3,000)	0	0.0%	(3,070)	(2,489)	(2,689)

**COUNTY OF RENFREW
2023 Budget
Miramichi Lodge**

	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>LAUNDRY AND LINEN SERVICES</u>	<u>289,102</u>	<u>299,707</u>	<u>(10,605)</u>	<u>-3.5%</u>	<u>297,731</u>	<u>318,553</u>	<u>274,794</u>
Salaries	208,962	204,866	4,096	2.0%	206,063	239,170	203,125
Employee Benefits	36,360	45,071	(8,711)	-19.3%	48,105	49,004	40,385
Depreciation	1,500	1,500	0	0.0%	1,461	109	4,561
COVID	0	0	0		10,427	1,149	
Equipment - Operation/Maint.	2,500	2,500	0	0.0%	1,228	535	1,463
Equipment - Replacements	2,500	2,500	0	0.0%	322		
Laundry Supplies	23,690	23,000	690	3.0%	19,770	16,513	20,144
Recoveries	0	0	0		(3,050)	(2,225)	(1,958)
Replacement - Bedding	15,090	21,770	(6,680)	-30.7%	14,866	14,407	11,635
Surplus Adjustment - Depreciation	(1,500)	(1,500)	0	0.0%	(1,461)	(109)	(4,561)
<u>BUILDINGS AND PROPERTY</u>							
<u>OPERATION & MAINTENANCE</u>	<u>1,184,736</u>	<u>1,069,330</u>	<u>115,406</u>	<u>10.8%</u>	<u>1,087,964</u>	<u>999,143</u>	<u>1,007,941</u>
Salaries	266,836	249,506	17,330	6.9%	247,649	258,837	241,335
Employee Benefits	74,032	72,105	1,927	2.7%	71,854	66,185	55,115
Depreciation	795,000	795,000	0	0.0%	742,116	729,724	713,740
COVID	0	0	0		63,701	16,517	
Computers - Operation/Maint.	6,562	900	5,662	629.1%	1,235	685	2,219
Equipment - Replacements	60,000	60,000	0	0.0%	49,095	46,766	70,320
Furniture - Replacements	40,380	40,380	0	0.0%	17,878	5,690	27,190
Insurance	83,273	69,096	14,177	20.5%	67,741	65,830	65,233
Hydro	200,000	185,000	15,000	8.1%	204,282	193,842	189,288
Natural Gas	75,000	70,000	5,000	7.1%	61,846	69,984	68,298
Purchased Services	283,000	215,790	67,210	31.1%	233,004	216,160	195,331
Resident - Cable/Phone	23,500	20,000	3,500	17.5%	22,587	22,587	21,208
Resident - Cable/Phone Recoveries	(83,700)	(50,000)	(33,700)	67.4%	(67,432)	(59,522)	(56,872)
Recoveries	0	(3,900)	3,900	-100.0%	(15,568)	(16,634)	(29,441)
Repairs & Maint-Bldgs & Grounds	98,853	87,953	10,900	12.4%	70,630	59,668	115,351
IPAC Minor Capital	0		0		2,538		
Surplus Adjustment - Depreciation	(795,000)	(795,000)	0	0.0%	(742,116)	(729,724)	(713,740)
Water / Wastewater	57,000	52,500	4,500	8.6%	56,924	52,548	43,366

**COUNTY OF RENFREW
2023 Budget
Miramichi Lodge**

	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,170,446</u>	<u>1,153,751</u>	<u>16,696</u>	<u>1.4%</u>	<u>1,506,583</u>	<u>1,110,394</u>	<u>1,090,347</u>
Salaries	423,732	396,214	27,518	6.9%	646,743	400,461	344,472
Employee Benefits	142,566	130,943	11,623	8.9%	147,984	109,938	99,471
Salary Allocations	0	0	0			(11,501)	(11,501)
Accreditation	5,971	5,971	0	0.0%	5,633	5,463	5,443
Admin Charges	123,128	128,333	(5,205)	-4.1%	123,111	117,791	109,974
Advertising & Awards	5,000	20,000	(15,000)	-75.0%	23,239	16,073	15,224
Audit	10,350	9,346	1,004	10.7%	9,163	9,595	8,637
Computer - Internet	70,400	46,449	23,951	51.6%	42,270	38,545	112,977
Conventions	0	3,000	(3,000)	-100.0%	1,847	708	3,369
Depreciation	24,000	24,000	0	0.0%	24,443	21,597	23,810
COVID	0	0	0		21,597	9,903	
Equipment - Replacements	0	0	0			0	0
Equipment-Operation/Maint.	10,392	10,392	0	0.0%	5,742	10,027	6,416
Gain / Loss from Disposal of Asset	0	0	0			0	0
Health & Safety Program	1,000	1,000	0	0.0%	1,623	750	798
HR Charges	106,243	101,623	4,620	4.5%	109,260	108,706	106,142
Insurance	71,046	62,648	8,398	13.4%	56,953	46,788	44,359
IT Charges	70,131	68,440	1,691	2.5%	68,845	67,550	66,257
Legal & Labour Contract Costs	50,000	50,000	0	0.0%	136,622	60,048	52,580
Memberships	16,770	16,770	0	0.0%	16,649	16,391	15,132
Postage	6,500	6,500	0	0.0%	6,994	7,861	6,792
Office Supplies	16,908	16,908	0	0.0%	16,093	16,114	17,532
Staff Training	22,164	63,425	(41,261)	-65.1%	6,987	10,265	31,454
Purchased Services	54,641	31,898	22,743	71.3%	64,585	76,744	74,007
Recovery - BM	(40,996)	(40,857)	(139)	0.3%		0	
Recoveries	(35,000)	(5,000)	(30,000)	600.0%	(37,545)	(42,550)	(50,893)
Surplus Adjustment - Depreciation	(24,000)	(24,000)	0	0.0%	(24,443)	(21,597)	(23,810)
Telephone	15,000	12,247	2,753	22.5%	15,449	14,775	12,790
Travel	8,000	1,000	7,000	700.0%	2,304	4,326	3,505
Uniform Allowance	16,500	16,500	0	0.0%	14,435	15,623	15,410
MIRAMICHI LODGE TOTALS	17,869,041	16,030,127	1,838,914	11.5%	15,795,760	15,313,063	13,796,295

COUNTY OF RENFREW
2023 Budget
Miramichi Lodge

	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>627,096</u>	<u>727,424</u>	<u>(100,328)</u>	<u>-13.8%</u>	<u>622,511</u>	<u>772,989</u>	<u>620,590</u>
Seniors Housing Strategy			0		2,656	26,173	0
Transfer to BM			0				0
Valley Manor Capital			0				0
Surplus Adjustment - Trf To Reserves		100,614	(100,614)	-100.0%		126,583	0
Surplus Adjustment - Principal	627,096	552,938	74,158	13.4%	508,560	480,972	454,880
Debenture Payment Interest Only (2024)		73,872	(73,872)	-100.0%	111,295	139,261	165,710
 <u>EQUIPMENT ACQUISITIONS</u>	 <u>703,600</u>	 <u>585,760</u>	 <u>117,840</u>	 <u>20.1%</u>	 <u>298,495</u>	 <u>390,364</u>	 <u>477,895</u>
Surplus Adjustment - Capital	703,600	585,760	117,840	20.1%	298,495	390,364	477,895
 GRAND TOTAL EXPENDITURE	 19,199,737	 17,343,311	 1,856,426	 10.7%	 16,716,766	 16,476,416	 14,894,780

**COUNTY OF RENFREW
2023 Budget
Miramichi Lodge**

	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>MUNICIPAL SUBSIDY</u>	<u>1,889,293</u>	<u>1,843,213</u>	<u>46,080</u>	<u>2.5%</u>	<u>1,798,257</u>	<u>1,754,398</u>	<u>1,662,826</u>
City of Pembroke - 33%	623,467	608,260	15,207	2.5%	550,806	537,372	509,324
County of Renfrew - 67%	1,265,826	1,234,953	30,873	2.5%	1,247,451	1,217,026	1,153,502
<u>REVENUE - MIRAMICHI LODGE</u>	<u>4,064,219</u>	<u>4,061,689</u>	<u>2,530</u>	<u>0.1%</u>	<u>4,153,939</u>	<u>4,228,465</u>	<u>4,255,857</u>
Basic Accommodation	3,273,000	3,267,976	5,024	0.2%	3,264,831	3,324,344	3,351,361
Bad Debt (Expense) / Recovery	0	0	0			825	523
Estate Recoveries - Municipal	0	0	0			0	0
Estate Recoveries - Provincial	0	0	0			0	0
Preferred Accommodation	791,219	793,713	(2,494)	-0.3%	789,066	898,226	886,734
Preferred Accommodation HIN Claims	0		0		27,040		
Preferred Accommodation - Prov COVID Reimb	0		0		73,002		
Respite Care	0	0	0			5,070	17,239
<u>OTHER REVENUE</u>	<u>49,800</u>	<u>30,000</u>	<u>19,800</u>	<u>66.0%</u>	<u>30,775</u>	<u>24,329</u>	<u>97,433</u>
Donations	0		0			0	29,837
Other	0		0			0	0
Interest Income	49,800	30,000	19,800	66.0%	30,775	24,329	43,387
Federal - Revenue	0		0			0	24,209
<u>PROVINCIAL SUBSIDY</u>	<u>12,492,825</u>	<u>10,822,649</u>	<u>1,670,176</u>	<u>15.4%</u>	<u>10,565,389</u>	<u>10,379,630</u>	<u>8,818,943</u>
Operating Subsidy	9,025,572	8,721,417	304,155	3.5%	8,111,667	8,480,614	8,191,847
One Time Funding	0		0		1,719,199	1,270,202	0
Allied Health Professional Supplement	262,760	225,230	37,529	16.7%			
Professional Growth Fund	22,164	53,425	(31,261)	-58.5%	6,987		
Nursing Staff Supplement	1,991,636	1,195,469	796,168	66.6%			
PSW Premium	521,429		521,429				
RPN Subsidy	0		0				0
ICIP	0		0		10,685		
IPAC personnel	42,168						
IPAC	0		0		89,755		
Capital Facility Subsidy (2024)	627,096	627,107	(11)	0.0%	627,096	628,814	627,096
<u>SURPLUS ADJUSTMENT - From Reserves</u>	<u>703,600</u>	<u>585,760</u>	<u>117,840</u>	<u>20.1%</u>	<u>192,714</u>	<u>390,364</u>	<u>477,895</u>
Surplus Adjustment - Temp Loan			0				
Surplus Adjustment - Trf From Reserves	703,600	585,760	117,840	20.1%	192,714	390,364	477,895
GRAND TOTAL REVENUES	19,199,737	17,343,311	1,856,426	10.7%	16,741,074	16,777,186	15,312,954
Municipal Surplus / (Deficit)	(0)	(0)	(0)	0.0%	24,308	300,770	418,174

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
ONTARIO WORKS	1,347,203	1,338,041	9,162	0.7%	1,004,047	1,041,306	1,034,715
CHILD CARE	448,793	526,437	(77,644)	-14.7%	513,596	461,869	468,131
COMMUNITY HOUSING	5,183,055	5,035,116	147,939	2.9%	4,944,870	4,801,896	5,007,655
Community Services Committee	6,979,051	6,899,594	79,457	1.2%	6,462,513	6,305,071	6,510,501

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
ONTARIO WORKS	1,347,203	1,338,041	9,162	0.7%	1,004,047	1,041,306	1,034,715
Social Assistance - Admin	4,101,566	4,149,611	(48,045)	-1.2%	3,748,666	3,929,601	3,972,272
Social Assistance - Benefits	12,628,330	12,652,000	(23,670)	-0.2%	9,293,504	11,007,906	11,722,980
Low Income Energy Assist	5,000	5,000	0	0.0%	5,043	5,000	5,000
Depreciation	9,500	12,000	(2,500)	-20.8%	11,531	19,025	22,881
Provincial Subsidy - Social Assistance Admin	(2,275,400)	(2,406,500)	131,100	-5.4%	(2,408,501)	(2,537,393)	(2,544,079)
Provincial Subsidy - Social Assistance - Benefits	(12,620,000)	(12,620,000)	0	0.0%	(9,287,148)	(10,998,290)	(11,719,902)
Revenue - Other	(5,000)	(5,000)	0	0.0%	(5,043)	(5,000)	(5,000)
Surplus Adjustment - Capital			0		0		9,487
Surplus Adjustment - Trf From Reserves			0		0		0
Surplus Adjustment - Depreciation	(9,500)	(12,000)	2,500	-20.8%	(11,531)	(19,025)	(22,881)
Municipal Contribution - City of Pembroke	(487,293)	(437,070)	(50,223)	11.5%	(342,474)	(360,518)	(406,043)
CHILD CARE	448,793	526,437	(77,644)	-14.7%	513,596	461,869	468,131
Administration	183,694	165,552	18,142	11.0%	369,516	565,852	517,654
Fee Subsidy	0	0	0		2,018,956	1,471,694	3,111,804
General Operating	314,965	419,963	(104,998)	-25.0%	3,986,144	1,723,968	1,431,395
OW Child Care	0	0	0		4,875	23,735	88,308
Family Support	0	0	0		0	0	0
Healthy Kids	0	0	0		0	0	0
Special Needs Resourcing	0	0	0		827,643	616,318	839,572
Depreciation	0	0	0		0	0	0
Special Purpose	0	0	0		2,797,406	1,831,779	1,708,015
Pay Equity	0	0	0		122,957	71,725	122,957
Licensed Family Home Day Care	0	0	0		252,776	227,869	352,132
Rev-Licensed Family Home Day Care	0	0	0		(252,776)	(227,869)	(352,132)
Early Years Centres	0	0	0		1,494,362	1,551,127	1,520,281
Expansion Plan	0	0	0		0	559,483	1,586,183
Provincial Subsidy	0	0	0		(11,050,625)	(7,901,642)	(10,404,673)
Surplus Adjustment - Depreciation	0		0		0	0	0
Surplus Adjustment - Trf To Reserves	0		0		0	0	0
Municipal Contribution - City of Pembroke	(49,866)	(59,078)	9,212	-15.6%	(57,638)	(52,170)	(53,365)

