



**COUNTY COUNCIL  
BUDGET WORKSHOP**

**9:30 A.M., WEDNESDAY, JANUARY 24, 2024**

**and**

**9:30 A.M. THURSDAY, JANUARY 25, 2024**

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**AGENDA**

1. Call to Order.
2. Land Acknowledgement.
3. Moment of Silent Reflection.
4. National Anthem.
5. Roll Call.
6. Disclosure of Pecuniary Interest and General Nature Thereof.
7. Chair of Finance and Administration – Opening Remarks on 2024 Budget.
8. CAO/Clerk and Acting Treasurer/Manager of Finance - Overview of 2024 County of Renfrew Budget.
9. Closed Meeting – pursuant to Section 239 of the Municipal for the purpose of personal matters about an identifiable individual, including municipal or local board employees;
10. By-laws:
  - (a) By-law – 4-24 - A By-Law to Adopt the Estimates for the Sums Required During the Year 2024 for General, Capital and all Purposes of the County of Renfrew.
11. New Business.
12. Confirmatory By-law 5-24 - A By-law to Confirm the Proceedings of the Council of the County of Renfrew at the Meeting held on January 24 and 25, 2024.
13. Adjournment.

**NOTE:** (a) Any submissions received by the public, either orally or in writing may become part of the public record/package.



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**Renfrew**  
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## 2024 Budget

January 24 and 25, 2024

## 2024 Budget Guidelines

### **RESOLUTION NO. FA-CC-23-09-81**

THAT County Council approve the 2024 Budget Guideline with a 3% annual levy target increase.

### **RESOLUTION NO. FA-CC-23-08-73**

THAT County Council approve that the County of Renfrew's non-union salary grid be adjusted annually based on the June 12 month average of the Consumer Price Index (CPI) for Ontario (all items) as determined by Statistics Canada (4.79% for 2024); AND THAT the adjustment will be effective for Pay Period #1 each year; AND FURTHER THAT this adjustment will not be lower than any increase negotiated with any union collective agreement.

### **November 9<sup>th</sup> County Council Resolution**

THAT County Council recommend that the Draft Asset Management Plan and Long Term Financial Plan be returned to a future session of County Council with updated end of 2023 financial impacts; AND FURTHER THAT County Council recommend that the 2024 Draft Budget be presented with the Asset Management Plan and Long Term Financial Plan with consideration to Option 3, as presented, including a range of potential scenarios.

# 2024 Budget Format

2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%	2022 Actual	2021 Actual	2020 Actual	2019 Actual	2018 Actual
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**2024 Budget Enhancement** - are there any service level increases that Council would like to consider as part of this budget, these are new activities, new staff/hours, new programs, etc.?

**2024 Budget 3% Target** - a budget that will allow us to meet the Council target.

**2024 Budget 3% Pressure** - what do staff feel are the best ways to meet the Council target of a 3% increase; what can we not do next year in order to meet council directed targets?

**2024 Budget Baseline** - what will it cost to provide the same level of service for the 2024 year?

**2023 Budget** - for reference.

**Variance** - the increase in the baseline budget over the 2023 budget in dollars, percentage, and percentage after the 3% budget pressure adjustments.

**2018-2022 Actual** - five years of actual costs for reference.

# 2024 Budget Format

**2024 Budget 3% Pressure** – what do staff feel are the best ways to meet the Council target of a 3% increase; what can we not do next year in order to meet Council directed targets?

Staff will present the decreases or reductions in three groups or levels of severity:

**Level 1:** Items we can implement with minimal service level disruptions. For example, minor adjustments, staff reductions that can be achieved with attrition, etc.

**Level 2:** Items that we can implement with minimal service level disruptions, however they are temporary or one time solutions or cost shifts. For example, using reserves to cover operating costs, deferring required purchases, charging lower tiers.

**Level 3:** Items that will reduce service levels provided.

# Summary

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
COUNTY LEVY (3.06% Growth)	2,555,270	56,099,266	(4,702,733)	60,801,999	52,893,896	7,908,103	14.95%	6.06%

County Levy Increase	\$7,908,103	14.955%
Less Weighted CVA growth	<u>(1,618,553)</u>	<u>-3.06%</u>
County budget levy increase	6,289,550	11.89%
• Level 1 reductions	(1,834,531)	-3.47%
• Level 2 reductions	(1,433,909)	-2.71%
• Level 3 reductions	<u>(1,434,293)</u>	<u>-2.71%</u>
County 3% target budget levy increase	1,586,817	3.00%
Enhancements	\$2,517,270	4.76%

# Finance & Administration Committee

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
MEMBERS OF COUNCIL	0	632,460	(13,000)	645,460	613,829	31,631	5.2%	3.0%
GENERAL - ADMINISTRATION	35,500	988,922	0	988,922	989,775	(853)	-0.1%	-0.1%
INFORMATION TECHNOLOGY	50,000	549,576	0	549,576	536,587	12,989	2.4%	2.4%
HUMAN RESOURCES DEPARTMENT	0	234,500	(59,474)	293,974	259,687	34,287	13.2%	-9.7%
PUBLICITY/PUBLIC RELATIONS SERVICE	0	0	(15,000)	15,000	15,000	0	0.0%	
AGRICULTURE & REFORESTATION	0	0	(20,000)	20,000	20,000	0	0.0%	
PROVINCIAL OFFENCES ADMINISTRATION	0	(318,639)	0	(318,639)	(488,350)	169,711	-34.8%	-34.8%
MPAC	0	1,570,575	0	1,570,575	1,540,414	30,161	2.0%	2.0%
FINANCIAL EXPENSE	0	21,968,987	(888,912)	22,857,899	20,028,594	2,829,305	14.1%	9.7%
Finance & Administration Committee	85,500	25,626,381	(996,386)	26,622,767	23,515,536	3,107,231	13.2%	9.0%
COUNTY LEVY (3.06% Growth)	2,517,270	56,099,266	(4,702,733)	60,801,999	52,893,896	7,908,103	15.0%	6.1%
OTHER REVENUE	0	6,021,226	0	6,021,226	4,308,770	1,712,456	39.7%	39.7%
<b>Total Revenues</b>	<b>2,517,270</b>	<b>62,120,492</b>	<b>(4,702,733)</b>	<b>66,823,225</b>	<b>57,202,666</b>	<b>9,620,559</b>	<b>16.8%</b>	<b>8.6%</b>