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>COMMUNITY HOUSING</u>	<u>5,183,055</u>	<u>5,035,116</u>	<u>147,939</u>	<u>2.9%</u>	<u>4,944,870</u>	<u>4,801,896</u>	<u>5,007,655</u>
Admin Charges	211,105	205,847	5,258	2.6%	134,920	130,437	124,244
Tax Rebate (Eganville, Arn, Pet)	12,500	12,000	500	4.2%	12,411	11,494	11,086
HR Charges	79,080	74,895	4,185	5.6%	81,325	80,913	79,003
IT Charges	35,622	33,183	2,439	7.4%	34,490	33,812	33,161
Non Profit Housing	1,336,574	1,300,000	36,574	2.8%	1,254,097	1,206,536	1,552,831
Office Supplies	1,000	1,000	0	0.0%	2,779	1,160	917
COVID		0			2,725,866	1,131,264	
RCHC - Transfer - Base	5,464,565	5,332,258	132,307	2.5%	5,474,518	5,373,006	5,261,499
RCHC - Transfer - Capital/Other	62,308	0	62,308		0	695,566	1,016,336
RCHC - Transfer - CHPI	0	1,447,608	(1,447,608)	-100.0%	1,191,478	1,693,333	921,392
RCHC - Transfer - IAH	68,000	68,000	0	0.0%	0	253,025	803,553
RCHC - Transfer - COCHI	574,180	577,509	(3,329)	-0.6%	85,336		0
RCHC - Transfer - OPHI	601,100	615,650	(14,550)	-2.4%	651,399	207,537	26,421
RCHC - Transfer - SDV - PHB	0	0	0		0	500	9,352
RCHC - Transfer - SHIP	0	0	0		0		0
RCHC - Transfer - Strong Communities	0	140,086	(140,086)	-100.0%	140,086	140,086	140,086
RCHC - Transfer - HPP	1,785,700	0	1,785,700				
RCHC - Transfer - SSRF	2,000,000	0	2,000,000		0	621,069	
Special Projects - Petawawa IAH	0	0	0		101,247		0
Revenue - Province - Petawawa IAH	0	0	0		0		0
Special Projects - SIF	0	0	0		0		241,401
Revenue - Province - SIF	0	0	0		0		(241,401)
Revenue - Federal (Provincial) - Public Housing	(1,234,012)	(1,108,410)	(125,602)	11.3%	(1,202,680)	(1,259,793)	(1,234,312)
Revenue - Outside	(235,000)	(235,000)	0	0.0%	(240,272)	(234,109)	(228,281)
Revenue - Province - CHPI	0	(1,447,608)	1,447,608	-100.0%	(1,191,478)	(1,693,333)	(921,392)
Revenue - Province - IAH	(68,000)	(68,000)	0	0.0%	(101,247)	(253,025)	(803,553)
Revenue - Province - COCHI	(574,180)	(577,509)	3,329	-0.6%	(85,336)		0
Revenue - Province - OPHI	(601,100)	(615,650)	14,550	-2.4%	(651,399)	(207,537)	(26,421)
Revenue - Province - SDV - PHB	0	0	0		0	(500)	(9,352)
Revenue - Province - SRF	0	0	0		(126,479)		
Revenue - Province - HPP	(1,785,700)	0					
Revenue - Province - SSRF	(2,000,000)	0			(2,599,386)	(1,752,333)	
Revenue - Province - SHIP	0	0	0		0		0
Revenue - Province - Strong Communities	0	(140,086)	140,086	-100.0%	(140,086)	(140,086)	(140,086)
Surplus Adjustment - Trf From Reserves	0	0	0		(52,038)	(624,973)	(937,359)
Travel	2,000	2,000	0	0.0%	249	832	3,380
Municipal Contribution - Pembroke- Capital/Other	(6,230)		(6,230)		0	(542,392)	(104,002)
Municipal Contribution - City of Pembroke	(546,457)	(582,657)	36,200	-6.2%	(554,930)	(70,593)	(570,848)

Renfrew County Housing Corporation
2023 Budget

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
Gain / (Loss) on Disposal of Assets	0	0	0		(25,556)	7,564	(54,850)
Asset Transfer agreement	0	0				790,657	
Interest on Investments	75,000	38,000	37,000	97.4%	47,368	49,790	68,783
Miscellaneous Revenue	65,000	65,000	0	0.0%	63,889	65,038	125,545
Prov/Federal Subsidy	0	0	0				0
Provincial Subsidy - Debentures	474,077	619,986	(145,909)	-23.5%	681,990	829,150	1,010,047
Surplus Adjustment - New Debt	0	0	0			577,013	
Surplus Adjustment - From Reserves	1,204,200	1,482,665	(278,465)	-18.8%	1,250,894		118,368
Tenant Revenue	4,800,000	4,554,019	245,981	5.4%	4,530,193	4,714,512	4,519,355
County Transfer - Base	5,464,565	5,332,258	132,307	2.5%	5,474,518	5,373,006	5,261,499
County Transfer - Capital/Other	62,308		62,308			695,566	1,016,336
County Transfer - COVID	2,000,000		2,000,000		1,444,966		
County Transfer - CHPI	0	1,324,561	(1,324,561)	-100.0%	1,160,716	1,585,281	795,751
County Transfer - CHPI Admin	0	123,047	(123,047)	-100.0%	30,762	108,053	125,641
County Transfer - COCHI	546,000	519,758	26,242	5.0%	71,137	119,034	0
County Transfer - COCHI Admin	28,709	57,751	(29,042)	-50.3%	14,198	16,990	0
County Transfer - OPHI	571,045	554,085	16,960	3.1%	624,929	158,637	26,421
County Transfer - OPHI Admin	30,055	61,565	(31,510)	-51.2%	26,470	48,901	0
County Transfer - COHB	0	0	0		2,932	25,158	
County Transfer - COHB admin	3,000	0	3,000		3,000	10,000	
County Transfer - HPP	1,651,773	0					
County Transfer - HPP admin	133,927	0					
County Transfer - IAH	0	0	0				771,364
County Transfer - IAH ON Renovates	0	0			42,497	178,711	
County Transfer - IAH HADD	68,000	68,000			58,750	68,000	
County Transfer - Home Ownership	0	0				621,069	
County Transfer - IAH Admin	0	0	0			6,314	32,189
County Transfer - SHIP	0	0	0				0
County Transfer - SIF	0	0	0			500	249,355
County Transfer - SDV - PHB	0	0	0				0
County Transfer - Strong Communiti	0	140,086	(140,086)	-100.0%	140,086	140,086	140,086
Total Revenues	17,177,659	14,940,781	2,236,878	15.0%	15,643,739	16,189,030	14,205,890

Renfrew County Housing Corporation
2023 Budget

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
Salaries	1,934,981	1,849,129	85,852	4.6%	1,777,325	1,812,113	1,843,655
Benefits	529,213	430,576	98,637	22.9%	412,889	409,795	393,382
Administration	1,407,926	1,276,843	131,083	10.3%	1,134,730	1,123,218	1,128,696
COVID	0	0			1,326,509	476,190	
Building - Heat, Light & Power	992,195	967,995	24,200	2.5%	859,230	885,472	906,342
Building - Repairs & Maintenance	485,327	441,206	44,121	10.0%	614,739	419,092	437,475
Building - Natural Gas	206,384	201,350	5,034	2.5%	177,440	167,563	184,840
Building - Heating & Plumbing	142,325	129,386	12,939	10.0%	56,976	126,449	96,195
Building - Taxes	1,787,287	1,743,695	43,592	2.5%	1,677,897	1,636,178	1,572,530
Building - Water	791,921	772,606	19,315	2.5%	806,337	790,343	718,505
Building - Elevator	68,163	66,500	1,663	2.5%	52,776	49,321	43,764
Building - Painting	246,913	240,891	6,022	2.5%	130,976	113,885	147,742
Building - Garbage Removal	78,572	76,656	1,916	2.5%	71,855	67,643	60,525
Building - Snow Removal	440,000	400,000	40,000	10.0%	257,331	215,248	232,579
Building - Grounds Keeping	72,509	69,056	3,453	5.0%	62,139	87,887	47,374
Building - Repairs - non TCA	713,000	686,640	26,360	3.8%	506,034	530,104	582,017
Financial - Depreciation	1,200,000	1,256,647	(56,647)	-4.5%	1,184,025	1,098,916	1,038,500
Financial - Rent Waiver	150,000	200,000	(50,000)	-25.0%	145,686	284,493	239,880
Financial - Mortgage Interest	491,429	646,515	(155,086)	-24.0%	716,736	874,904	1,048,272
Financial - Rent Supplement	290,761	290,761	0	0.0%	264,628	251,125	225,960
Financial - Rent Supplement - Strong	0	140,086	(140,086)	-100.0%	130,557	143,978	137,653
Financial - CHPI	0	1,324,561	(1,324,561)	-100.0%	1,160,716	1,585,281	795,751
Financial - Can Ont Community Hou	0	519,758	(519,758)	-100.0%	158,532	31,640	0
Financial - Ontario Priorities Housin	321,045	554,085	(233,040)	-42.1%	624,929	158,637	26,421
Financial - Asset Management	0	0	0				0
Financial - SDV - PHB (90%)	0	0	0				0
Financial - SHIP	0	0	0				0
Financial - IAH Home Ownership	0	0	0				66,550
Financial - IAH/SIF Ontario Renovate	0	0	0		42,497	178,711	873,699
Financial - HPP	1,551,773	0	1,551,773				
COHB	0	0	0		2,932	25,158	
Financial - IAH HADD	68,000	68,000	0	0.0%	58,750	68,000	66,000
Surplus Adjustment - To Reserves	0	0	0				0
Surplus Adjustment - TCA Capital fu	0	0	0		(723,838)		
Surplus Adjustment - TCA Capital	4,100,200	1,482,665	2,617,535	176.5%	1,974,733	1,211,197	1,134,704
Surplus Adjustment - Depreciation	(1,200,000)	(1,256,647)	56,647	-4.5%	(1,184,025)	(1,098,916)	(1,038,500)
Surplus Adjustment - Principal	307,736	361,821	(54,085)	-14.9%	366,121	396,746	238,572
Total Expenditures	17,177,659	14,940,781	2,236,878	15.0%	14,848,162	14,120,371	13,249,083
Municipal Surplus / (Deficit)	(0)	0	(0)		795,577	2,068,659	956,807

COUNTY OF RENFREW
2023 Budget
Ontario Works (COA/OW Consolidated)

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
EQUIPMENT	20,000	20,000	0	0.0%	10,559	1,980	28,264
Local Systems Support	20,000	20,000	0	0.0%	10,559	1,980	28,264
SALARIES	241,241	214,541	26,700	12.4%	208,908	184,934	188,950
BENEFITS	84,159	75,171	8,988	12.0%	70,940	53,575	53,436
ADMIN CHARGE finance	124,758	129,629	(4,871)	-3.8%	123,490	118,576	107,648
ADMIN CHARGE council/property	81,300	79,700	1,600	2.0%	71,133	83,454	88,767
HUMAN RESOURCES	53,122	50,312	2,810	5.6%	54,630	54,352	53,070
IT CHARGE	70,131	68,440	1,691	2.5%	68,845	67,550	66,257
Computer Supply/Expense	3,500	3,500	0	0.0%	4,301	1,496	
STAFF TRAINING	10,000	25,000	(15,000)	-60.0%	14,185	23,612	15,889
RECRUITMENT	0	2,000	(2,000)	-100.0%	1,074	0	0
TRAVEL	5,000	5,000	0	0.0%	1,505	1,137	13,067
OFFICE SUPPLIES	1,000	1,000	0	0.0%	278	1,725	2,010
PHOTOCOPY EXP.	0	1,000	(1,000)	-100.0%	813	1,157	988
POSTAGE	0	200	(200)	-100.0%	64	95	129
CELL TELEPHONE/PAGER	1,000	1,200	(200)	-16.7%	1,104	894	629
COVID	0	0	0		2,001	38,785	
HEALTH & SAFETY	0	0	0			0	0
TELEPHONE	1,500	2,000	(500)	-25.0%	1,579	1,813	1,855
COMMUNICATION FEES	40,000	40,000	0	0.0%	33,508	36,735	30,577
OFFICE EQUIPMENT/MAINTENANCE	0	500	(500)	-100.0%			0
LEGAL COSTS	5,000	5,000	0	0.0%	267	259	252
SPECIAL PROJECTS- TRANSITION	0		0				0
MEMBERSHIP FEES	3,000	5,000	(2,000)	-40.0%	3,452	7,396	7,034
INSURANCE	11,510	10,149	1,362	13.4%	9,226	7,580	7,220
MANDATORY DENTAL ADMINISTRATION	8,000	8,000	0	0.0%	3,883	4,270	6,372
SPECIAL PROJECTS - SAMS	0		0				0
RECOVERABLE OTHER	0		0				(4,744)
RECOVERABLE - Prov	0		0			(38,785)	
RECOVERABLE - COUNTY - TCA	0		0				0
RECOVERABLE - COUNTY	0		0				0
DEPRECIATION	9,500	12,000	(2,500)	-20.8%	11,531	19,025	22,881
SURPLUS ADJ - DEPRECIATION	(9,500)	(12,000)	2,500	-20.8%	(11,531)	(19,025)	(22,881)
SURPLUS ADJ - CAPITAL			0				9,487
OW ADMIN	744,221	727,342	16,880	2.3%	675,186	650,610	648,893
SALARIES	1,096,773	1,036,670	60,103	5.8%	1,084,567	985,810	987,067
BENEFITS	355,236	320,781	34,455	10.7%	278,264	260,182	254,646
TRAVEL	5,000	5,000	0	0.0%	1,833	2,041	15,816
HEALTH & SAFETY	500	750	(250)	-33.3%	154	65	620
OFFICE SUPPLIES	20,000	25,000	(5,000)	-20.0%	22,727	23,215	26,959
PHOTOCOPY EXP	2,000	2,000	0	0.0%	3,322	1,135	1,835
POSTAGE	25,000	30,000	(5,000)	-16.7%	19,146	26,600	23,753
CELL TELEPHONE/PAGER	7,000	10,000	(3,000)	-30.0%	8,620	6,460	6,828
TELEPHONE	10,000	22,000	(12,000)	-54.5%	18,426	29,761	20,247
Computer Supplies/Expense	0	0	0			0	2,385
OFFICE EQUIPMENT/MAINTENANCE	0	0	0				1,413
LEASE	0	0	0		23,098	90,563	145,956
LEASE - Internal	149,350	145,000	4,350	3.0%	234,583	400,000	0
RENOVATIONS	0	0	0			40,915	0
OTHER	0	96,000	(96,000)	-100.0%			0
O/S RECOVERABLE	0	0	0		(2,118)	(2,706)	(5,876)
O.W. PEMBROKE SITE	1,670,859	1,693,201	(22,342)	-1.3%	1,692,622	1,864,041	1,481,649

COUNTY OF RENFREW
2023 Budget
Ontario Works (COA/OW Consolidated)

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
SALARIES	530,778	515,435	15,343	3.0%	519,904	504,544	488,658
BENEFITS	168,724	176,571	(7,847)	-4.4%	136,265	115,267	116,287
TRAVEL	3,000	3,000	0	0.0%	1,258	1,235	7,331
HEALTH & SAFETY	500	750	(250)	-33.3%	41	124	499
OFFICE SUPP.	7,000	7,000	0	0.0%	5,181	7,418	8,995
Computer Supplies/Expense	0	0	0			0	1,391
PHOTOCOPY EXP	500	600	(100)	-16.7%	763	307	756
POSTAGE	5,000	13,000	(8,000)	-61.5%	12,975	7,715	11,195
CELL TELEPHONE/PAGER	4,000	4,000	0	0.0%	3,577	3,032	3,965
TELEPHONE	7,000	8,000	(1,000)	-12.5%	6,134	5,286	4,995
RENOVATIONS	0		0			1,240	0
OFFICE EQUIP/MAINT	0		0				0
Lease - Internal	141,616	137,930	3,686	2.7%	135,255	131,956	128,738
Lease - Internal - Capital Repayment	0		0				300,000
LEASE - External	0		0				
O/S RECOVERABLE	0		0		(27,568)		
O.W. RENFREW	868,118	866,286	1,832	0.2%	793,785	778,124	1,072,810
SALARIES	286,228	270,470	15,758	5.8%	153,620	196,182	255,017
BENEFITS	75,540	84,233	(8,693)	-10.3%	42,324	52,162	60,018
TRAVEL	1,500	2,000	(500)	-25.0%	427	969	3,615
HEALTH & SAFETY	0	250	(250)	-100.0%			0
OFFICE SUPP.	2,000	3,000	(1,000)	-33.3%	2,597	1,454	1,987
Computer Supplies/Expense	0		0				795
PHOTOCOPY EXP	500	500	0	0.0%	627	122	444
POSTAGE	2,000	4,000	(2,000)	-50.0%	712	2,076	5,873
CELL TELEPHONE/PAGER	1,500	2,000	(500)	-25.0%	1,377	1,464	1,680
RENOVATIONS	12,000		12,000				0
TELEPHONE	10,000	10,000	0	0.0%	8,973	9,343	8,378
EQUIPMENT/FURNITURE	0		0				0
Lease - Internal	0	59,230	(59,230)	-100.0%	55,339	55,449	53,493
LEASE - External	5,100	5,100	0	0.0%	5,100	5,100	5,100
O.W. ARNPRIOR	396,368	440,783	(44,415)	-10.1%	271,096	324,321	396,400
			0				
OW Employment Program Costs	400,000	400,000	0	0.0%	304,916	271,739	352,243
COMMUNITY PARTICIPATION EXP			0				
JOB PLACEMENT FEES			0				
LEAP SUPPORTS			0				
SURPLUS ADJ - TRANSFER TO RESERVE			0				
LEAP INCENTIVES	2,000	2,000	0	0.0%	500		1,500
O.W. - PROGRAM COSTS	402,000	402,000	0	0.0%	305,416	271,739	353,743
TRANSITION ALLOCATION			0				
OW Program Administration - Expenses	4,101,566	4,149,611	(48,045)	-1.2%	3,748,664	3,890,815	3,981,759
PROV REVENUE 100%			0				
PROV - SDIP Renov 50%			0				
RECOVERY PEMBROKE	(478,963)	(428,740)	(50,223)	11.7%	(340,857)	(358,045)	(405,175)
SURPLUS ADJ - TRF FROM RESERVE			0				
PROV UPLOAD FUNDING	(975,300)	(1,106,400)	131,100	-11.8%	(1,106,400)	(1,106,400)	(1,106,400)
PROV REVENUE 50%	(1,300,100)	(1,300,100)	0	0.0%	(1,300,100)	(1,242,208)	(1,437,680)
PROV REVENUE 100%			0	0.0%	(2,001)	(150,000)	
Recoveries	(2,754,363)	(2,835,240)	80,877	-2.9%	(2,749,358)	(2,856,653)	(2,949,255)
OW Program Administration - Net Expenses	1,347,203	1,314,371	32,832	2.5%	999,306	1,034,162	1,032,504

2023 Budget
Ontario Works - Benefits

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged Service Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
SOCIAL ASSISTANCE	12,000,000	12,000,000	0	0.0%	8,743,967	10,365,495	11,176,853
SOCIAL ASSISTANCE - RECOVERIES	(315,000)	(315,000)	0	0.0%	(164,336)	(215,049)	(295,155)
SPECIAL ASSISTANCE - HEALTH	250,000	250,000	0	0.0%	121,439	312,176	182,350
SPECIAL ASSISTANCE - NON HEALTH	10,000	10,000	0	0.0%	545	510	1,316
FUNERALS & BURIALS	175,000	175,000	0	0.0%	164,596	143,571	190,398
FUNERALS 100% MUNIC.	32,000	32,000	0	0.0%	6,357	9,616	3,078
TRANSITION CHILD BENEFIT	100,000	100,000	0	0.0%	132,965	136,026	24,322
Mandatory Special Necessities	376,330	400,000	(23,670)	-5.9%	287,971	255,561	439,818
SOCIAL ASSISTANCE BENEFITS	12,628,330	12,652,000	(23,670)	-0.2%	9,293,504	11,007,906	11,722,980
CITY OF PEMBROKE REVENUE- SA BENEF	(8,330)	(8,330)	0	0.0%	(1,617)	(2,473)	(868)
PROVINCIAL CHILD BENEFIT REV			0				
PROVINCIAL SA SUBSIDY	(12,620,000)	(12,620,000)	0	0.0%	(9,287,148)	(10,998,290)	(11,719,902)
Social Assistance - Recoveries	(12,628,330)	(12,628,330)	0	0.0%	(9,288,764)	(11,000,763)	(11,720,770)
Social Assistance Benefit - Totals	0	23,670	(23,670)	-100.0%	4,740	7,143	2,210

COUNTY OF RENFREW
2023 Budget
OW - Other Programs

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
SPECIAL ASSISTANCE			0				
LEAP - Low Income Energy Assistance	5,000	5,000	5,000	0.0%	5,043	5,000	5,000
RECOVERY CHPP - OTHER			0				
LEAP - OEB - SUBSIDY	(5,000)	(5,000)	(5,000)	0.0%	(5,043)	(5,000)	(5,000)
MCSS SUBSIDY			0				
Total Homelessness Prevention Program	0	0	0		0	0	0
Social Assistance Other - Totals	0	0	0		0	0	0

COUNTY OF RENFREW

2023 Budget

Child Care

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
SALARIES	361,503	379,415	(17,912)	-4.7%	339,580	292,202	292,753
BENEFITS	108,192	108,828	(636)	-0.6%	88,674	73,303	67,041
ADMINISTRATION CHARGES	27,904	0	27,904			0	23,645
HR CHARGES	13,884	0	13,884			0	13,872
IT CHARGES	17,589	0	17,589			0	16,513
COVID	0	0	0		0	580	0
STAFF DEVELOPMENT	1,000	1,000	0	0.0%	730	4,223	1,897
RECRUITMENT	250	250	0	0.0%	1,237	0	0
TRAVEL	6,000	6,000	0	0.0%	354	1,418	5,404
OFFICE SUPPLIES	5,000	5,000	0	0.0%	3,195	2,634	10,093
COMPUTERS	5,000	5,000	0	0.0%	17,762	19,651	18,859
PHOTOCOPY EXP.	1,000	1,000	0	0.0%	37	311	1,217
POSTAGE & COURIER	4,000	4,000	0	0.0%	632	1,318	3,843
TELEPHONE	8,000	4,000	4,000	100.0%	6,608	7,227	6,974
CELL TELEPHONE	0	0	0			0	0
COMMUNICATION FEES	5,000	9,000	(4,000)	-44.4%	1,097	2,535	4,024
EQUIP. OPERATION	0	0	0		1,038	0	0
LEGAL COSTS	0	0	0			4,276	8,113
LEASE-External	0	7,414	(7,414)	-100.0%	14,620	32,642	64,954
LEASE - INTERNAL	76,657	4,557	72,100	1582.2%	23,054	178,696	4,219
AUDIT	3,060	500	2,560	512.0%	2,033		505
JANITORIAL COSTS	0	0	0				7,683
RENOVATIONS	0	0	0				0
MEMBERSHIP FEES	3,000	2,500	500	20.0%	3,040	2,328	2,327
DEPRECIATION	0	0	0				0
SURPLUS ADJ - DEPRECIATION	0	0	0				0
RECOVERABLE - COUNTY	0	0	0		(134,177)	(57,492)	(36,282)
RECOVERABLE - Prov-One Time	0	0	0			(580)	
Internal Transfer - CWELCC	(45,201)	0	(45,201)		0	0	0
Internal Transfer - Special Needs	(46,660)	0	(46,660)		0	0	0
Internal Transfer - Core base admin funding a	(165,553)	(165,553)	0	0.0%	0	0	0
Internal Transfer - workforce admin funding al	(15,779)	(63,114)	47,335	-75.0%	0	0	0
Internal Transfer - wage enhancement admin	(36,283)	(39,210)	2,927	-7.5%	0	0	0
Internal Transfer - Special purpose ELCC adn	(65,035)	(65,035)	0	0.0%	0	0	0
Internal Transfer - EarlyON/Indigenous	(88,834)	(40,000)	(48,834)	122.1%	0	0	0
ADMINISTRATION EXPENSES	183,694	165,552	18,142	11.0%	369,516	565,272	517,654
Core Funding	(8,381,226)	(8,340,097)	(41,129)	0.5%	0	0	0
Core Funding - transition Grant	(448,954)		(448,954)		0	0	0
Internal Transfer - Core Admin	165,553	165,553	0	0.0%	0	0	0
Internal Transfer - Early Learning & Child Car	65,035	65,035	0	0.0%	0	0	0
Internal Transfer - LHCC costs	263,633	242,916	20,717	8.5%	0	0	0
Internal Transfer - OW Formal & Informal	12,000	77,000			0	0	0
Internal Transfer - Special needs allocation	1,027,539	1,039,174	(11,635)	-1.1%	0	0	0
Internal Transfer - Wage Enhancement - Adm	36,283	40,314	(4,031)	-10.0%	0	0	0
Program Costs - CAPACITY BUILDING	48,832	48,832	0	0.0%	0	0	0
Program Costs - Early Learning & Child Care	792,923	632,377	160,546	25.4%	0	0	0
Program Costs - expansion	1,675,341		1,675,341		0	0	0
Program Costs - Fee Subsidy	4,089,818	3,007,084	1,082,734	36.0%	0	0	0
Program Costs - Pay Equity		122,957	(122,957)	-100.0%	0	0	0
Program Costs - REPAIRS & MAINT	18,109	18,109	0	0.0%	0	0	0
Program Costs - Wage enhancement admin ti	4,031		4,031		0	0	0
Program Costs - Wage Subsidy		2,354,660			0	0	0
Program Costs -Wage Enhancement	946,049	946,049	0	0.0%	0	0	0
CORE - CHILD CARE	314,966	419,963	(104,997)	-25.0%	2,018,956	1,471,694	3,111,804

COUNTY OF RENFREW

2023 Budget

Child Care

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
GENERAL OPERATING - WAGE SUBSIDIE	0		0		3,986,144	1,723,968	1,431,395
CC ONTARIO WORKS FORMAL A400	10,000	75,000	(65,000)	-86.7%	3,195	23,235	86,158
CC ONTARIO WORKS INFORMAL A401	2,000	2,000	0	0.0%	1,680	500	2,150
Internal Transfer - OW Formal & Informal	(12,000)	(77,000)	65,000	-84.4%			
OW Child Care	0	0	0		3,195	23,235	86,158
SALARIES	0	0	0		0	0	0
BENEFITS	0	0	0		0	0	0
OTHER	0	0	0		0	0	0
Total Family Support	0	0	0		0	0	0
Purch Serv - Program	0	0	0		0	0	0
Administration	0	0	0		0	0	0
Total Healthy Kids Community	0	0	0		0	0	0
Salary	126,753	119,335	7,418	6.2%	89,052	94,254	113,749
Benefits	42,880	29,581	13,299	45.0%	16,237	17,460	18,924
Program Expenses	2,000	2,000	0	0.0%		0	0
Travel	2,000	0	2,000				
Admin Costs	0	2,000	(2,000)	-100.0%		0	0
Program Costs - Home DayCare Provider	210,000	210,000	0	0.0%	147,487	116,155	219,459
Internal allocation - LHCC costs	(263,633)	(242,916)	(20,717)	8.5%	(170,774)	(183,477)	(245,876)
Revenue - Parent	(120,000)	(120,000)	0	0.0%	(82,002)	(44,392)	(106,256)
Licensed Family Home	(0)	0	(0)		0	0	0
SALARIES	351,415	369,599	(18,184)	-4.9%	227,909	229,645	251,888
BENEFITS	104,714	120,471	(15,757)	-13.1%	62,274	61,503	59,430
ADMINISTRATION CHARGES		27,032	(27,032)	-100.0%	26,000	25,052	
HR CHARGES		13,150	(13,150)	-100.0%	14,278	14,209	
IT CHARGES		17,216	(17,216)	-100.0%	17,186	16,840	
RECRUITMENT	250	250	0	0.0%		0	
TRAVEL	10,000	10,000	0	0.0%	3,208	1,760	14,279
OFFICE SUPPLIES	5,500	5,500	0	0.0%	361	701	224
COMPUTERS	5,000	5,000	0	0.0%	0	5,731	
TELEPHONE	4,000	4,000	0	0.0%	2,237	2,198	2,294
COMMUNICATION FEES	0	0	0		1,068	162	
LEASE	0	0	0		13,171	33,368	36,785
LEASE - INTERNAL		62,586	(62,586)	-100.0%	22,144	0	
LEGAL	0	0	0				
PURCHASED SERVICES	0	0	0		26,122	9,073	1,904
RESOURCE PROGRAM FUNDING	500,000	404,370	95,630	23.6%	408,240	207,361	472,617
Internal Transfer - Admin cost	46,660		46,660				
Internal Transfer - Special needs allocation	(1,027,539)	(1,039,174)	11,635				
PROGRAM SUPPLIES			0		244	1,031	149
TOTAL SPECIAL NEEDS COSTS	0	0	0		824,442	608,634	839,570
CAPACITY BUILDING			0	100.0%	72,760	37,367	47,049
CC TRANSITION CAPITAL A713	0	0	0				
COVID - Admin Charge	0				97,895		
Workforce Funding	142,007	568,028	(426,021)	-75.0%			
Internal Transfer - workforce admin	15,779	63,114	(47,335)	-75.0%			
Prov Rev - Workforce	(157,786)	(631,142)	473,356	-75.0%			
Internal CHG-Expansion	0	0	0				
Internal CHG-ELCC	0	0	0				
Internal CHG-Fee Stabilization	0	0	0		36,282	36,282	36,282
Fee Stabilization - new	0	0	0			176,202	38,622
Emergency Child Care	0	0	0		542,838		
COVID	0	0	0		695,809		
Expansion Plan	0	0	0			559,483	1,586,183
Early Learning & Child Care	0	0	0		465,605	485,898	609,145
Wage Enhancement	0	0	0		867,918	426,967	848,451
SPECIAL PROJECT - REPAIRS & MAINT A375	0	0	0		18,300	6,000	18,066
LHCC Base Funding	0	0	0			110,400	110,400
Special Purpose	0	0	0		2,797,406	1,838,599	3,294,198

COUNTY OF RENFREW

2023 Budget

Child Care

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
SALARIES	139,878	148,876	(8,998)	-6.0%	95,745	131,544	124,635
BENEFITS	45,742	45,472	270	0.6%	20,735	25,523	32,858
Office Expenses	10,000	5,902					
Travel	5,000						
Cell Phone	5,000						
internal allocation - Admin Expenses	88,834	38,896	49,938	128.4%	48,593	71,986	4,693
Program Costs - Purchased Service - Journey	190,885	212,095	(21,210)	-10.0%	212,095	190,885	212,095
Program Costs	1,256,871	1,198,904	57,967	4.8%	1,163,500	1,131,189	1,146,001
Prov Rev - EarlyON	(1,530,115)	(1,438,050)					
Prov Rev - Indigenous led	(212,095)	(212,095)					
EarlyON Centres	0	0	0		1,540,669	1,551,127	1,520,282
SALARIES	79,469		79,469				
BENEFITS	24,957		24,957				
Office/Travel/Other Expenses	15,000		0				
Internal Transfer - admin	45,201						
Program Costs - Fee Reduction & Workforce	6,637,008		0				
Prov Rev - CWELCC	(6,801,635)						
CWELCC (\$10/day childcare)	0	0	0		0	0	0
PAY EQUITY MEMORANDUM OF SETTLEMENT A393			0		122,957	71,725	122,957
SURPLUS ADJ - TRANSFER TO RESERVE	0	0	0		0	0	0
Total Child Care Costs	498,661	585,515	(86,854)	-14.8%	11,663,284	7,854,254	10,924,018
CITY OF PEMBROKE - CHILD CARE	(49,868)	(59,078)	9,210	-15.6%	(57,638)	(52,170)	(53,365)
PROVINCIAL SUBSIDY - Family Support 100%			0				
PROVINCIAL SUBSIDY - ADMIN 50%			0		(204,915)	(59,851)	(59,851)
PROVINCIAL SUBSIDY - CHILD CARE 80%			0		(1,816,752)		(1,846,577)
PROV SUBSIDY - Special Purpose-100%			0		(2,844,961)	(2,707,513)	(3,294,198)
PROV SUBSIDY - Healthy Kids 100%			0				
PROV SUBS - ONE-TIME			0				
PROVINCIAL SUBSIDY - CHILD CARE			0		(4,689,635)	(3,029,907)	(3,683,765)
PROV - EarlyON Journey Together			0		(212,095)	(212,095)	(212,095)
PROV - EarlyON Data Analysis			0				
Prov - EarlyON			0		(1,328,574)	(1,339,032)	(1,308,186)
Total Revenue	(49,868)	(59,078)	9,210	-15.6%	(11,154,569)	(7,400,568)	(10,458,037)
TOTAL	448,793	526,437	(77,644)	-14.7%	508,715	453,686	465,981