## Finance & Administration Committee Members of Council

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>MEMBERS OF COUNCIL</b>	0	632,460	(13,000)	645,460	613,829	31,631	5.2%	3.0%
Salary - Council		312,707		312,707	273,745	38,962	14.2%	14.2%
Salary & Ad Hoc - Warden		83,934		83,934	80,952	2,982	3.7%	3.7%
Ad Hoc Per Diem Payments		29,160		29,160	29,160	0	0.0%	0.0%
Council CPP, Employer Health Tax		29,226		29,226	25,872	3,354	13.0%	13.0%
Council Group Insurance		7,140		7,140	7,677	(537)	-7.0%	-7.0%
Council Benefits - EHC/Dental		76,687		76,687	78,223	(1,536)	-2.0%	-2.0%
AMO Board of Directors		10,000		10,000	10,000	0	0.0%	0.0%
Computer Expense		5,000		5,000	5,000	0	0.0%	0.0%
Council Conventions		30,000		30,000	30,000	0	0.0%	0.0%
Council Hospitality		20,000		20,000	20,000	0	0.0%	0.0%
Council Liability Insurance		11,854		11,854	10,200	1,654	16.2%	16.2%
Council Mileage		35,000		35,000	35,000	0	0.0%	0.0%
FCM Board of Directors		10,000		10,000	10,000	0	0.0%	0.0%
Legal - Integrity Commissioner		2,000		2,000	2,000	0	0.0%	0.0%
Office Expenses		5,000		5,000	5,000	0	0.0%	0.0%
Public Relations		3,000	(3,000)	6,000	6,000	0	0.0%	-50.0%
Recoveries - County		(78,248)		(78,248)	(65,000)	(13,248)	20.4%	20.4%
Advocacy / Delegations		30,000		30,000	30,000	0	0.0%	0.0%
Warden Banquet		0	(10,000)	10,000	10,000	0	0.0%	
Warden Expenses		10,000		10,000	10,000	0	0.0%	0.0%

## Finance & Administration Committee Members of Council

- 16 Councillors, 1 Warden:
  - In 2023, a salary review of County Council was performed by an outside consultant, which resulted in a recommendation to phase in a \$6,292 increase to the annual councillor base salary over 4 years, in addition to the County wide non-union cost of living increase.
  - Funding of \$78,000 is an internal charge to the Ontario Works program for governance, which is partially recovered from provincial funding to Ontario Works.
  - Suggested reduction to reach the levy target are all Level 1 reductions:
    - Reduce the Public Relations budget - \$3,000.
    - Remove the Wardens Banquet budget - \$10,000.

## Finance & Administration Committee Administration

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>GENERAL - ADMINISTRATION</b>	<b>35,500</b>	<b>988,922</b>	<b>0</b>	<b>988,922</b>	<b>989,775</b>	<b>(853)</b>	<b>-0.1%</b>	<b>-0.1%</b>
Salaries	29,500	1,268,427		1,268,427	1,256,014	12,413	1.0%	1.0%
Employee Benefits	6,000	396,400		396,400	371,110	25,290	6.8%	6.8%
Bank Charges - Moneris		3,000		3,000	2,300	700	30.4%	30.4%
Computer Expense		47,000		47,000	45,000	2,000	4.4%	4.4%
Conferences & Conventions		10,000		10,000	5,000	5,000	100.0%	100.0%
Depreciation		1,644		1,644	1,600	44	2.8%	2.8%
General Legal & Audit		26,000		26,000	25,600	400	1.6%	1.6%
Membership Fees		38,000		38,000	36,000	2,000	5.6%	5.6%
Office Expense		26,000		26,000	26,000	0	0.0%	0.0%
Professional Development - Department Staff		7,000		7,000	5,000	2,000	40.0%	40.0%
Recovery - Other Departments		(885,405)		(885,405)	(860,349)	(25,056)	2.9%	2.9%
Recruitment		1,000		1,000	1,000	0	0.0%	0.0%
Special Projects - Plans		0		0	30,000	(30,000)	-100.0%	
Special Projects - EOWC		23,000		23,000	20,100	2,900	14.4%	14.4%
<b>Surplus Adjustment - Depreciation</b>		(1,644)		(1,644)	(1,600)	(44)	2.8%	2.8%
Telephone		6,500		6,500	5,000	1,500	30.0%	30.0%
Travel		22,000		22,000	22,000	0	0.0%	0.0%

## Finance & Administration Committee Administration

Costs for the CAO/Clerk, Director of Corporate Services/Treasurer, and the Finance Division:

- 14 full time staff including the CAO/Clerk, Director of Corporate Services/Treasurer, Finance Division, and related staff.
- Funding of \$885,000 is an internal charge to a number of departments, in order to ensure the corporate administration costs are applied to any cost shared programs (either Provincially/Federally funded, or cost shared with other municipalities):
  - Long-term Care;
  - Paramedic Service;
  - Ontario Works;
  - Child Care;
  - Provincial Offences Court; and
  - Housing (RCHC).
- Enhancement is for StrategyCorp initiatives to be presented.

## Finance & Administration Committee Human Resources

	2024 Budget: Enhancement	2024 Budget: 3% Target	2024 Budget: 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>HUMAN RESOURCES DEPARTMENT</b>	0	234,500	(59,474)	293,974	259,687	34,287	13.2%	-9.7%
Salaries		648,811	(25,081)	673,892	629,696	44,197	7.0%	3.0%
Benefits		179,320	(2,371)	181,691	185,580	(3,889)	-2.1%	-3.4%
Conference & Convention		4,000		4,000	4,000	0	0.0%	0.0%
Depreciation		0		0	500	(500)	-100.0%	-100.0%
Expenses Recoverable From Others		10,000		10,000	10,000	0	0.0%	0.0%
Legal Fees		10,000		10,000	14,500	(4,500)	-31.0%	-31.0%
Membership Fees		6,000		6,000	6,000	0	0.0%	0.0%
Office Expense		25,000		25,000	25,000	0	0.0%	0.0%
Computer Expenses		91,492		91,492		91,492		
Professional Development		12,000		12,000	12,000	0	0.0%	0.0%
Purchased Services		70,000		70,000	75,000	(5,000)	-6.7%	-6.7%
Recovery - County Departments		(678,653)	(32,022)	(646,631)	(618,088)	(28,543)	4.6%	9.8%
Recovery - Municipal		(95,000)		(95,000)	(95,000)	0	0.0%	0.0%
Recovery - Provincial		(59,470)		(59,470)	0	(59,470)		
Recovery - Outside Agencies		0		0	0	0		
Recruitment		1,000		1,000	1,000	0	0.0%	0.0%
Surplus Adjustment - Depreciation		0		0	(500)	500	-100.0%	-100.0%
Travel		10,000		10,000	10,000	0	0.0%	0.0%

## Finance & Administration Committee Human Resources

Costs for the Human Resources Division:

- 7 full time staff, 1 part time staff, and 1 summer student.
- Funding of:
  - \$59,000 from the municipal modernization program for 65% of the cost of a new HRIS system – year 2 of 3 year funding.
  - \$95,000 in municipal recoveries from the lower tier for purchase of service.
  - \$646,000 in internal charges to cost share/funded departments.
- Suggested reductions to reach the levy target are all Level 1 reductions:
  - Remove 1 part time administrative assistant (vacant).
  - Recover \$32,000, which is the unfunded portion of the HRIS system (35%) from the provision for unallocated funds (reducing provision available for other activities).