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
MEMBERS OF COUNCIL	613,829	529,954	83,875	15.8%	429,232	417,279	499,919
GENERAL - ADMINISTRATION	989,775	943,406	46,369	4.9%	923,421	756,963	745,237
INFORMATION TECHNOLOGY	536,587	474,759	61,828	13.0%	407,027	400,443	391,499
HUMAN RESOURCES DEPARTMENT	259,687	254,064	5,623	2.2%	91,808	569,859	196,074
PUBLICITY/PUBLIC RELATIONS SERVICE	15,000	15,000	0	0.0%	9,525	5,148	14,518
AGRICULTURE & REFORESTATION	20,000	20,000	0	0.0%	14,854	14,165	14,580
PROVINCIAL OFFENCES ADMINISTRATION	(488,350)	(497,332)	8,982	-1.8%	(546,849)	(560,264)	(540,040)
MPAC	1,540,414	1,541,700	(1,286)	-0.1%	1,546,566	1,555,448	1,549,942
FINANCIAL EXPENSE	20,028,594	20,087,400	(58,806)	-0.3%	18,261,200	13,081,700	10,291,749
Finance & Administration Committee	23,515,536	23,368,951	146,585	0.6%	21,136,784	16,240,741	13,163,478
COUNTY LEVY (2.5% target + 2.16% CVA=4.66%)	52,893,896	50,540,380	2,353,516	4.7%	48,945,594	47,253,904	45,655,946
OTHER REVENUE	4,308,770	4,193,826	114,944	2.7%	4,354,617	7,416,807	5,655,411
Total Revenues	57,202,666	54,734,206	2,468,460	4.5%	53,300,211	54,670,711	51,311,357

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>MEMBERS OF COUNCIL</u>	613,829	529,954	83,875	15.8%	429,232	417,279	499,919
Ad Hoc Per Diem Payments	29,160	29,340	(180)	-0.6%	32,562	20,655	26,244
AMO Board of Directors	10,000	10,000	0	0.0%	972	6,899	14,402
Computer Expense	5,000	5,000	0	0.0%	2,497	9,399	5,480
Council Benefits - EHC/Dental	78,223	60,000	18,223	30.4%	62,126	53,514	47,594
Council Conventions	30,000	30,000	0	0.0%	15,421	13,714	36,958
Council CPP, Employer Health Tax	25,872	20,000	5,872	29.4%	19,619	17,779	18,287
Council Group Insurance	7,677	6,600	1,077	16.3%	5,916	5,304	4,896
Council Hospitality	20,000	20,000	0	0.0%	4,821	6,239	23,411
Council Liability Insurance	10,200	10,001	199	2.0%	9,092	8,338	8,147
Council Mileage	35,000	12,400	22,600	182.3%	4,273	13,560	42,146
FCM Board of Directors	10,000	10,000	0	0.0%	6,461	3,441	13,289
Legal - Integrity Commissioner	2,000	2,000	0	0.0%	346	1,018	8,846
Office Expenses	5,000	5,000	0	0.0%	2,151	6,393	6,010
Public Relations	6,000	0	6,000				
Recoveries - County	(65,000)	(63,400)	(1,600)	2.5%	(66,789)	(65,961)	(71,327)
Recoveries - Outside	0	0	0		(396)	(1,281)	(17,429)
Salary - Council	273,745	251,771	21,974	8.7%	242,505	237,293	236,732
Salary & Ad Hoc - Warden	80,952	81,242	(290)	-0.4%	85,150	73,980	73,206
Advocacy / Delegations	30,000	30,000	0	0.0%	486	744	14,576
Warden Banquet	10,000	0	10,000		0		0
Warden Expenses	10,000	10,000	0	0.0%	2,019	6,251	8,451
<u>GENERAL - ADMINISTRATION</u>	989,775	943,406	46,369	4.9%	923,421	756,963	745,237
Bank Charges - Moneris	2,300	2,000	300	15.0%	2,138	1,551	1,437
Computer Expense	45,000	45,000	0	0.0%	46,696	31,180	35,130
Conferences & Conventions	5,000	4,000	1,000	25.0%	1,883	2,312	2,769
Depreciation	1,600	1,700	(100)	-5.9%	1,641	1,646	2,308
Employee Benefits	371,110	357,207	13,903	3.9%	333,519	266,334	220,838
General Legal & Audit	25,600	28,000	(2,400)	-8.6%	23,425	25,738	28,525
Membership Fees	36,000	31,000	5,000	16.1%	35,223	33,176	28,673
COVID	0	0			29,374	19,514	
Office Expense	26,000	26,000	0	0.0%	17,640	18,952	24,021
Professional Development - Department Staff	5,000	5,000	0	0.0%	2,401	1,828	8,212
Professional Development - Mgt Team	0	0	0		0		19,073
Recovery - Other Departments	(860,349)	(897,849)	37,500	-4.2%	(811,117)	(680,793)	(624,284)
Recovery - Provincial	0	0	0		(47,144)	(208,362)	
Recovery - Provincial One time	0	0	0		(29,374)	(19,514)	
Recovery - Outside	0	0	0		(149)	(7)	(55)
Recruitment	1,000	0	1,000		0	2,465	1,217
Salaries	1,256,014	1,266,548	(10,534)	-0.8%	1,249,190	1,023,350	942,625
Special Projects - Plans	30,000	30,000	0	0.0%	14,560	0	15,293
Special Projects - EOWC	20,100	19,500	600	3.1%	17,500	18,603	12,153
Special Projects - Service Delivery Review	0	0	0		31,889	210,417	
Surplus Adjustment - Capital	0	0	0		0		0
Surplus Adjustment - Trf From Reserves	0	0	0		(1,641)		0
Surplus Adjustment - Depreciation	(1,600)	(1,700)	100	-5.9%	0	(1,646)	(2,308)
Telephone	5,000	5,000	0	0.0%	4,382	6,097	4,878
Travel	22,000	22,000	0	0.0%	1,385	4,122	24,732

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>INFORMATION TECHNOLOGY</u>	<u>536,587</u>	<u>474,759</u>	<u>61,828</u>	<u>13.0%</u>	<u>407,027</u>	<u>400,443</u>	<u>391,499</u>
Annual Software Maintenance Fees	109,900	100,150	9,750	9.7%	73,995	72,067	69,385
Benefits	152,039	128,032	24,007	18.8%	125,928	122,960	118,207
Communication Fees	29,000	50,896	(21,896)	-43.0%	26,435	23,337	20,862
Computer Technology Supplies	7,000	4,500	2,500	55.6%	3,688	2,234	1,754
Corporate Software	2,000	2,000	0	0.0%	0	4,452	5,466
COVID	0				0	4,370	
Depreciation	38,000	38,000	0	0.0%	37,638	36,971	30,976
Office Expense	1,100	1,100	0	0.0%	1,947	1,602	1,356
Professional Development	5,500	5,500	0	0.0%	4,451	779	453
Purchased Services	60,000	10,000	50,000	500.0%	9,362	0	0
Recoveries - County	(338,847)	(334,828)	(4,019)	1.2%	(337,981)	(325,509)	(319,266)
Recoveries - Outside	0	0	0		0	0	(1,050)
Recoveries - Prov-Strategy	0	(35,000)	35,000	-100.0%	(25,716)		
Recoveries - Provincial One Time	0	0	0		0	(4,370)	
Special Project	0	35,000	(35,000)	-100.0%	25,716		
Salaries	493,595	492,109	1,486	0.3%	489,849	485,575	476,619
Surplus Adjustment - Capital	17,000	17,000	0	0.0%	34,479	60,540	39,018
Surplus Adjustment - Depreciation	(38,000)	(38,000)	0	0.0%	(37,638)	(36,971)	(30,976)
Surplus Adjustment - Trf From Reserves	(17,000)	(17,000)	0	0.0%	(34,479)	(60,540)	(39,018)
Telephone Costs	5,300	5,300	0	0.0%	4,380	4,593	5,552
Travel	10,000	10,000	0	0.0%	4,973	8,353	12,161
<u>HUMAN RESOURCES DEPARTMENT</u>	<u>259,687</u>	<u>254,064</u>	<u>5,623</u>	<u>2.2%</u>	<u>91,808</u>	<u>569,859</u>	<u>196,074</u>
Benefits	185,580	171,925	13,655	7.9%	143,643	97,791	115,908
Conference & Convention	4,000	4,000	0	0.0%	0		1,514
COVID		0			15,299	3,905	
Depreciation	500	500	0	0.0%	461	462	461
Expenses Recoverable From Others	10,000	10,000	0	0.0%	2,276	9,183	29,950
Legal Fees	14,500	14,500	0	0.0%	(131,602)	375,452	4,357
Membership Fees	6,000	6,000	0	0.0%	4,146	1,924	3,666
Office Expense	25,000	30,000	(5,000)	-16.7%	34,325	33,827	25,118
Professional Development	12,000	12,000	0	0.0%	6,476	1,983	5,531
Purchased Services	75,000	111,200	(36,200)	-32.6%	111,918	109,958	90,368
Recovery - County Departments	(618,088)	(604,187)	(13,901)	2.3%	(597,066)	(525,623)	(513,221)
Recovery - Municipal	(95,000)	(116,000)	21,000	-18.1%	(4,133)	(17,013)	(57,924)
Recovery - Provincial One Time	0	0	0		(82,116)	(16,620)	
Recovery - Outside Agencies	0	0	0		(32)		
Recruitment	1,000	1,000	0	0.0%	3,710	6,010	535
Salaries	629,695	598,626	31,069	5.2%	583,266	484,972	472,861
Surplus Adjustment - Capital			0		0		0
Surplus Adjustment - Depreciation	(500)	(500)	0	0.0%	(461)	(462)	(461)
Travel	10,000	15,000	(5,000)	-33.3%	1,698	4,110	17,411
<u>PUBLICITY/PUBLIC RELATIONS SERVICE</u>	<u>15,000</u>	<u>15,000</u>	<u>0</u>	<u>0.0%</u>	<u>9,525</u>	<u>5,148</u>	<u>14,518</u>
Publicity/Public Relations Service	15,000	15,000	0	0.0%	9,525	5,148	14,518
Recoveries	0	0	0				
<u>AGRICULTURE & REFORESTATION</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.0%</u>	<u>14,854</u>	<u>14,165</u>	<u>14,580</u>
Reforestation - Grants in Lieu	15,000	15,000	0	0.0%	13,334	12,645	13,060
Forest Fire Protection	5,000	5,000	0	0.0%	1,520	1,520	1,520

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
PROVINCIAL OFFENCES ADMINISTRATION	(488,350)	(497,332)	8,982	-1.8%	(546,849)	(560,264)	(540,040)
Adjudication	60,850	80,850	(20,000)	-24.7%	66,698	28,200	66,852
Admin Charges	57,258	54,610	2,648	4.8%	52,749	49,492	38,810
Bank Charges (Visa/MasterCard)	31,000	28,000	3,000	10.7%	30,456	22,918	24,596
Benefits	131,320	102,468	28,852	28.2%	87,642	74,413	65,160
Certificates of Offence	10,000	10,000	0	0.0%	5,714	9,373	4,139
City of Pembroke - Share of Net Revenue	66,633	71,437	(4,804)	-6.7%	45,980	80,477	77,572
Collection Costs	35,000	40,000	(5,000)	-12.5%	25,398	28,911	36,544
Computer & Technology	16,500	16,500	0	0.0%	15,665	16,854	17,087
Conventions	2,300	2,300	0	0.0%	0	0	499
COVID	0	0	0		69	3,308	
Court Transcripts	1,000	3,000	(2,000)	-66.7%	0	281	232
Depreciation	3,600	6,500	(2,900)	-44.6%	6,000	6,417	6,399
ICON Charges	20,000	25,350	(5,350)	-21.1%	16,846	15,555	19,502
Interpreter Fees	1,500	3,000	(1,500)	-50.0%	601	486	2,698
IT Charges	18,140	18,066	74	0.4%	18,047	17,704	17,364
Lease Costs (County)	105,060	102,000	3,060	3.0%	102,000	104,274	102,517
Legal Costs	2,000	1,000	1,000	100.0%	1,018	1,272	21,296
Miscellaneous	1,500	1,500	0	0.0%	0	154	396
Monitoring / Enforcement Fees	7,776	7,776	0	0.0%	7,776	7,776	7,776
Office Equipment / Furniture	2,100	2,100	0	0.0%	1,714	1,800	1,623
Office Supplies	6,500	6,500	0	0.0%	6,531	2,957	6,181
Part III Prosecution	0	0	0		13,827	3,690	9,171
Postage	6,800	6,800	0	0.0%	4,191	4,732	5,577
Purchase of Service - Notice of Fines	5,000	4,000	1,000	25.0%	5,696	1,050	3,544
Purchase of Service - Prosecution	0	74,800	(74,800)	-100.0%	33,705	25,434	32,608
Recoveries - Other	0	0	0		(1,581)	(390)	(3,033)
Recoveries - Prov - One Time	0	0	0		(226,746)	(462,459)	
Revenues - Fees and Charges	(1,510,000)	(1,510,000)	0	0.0%	(1,190,550)	(889,509)	(1,372,307)
Salaries	419,913	330,186	89,727	27.2%	316,354	279,161	258,877
Satellite Courtroom Costs	0	4,925	(4,925)	-100.0%	0	485	3,469
Staff Training/Development	2,000	2,000	0	0.0%	504	0	190
Surplus Adjustment - Capital	11,000	0	11,000		0	0	0
Surplus Adjustment - From Reserves	(11,000)	0	(11,000)		0	0	
Surplus Adjustment - Depreciation	(3,600)	(6,500)	2,900	-44.6%	(6,000)	(6,417)	(6,399)
Telephone	8,000	8,000	0	0.0%	12,449	10,833	6,002
Travel	2,500	4,500	(2,000)	-44.4%	398	504	4,836
Witness Fees	1,000	1,000	0	0.0%	0	0	182
MPAC	1,540,414	1,541,700	(1,286)	-0.1%	1,546,566	1,555,448	1,549,942
Property Assessment	1,540,414	1,541,700	(1,286)	-0.1%	1,546,566	1,555,448	1,549,942

**COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND**

	<u>2023 Budget</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>FINANCIAL EXPENSE</u>	<u>20,028,594</u>	<u>20,087,400</u>	<u>(58,806)</u>	<u>-0.3%</u>	<u>18,261,200</u>	<u>13,081,700</u>	<u>10,291,749</u>
Capping Costs (ends 2020)		0	0		0	0	0
Assessment Review	0	22,000	(22,000)	-100.0%	0	0	
County Share - Taxes Written Off	300,000	300,000	0	0.0%	360,101	222,479	198,042
Provision for Unallocated Funds	300,000	300,000	0	0.0%	0	300,000	850
Insurance Increase - 2021		0	0		0	0	
OW Sick Leave Liability		0	0		0	0	0
EOWC Cell Project		0	0		0	0	905,996
Claybank Debt Interest (2028)	65,008	76,253	(11,245)	-14.7%	84,870	95,635	105,729
Surplus Adj-Principal-Claybank Bridge (2028)	373,559	362,314	11,245	3.1%	351,407	340,829	330,569
Madawaska Debt Interest (2030)	81,809	90,811	(9,002)	-9.9%	53,067	0	
Surplus Adj-Principal-Madawaska Bridge (2030)	439,515	430,513	9,002	2.1%	211,939	0	
Surplus Adjustment - Trf to Gas Tax Reserve	2,914,661	2,793,217	121,444	4.3%	2,793,217	6,024,817	2,126,252
Surplus Adjustment - Trf to TCA Renewal Reserve	5,848,738	6,227,007	(378,269)	-6.1%	5,262,450	5,722,940	5,226,854
Surplus Adjustment - Trf to PW Capital Reserve	9,238,831	8,800,744	438,087	5.0%	8,586,092	0	
Surplus Adjustment - SDIP Saving - Trf to TCA Resv	466,473	466,473	0	0.0%	169,149	0	
Cannabis/Modernization Reserve		0			13,908	0	881,321
Sched 2 Reserve		0	0			0	0
Reserve (BM Solar)		0	0			0	123,767
Surplus Adj. Unfinanced Cap (Centennial Lake Bridge 2022)	0	218,068	(218,068)	-100.0%	375,000	375,000	375,000
Vacant Building Rebates (ends 2018)		0	0		0	0	17,369
<u>COUNTY LEVY (2.5% target + 2.16% CVA=4.66%)</u>	<u>52,893,896</u>	<u>50,540,380</u>	<u>2,353,516</u>	<u>4.66%</u>	<u>48,945,594</u>	<u>47,253,904</u>	<u>45,655,946</u>
<u>PIL ADJUSTMENTS</u>	<u>(150,000)</u>	<u>(150,000)</u>	<u>0</u>	<u>0.0%</u>	<u>(109,521)</u>	<u>(74,225)</u>	<u>(132,079)</u>
<u>WATERPOWER GENERATING STATION</u>	<u>394,109</u>	<u>394,109</u>	<u>0</u>	<u>0.0%</u>	<u>394,109</u>	<u>394,109</u>	<u>394,109</u>
<u>RAILWAY/HYDRO RIGHTS-OF-WAY</u>	<u>0</u>	<u>5,000</u>	<u>(5,000)</u>	<u>-100.0%</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>SUPPLEMENTARY REVENUE</u>	<u>500,000</u>	<u>500,000</u>	<u>0</u>	<u>0.0%</u>	<u>569,916</u>	<u>452,233</u>	<u>426,201</u>
<u>OTHER REVENUE</u>	<u>3,564,661</u>	<u>3,444,717</u>	<u>119,944</u>	<u>3.5%</u>	<u>3,500,113</u>	<u>6,644,690</u>	<u>4,967,180</u>
Interest Revenue	650,000	650,000	0	0.0%	654,664	734,673	935,664
Provincial - One Time	0	0	0		13,908		881,321
Other Revenue	0	0	0		35	50	30
Gain / (Loss) Sale of Assets	0	0	0		37,854	(115,430)	(6,865)
BM Repayment of Loan (ends 2019)	0	0	0		0		123,767
CCBF (Gas Tax) Funding	2,914,661	2,793,217	121,444	4.3%	2,793,217	6,024,817	2,126,252
Surplus Adjustment - From Reserve	0	0	0		0		905,996
Licenses	0	1,500	(1,500)	-100.0%	435	580	1,015
<u>TOTAL REVENUES</u>	<u>57,202,666</u>	<u>54,734,206</u>	<u>2,468,460</u>	<u>4.5%</u>	<u>53,300,211</u>	<u>54,670,711</u>	<u>51,311,357</u>