## Finance & Administration Committee Information Technology

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>INFORMATION TECHNOLOGY</b>	<b>50,000</b>	<b>549,576</b>	<b>0</b>	<b>549,576</b>	<b>536,587</b>	<b>12,989</b>	<b>2.4%</b>	<b>2.4%</b>
Salaries		522,215		522,215	493,695	28,620	5.8%	5.8%
Benefits		169,339		169,339	152,039	17,300	11.4%	11.4%
Annual Software Maintenance Fees		121,500		121,500	109,900	11,600	10.6%	10.6%
Communication Fees		29,200		29,200	29,000	200	0.7%	0.7%
Computer Technology Supplies		7,000		7,000	7,000	0	0.0%	0.0%
Corporate Software		15,000		15,000	2,000	13,000	650.0%	650.0%
Depreciation		34,700		34,700	38,000	(3,300)	-8.7%	-8.7%
Office Expense		2,000		2,000	1,100	900	81.8%	81.8%
Professional Development		6,000		6,000	5,500	500	9.1%	9.1%
Purchased Services	50,000	20,000		20,000	60,000	(40,000)	-66.7%	-66.7%
Recoveries - County		(357,978)		(357,978)	(338,847)	(19,131)	5.6%	5.6%
Surplus Adjustment - Capital		25,000		25,000	17,000	8,000	47.1%	47.1%
Surplus Adjustment - Depreciation		(34,700)		(34,700)	(38,000)	3,300	-8.7%	-8.7%
Surplus Adjustment - Trf From Reserves		(25,000)		(25,000)	(17,000)	(8,000)	47.1%	47.1%
Telephone Costs		5,300		5,300	5,300	0	0.0%	0.0%
Travel		10,000		10,000	10,000	0	0.0%	0.0%

## Finance & Administration Committee Information Technology

Costs for the Information Technology Division:

- 6 full time staff.
- Capital purchase of one computer server - \$25,000.
- \$357,000 in internal charges to cost share/funded departments.
- Suggested service level increase of a purchased service for a business analyst shared services consultant.



## Development & Property Committee

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
PROPERTY - Pembroke	0	96,977	0	96,977	88,577	8,400	9.5%	9.5%
PROPERTY - Renfrew County Place	0	(194,983)	0	(194,983)	(222,808)	27,825	-12.5%	-12.5%
PROPERTY - Base Stations (4 + 1 new)	0	0	0	0	(0)	0	0.0%	0.0%
PROPERTY - Armprior Office	0	0	0	0	0	(0)	0.0%	0.0%
PROPERTY - Renfrew OPP	0	0	0	0	(0)	0	0.0%	0.0%
FORESTRY	0	73,239	(37,000)	110,239	76,777	33,462	43.6%	-4.6%
GEOGRAPHIC INFORMATION SYSTEMS	20,000	303,597	(24,735)	328,332	209,880	118,452	56.4%	44.7%
ECONOMIC DEVELOPMENT	2,500	468,769	(22,470)	491,239	455,029	36,210	8.0%	3.0%
ENTERPRISE CENTRE	0	28,055	(22,848)	50,903	28,055	22,848	81.4%	0.0%
OTTAWA VALLEY TOURIST ASSOCIATION	0	298,984	0	298,984	290,275	8,709	3.0%	3.0%
PLANNING DEPARTMENT	48,129	799,747	(25,000)	824,747	786,947	37,801	4.8%	1.6%
<b>Development &amp; Property Committee</b>	<b>70,629</b>	<b>1,874,385</b>	<b>(132,053)</b>	<b>2,006,438</b>	<b>1,712,730</b>	<b>293,708</b>	<b>17.1%</b>	<b>9.4%</b>

## Development & Property Committee Pembroke Administration Building

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
PROPERTY - Pembroke	0	96,977	0	96,977	88,577	8,400	9.5%	9.5%
Salaries		182,105		182,105	169,011	13,094	7.7%	7.7%
Employee Benefits		59,479		59,479	50,767	8,692	17.1%	17.1%
Advertising		1,000		1,000	1,000	0	0.0%	0.0%
Computer Supplies		5,000		5,000	5,000	0	0.0%	0.0%
Depreciation		422,000		422,000	408,000	14,000	3.4%	3.4%
Elevator Maintenance		7,949		7,949	7,949	0	0.0%	0.0%
Garbage Disposal		7,000		7,000	6,355	645	10.1%	10.1%
Grounds keeping		7,000		7,000	5,765	1,235	21.4%	21.4%
Insurance		57,812		57,812	44,182	13,631	30.9%	30.9%
Janitorial Contract		92,580		92,580	89,100	3,480	3.9%	3.9%
Legal		2,000		2,000	2,000	0	0.0%	0.0%
Lights, Heat & Power		129,857		129,857	126,075	3,782	3.0%	3.0%
Mechanical		22,000		22,000	22,000	0	0.0%	0.0%
Memberships/Subscriptions		500		500	1,500	(1,000)	-66.7%	-66.7%
Miscellaneous Bldg.		3,000		3,000	2,800	200	7.1%	7.1%
Office Supplies		12,860		12,860	12,860	0	0.0%	0.0%
Professional Development		2,000		2,000	5,000	(3,000)	-60.0%	-60.0%
Recoveries - Internal Charges		(33,300)		(33,300)	(16,300)	(17,000)	104.3%	104.3%
Revenues - Provincial		0		0	(59,000)	59,000	-100.0%	-100.0%
Recoveries - Other		0		0	(12,340)	12,340	-100.0%	-100.0%
Recruitment		750		750	750	0	0.0%	0.0%
Repairs & Maintenance		45,000		45,000	45,000	0	0.0%	0.0%
Revenue - Lease Internal		(522,415)		(522,415)	(497,490)	(24,925)	5.0%	5.0%
Security & Monitoring		6,300		6,300	6,273	27	0.4%	0.4%
Special Projects		0		0	40,000	(40,000)	-100.0%	-100.0%
Surplus Adjustment - Capital		156,765		156,765	312,000	(155,235)	-49.8%	-49.8%
Surplus Adjustment - Depreciation		(422,000)		(422,000)	(408,000)	(14,000)	3.4%	3.4%
Surplus Adjustment - Trf From Reserves		(156,765)		(156,765)	(293,000)	136,235	-46.5%	-46.5%
Telephone		3,000		3,000	3,000	0	0.0%	0.0%
Travel		2,000		2,000	4,800	(2,800)	-58.3%	-58.3%
Vehicle Expenses		3,500		3,500	3,500	0	0.0%	0.0%

## Development & Property Committee Pembroke Administration Building

Expenses for the 7/9 International Drive building:

- 2 full time staff, and 1 summer student.
- Large inflationary pressures in service contract prices.
- Unknown insurance increase impact (estimated at 2023 cost plus 10% for all departments).
- Capital work on the building:
  - Generator transfer switch - \$33,000.
  - Roofing - \$123,765.
- Revenue is internal charges from other departments:
  - \$33,000 in salary based charges to the OPP station and Ontario Works.
  - \$522,000 in building cost charges (internal leases) to the cost shared/funded departments occupying the building.