County of Renfrew
Schedule of Reserves
2023 BUDGET

		Audited Balance 31-Dec-21	2022 Budget Reserve Changes	Known Adjustments In 2022	Estimated Balance 31-Dec-22	Prop-Pembroke	Property-RCP	Property - Base	Prop- Arnprior	IT	POA	Trails	PW	xxx	Transfers To	Transfers From	SDIP	Net Change	Estimated Balance 31-Dec-22	c = capital	s=shared
Child Care	Mitigation	1,534,682			1,534,682													0	1,534,682		s
Ec Dev	RED	35,000			35,000													0	35,000		
Trail	Algonquin Trail	54,125			54,125													0	54,125		
General	Building Reserve	3,258,757	(641,734)	400,000 f	3,287,023	(253,000)	(985,630)	114,134	83,375				(317,000)				(1,358,121)	1,928,902	c		
General	Development Reserve	8,780			8,780													0	8,780	c	
General	Federal Gas Tax Reserve	0	(2,685,199)	2,685,199 a	0								(2,914,661)		2,914,661			0	0		
General	Insurance	150,000			150,000													0	150,000		
General	Reforestation Reserve	235,894	(8,100)		227,794											(24,100)		(24,100)	203,694	c	s
General	OPP Bldg	808,540	66,169		874,709										62,625	(41,000)		21,625	896,334	c	
General	Sick leave	69,458			69,458													0	69,458		
General	TCA Renewal Reserve	17,526,393	(3,217,371)	3,306,073 b	17,615,095					(17,000)	(11,000)		(14,410,409)		5,848,738		466,473	(8,123,198)	9,491,897	c	
General	Working Capital	19,378,284	(2,051,000)		17,327,284	(40,000)						(2,225,538)						(2,265,538)	15,061,746	c	
General	WSIB Sched 2	621,547			621,547													0	621,547		
General	Cannabis Reserve	149,979			149,979													0	149,979		
General	Ontario Winter Games	200,000			200,000													0	200,000		
Housing	Non Profit Capital	116,222			116,222													0	116,222	s	
Housing	Severance	146,992			146,992													0	146,992	s	
Paramedic	Infrastructure	2,229,761	(794,000)	1,605,000 c	3,040,761										1,200,000	(2,945,000)		(1,745,000)	1,295,761	c	s
Paramedic	Community Paramedic	738,884			738,884													0	738,884	s	
Paramedic	Severance	1,378,862			1,378,862													0	1,378,862	s	
Paramedic	WSIB Sched 2	0			0													0	0	s	
Public Works	Capital	0			0								(9,238,831)		9,238,831			0	0	c	
Public Works	Winter Control	250,000			250,000													0	250,000		
Social Service	Fiscal Pressure	339,942			339,942													0	339,942	s	
County Of Renfrew		49,502,102	(9,331,235)	7,996,272	48,167,139	(293,000)	(985,630)	114,134	83,375	(17,000)	(11,000)	(2,225,538)	(26,880,901)	0	19,264,855	(3,010,100)	466,473	(13,494,332)	34,672,807		
BM	WSIB Sched 2	545,768	49,024		594,792										49,024			49,024	643,816	s	
BM	Butterfly	149,318	(25,000)		124,318													0	124,318	c	s
BM	Unallocated	3,248,734	(361,800)	65,000 d	2,951,934												(626,500)	(626,500)	2,325,434	c	s
BM	LTC CMI Stabilization	248,242			248,242												(71,272)	(71,272)	176,970	s	
BM	Equip	100,000			100,000													0	100,000	c	s
Bonnehchere Manor		4,292,062	(337,776)	65,000	4,019,286		0	0	0	0	0	0	0	0	49,024	(697,772)	0	(648,748)	3,370,538		
ML	Butterfly	159,419	(159,419)		0													0	0	c	s
ML	WSIB Sched 2	228,442			228,442													0	228,442	s	
ML	Unallocated	947,809	(426,341)	227,600 e	749,068												(703,600)	(703,600)	45,468	c	s
ML	LTC CMI Stabilization	0	100,614		100,614													0	100,614	s	
ML	Equip	38,782			38,782													0	38,782	c	s
ML	Sick leave	186,402			186,402													0	186,402	s	
Miramichi Lodge		1,560,854	(485,146)	227,600	1,303,308		0	0	0	0	0	0	0	0	0	(703,600)	0	(703,600)	599,708		
Opeongo	Capital	0			0													0	0	c	s
RCHC	Capital	3,870,674	(1,482,665)	236,000 g	2,624,009											(1,204,200)		(1,204,200)	1,419,809	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		4,069,157	(1,482,665)	236,000	2,822,492		0	0	0	0	0	0	0	0	0	(1,204,200)	0	(1,204,200)	1,618,292		
Total Surplus Adjustment		59,424,175	(11,636,822)	8,524,872	56,312,225	(293,000)	(985,630)	114,134	83,375	(17,000)	(11,000)	(2,225,538)	(26,880,901)	0	19,313,879	(5,615,672)	466,473	(16,050,880)	40,261,345		
Capital Reserves Only		52,281,145	(9,101,261)	5,839,673	49,019,557	(293,000)	(985,630)	114,134	83,375	(17,000)	(11,000)	(2,225,538)	(23,966,240)	0	16,350,194	(5,544,400)	466,473	(16,028,632)	32,990,925		

County of Renfrew
2023 Budget

								Sources of Financing						
								Pembroke	Provincial	Gas Tax Res				
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Budget \$	Taxation/Other	Share	Grant	Reserve	Reserves	Debt	Total
BM	Buildings	D2030 - Sanitary Waste		Municipal sanitary Lift station	Low	10,000	10,000					10,000		10,000
BM	Buildings	E2010 - Fixed Furnishings		kitchen cabinets 2 x servery 2 x cabinets in staff	Low	25,000	25,000					25,000		25,000
BM	Buildings	D4010 - Sprinklers		sprinklers	Low	30,000	30,000					30,000		30,000
BM	Buildings	E1042 - Laundry Room Equipment		3 washers new dryer 2016	Low	30,000	30,000					30,000		30,000
BM	Buildings	D5033 - Telephone Systems		new NEC system, partial cf	Low	180,000	160,000					160,000		160,000
BM	Buildings	Buterfly project		2021 & 2022 carryover			25,000					25,000		25,000
BM	Buildings	d3055-fin tube radiation	heaters in all rooms	2022 carryover			20,000					20,000		20,000
BM	Equipment	portable phones		2022 carryover			20,000					20,000		20,000
BM	Equipment	Wireless access points x 19					16,500					16,500		16,500
BM	Buildings	B30 - Roofing		washed river stone over single EPDM roof memt	Low	290,000	290,000					290,000		290,000
BM Total						565,000	626,500	0	0	0	0	626,500	0	626,500
IT	Equipment	server-virtual replacement		CAB			17,000					17,000		17,000
IT Total						0	17,000	0	0	0	0	17,000	0	17,000
ML	Buildings	C3020 - Floor Finishes		Ceramic flooring (ceramic repair 1st Floor)	Low	10,000	10,000					10,000		10,000
ML	Buildings	D3034 - Study - Air Conditioning Units		Eng. Study / tender		25,000	25,000					25,000		25,000
ML	Buildings	D1011 - Passage Elevators - Hydraulic		68 special purpose lifts from 160 kg - 455 kg ten	Medium	26,000	26,000					26,000		26,000
ML	Buildings	D5092 - Emergency Power & Generation Systems		500 Kw Emergency Generator - New Tranfer Sw	Low	35,000	35,000					35,000		35,000
ML	Buildings	C3020 - Floor Finishes		carpet rolled - Final phase of resident floor repla	Low	40,000	40,000					40,000		40,000
ML	Building	D-Services - Mechanical		carryover 2022 - Make-Up AHU			27,600					27,600		27,600
ML	Buildings	D3045 - Exhaust Ventilation Systems		VAV boxes - 43 VAVs Resident Areas Phase Tw	Medium	90,000	90,000					90,000		90,000
ML	Buildings	D3043 - Hydronic Distribution Systems		Hydronic valve controllers upgrade Phase Four	Low	160,000	160,000					160,000		160,000
ML	Buildings	hotwater boilers		carryover 2022 - \$200K, deferred to 2026		0	0					0		0
ML	Buildings	Butterfly Dementia care unit renovations		deferred re COVID and contractor issues, partial cf		161,000	60,000					60,000		60,000
ML	Buildings	D5032 - Intercommunications And Paging		Nurse call - Austco systsem - Phase #1- 2022 & i	Low	200,000	200,000					200,000		200,000
ML	Land Improvement	G2030 - Pedestrian Paving		concrete sidewalk and patio	Low	30,000	30,000					30,000		30,000
ML Total						777,000	703,600	0	0	0	0	703,600	0	703,600
POA	Equipment	AV Equipment for Hybrid Court	Original Equipment was Temp Pandemic		Low		11,000					11,000		11,000
POA Total						0	11,000	0	0	0	0	11,000	0	11,000
Paramedic	Equipment	es_0713-pc.workgroup	tuffbook laptop				6,000					6,000		6,000
Paramedic	Equipment	es_0768-pc.workgroup	tuffbook laptop				6,000					6,000		6,000
Paramedic	Equipment	es_0714-pc.workgroup	tuffbook laptop				6,000					6,000		6,000
Paramedic	Equipment	es_1063-pc.workgroup	tuffbook laptop				6,000					6,000		6,000
Paramedic	Equipment	es_0754-pc.workgroup	tuffbook laptop				6,000					6,000		6,000
Paramedic	Vehicles	ATV-18-8054008	POLARIS 4X4 SIDE BY SIDE			30,000	30,000					30,000		30,000
Paramedic	Vehicles	ERV-18-F286261	TRUCK GMC SIERRA		H	120,000	150,000					150,000		150,000
Paramedic	Vehicles	ERV-18-R375167	TRUCK CHEV TAHOE		H	120,000	120,000					120,000		120,000
Paramedic	Vehicles	ERV-18-R375824	TRUCK CHEV TAHOE		H	120,000	120,000					120,000		120,000
Paramedic	Vehicles	ERV-18-R376195	TRUCK CHEV TAHOE		M	120,000	120,000					120,000		120,000
Paramedic	Vehicles		Ford Expedition	new replacements			120,000					120,000		120,000
Paramedic	Vehicles		FORD F250	new replacements			150,000					150,000		150,000
Paramedic	Vehicles	AMBU-17-9774496	AMBULANCE DEMERS TYPE II	carryover \$235,000			235,000					235,000		235,000
Paramedic	Vehicles	AMBU-18-9774473	AMBULANCE DEMERS TYPE III	carryover \$235,000			235,000					235,000		235,000
Paramedic	Vehicles	AMBU-18-9774474	AMBULANCE DEMERS TYPE III	carryover \$235,000			235,000					235,000		235,000
Paramedic	Vehicles	AMBU-18-9774495	AMBULANCE DEMERS TYPE III (+stretc	carryover \$300,000			300,000					300,000		300,000
Paramedic	Vehicles	AMBU-18-9774497	AMBULANCE DEMERS TYPE III (+stretc	carryover \$300,000			300,000					300,000		300,000
Paramedic	Vehicles	AMBU-19-N044507	AMBULANCE DEMERS TYPE III (+stretc	carryover \$300,000			300,000					300,000		300,000
Paramedic	Vehicles		Deposit for 5 Ambulances ordered in 2023 but not delivered until 2024				500,000					500,000		500,000
Paramedic	Vehicles	AMBU-19-N053032	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	H	235,000								0
Paramedic	Vehicles	AMBU-19-N053279	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	M	235,000								0
Paramedic	Vehicles	AMBU-19-N054530	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	L	235,000								0
Paramedic	Vehicles	AMBU-19-N053540	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	L	235,000								0
Paramedic	Vehicles	AMBU-18-9774498	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	L	235,000								0
Paramedic Total						1,685,000	2,945,000	0	0	0	0	2,945,000	0	2,945,000
Prop-ArnBase	Land Improvement	parking lot		Paramedic base Arnprior		10,000	10,000					10,000		10,000
Prop-ArnBase Total						10,000	10,000	0	0	0	0	10,000	0	10,000
Prop-BBBBase	Land Improvement	crack sealing	under threeshold	Paramedic base Barry's Bay		5,000	0					0		0
Prop-BBBBase Total						5,000	0	0	0	0	0	0	0	0
Prop-CAB	Buildings	door opener	funded CF	CAB			59,000			59,000				59,000
Prop-CAB	Buildings	consulting on new PS base	6% of \$3M base	CAB			180,000					180,000		180,000
Prop-CAB	Buildings	generator transfer switch		CAB		33,000	33,000					33,000		33,000
Prop-CAB	Furniture	office conference furniture		CAB		27,500	0							0
Prop-CAB	Vehicles	LDT	LDTR-12-S287312	TRUCK PICKUP DODGE RAM 1500 4X2	Low	40,000	40,000					40,000		40,000
Prop-CAB Total						100,500	312,000	0	0	59,000	0	253,000	0	312,000
Prop-DeepBase	Buildings	lighting	under threeshold	Paramedic base Deep river		5,500	0					0		0
Prop-DeepBase	Land Improvement	crack sealing	under threeshold	Paramedic base Deep river		5,000	0					0		0
Prop-DeepBase Total						10,500	0	0	0	0	0	0		0

County of Renfrew
2023 Budget

						Road 70	Sources of Financing							
						Bridge 70								
						Culvert 70								
						Revised								
						10 Year Plan	Budget \$							
Department	Primary Category	Detail	Detail	Location/Other	or Risk			Taxation/Other	Share	Grant	Reserve	Reserves	Debt	Total
Prop-OPP	Equipment	HVAC		OPP - Renfrew		11,000	11,000					11,000		11,000
Prop-OPP	Land Improvement	parking lot remediation		OPP - Renfrew		16,500	30,000					30,000		30,000
Prop-OPP Total						27,500	41,000	0	0	0	0	41,000	0	41,000
Prop-PetBase	Buildings	floor sealing		Paramedic base Petawawa		17,600	17,600					17,600		17,600
Prop-PetBase	Land Improvement	crack sealing		Paramedic base Petawawa		20,000	20,000					20,000		20,000
Prop-PetBase Total						37,600	37,600	0	0	0	0	37,600	0	37,600
Prop-RCP	Buildings	roofing		RCP		341,000	341,000					341,000		341,000
Prop-RCP	Buildings	PS storage building	carry over of \$200K	RCP		200,000	425,000					425,000		425,000
Prop-RCP	Equipment	rooftop HVAC units x 2	carry over of \$150K	RCP		220,000	220,000					220,000		220,000
Prop-RCP	Land Improvement	parking lot	carry over of \$50k	RCP		50,000	50,000					50,000		50,000
Prop-RCP	Land Improvement	crack sealing		RCP		13,200	13,200					13,200		13,200
Prop-RCP Total						824,200	1,049,200	0	0	0	0	1,049,200	0	1,049,200
PW	Bridge	B007	Butler Bridge	Butler Road	72	1,700,000	20,000					20,000		20,000
PW	Bridge	B044	Douglas Bridge	5	66	1,800,000	1,800,000					1,800,000		1,800,000
PW	Bridge	B064	Pilgrim Road Bridge	2022 budget carry over \$139K	64	380,000	380,000					380,000		380,000
PW	Bridge	B102	Brennans Creek Bridge	512	62	825,000	10,000					10,000		10,000
PW	Bridge	B108	Tramore Bridge	Tramore Road	72	400,000	20,000					20,000		20,000
PW	Bridge	B156	Burnt Bridge	Burnt Bridge Road	62	530,000	53,000					53,000		53,000
PW	Bridge	B232	Cochrane Creek Bridge	Cement Bridge Road	38	500,000	50,000					50,000		50,000
PW	Bridge	B257	Harrington Creek Bridge	2022 budget carry over \$800K	24	800,000	800,000					800,000		800,000
PW	Bridge	B310	Ski Hill Bridge	58	67	1,200,000	1,200,000					1,200,000		1,200,000
PW	Bridge	B103	O'Grady Bridge	O'Grady Settlement Road	52	26,500	26,500					26,500		26,500
PW	Bridge	B145	Combermere Bridge	62	64	280,000	150,000					150,000		150,000
PW	Bridge	B181	Peter Black Bridge	24	61	180,000	180,000					180,000		180,000
PW	Bridge		General Bridge Repairs			200,000	100,000					100,000		100,000
PW	Buildings	Calabogie	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Low	25,000	25,000					25,000		25,000
PW	Buildings	Calabogie	Property, General Yard & Signs	Site Condition Assessment	Low	15,000	0					0		0
PW	Buildings	Cobden	Gas/Diesel Tanks & Pumps	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000
PW	Buildings	Cobden	Property, General Yard & Signs	Site Condition Assessment	Medium	15,000	0					0		0
PW	Buildings	Cobden	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000
PW	Buildings	Cobden	Furnace				32,000					32,000		32,000
PW	Buildings	Goshen	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Low	25,000	25,000					25,000		25,000
PW	Buildings	Goshen	Property, General Yard & Signs	Site Condition Assessment	Low	15,000	0					0		0
PW	Buildings	Goshen	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000
PW	Buildings	Southwest	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Low	25,000	25,000					25,000		25,000
PW	Buildings	Southwest	Property, General Yard & Signs	Site Condition Assessment	Low	15,000	0					0		0
PW	Buildings	Southwest	Toilets, Sinks, Piping, etc	Architectural Review & design for Washroom	Low	30,000	30,000					30,000		30,000
PW	Buildings	Southwest	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000
PW	Buildings	White Water	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Medium	25,000	25,000					25,000		25,000
PW	Buildings	White Water	Property, General Yard & Signs	Site Condition Assessment	Medium	15,000	0					0		0
PW	Buildings	White Water	Toilets, Sinks, Piping, etc	Architectural Review & design for Washroom	Low	30,000	30,000					30,000		30,000
PW	Buildings	White Water	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000
PW	Culverts	C001	Berlanquet Creek Culvert	5	65	400,000	40,000					40,000		40,000
PW	Culverts	C025	Borne Road Culvert	Borne Road	28.5	800,000	800,000					800,000		800,000
PW	Culverts	C115	Dunlop Crescent Dual Culvert	Dunlop Crescent	37	415,000	415,000					415,000		415,000
PW	Culverts	C134	Campbell Drive Culvert	Campbell Drive	39	600,000	0					0		0
PW	Culverts	C137	Hanson Creek Culverts	carryover 82K	53.79	600,000	600,000					600,000		600,000
PW	Culverts	C191	Dicks Road Culvert	Dicks Road	18	200,000	200,000					200,000		200,000
PW	Culverts	C197	Etmanskie Swamp Culvert	carryover \$1M	43.74	1,300,000	1,300,000					1,300,000		1,300,000
PW	Culverts	C204	Bellows Creek Culvert	12	40.5	540,000	30,000					30,000		30,000
PW	Culverts	C325	Neilson Creek Culvert	Clear Lake Road	18	450,000	450,000					450,000		450,000
PW	Culverts	C040	Snake River Culvert	8	67	25,000	25,000					25,000		25,000
PW	Culverts	C051	Harris Creek Culvert	Proven Line	21	20,000	20,000					20,000		20,000
PW	Culverts	C062	John Watson Culvert 2	John Watson Road	25	45,000	45,000					45,000		45,000
PW	Culverts	C130	Lochiel Creek Culvert North	63	25.5	40,000	40,000					40,000		40,000
PW	Culverts	C136	Robertson Twin Pipes	Robertson Line	43	61,000	61,000					61,000		61,000
PW	Culverts	C201	Broomes Creek Culvert	7	16	200,000	200,000					200,000		200,000
PW	Culverts	C215	Elm Creek Culverts	Snake River Line	21	36,000	36,000					36,000		36,000
PW	Culverts	C221	Kenny's Culvert	Pleasant Valley Road	48.14	20,000	20,000					20,000		20,000
PW	Culverts	C229	Burnt Bridge	Burnt Bridge Road	42.64	30,500	0					0		0
PW	Culverts	C250	Pleasant Valley Culvert	Grants Settlement Road	64.1	80,000	0					0		0
PW	Culverts	C268	St. Columbkille's Culvert	58	59	90,000	90,000					90,000		90,000
PW	Equipment	U-body water tank					36,000					36,000		36,000
PW	Equipment	Roller 3'					55,000					55,000		55,000
PW	Equipment	Forestry Mulcher Attachment					50,000					50,000		50,000
PW	Equipment	Forestry Mulcher Attachment					50,000					50,000		50,000

County of Renfrew
2023 Budget

								Sources of Financing						
								Pembroke	Provincial	Gas Tax Res				
Department	Primary Category	Detail	Detail	Location/Other	or Risk	Revised 10 Year Plan	Budget \$	Taxation/Other	Share	Grant	Reserve	Reserves	Debt	Total
PW	Equipment	Offset Roller					81,000					81,000		81,000
PW	Equipment	Road Winener					110,000					110,000		110,000
PW	Equipment	Offset Roller	2022 budget carry over	tendering as of Oct 2022			80,153					80,153		80,153
PW	Equipment	Road Shoulder MC	2022 budget carry over	tendering as of Oct 2022			95,440					95,440		95,440
PW	Roads		Intersections			200,000	200,000					200,000		200,000
PW	Roads		Scratch Coat			750,000	750,000					750,000		750,000
PW	Roads	1	River Road	Lochwinnoch Rd-to-Storie Rd	27.1	603,077	603,077					603,077		603,077
PW	Roads	1	River Road	Storie Rd-to-County CP Trail	21.5	533,930	533,930					533,930		533,930
PW	Roads	2	Daniel St	Intersection of Gavin/Eady			700,000					700,000		700,000
PW	Roads	6	Gillan Rd	Hwy 60 (O'Brien Rd)-to-Jamieson Lane	72.9	192,214					0			0
PW	Roads	6	Gillan Rd	Jamieson Lane-to-Lime Kiln Rd	67.7	300,902					0			0
PW	Roads	6	Gillan Rd	Lime Kiln Rd-to-Hwy 17	57.7	134,160					0			0
PW	Roads	6	Lochwinnoch Rd	Hwy 17-to-Thomson Rd	69.4	356,315					0			0
PW	Roads	6	Lochwinnoch Rd	Thomson Rd-to-Yantha Rd	70.1	469,159					0			0
PW	Roads	6	Lochwinnoch Rd	Yantha Rd-to-Miller Rd	75.3	201,641					0			0
PW	Roads	20	Bruce St	Hwy 60-to-Urban Limit	71.4	93,065	93,065					93,065		93,065
PW	Roads	20	Bruce St	Urban Limit-to-Cobus Rd	68	239,014	239,014					239,014		239,014
PW	Roads	20	Bruce St	Cobus Rd-to-Hwy 17	66.4	207,480	207,480					207,480		207,480
PW	Roads	21	Beachburg Rd	Hila Rd-to-Cty Rd 12 (Westmeath Rd)	73.8	272,617					0			0
PW	Roads	21	Beachburg Rd	Cty Rd 12 (Westmeath Rd)-to-Finchley Rd	74.3	397,720					0			0
PW	Roads	23	Highland Rd	Sawmill Rd-to-Frank St	47.8	166,970					0			0
PW	Roads	23	Highland Rd	Frank St-to-Cty Rd 2 (White Lake Rd)	46.9	472,610					0			0
PW	Roads	24	White Water Rd	Stafford Third Line-to-Hwy 17	49.4	1,309,911	1,309,911				833,791	476,120		1,309,911
PW	Roads	30	Lake Dore Rd	Hwy 60-to-St. John's Church Steps	42.9	631,856	631,856					631,856		631,856
PW	Roads	30	Lake Dore Rd	St. John's Church Steps-to-Lovers Lane	20.3	961,944	961,944					961,944		961,944
PW	Roads	30	Lake Dore Rd	Lovers Lane-to-Sperberg Rd	30.7	935,748	935,748					935,748		935,748
PW	Roads	37	Murphy Rd	Hwy 17-to-Cty Rd 26 (Doran St)	17.9	1,077,840	1,077,840		669,263			408,577		1,077,840
PW	Roads	37	Murphy Rd	Cty Rd 26 (Doran St)-to-Cty Rd 51 (Petawawa B	31.5	490,588	490,588					490,588		490,588
PW	Roads	42	Forest Lea Rd	Hwy 17-to-B Line Rd	75.5	389,298	389,298					389,298		389,298
PW	Roads	42	Forest Lea Rd	B Line Rd-to-Meadowbrook Dr West Junction	61.6	256,330	256,330					256,330		256,330
PW	Roads	42	Forest Lea Rd	Meadowbrook Dr West Junction-to-Cty Rd 51 (P	75	113,724	113,724					113,724		113,724
PW	Roads	45	Russett Dr	Vanjumar Rd-to-Nieman Dr	47	604,500								0
PW	Roads	45	Russett Dr	Nieman Dr-to-Scheel Dr	56.8	561,100								0
PW	Roads	58	Round Lake Rd	Deer Trail Rd-to-Turners Rd	45.5	763,470	763,470		763,470					763,470
PW	Roads	58	Round Lake Rd	Turners Rd-to-Bonnechere R Bdge W Exp Jnt	54.3	494,010	494,010			494,010				494,010
PW	Roads	65	Centennial Lake Rd	2872 Centennial Lake Rd-to-Black Donald Accoe	14.5	686,230	686,230			686,230				686,230
PW	Roads	508	Calabogie Rd	Cty Rd 34 (Norton Rd)-to-Mill St	34.5	918,160	918,160					918,160		918,160
PW	Roads	508	Calabogie Rd	Goshen Rd-to-Nabarr Rd	45.2	430,564	430,564					430,564		430,564
PW	Roads	508	Calabogie Rd	Nabarr Rd-to-Cty Rd 63 (Stewartville Rd)	58.9	418,982	418,982					418,982		418,982
PW	Roads	508	Calabogie Rd	Cty Rd 63 (Stewartville Rd)-to-Hwy 17	52.5	401,799	401,799					401,799		401,799
PW	Roads	512	Foymount Rd	2022 budget carry over 1.8M								0		0
PW	Roads	512	Foymount Rd	B257-to-Lake Clear Rd	5	1,032,960	1,032,960						1,032,960	1,032,960
PW	Roads	512	Foymount Rd	Lake Clear Rd-to-Buelow Rd	5	802,230	802,230						802,230	802,230
PW	Roads	512	Foymount Rd	Buelow Rd-to-Verch Rd	5	1,605,930	1,605,930						1,605,930	1,605,930
PW	Roads	512	Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)	5	1,049,070	1,049,070						1,049,070	1,049,070
PW	Roads	515	Palmer Rd	Riverside Dr-to-McPhee Bay Rd	45.2	688,599								0
PW	Roads	515	Palmer Rd	McPhee Bay Rd-to-Finch Rd	62.5	650,867								0
PW	Roads	515	Palmer Rd	Finch Rd-to-Palmer Rapids Dam Rd	48.9	609,194	1,585,870				1,585,870			1,585,870
PW	Roads	515	Palmer Rd	Palmer Rapids S Urban Lmt-to-Palmer Rapids N	47.9	183,700	183,700				183,700			183,700
PW	Roads	515	Palmer Rd	Palmer Rapids N Urban Lmt-to-Cty Rd 514 (Sch	67.4	311,300	311,300				311,300			311,300
PW	Roads	517	Dafoe Rd	Radcliffe Twp (Coulas Rd)-to-CA 2049	19.6	421,000	421,000					421,000		421,000
PW	Roads	517	Dafoe Rd	CA 2049-to-Peplinskie Rd	17.3	505,200	505,200					505,200		505,200
PW	Roads	517	Dafoe Rd	Peplinskie Rd-to-Serran Rd	12.7	348,210	348,210					348,210		348,210
PW	Roads	635	Swisha Rd	Hwy 17-to-Interprovincial Bdge S Exp Jnt	74.7	300,000	300,000					300,000		300,000
PW	Vehicles	LDT	LDTR-16-Z335214		Low	42,000	42,000					42,000		42,000
PW	Vehicles	HDT	HDTR-07-J653946	6 Ton Truck	Medium	326,000	326,000					326,000		326,000
PW	Vehicles	HDT	HDTR-08-J105697	6 Ton Truck	Medium	386,000	386,000					386,000		386,000
PW	Vehicles	HDT	HDTR-09-J239888	6 Ton Truck	Low	400,000	400,000					400,000		400,000
PW	Vehicles	Tractor	TRAC-02-L25212	Southwest	High	125,000	125,000					125,000		125,000
PW	Vehicles	Loader	New - Additional		Extreme	500,000	500,000					500,000		500,000
PW	Vehicles	Trailer	New - Additional	Enclosed Cargo 20'	Low	25,000	25,000					25,000		25,000
PW	Vehicles	HDT	2022 budget carry over	617-09 plow truck			391,480					391,480		391,480
PW Total						42,483,189	33,984,064	0	0	2,612,973	2,914,661	23,966,240	4,490,190	33,984,064
RCHC	Buildings	425 Nelson Street	B2010 - Exterior Walls	brick work	does not qualify	12,240	0					0		0
RCHC	Buildings	150 Elizabeth Street North	D2095 - Domestic Water Heaters	2 X 200 GAL Tank		15,000	15,000					15,000	63	15,000
RCHC	Buildings	59 Wallace Street - Site	G4020 - Site Lighting	Site lighting*	carryover	25,000	25,000					25,000		25,000