## Development & Property Committee Renfrew County Place Building

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance %
<b>PROPERTY - Renfrew County Place</b>	<b>0</b>	<b>(194,983)</b>	<b>0</b>	<b>(194,983)</b>	<b>(222,808)</b>	<b>27,825</b>	<b>-12.5%</b>	<b>-12.5%</b>
Salaries / Benefits		92,009		92,009	88,027	3,982	4.5%	4.5%
Depreciation		211,399		211,399	210,000	1,399	0.7%	0.7%
Elevator Maintenance		7,100		7,100	7,122	(22)	-0.3%	-0.3%
Garbage Removal		4,000		4,000	4,001	(1)	0.0%	0.0%
Grounds keeping / Snow Removal		32,000		32,000	32,000	0	0.0%	0.0%
Insurance		25,674		25,674	19,495	6,179	31.7%	31.7%
Janitorial Contract		69,924		69,924	66,300	3,624	5.5%	5.5%
Lease Revenue- Outside		(210,403)		(210,403)	(336,954)	126,551	-37.6%	-37.6%
Legal		0		0	4,000	(4,000)	-100.0%	
Lights, Heat & Power		100,296		100,296	97,375	2,921	3.0%	3.0%
Mechanical		19,500		19,500	17,478	2,022	11.6%	11.6%
Miscellaneous Bldg.		2,000		2,000	2,000	0	0.0%	0.0%
Municipal Taxes		15,000		15,000	17,800	(2,800)	-15.7%	-15.7%
Office Supplies / Admin Costs		3,200		3,200	3,137	64	2.0%	2.0%
Revenue Lease - Internal		(410,983)		(410,983)	(339,790)	(71,193)	21.0%	21.0%
Recoverable - Outside		(15,000)		(15,000)	(17,800)	2,800	-15.7%	-15.7%
Repairs & Maintenance		41,500		41,500	40,366	1,144	2.8%	2.8%
Security & Monitoring		6,100		6,100	6,029	71	1.2%	1.2%
Surplus Adjustment - Capital		458,341		458,341	1,049,200	(590,859)	-56.3%	-56.3%
Surplus Adjustment - Depreciation		(211,399)		(211,399)	(210,000)	(1,399)	0.7%	0.7%
Surplus Adjustment - Trf From Reserves		(458,341)		(458,341)	(1,049,200)	590,859	-56.3%	-56.3%
Surplus Adjustment - Trf To Reserves		20,000		20,000	63,570	(43,570)	-68.5%	-68.5%
Vehicle Expenses		3,100		3,100	3,046	54	1.8%	1.8%

## Development & Property Committee Renfrew County Place Building

Expenses for the Renfrew County Place building:

- 1 full time staff.
- Capital work on the building:
  - Security System - \$74,082.
  - Lighting Equipment - \$74,259.
  - Complete 2<sup>nd</sup> exterior garage - \$250,000.
  - Light vehicle - \$60,000.
- Revenue is from leases to internal and external occupants:
  - \$210,000 in external lease revenue, of which \$10,000 is estimated as the revenue from a new tenant that would move into the space vacated by RCCFDC.
  - \$410,000 in internal lease charges, of which \$20,000 is dedicated to repaying the building reserve used to build one storage garage over 15 years.

## Development & Property Committee Paramedic Bases

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
PROPERTY - Base Stations	0	0	0	0	(0)	0	0.0%	0.0%
Depreciation		61,722		61,722	62,400	(678)	-1.1%	-1.1%
Grounds keeping/Snow Removal		64,596		64,596	46,979	17,617	37.5%	37.5%
Internal Charges	15,500	0		0	2,904	(2,904)	-100.0%	
Janitorial Contract		39,185		39,185	33,173	6,012	18.1%	18.1%
Lights, Heat & Power		51,160		51,160	37,208	13,953	37.5%	37.5%
Mechanical		6,250		6,250	5,000	1,250	25.0%	25.0%
Miscellaneous Bldg.		4,000		4,000	3,000	1,000	33.3%	33.3%
Revenue - Internal Lease	(15,500)	(507,762)		(507,762)	(339,394)	(168,368)	49.6%	49.6%
Recoveries - Outside		(12,000)		(12,000)	0	(12,000)		
Repairs & Maintenance		56,314		56,314	45,051	11,263	25.0%	25.0%
Security & Monitoring		7,000		7,000	4,346	2,654	61.1%	61.1%
<b>Surplus Adjustment - Depreciation</b>		(61,722)		(61,722)	(62,400)	678	-1.1%	-1.1%
<b>Surplus Adjustment- Capital</b>		418,565		418,565	47,600	370,965	779.3%	779.3%
<b>Surplus Adjustment - Trf From Reserves</b>		(418,565)		(418,565)	(47,600)	(370,965)	779.3%	779.3%
<b>Surplus Adjustment - Trf To Reserves</b>		291,257		291,257	161,734	129,523	80.1%	80.1%

## Development & Property Committee Ambulance Bases

- Paramedic Bases that are owned by the County of Renfrew:
  - Arnprior
  - Barry's Bay
  - Deep River
  - Petawawa
  - Renfrew
  - Eganville (new)
- All costs are fully recovered with internal lease charges to Paramedic Service and external rent charges (Eganville OPP rental, new to 2024).
- Capital work on the building:
  - Arnprior base packaged air conditioning units - \$18,565.
  - Eganville base fit up costs - \$400,000.
- Reserve transfers of \$291,000 are based on repaying the capital costs of the bases over 15 - 25 years, and ensuring these costs are shared with Paramedic Service funding/cost share.
- Enhancement is for one extra day a week of part time staff time to accommodate increased workload with the extra building - \$15,500.