County of Renfrew
2023 Budget

Department	Primary Category	Detail	Detail	Location/Other	Road 70	Revised 10 Year Plan	Budget \$	Sources of Financing						
					Bridge 70			Pembroke	Provincial	Gas Tax Res	Debt	Total		
					Culvert 70			Taxation/Other	Share	Grant	Reserve			
RCHC	Buildings	236 Hall Vent Stacks	critical			25,000	25,000				25,000	25,000		
RCHC	Buildings	44 Lorne Street	B2030 - Exterior Doors	exterior doors.	carryover	26,000	26,000				26,000	26,000		
RCHC	Buildings	150 Elizabeth Street North	B2030 - Exterior Doors	Fire Exit Door	carryover	35,000	35,000				35,000	35,000		
RCHC	Buildings	425 Nelson Street	fire system consultant		does not qualify	50,000	0				0	0		
RCHC	Buildings	75 Stafford Street	D4010 - Sprinklers	Partial sprinkler system.		50,000	50,000				50,000	50,000		
RCHC	Buildings	k Cres, 596-598 Frank Dench St	Electrical	does not meet current electrical code		50,000	50,000				50,000	50,000		
RCHC	Buildings	26 Spruce Family steps				50,000	50,000				50,000	50,000		
RCHC	Buildings	New install bathroom fans	Do 50 in 2023		does not qualify	50,000	0				0	0		
RCHC	Buildings	Extension to garage at Lorne				50,000	50,000				50,000	50,000		
RCHC	Buildings	75 Stafford Street	C1070 - Plumbing fixture Refurbishment		carryover	75,000	75,000				75,000	75,000		
RCHC	Buildings	ey, 220/350 Arith Blvd - (14) Dupl	Roofing	Asphalt shingle roofing.	carryover	75,000	75,000				75,000	75,000		
RCHC	Buildings	0-1144 Lea St - (2) Townhome Bl	B30 - Roofing	Asphalt shingles.		90,000	90,000				90,000	90,000		
RCHC	Buildings	260 Elizabeth Street North	A20 - Basement Construction	Structural issues		100,000	100,000				100,000	100,000		
RCHC	Buildings	0-1144 Lea St - (2) Townhome Bl	B2020 - Exterior Windows	All, based on sample units		125,000	125,000				125,000	125,000		
RCHC	Buildings	41 Vimy Building shift				150,000	150,000				150,000	150,000		
RCHC	Buildings	1030-1106 Lea St - (4) Townhon	B30 - Roofing	Asphalt shingles.		200,000	200,000				200,000	200,000		
RCHC	Buildings	demolition and rebuild - 202 cecil			OHPI		546,000			546,000				
RCHC	Buildings	lee & douglas new build		RCHC contribution	COCHI		2,350,000			2,350,000				
RCHC	Vehicles	TRAC-09-LAWNPO2	Tractor 510 MacKay/515 River Rd		Low	8,600	8,600				8,600	8,600		
RCHC	Vehicles	TRAC-06-LAWNPO5	Lawn tractor 425 Nelson		Low	8,600	8,600				8,600	8,600		
RCHC	Vehicles	LTDR-15-N107755	VAN MTCE NISSAN		Low	46,000	46,000				46,000	46,000		
RCHC Total						1,316,440	4,100,200	0	0	2,896,000	0	1,204,200	0	4,100,200
Grand Total						47,841,929	43,837,164	0	0	5,567,973	2,914,661	30,864,340	4,490,190	43,837,164

Breakdown of Treasurer's Statement of Remuneration and Expenses Paid to County Council
DECEMBER - YEAR-TO-DATE

To the Warden and Members of the Renfrew County Council:

The following is an itemized statement of remuneration and expenses paid to, and on behalf of each member of Renfrew County Council.

Name	Payroll				Payroll & Accounts Payable	Payroll & Accounts Payable	Accounts Payable		TOTAL
	Salary	ADHOC	Mileage	Expenses	FCM	CONVENTION	ADHOC	OTHER	
Bennett, David	14,532.96	1,701.00	1,360.30	0.00	0.00	0.00	0.00	0.00	17,594.26
Brose, James	16,712.04	0.00	671.00	0.00	0.00	1,582.37	0.00	0.00	18,965.41
Doncaster, Glenn	14,714.55	0.00	671.00	0.00	10,900.36	2,811.99	0.00	0.00	29,097.90
Donohue, Michael	16,712.04	1,458.00	1,443.26	0.00	407.04	3,449.36	0.00	0.00	23,469.70
Emon, Peter	19,386.36	3,159.00	2,027.64	0.00	11,482.56	3,599.01	0.00	0.00	39,654.57
Giardini, Anne	1,392.67		80.52						1,473.19
Grills, Deborah	14,532.96	486.00	1,678.72	0.00	0.00	0.00	0.00	0.00	16,697.68
Hunt, Brian	14,073.94	1,944.00	2,244.80	0.00	0.00	3,477.57	0.00	0.00	21,740.31
Jahn, Valerie	1,211.08		76.86						1,287.94
Keller, Sheldon	13,321.88	972.00	2,003.48	0.00	0.00	0.00	0.00	0.00	16,297.36
Love, Kim	13,321.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13,321.88
Lynch, Daniel	14,750.96	2,187.00	2,133.78	0.00	808.40	399.14	0.00	0.00	20,279.28
MacKenzie, Mark	1,211.08		92.72						1,303.80
Mayville, David	1,211.08		67.10						1,278.18
Murphy, Jennifer	16,712.04	1,458.00	1,448.14	0.00	209.58	2,584.53	0.00	0.00	22,412.29
Nicholson, Neil	1,211.08		80.52						1,291.60
Peckett, Tom	15,319.37	0.00	1,581.12	0.00	0.00	2,201.87	0.00	0.00	19,102.36
Serviss, Gary	1,211.08		39.04						1,250.12
Regier, Cathy	13,539.88	0.00	589.26	0.00	0.00	893.04	0.00	0.00	15,022.18
Reinwald, John	13,321.88	486.00	954.04	0.00	0.00	0.00	0.00	0.00	14,761.92
Robinson, Debbie	60,834.62	13,608.00	3,131.13	56.87	389.13	1,159.05	0.00	2,567.71	81,746.51
Sweet, Robert	15,912.67	4,131.00	873.28	0.00	0.00	3,037.13	0.00	0.00	23,954.08
Tiedje, Janice	13,321.88	0.00	473.97	0.00	0.00	2,674.85	0.00	0.00	16,470.70
Watt, Keith	1,211.08		14.64						1,225.72
Weir, Robert	1,211.08		344.04						1,555.12
Willmer, Mark	1,211.08		96.38						1,307.46
TOTAL	\$ 312,103.22	\$ 31,590.00	\$ 24,176.74	\$ 56.87	\$ 24,197.07	\$ 27,869.91	\$ -	\$ 2,567.71	\$ 422,561.52

Your portfolio report

as of January 11, 2023

Overview of your portfolio

Account	Name	Type	Value on Dec 31, 2022	Value on Jan 11, 2023	Cash	Fixed income	Equity	Percent of total
495-15510	RENFREW, COUNTY OF	Corporate	7,100,000	7,100,000	14.08%	85.92%	0.00%	100.00%
Total portfolio value in Canadian \$			\$7,100,000	\$7,100,000	14.08%	85.92%	0.00%	100%

Questions?

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Details of your investments

Quantity	Description		Average cost price	Cost value	Market price	Market value	Percent of total	Div/ int.	Annualized income	Yield	Unrealized gain/loss	
											Value	Percent
Cash and short term												
1,000,000	BMO GIC ANN	3.51%06NOV23	100.000	1,000,000	100.000	1,000,000	14.08	3.51	35,100	3.51%		
Total cash and short term				\$1,000,000		\$1,000,000	14.08%		\$35,100	3.51%		
Fixed income and related securities												
Fixed income												
1,000,000	BMO GIC ANN	2.63%08MAY24	100.000	1,000,000	100.000	1,000,000	14.08	2.63	26,300	2.63%		
1,000,000	CDNWEST GIC ANN	2.9%08MAY24	100.000	1,000,000	100.000	1,000,000	14.08	2.90	29,000	2.90%		
500,000	BMO GIC ANN	4.55%23SEP24	100.000	500,000	100.000	500,000	7.04	4.55	22,750	4.55%		
1,000,000	BMO MTG GIC ANN	2.31%15OCT24	100.000	1,000,000	100.000	1,000,000	14.08	2.31	23,100	2.31%		
1,000,000	BMO GIC ANN	2.11%07MAY25	100.000	1,000,000	100.000	1,000,000	14.08	2.11	21,100	2.11%		
100,000	EQTBL GIC ANN	2.15%23SEP26	100.000	100,000	100.000	100,000	1.41	2.15	2,150	2.15%		
100,000	EQTBLTR GIC ANN	2.15%23SEP26	100.000	100,000	100.000	100,000	1.41	2.15	2,150	2.15%		
100,000	HOME TR CO GIC AN	2.15%23SEP26	100.000	100,000	100.000	100,000	1.41	2.15	2,150	2.15%		
100,000	HOMEQTY BK GIC AN	2.15%23SEP26	100.000	100,000	100.000	100,000	1.41	2.15	2,150	2.15%		
600,000	MANLIFE GIC ANN	1.75%23SEP26	100.000	600,000	100.000	600,000	8.45	1.75	10,500	1.75%		
100,000	PR CHOICE GIC ANN	1.95%23SEP26	100.000	100,000	100.000	100,000	1.41	1.95	1,950	1.95%		
100,000	RFA BK OF CDA GIC	1.85%23SEP26	100.000	100,000	100.000	100,000	1.41	1.85	1,850	1.85%		
400,000	BMO TR CO GIC ANN	4.75%06DEC27	100.000	400,000	100.000	400,000	5.63	4.75	19,000	4.75%		
Total fixed income				\$6,100,000		\$6,100,000	85.92%		\$164,150	2.69%		
Total fixed income and related securities				\$6,100,000		\$6,100,000	85.92%		\$164,150	2.69%		
Total portfolio value in Canadian \$				\$7,100,000		\$7,100,000	100%		\$199,250	2.81%		

Details of your investments

Quantity	Description	Average cost price	Cost value	Market price	Market value	Percent of total	Div/ int.	Annualized income	Yield	Unrealized gain/loss	
										Value	Percent

Debit/Credit interest rates on cash balances may be different from actual rates applied to your account.

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Further, the average cost value provided to you in this report may have been adjusted to reflect information provided to us by third parties or by you. Positions identified in this report with * may be held at other financial institutions and may not be covered by the Canadian Investor Protection Fund (CIPF). Please consult the monthly statements you receive from the relevant financial institution(s) to determine CIPF coverage. Also, please consult the monthly statements you receive from BMO Nesbitt Burns Inc. to determine which positions were held in segregation. If there are any discrepancies between the transactions or positions shown on this report and those shown on your monthly statements, please contact your Investment Advisor.

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Your portfolio report

as of January 11, 2023

Overview of your portfolio

Account	Name	Type	Value on Dec 31, 2022	Value on Jan 11, 2023	Cash	Fixed income	Equity	Percent of total
495-19066	RENFREW COUNTY HOUSING CORP.,	Corporate	200,000	200,000	0.00%	*****	0.00%	100.00%
Total portfolio value in Canadian \$			\$200,000	\$200,000	0.00%	100.00%	0.00%	100%

Questions?

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Details of your investments

Quantity	Description	Average cost price	Cost value	Market price	Market value	Percent of total	Div/ int.	Annualized income	Yield	Unrealized gain/loss	
										Value	Percent
Fixed income and related securities											
Fixed income											
100,000	CDNWEST GIC ANN 5.15%25NOV27	100.000	100,000	100.000	100,000	50.00	5.15	5,150	5.15%		
100,000	HOMEQTY BK GIC AN 5.16%25NOV27	100.000	100,000	100.000	100,000	50.00	5.16	5,160	5.16%		
Total fixed income			\$200,000		\$200,000	100.00%		\$10,310	5.16%		
Total fixed income and related securities			\$200,000		\$200,000	100.00%		\$10,310	5.16%		
Total portfolio value in Canadian \$			\$200,000		\$200,000	100%		\$10,310	5.16%		

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Further, the average cost value provided to you in this report may have been adjusted to reflect information provided to us by third parties or by you. Positions identified in this report with * may be held at other financial institutions and may not be covered by the Canadian Investor Protection Fund (CIPF). Please consult the monthly statements you receive from the relevant financial institution(s) to determine CIPF coverage. Also, please consult the monthly statements you receive from BMO Nesbitt Burns Inc. to determine which positions were held in segregation. If there are any discrepancies between the transactions or positions shown on this report and those shown on your monthly statements, please contact your Investment Advisor.

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COUNTY OF RENFREW**BY-LAW NUMBER – 23 ~~115-22~~****EMPLOYMENT BY-LAW # 1 FOR COUNTY OFFICERS AND STAFF**

WHEREAS the Council of the Corporation of the County of Renfrew deems it advisable to employ County Officers and Staff under and subject to the provisions of a By-law;

AND WHEREAS the Ontario Municipal Act empowers Council to pass such a By-law regulating the appointment, duties and remuneration of such Officers and Staff;

NOW THEREFORE the Council of the Corporation of the County of Renfrew enacts as follows:

ARTICLE 1 - INSURANCE AND HEALTH BENEFITS**PART A - Full-Time Employees****1. Pension**

The Ontario Municipal Employees Retirement System Pension Plan shall apply as per the OMERS Agreement.

2. Life Insurance

The Employer shall pay 100% of the premiums for Basic Group Life Insurance coverage and Accidental Death or Dismemberment. From age 71 to 75, "life coverage" will be at a rate of 50% of the coverage provided in the original plan for non-union employees.

3. Extended Health Care

The Employer shall pay 100% of the premiums for the Extended Health Care Plan. There is a drug dispensing fee cap of \$8.50.

4. Dental Plan

The employer shall pay 100% of the standard dental plan (prior year ODA schedule).

In additional, major restorative coverage is provided at 50% co-insurance to a maximum of \$2,000 per year per insured. Orthodontic coverage is provided at 50% co-insurance to a lifetime maximum of \$2,000 per insured.

5. Health Care Spending Account

In addition to the Extended Health and the Dental Plan, full-time employees have access to an annual Health Care Spending Account. The Health Care Spending Account is set at \$850.00 annually. This is prorated for new employees.

6. Optional Life Insurance/Optional Accidental Death & Dismemberment Insurance

Employees may participate in an Optional Life Insurance Program and an Optional Accidental Death & Dismemberment Program within the terms and conditions of the policy, provided the employee assumes full responsibility for the premiums.

7. Early Retiree Benefit

The employer shall pay 100% of the premiums for employees who qualify under OMERS for an Early Retirement Plan for full-time employees as follows:

- For all employees who retired prior to January 30, 2013 a lifetime maximum of \$25,000 for claims.
- For all employees who retire after January 29, 2013 a lifetime maximum of \$50,000 for claims.
- For all employees who retire after March 1, 2015 a lifetime maximum of \$75,000 for claims.
- For all employees who retire after February 1, 2016 a lifetime maximum of \$100,000 for all claims.
- For all employees who retire after March 1, 2021 there is no lifetime maximum cap for all health and dental claims.

ARTICLE 2 - PAID HOLIDAYS

Thirteen paid holidays shall be provided. Specific days are outlined in the Corporate Policies and Procedures Manual.

ARTICLE 3 - OTHER ALLOWANCES

1. Mileage Allowance

For the use of vehicles authorized by the employee's supervisor, the employee shall receive a mileage allowance established at the maximum automobile allowance rate approved by the Canada Revenue Agency (CRA).

2. Meals, Gratuities and Incidental Expenses

While attending conferences, conventions, seminars, workshops or business meetings, employees will receive actual expenses supported by receipts of up to \$95.00 per day.

3. Safety Footwear Allowance

- (a) Employees who are required by nature of their job to wear safety footwear on a regular daily basis shall be provided the following annual allowance:
Effective January 1, 2017: Full-time - \$275.00 per annum
Part-time - \$137.50 per annum
- (b) Employees who are required by nature of their job to wear safety footwear on an occasional basis will be provided with the above allowance once every three years.

ARTICLE 4 - RATES OF PAY

Schedule "A" - Non-Union Salary Grid and Classifications

ARTICLE 5 - ADJUSTMENT DATE

The next adjustment date shall be January 1, 2023~~34~~ or earlier as deemed appropriate by Council.

ARTICLE 6 - ENFORCEMENT AND GENERAL

1. Matters pertaining to working conditions and employment are also set out in the Corporate Policies and Procedures Manual. The manual should be referred to for additional information about the employment conditions contained in this by-law.
2. Any other amendments to this By-law shall be recommended by the Finance & Administration Committee to County Council in the form of a replacement By-law.
3. This By-law shall not be interpreted to contradict or violate any statute or regulation of the Province of Ontario.
4. By-law ~~75-22~~ **115-22** is hereby repealed.
5. This By-law shall come into force and be effective ~~October 1, 2022~~ **January 1, 2023** except where otherwise noted.