## Development & Property Committee Arnprior Building

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
PROPERTY - Arnprior Office	0	0	0	0	0	(0)	0.0%	0.0%
Depreciation		38,440		38,440	38,400	40	0.1%	0.1%
Grounds keeping / Snow Removal		4,804		4,804	4,124	680	16.5%	16.6%
Insurance		4,133		4,133	3,330	803	24.1%	24.1%
Janitorial Contract		30,000		30,000	30,000	0	0.0%	0.0%
Lights, Heat & Power		13,500		13,500	13,580	(80)	-0.6%	-0.6%
Mechanical		2,100		2,100	2,050	50	2.4%	2.4%
Miscellaneous Bldg.		500		500	500	0	0.0%	0.0%
Revenue - Internal Lease		(95,152)		(95,152)	(139,819)	44,667	-31.9%	-31.9%
Recoveries - Outside		(46,360)		(46,360)	0	(46,360)		
Repairs & Maintenance		1,500		1,500	1,323	177	13.4%	13.4%
Security & Monitoring		1,600		1,600	1,538	63	4.1%	4.1%
Surplus Adjustment- Capital	150,000	30,941		30,941		30,941		
Surplus Adjustment- Depreciation		(38,440)		(38,440)	(38,400)	(40)	0.1%	0.1%
Surplus Adjustment - Trf From Reserves	(150,000)	(30,941)		(30,941)		(30,941)		
Surplus Adjustment - Trf To Reserves		83,375		83,375	83,375	0	0.0%	0.0%

## Development & Property Committee Arnprior Building

Expenses for the Arnprior building:

- All costs are fully recovered between external leases and internal lease charges, including the reserve transfer to repay the capital cost to purchase the building.
- In prior years this building was used as the Community Services Arnprior office, however it is now fully occupied by the Paramedic Service Other programs and Arnprior Regional Health.
- Capital work on the building:
  - Security system - \$30,941.
- Enhancements are capital upgrades:
  - Garage upgrade to store vehicle - \$30,000.
  - Garage oil/water floor drain separator - \$50,000.
  - Generator - \$70,000.

## Development & Property Committee OPP Building

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
PROPERTY - Renfrew OPP	0	0	0	0	(0)	0	0.0%	0.0%
Salary & Benefits	15,500	31,165		31,165	28,849	2,316	8.0%	8.0%
Garbage Removal		2,200		2,200	2,153	48	2.2%	2.2%
Grounds keeping / Snow Removal		36,000		36,000	36,000	0	0.0%	0.0%
Depreciation		115,758		115,758	116,400	(642)	-0.6%	-0.6%
Insurance		22,939		22,939	15,043	7,897	52.5%	52.5%
Internal Chg. - County	(15,500)	16,300		16,300	16,300	0	0.0%	0.0%
LTD Interest Expense		86,465		86,465	95,571	(9,106)	-9.5%	-9.5%
Municipal Taxes		46,000		46,000	46,000	0	0.0%	0.0%
Office Expense		3,000		3,000	3,000	0	0.0%	0.0%
Recovery - Capital Lease		(465,134)		(465,134)	(465,134)	(0)	0.0%	0.0%
Recovery - Operating Lease		(179,335)		(179,335)	(172,986)	(6,349)	3.7%	3.7%
Repairs & Maintenance		32,500		32,500	32,298	202	0.6%	0.6%
Surplus Adjustment- Capital		0		0	41,000	(41,000)		
Surplus Adjustment- Depreciation		(115,758)		(115,758)	(116,400)	642	-0.6%	-0.6%
Surplus Adjustment - LTD Principal Pmts		309,387		309,387	300,281	9,106	3.0%	3.0%
Surplus Adjustment - Trf From Reserves		0		0	(41,000)	41,000		
Surplus Adjustment - Trf To Reserves		58,513		58,513	62,625	(4,112)	-6.6%	-6.6%

## Development & Property Committee OPP Building

Expenses for the Renfrew OPP Detachment building:

- 1 part time employee.
- Enhancement is for one extra day a week of part time staff time to accommodate increased workload with the extra building - \$15,500. (To be recovered from Paramedic Service)
- The lease term is for 15 years (2016-2031) and will have completely repaid the cost of building the structure (which was debentured), plus cover operating costs (capped at 5% per year increases).
- Includes internal recoveries for staff time from the Property – Pembroke Department.

## Development & Property Committee Forestry

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>FORESTRY</b>	0	73,239	(37,000)	110,239	76,777	33,462	43.6%	-4.6%
Salary/Benefit		220,643		220,643	325,031	(104,388)	-32.1%	-32.1%
Salary Allocation		0		0	(100,077)	100,077	-100.0%	
Advertising		600		600	600	0	0.0%	0.0%
Conventions		1,850		1,850	1,800	50	2.8%	2.8%
Depreciation		16,772		16,772	16,800	(28)	-0.2%	-0.2%
Legal		2,500		2,500	2,500	0	0.0%	0.0%
Memberships/Subscriptions		9,396		9,396	9,123	273	3.0%	3.0%
Miscellaneous		1,700		1,700	1,500	200	13.3%	13.3%
Office Supplies		3,000		3,000	3,000	0	0.0%	0.0%
Professional Development		2,550		2,550	2,500	50	2.0%	2.0%
Recoveries - Other		(10,500)		(10,500)	(5,200)	(5,300)	101.9%	101.9%
Recoveries - Timber Sales		(180,000)		(180,000)	(180,000)	0	0.0%	0.0%
Small Tools / Supplies		1,000		1,000	1,000	0	0.0%	0.0%
Special Project - Signs		2,500		2,500	2,500	0	0.0%	0.0%
Special Project - Well Remediation		3,600		3,600	3,600	0	0.0%	0.0%
Special Project - Survey		0	(10,000)	10,000	0	10,000		
Surplus Adjustment - Capital		60,000		60,000	0	60,000		
Surplus Adjustment - Depreciation		(16,772)		(16,772)	(16,800)	28	-0.2%	-0.2%
Surplus Adjustment - Trf From Reserves		(90,100)		(90,100)	(24,100)	(66,000)	273.9%	273.9%
Surplus Adjustment - Trf To Reserves		0	(27,000)	27,000	0	27,000		
Travel		6,000		6,000	5,000	1,000	20.0%	20.0%
Tree Marking		2,000		2,000	2,000	0	0.0%	0.0%
Tree Planting		26,500		26,500	18,000	8,500	47.2%	47.2%
Vehicle Expenses		10,000		10,000	8,000	2,000	25.0%	25.0%

## Development & Property Committee Forestry

Costs for the Forestry Division:

- 2 full time staff.
- Revenue is from a land rental agreement to allow for a cell tower on the County forest and the planned forest harvesting operations for 2024.
- Capital purchase is one pick up truck - \$60,000.
- Transfer from reserve is:
  - \$60,000 from TCA reserve for capital purchase.
  - \$3,600 from forestry reserve for well remediation.
  - \$26,500 from forestry reserve for tree planting (Beachburg Tract).
- Transfer to reserve is \$27,000 to the forestry reserve, which is 15% of gross timber sales, as per the 2016 forestry management plan (15% of gross revenue less than \$180,000; all revenue over \$180,000).
- Suggested reduction to reach the levy target - Level 2:
  - Remove \$27,000 transfer to forestry reserve.
  - Defer survey project.

## Development & Property Committee Geographic Information Systems

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>GEOGRAPHIC INFORMATION SYSTEMS</b>	<b>20,000</b>	<b>303,597</b>	<b>(24,735)</b>	<b>328,332</b>	<b>209,880</b>	<b>118,452</b>	<b>56.4%</b>	<b>44.7%</b>
Salaries		154,551		154,551	153,771	780	0.5%	0.5%
Benefits		49,246		49,246	45,109	4,137	9.2%	9.2%
Computer Supplies	20,000	94,670		94,670	21,000	73,670	350.8%	350.8%
Conventions		1,000		1,000	500	500	100.0%	100.0%
Depreciation		5,680		5,680	6,000	(320)	-5.3%	-5.3%
Office Supplies		2,000		2,000	2,000	0	0.0%	0.0%
Professional Development		1,000		1,000	500	500	100.0%	100.0%
Special Project - Flood Study		37,200		37,200	150,000	(112,800)	-75.2%	-75.2%
Special Project - Verti GIS		63,000		63,000		63,000		
Travel		1,000		1,000	500	500	100.0%	100.0%
Surplus Adjustment - Capital		55,000		55,000		55,000		
Surplus Adjustment - Trf From Reserves		(55,000)		(55,000)		(55,000)		
Surplus Adjustment - Depreciation		(5,680)		(5,680)	(6,000)	320	-5.3%	-5.3%
Recoveries - Internal		(24,735)	(24,735)	0	(15,000)	15,000	-100.0%	64.9%
Recoveries - Municipal		(9,300)		(9,300)	(72,000)	62,700	-87.1%	-87.1%
Recoveries - Federal/provincial		(45,935)		(45,935)		(45,935)		
Recoveries - Prov - Special Project		(18,600)		(18,600)	(75,000)	56,400	-75.2%	-75.2%
Recoveries - Other		(1,500)		(1,500)	(1,500)	0	0.0%	0.0%

## Development & Property Committee Geographic Information Systems

### Costs for the GIS Division:

- 2 full time staff.
- Funding comes from:
  - Municipal modernization funding for the ESRI system (65% of costs).
  - Provincial flood mapping funding (50% of project).
  - Lower tier contributions to the flood mapping study (25% of project).
  - Some minor recoveries for map sales, etc.
- Capital purchases are:
  - Plotter - \$20,000.
  - Drape 4 pictures (intangible asset/software) - \$35,000.
- Computer supply includes:
  - \$70,000 for the ESRI system.
  - \$20,000 for website hosting.
  - Minor misc. purchases.
  - Enhancement is for in-house website hosting - \$20,000.

## Development & Property Committee Geographic Information Systems

- Special project for the Verti GIS is a required upgrade for the GIS website software - \$63,000.
- Suggested reduction to reach the levy target - Level 1:
  - Recover \$24,375 – which is the unfunded portion of the ESRI system (35%) from the provision for unallocated funds (reducing provision available for other activities).



## Development & Property Committee Economic Development

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>ECONOMIC DEVELOPMENT</b>	<b>2,500</b>	<b>468,769</b>	<b>(22,470)</b>	<b>491,239</b>	<b>455,029</b>	<b>36,210</b>	<b>8.0%</b>	<b>3.0%</b>
Salaries		263,863		263,863	248,965	14,898	6.0%	6.0%
Benefits		86,056		86,056	78,303	7,753	9.9%	9.9%
Computer Expense		5,000		5,000	4,000	1,000	25.0%	25.0%
Conventions		2,100		2,100	4,000	(1,900)	-47.5%	-47.5%
Marketing Program		65,500		65,500	65,500	0	0.0%	0.0%
Memberships/Subscriptions		4,500		4,500	5,000	(500)	-10.0%	-10.0%
Office Expense		6,000		6,000	6,000	0	0.0%	0.0%
Professional Development/Staff Training		750		750	750	0	0.0%	0.0%
Recoveries-Other		(40,000)		(40,000)	(26,000)	(14,000)	53.8%	53.8%
Recoveries-Provincial		(70,000)		(70,000)	(76,219)	6,219	-8.2%	-8.2%
Recoveries-Provincial - Winter Games		0		0	(1,000,000)	1,000,000	-100.0%	-100.0%
Special Projects - RED		100,000		100,000	117,260	(17,260)	-14.7%	-14.7%
Special Projects-Winter Games		0		0	1,000,000	(1,000,000)	-100.0%	-100.0%
Special Projects - AG ECDEV Conference		20,000		20,000		20,000		
Special Projects - Shared newcomer project with Lanark		15,000		15,000				
Special Projects - taste of the valley		5,000		5,000	0	5,000		
Special Projects - Agriculture		0	(22,470)	22,470	22,470	0	0.0%	
Special Projects - Renfrewshire Twinning	2,500							
Travel		5,000		5,000	5,000	0	0.0%	0.0%

## Development & Property Committee Economic Development

Costs for the Economic Development Division:

- 3 full time staff.
- Funding comes from:
  - Rural Economic Development Grant - \$70,000 (70% of project).
  - Other recoveries – Taste of the Valley and AG ECDEV Conference.
- Plan to host the AG ECDEV Conference in Renfrew County in 2024 - \$20,000.
- Suggested reduction to reach the levy target - Level 2:
  - Remove the agriculture grant to the RENFREW COUNTY AGRICULTURAL LEADERSHIP ADVISORY COMMITTEE - \$22,470.
- Suggested enhancement is \$2,500 to continue the Renfrewshire twinning project.

## Development & Property Committee Enterprise Centre

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>ENTERPRISE CENTRE</b>	0	28,055	(22,848)	50,903	28,055	22,848	81.4%	0.0%
Salaries		144,993		144,993	138,359	6,634	4.8%	4.8%
Benefits		52,623		52,623	47,669	4,954	10.4%	10.4%
Marketing		6,000		6,000	6,000	0	0.0%	0.0%
Office Expenses		3,000		3,000	2,869	131	4.6%	4.6%
Professional Development		700		700	700	0	0.0%	0.0%
County Charges - IT		6,754		6,754	6,393	361	5.6%	5.6%
Recoveries - Municipalities		(5,500)		(5,500)	(6,000)	500	-8.3%	-8.3%
Recoveries - Other		(10,000)		(10,000)	(10,000)	0	0.0%	0.0%
Recoveries - Prov - Starter Company		(68,700)		(68,700)	(72,000)	3,300	-4.6%	-4.6%
Recoveries - Prov - Summer Company		(16,500)		(16,500)	(13,200)	(3,300)	25.0%	25.0%
Recoveries - Provincial		(173,745)	(22,848)	(150,897)	(171,165)	20,268	-11.8%	1.5%
Special Projects - Starter Company		68,700		68,700	72,000	(3,300)	-4.6%	-4.6%
Special Projects		0		0	10,000	(10,000)	-100.0%	
Special Projects - Summer Company		16,500		16,500	13,200	3,300	25.0%	25.0%
Telephone/Internet Access		2,230		2,230	2,230	0	0.0%	0.0%
Travel		1,000		1,000	1,000	0	0.0%	0.0%

## Development & Property Committee Enterprise Centre

Costs for the Enterprise Centre:

- Summer student and starter company programs.
- 2 full time staff.
- Funding is from:
  - The Ministry of Economic Development, Job Creation, and Trade.
    - The current agreement was for a two year term ending in March 2024; further funding is unconfirmed, however estimated at the 2023 level.
  - City of Pembroke contribution.
  - Registration fees.
- Suggested reduction to reach the levy target - Level 1:
  - Utilize carry forward funding - \$22,848. The funding agreements from 2013-14 and 2014-19 had a provision to allow unspent funds to be retained and used in future years. The current agreements require unspent funds to be returned. Available carry forward funds total \$96,000 (audited Dec 31, 2022).