READ a first time this ~~26th day of October, 2022~~ **29th day of March, 2023.**

READ a second time this ~~26th day of October, 2022~~ **29th day of March, 2023.**

READ a third time and finally passed this ~~26th day of October, 2022~~ **29th day of March, 2023.**

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

County of Renfrew Non-Union Staff Salary Grid**Schedule "A"****Effective: ~~August 1, 2022~~ January 1, 2023**

Group	Step 1	Step 2	Step 3	Step 4	Step 5 Job Rate	Merit
1	23.36	24.07	24.80	25.54	26.31	1,274.00
2	24.54	25.29	26.04	26.82	27.63	1,483.00
3	29.05	29.92	30.82	31.75	32.70	1,700.00
4	30.57	31.48	32.43	33.39	34.40	1,900.00
5	33.50	34.51	35.55	36.62	37.72	2,122.00
6	36.83	37.93	39.08	40.25	41.45	2,333.00
7	40.21	41.41	42.66	43.93	45.26	2,549.00
8	44.74	46.08	47.46	48.88	50.35	2,759.00
9	50.97	52.50	54.07	55.69	57.36	3,024.00
10	53.35	54.95	56.59	58.29	60.05	3,291.00
11	56.91	58.61	60.36	62.17	64.04	3,557.00
12	60.39	62.21	64.08	65.99	67.98	3,824.00
13	64.44	66.37	68.36	70.42	72.53	4,082.00
14	68.86	70.93	73.05	75.25	77.51	4,349.00
15	73.28	75.47	77.73	80.07	82.47	4,618.00
16	76.45	78.74	81.11	83.54	86.04	4,829.00
17	79.61	82.00	84.46	87.00	89.60	5,045.00

Classification	Permanent Rate
Student (under 18)	14.60
Student (18 and over)	15.50
Lead Hand Premium	2.00
Grader Operator Premium	1.25
Shift Premium	0.85
Weekend	0.50
Commander Shift Premium	0.75

Revised: ~~October 2022~~ **March 2023**

County of Renfrew Staff Classifications and Salary Ranges

GROUP	HOURLY (\$)	POSITION	
1	22.90 – 25.79 23.36 – 26.31	<ul style="list-style-type: none"> Administration Clerk COVID-19 Screener & Visit Facilitator 	<ul style="list-style-type: none"> Data Entry Clerk Labourer
2	24.06 – 27.09 24.54 – 27.63	<ul style="list-style-type: none"> Administrative Assistant I Fundraising Coordinator 	<ul style="list-style-type: none"> Logistics Clerk Maintenance Person
3	27.65 – 32.06 29.05 – 32.70	<ul style="list-style-type: none"> Accounting Clerk I Administrative Assistant II Administrative and Business Support Assistant Court Service Specialist COVID-19 Screener Coordinator 	<ul style="list-style-type: none"> Customer Service Representative Economic Development Specialist Intake Coordinator Scheduling Clerk Sign Shop Fabricator Trails Coordinator
4	29.09 – 33.73 30.57 – 34.40	<ul style="list-style-type: none"> Administrative Assistant - Finance Data Analysis Coordinator Economic Development & Entrepreneurship Coordinator 	<ul style="list-style-type: none"> Inclusion Coordinator Licensed Home Visitor Tourism Industry Relations & Digital Marketing Coordinator Truck/Equipment Operator
5	32.84 – 36.98 33.50 – 37.72	<ul style="list-style-type: none"> Accounting Clerk I – Finance Administrative Assistant III Eligibility Coordinator Junior Planner/Land Division Secretary-Treasurer 	<ul style="list-style-type: none"> Media Relations and Social Media Coordinator Tourism Development Officer
6	35.06 – 40.64 36.83 – 41.45	<ul style="list-style-type: none"> Accounting Technician Assistant Food Services Supervisor Capital Projects Administrator Engineering Technician Forestry & Trails Technician 	<ul style="list-style-type: none"> GIS Technician Infrastructure Coordinator IT Technician Junior Planner Mechanic Ontario Works Agent Payroll Administrator
7	39.42 – 44.37 40.21 – 45.26	<ul style="list-style-type: none"> Capital Projects Coordinator Child Care & Early Years Supervisor Client Programs Supervisor Community Housing Supervisor Construction Supervisor County Planner Early Years Supervisor 	<ul style="list-style-type: none"> Executive Assistant/Deputy Clerk Human Resources Coordinator Infrastructure Technician Operations Coordinator Patrol Supervisor Small Business Advisor Social Worker Systems Analyst

GROUP	HOURLY (\$)	POSITION	
8	43.86 – 49.36 44.74 – 50.35	<ul style="list-style-type: none"> • Administration Supervisor • Business Development Officer • County Forester • Dietitian • Environmental Services Supervisor • Food Services Supervisor 	<ul style="list-style-type: none"> • Network Administrator • Prosecutor • Prosecutor (Bilingual) • Senior Planner • Supervisor, Ontario Works • Supervisor, Technical Services
9	49.97 – 56.24 50.97 – 57.36	<ul style="list-style-type: none"> • Employee Health Coordinator • Manager, Economic Development Services 	<ul style="list-style-type: none"> • Manager, Forestry & GIS • Physiotherapist • Manager, Provincial Offences
10	52.30 – 58.87 53.35 – 60.05	<ul style="list-style-type: none"> • Commander • Manager, Child Care Services • Manager, Finance • Manager, Housing and Homelessness 	<ul style="list-style-type: none"> • Manager, Human Resources • Manager, Information Technology • Manager, Ontario Works • Manager, Real Estate • Resident Care Coordinator
11	55.79 – 62.78 56.91 – 64.04	<ul style="list-style-type: none"> • Manager, Infrastructure • Manager, Operations 	<ul style="list-style-type: none"> • Manager, Planning Services
12	59.21 – 66.65 60.39 – 67.98	<ul style="list-style-type: none"> • Deputy Chief Clinical Programs 	<ul style="list-style-type: none"> • Deputy Chief Operations • Director of Care
13	63.18 – 71.11 64.44 – 72.53	<ul style="list-style-type: none"> • Nurse Practitioner 	
14	67.51 – 75.99 68.86 – 77.51		
15	71.84 – 80.85 73.28 – 82.47	<ul style="list-style-type: none"> • Administrator, Bonnechere Manor 	
16	74.95 – 84.35 76.45 – 86.04		
17	78.05 – 87.84 79.61 – 89.60	<ul style="list-style-type: none"> • Director, Corporate Services • Director, Development & Property • Director, Emergency Services /Chief Paramedic Services 	<ul style="list-style-type: none"> • Director, Long Term Care • Director, Public Works & Engineering • Director, Community Services

Revised: ~~June 2022~~ **March 2023**

COUNTY OF RENFREW

BY-LAW NUMBER ~~8-23~~ - 23

**A BY-LAW TO AMEND BY-LAW 63-03 HUMAN RESOURCES CORPORATE
POLICIES AND PROCEDURES FOR THE COUNTY OF RENFREW**

WHEREAS on October 29, 2003 the Corporation of the County of Renfrew enacted By-law No. 63-03, a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew;

AND WHEREAS it is deemed desirable and expedient to amend the said By-law for the purpose of establishing a new policy and/or amending and/or removing an existing policy;

NOW THEREFORE the Council of the Corporation of the County of Renfrew hereby enacts as follows:

1. That the following amended policies attached to this By-law be hereby enacted as an amendment to the said By-law 63-03:
 - C-02 Pension Plan
 - G-07 Employee and Family Assistance Plan (EFAP)
2. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this ~~25th~~ **29th** day of ~~January~~ **March**, 2023.

READ a second time this ~~25th~~ **29th** day of ~~January~~ **March**, 2023.

READ a third time and finally passed ~~25th~~ **29th** day of ~~January~~ **March**, 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: C-02
POLICY: Pension Plan				
DATE CREATED: NOV 30/94	REVIEW DATE: FEB 2/23	REVISION DATE: MARCH 29/23	COVERAGE: All Employees	PAGE #: 1 of 3

POLICY STATEMENT

The County of Renfrew participates in the Ontario Municipal Employee Retirement System (OMERS) plan. All full-time employees join the Ontario Municipal Employees Retirement System (OMERS). Subject to enrolment requirements, part-time employees may participate in the OMERS pension system. It is also mandatory to participate in the Canada Pension Plan.

POLICY SCOPE

This policy governs the process of joining the OMERS plan for full-time and non-full-time employees.

POLICY DEFINITIONS

Full-time employee under the OMERS plan means a permanent employee who works at least 32 hours per week.

Non-full-time employees under the OMERS plan means any employee who is working for and paid directly by an OMERS employer on a less than continuous full-time basis. Examples include: employee who are classified as short-term, casual, relief, temporary, seasonal, part-time, or certain contract employees.

POLICY CONTENT

1. Consult the appropriate Collective Agreement for any deviations to the following procedures.
2. **Full-time employee enrolment**
 - a. Documentation is completed at the time of hire and submitted to the Payroll Office. Employee contributions are made through payroll deduction.

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: C-02
POLICY: Pension Plan				
DATE CREATED: NOV 30/94	REVIEW DATE: FEB 2/23	REVISION DATE: MARCH 29/23	COVERAGE: All Employees	PAGE #: 2 of 3

- b. Enrolment is mandatory for full-time employees from the first day of employment **or on the date the employee becomes full-time**, and premiums are shared by the employee and the County.
- c. When a full-time employee transfers from full-time to **non-full**part-time the OMERS pension contributions continue.
- ~~3. Subject to specific legislated conditions, a part-time employee may participate in the OMERS plan. These conditions are:~~
 - ~~(a) Effective January 1, 1988, any employee who, in each of two (2) consecutive calendar years:~~
 - ~~(i) Has earned not less than thirty five percent (35%) of the Year's Maximum Pensionable Earnings under the Canada Pension Plan.~~
 - ~~(ii) Has worked 700 hours.~~
 - ~~is given the option to join the pension plan.~~
- 3. Non-full-time employee enrolment**
 - a. **OMERS membership for non-full-time employees is voluntary.**
 - b. **County employees may enrol in OMERS upon hire or at a later date as a non-full-time employee.**
 - c. **Premiums are shared by the employee and the County.**
 - d. **Once an employee enrolls in the plan, they are generally unable to opt out, and will continue to be a member until retirement, termination/resignation or November 30th of the year the member turns 71.**
 - e. ~~4. An offer of OMERS membership waiver form is signed by any new non-full~~part-time employee. ~~who elects not to participate in OMERS.~~
 - ~~(b) In a multi-employer setting the criteria are measured against any participating employer, not just one. Also, an employee's membership, once gained, may not~~

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: C-02
POLICY: Pension Plan				
DATE CREATED: NOV 30/94	REVIEW DATE: FEB 2/23	REVISION DATE: MARCH 29/23	COVERAGE: All Employees	PAGE #: 3 of 3

~~be lost if the criteria are not met in the subsequent year. This is the same as current OMERS rules.~~

~~(c) — Waiver forms are completed every two years by part-time employees who qualify for, but choose not to participate in, the OMERS Plan.~~

~~(d) — For part-time employees participating in OMERS, premiums are shared by the employee and the County.~~

4. Details of the OMERS Plan are outlined **online at:** <https://www.omers.com/> ~~in a brochure available from the Human Resources Department or Payroll Office.~~

APPENDIX A:

[OMERS Waiver Form 103](#)

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: G-07
POLICY: Employee and Family Assistance Program (EFAP)				
DATE CREATED: MAR25/09	REVIEW DATE: FEB 2/23	REVISION DATE: MARCH 29/23	COVERAGE: All Employees	PAGE #: 1 of 3

POLICY STATEMENT:

The County of Renfrew believes in the health and well-being of its employees and is committed to helping them maximize their potential through the support of a comprehensive and confidential Employee and Family Assistance Program (EFAP). The EFAP offers resources to assist employees with various health and wellness issues. This service is provided by a third-party agency, ~~Morneau Shepell~~ **Inkblot Technologies Inc.** The EFAP responds to the well-being of County of Renfrew employees and is recognized as an important benefit package provided at no cost to employees and their immediate family members (spouse and children).

~~PROCEDURE~~ POLICY CONTENT:

1. Confidentiality is the cornerstone of the EFAP. The EFAP is completely confidential within the limits of the law. No one, including your Employer, will ever know that you have used the service unless you choose to tell them. The County of Renfrew recognizes individual employee privacy rights and promotes the confidentiality of the EFAP. Fees for the EFAP service are paid in advance by the County of Renfrew.

The County of Renfrew recognizes that personal and work-related concerns of its employees and their families can impact their work performance and quality of life. ~~Morneau Shepell~~ **Inkblot Technologies Inc.** is a leading EFAP service provider and offers a wide range of confidential and voluntary support services to assist employees and their immediate family members with resolving everyday challenges, complex issues, and everything in-between. The EFAP includes access to various health and wellness information and voluntary short-term professional counselling. ~~Refer to Appendix A – Morneau Shepell “Let Us Help” Brochure and Appendix B – Morneau Shepell EFAP Services Pamphlet for details of the support services.~~

2. Short-term professional counselling provides support for personal and emotional issues. Employees may choose from a variety of delivery **modalities** ~~methods~~ to best suit their comfort level and lifestyle. ~~including in person, telephonic, E-counselling, First Chat (instant online chat with a counsellor), video, and self paced text based resource packages.~~

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: G-07
POLICY: Employee and Family Assistance Program (EFAP)				
DATE CREATED: MAR25/09	REVIEW DATE: FEB 2/23	REVISION DATE: MARCH 29/23	COVERAGE: All Employees	PAGE #: 2 of 3

4. Access to your Employee and Family Assistance Program is available 24 hours a day / 7 days a week by phone, web or mobile app:
If you want to reach out by phone, call 1-855-933-0103
<https://org.inkblottherapy.com/countyofrenfrew> or scan the QR code.



English Language: 1-844-880-9142 — TTY Service: 1-877-338-0275

workhealthlife.com

Download the My EAP app at your device app store or scan the QR code.



French Language: 1-844-880-9143 — ATS-ATME: 1-877-338-0275

travailsantevie.com

Téléchargez Mon PAE dès maintenant à partir de la boutique d'applications de votre appareil ou saisissez le code QR avec votre appareil.



5. ~~The counseling services and various other resources of the EFAP are available to all employees and their immediate family members.~~
6. Access to the EFAP is on a voluntary basis. It is understood that managers, supervisors, or union representatives with a concern(s) may recommend use of the program to employees.

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: G-07
POLICY: Employee and Family Assistance Program (EFAP)				
DATE CREATED: MAR25/09	REVIEW DATE: FEB 2/23	REVISION DATE: MARCH 29/23	COVERAGE: All Employees	PAGE #: 3 of 3

7. The County of Renfrew acknowledges that it is to the benefit of its employees to obtain assistance quickly in order to restore health and well-being and seek assistance proactively to achieve optimum health and wellness. Use of the EFAP will not jeopardize job security or promotional opportunities.
8. The Chief Administrative Officer / Clerk has designated the **Manager of Human Resources** ~~corporate Employee Health Coordinator~~ responsible for the coordination of the EFAP program. Employees may contact their supervisor, the Employee Health Coordinator, Human Resources personnel, and / or union representatives for more information about the program. Employees may also go to <https://org.inkblottherapy.com/countyofrenfrew>
~~www.countyofrenfrew.on.ca/intranet/search/health%20and%20wellness/efap/~~
9. Access to the EFAP for student employees can be authorized **by the Manager of Human Resources or designate**, on an as needed basis. Contact your supervisor or the Employee Health Coordinator for further information.

Appendix A:

Inkblot Therapy Step-By-Step

~~Morneau Shepell "Let Us Help" Brochure~~

Appendix B:

Inkblot Poster

~~Morneau Shepell EFAP Services Pamphlet~~