## Development & Property Committee Ottawa Valley Tourist Association

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>OTTAWA VALLEY TOURIST ASSOCIATION</b>	0	298,984	0	298,984	290,275	8,709	3.0%	3.0%
Salaries		198,296		198,296	181,904	16,392	9.0%	9.0%
Benefits		66,938		66,938	62,516	4,422	7.1%	7.1%
Transfer To / (From) OVTA		33,750		33,750	45,855	(12,105)	-26.4%	-26.4%

- OVTA is a separate organization that is funded via a contribution from the County of Renfrew:
  - The current agreement runs 2023 – 2027.
  - The funding provision in the agreement is the base year 2023 funding of \$290,275 adjusted annually at the same rate as the County budget.
  - Most of the County contribution is in staff (3 staff).

## Development & Property Committee Planning

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>PLANNING DEPARTMENT</b>	48,129	799,747	(25,000)	824,747	786,947	37,801	4.8%	1.6%
Salaries	43,831	816,733		816,733	773,011	43,722	5.7%	5.7%
Employee Benefits	4,298	234,920		234,920	223,283	11,637	5.2%	5.2%
Computer Supplies / Maintenance		12,000		12,000	12,000	0	0.0%	0.0%
Conventions		5,000		5,000	5,000	0	0.0%	0.0%
County Official Plan		8,000		8,000	8,000	0	0.0%	0.0%
Legal Fees		1,000		1,000	1,000	0	0.0%	0.0%
Memberships		5,700		5,700	5,700	0	0.0%	0.0%
Office Expense		18,394		18,394	16,913	1,482	8.8%	8.8%
Professional Development		6,000		6,000	6,000	0	0.0%	0.0%
Purchase d Service		0	(25,000)	25,000	25,000	(2,343)	0.0%	
Recruitment		6,000		6,000	2,040	3,960	194.1%	194.1%
Revenue - Municipal Projects		(40,000)		(40,000)	(40,000)	0	0.0%	0.0%
Revenue - Other		(2,000)		(2,000)	(12,000)	10,000	-83.3%	-83.3%
Revenue - Service Charges		(42,000)		(42,000)	(35,000)	(7,000)	20.0%	20.0%
Revenue - Severance Applications		(190,000)		(190,000)	(174,000)	(16,000)	9.2%	9.2%
Revenues - Subdivision Applications		(60,000)		(60,000)	(60,000)	(10,000)	20.0%	20.0%
Travel		20,000		20,000	20,000	0	0.0%	0.0%

# Development & Property Committee Planning

Costs for the Planning Division:

- 8.5 full time staff (includes Director of Development and Planning, plus 50% shared administrative assistant).
  - Currently active recruitment for one vacant planner position.
- Funding is from:
  - Severance applications and general inquiry fees.
  - Subdivision applications.
  - Lower tier municipal service charges and official plan amendments.
- Purchased service is for outside independent contractor planning services to assist in reducing the backlog of planning application:
  - Suggested reduction to reach the levy target - Level 2:
    - Remove purchased service and allow for longer planning application processing.
- The suggested enhancement is to hire a student planner (new position not yet scored, costs are estimated).

# Operations Committee Public Works

	2024 Budget Enhancement	2024 Budget/ 3% Target	2024 Budget/ 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>PUBLIC WORKS</b>	0	10,970,295	(125,000)	11,095,295	10,216,015	879,276	8.6%	7.4%
Administration	0	1,212,146	(50,000)	1,262,146	1,221,535	40,611	3.3%	-0.8%
Capital Works		844,431		844,431	695,266	149,165	21.5%	21.5%
Depreciation		10,700,000		10,700,000	9,800,000	900,000	9.2%	9.2%
Equipment		1,567,942	0	1,567,942	1,487,328	80,614	5.4%	5.4%
Housing		162,000	(75,000)	237,000	162,000	75,000	46.3%	0.0%
Maintenance		6,981,293	0	6,981,293	6,512,490	468,803	7.2%	7.2%
Trails		4,132,021		4,132,021	4,270,872	(138,851)	-3.3%	-3.3%
Donations In Kind		(3,500,000)		(3,500,000)	(3,500,000)	0	0.0%	0.0%
Recoveries - Federal		(1,470,000)		(1,470,000)	(1,470,000)	0	0.0%	0.0%
Recoveries - Other		(100,000)		(100,000)	(107,000)	7,000	-6.5%	-6.5%
Recoveries - Provincial		(2,598,538)		(2,598,538)	(3,071,672)	473,134	-15.4%	-15.4%
Surplus Adjustment - Capital		44,815,744		44,815,744	37,611,825	7,203,915	19.2%	19.2%
Surplus Adjustment - Temp Loan		(1,832,960)		(1,832,960)	(4,490,190)	2,657,230	-59.2%	-59.2%
Surplus Adjustment - Depreciation		(10,700,000)		(10,700,000)	(9,800,000)	(900,000)	9.2%	9.2%
Surplus Adjustment - Trf From Reserves		(39,243,784)		(39,243,784)	(29,106,439)	(10,137,345)	34.8%	34.8%

## Operations Committee Public Works - Administration

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>ADMINISTRATION</b>	0	1,212,146	(50,000)	1,262,146	1,221,535	40,611	3.3%	-0.8%
Salaries		550,098		550,098	565,331	(15,233)	-2.7%	-2.7%
Benefits		162,205		162,205	157,884	4,321	2.7%	2.7%
Advertising		10,000		10,000	10,000	0	0.0%	0.0%
Answering Service		5,000		5,000	4,600	400	8.7%	8.7%
Cell Telephone/Pager		13,200		13,200	13,200	0	0.0%	0.0%
Communications (Radio System)		78,000		78,000	72,000	6,000	8.3%	8.3%
Computer Supplies		60,000		60,000	60,000	0	0.0%	0.0%
Conferences & Conventions		7,500		7,500	7,500	0	0.0%	0.0%
Courier		1,000		1,000	770	230	29.9%	29.9%
Health & Safety (Protection)		50,000		50,000	42,000	8,000	19.0%	19.0%
Insurance		171,543		171,543	159,500	12,043	7.6%	7.6%
Insurance Claims		35,000		35,000	35,000	0	0.0%	0.0%
Internet		5,100		5,100	5,100	0	0.0%	0.0%
Legal Fees		32,000		32,000	20,500	11,500	56.1%	56.1%
Membership Fees		11,000		11,000	9,000	2,000	22.2%	22.2%
Office Equipment Replacement		10,000		10,000	4,000	6,000	150.0%	150.0%
Office Supplies/Publications/Awards		12,000		12,000	10,000	2,000	20.0%	20.0%
Photocopier Supplies/Maint		4,500		4,500	4,200	300	7.1%	7.1%
Postage		500		500	450	50	11.1%	11.1%
Recoveries - Municipal		(50,000)	(50,000)	0	0	0		
Recruitment		3,000		3,000	0	3,000		
Staff Training		20,000		20,000	20,000	0	0.0%	0.0%
Telephone		11,200		11,200	11,200	0	0.0%	0.0%
Travel		9,300		9,300	9,300	0	0.0%	0.0%

## Operations Committee Administration

Costs for Public Works Administration:

- 5.5 full time staff (includes Director of Public Works & Engineering, plus 50% shared administrative assistant).
  - Significant changes in staff due to the full year effect of the operations reorganization.
- Suggested reduction to reach the levy target - Level 2:
  - Cost share the first radio system repairs and maintenance costs with the municipal partners who are using the system. Estimate radio repair costs are \$78,000 of which an estimated 3/5 relates to the fire system. This would be recovered from the partners.

## Operations Committee Public Works – Capital Works

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>CAPITAL WORKS</b>	0	844,431	0	844,431	695,266	149,165	21.5%	21.5%
Salaries		439,691		439,691	296,246	143,445	48.4%	48.4%
Benefits		125,740		125,740	82,020	43,720	53.3%	53.3%
Misc		6,000		6,000	6,000	0	0.0%	0.0%
Infrastructure Management		240,000		240,000	283,000	(43,000)	-15.2%	-15.2%
Supplies		33,000		33,000	28,000	5,000	17.9%	17.9%

### Costs for Public Works – Capital Works:

- 4 full time staff, 3 student junior engineering technicians (summer only).
  - Significant changes in staff due to the full year effect of the operations reorganization.
- Infrastructure management includes:
  - \$140,000 in OSIM bridge inspections.
  - \$100,000 for a transportation masterplan.

## Operations Committee Public Works – Maintenance

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>MAINTENANCE</b>	0	6,981,293	0	6,981,293	6,512,490	468,803	7.2%	7.2%
Salaries		2,454,880		2,454,880	2,288,842	166,038	7.3%	7.3%
Benefits		733,413		733,413	660,648	72,765	11.0%	11.0%
Bridges and Culverts		40,000		40,000	40,000	0	0.0%	0.0%
Roadside Maintenance		150,000		150,000	150,000	0	0.0%	0.0%
Hard Top Maintenance		385,000		385,000	385,000	0	0.0%	0.0%
Winter Control		2,520,000		2,520,000	2,290,000	230,000	10.0%	10.0%
Safety Devices		798,000		798,000	798,000	0	0.0%	0.0%
Recoveries		(100,000)		(100,000)	(100,000)	0	0.0%	0.0%

### Costs for Public Works – Maintenance:

- 4 patrol yards, each with 1 full time supervisor and 6 full time operators, plus 1 full time sign shop operator and casual winter and summer staff.
- Recoveries are from the sign shop sales and insurance recoveries.

## Operations Committee Public Works – Equipment

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>EQUIPMENT</b>	0	1,567,942	0	1,567,942	1,487,328	80,614	5.4%	5.4%
Salaries		253,744		253,744	235,137	18,607	7.9%	7.9%
Benefits		83,980		83,980	78,300	5,680	7.3%	7.3%
Salary Allocations		(103,112)		(103,112)	(103,112)	0	0.0%	0.0%
Small Equipment, Misc		55,600		55,600	55,600	0	0.0%	0.0%
Vehicle Operating Costs - Fuel		666,750		666,750	635,000	31,750	5.0%	5.0%
Vehicle Operating Costs-Insurance		51,730		51,730	51,403	327	0.6%	0.6%
Vehicle Operating Costs-Repairs		525,000		525,000	500,000	25,000	5.0%	5.0%
Vehicle Operating Costs-Licence		65,000		65,000	65,000	0	0.0%	0.0%
Vehicle Operating Revenue		(15,750)		(15,750)	(15,000)	(750)	5.0%	5.0%
Surplus Adjustment - Capital Equipment		4,401,000		4,401,000	2,753,073	1,647,927	59.9%	59.9%
Surplus Adjustment - Trf From Reserves		(4,401,000)		(4,401,000)	(2,753,073)	(1,647,927)	59.9%	59.9%
Recoveries		(15,000)		(15,000)	(15,000)	0	0.0%	0.0%

## Operations Committee Public Works – Equipment

Costs for Public Works - Equipment:

- 3 full time mechanics.
- The salary allocation is for mechanic time spent on Paramedic Service vehicles (1/3).
- Recoveries are for the allocation of fuel used by the construction crew in capital works (fuel costs end up capitalized in self constructed assets) .
- Assuming a 5% increase in fuel and equipment costs.
- Capital purchases include:
  - 12 large pieces of equipment.
  - 8 light trucks.
  - 1 medium truck.
  - 4 heavy trucks.
  - 2 tractors.
  - 1 loader.
  - 4 trailers.

## Operations Committee Public Works – Housing

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>HOUSING</b>	0	162,000	(75,000)	237,000	162,000	75,000	46.3%	0.0%
Operating Expenses		162,000	(75,000)	237,000	162,000	75,000	46.3%	0.0%
Surplus Adjustment - Capital		285,000		285,000	317,000	(32,000)	-10.1%	-10.1%
Surplus Adjustment - Trf From Reserves		(285,000)		(285,000)	(317,000)	32,000	-10.1%	-10.1%

	Whitewater	Cobden	Goshen	South West	Total
Insurance	2,500	2,500	2,500	2,500	10,000
Hydro	10,000	5,000	9,000	9,000	33,000
Maintenance	3,000	3,000	3,000	3,000	12,000
Heat	28,000	5,000	19,000	17,000	69,000
Water/Sewer	0	2,000	0	0	2,000
Small Tool & Supplies	2,000	2,000	2,000	2,000	8,000
Waste Oil Disposal/Water Monitoring	10,000	2,000	5,000	3,000	20,000
Yard Maintenance	2,000	2,000	2,000	2,000	8,000
Site Condition Assessment	18,750	18,750	18,750	18,750	75,000
	76,250	42,250	61,250	57,250	237,000

## Operations Committee Public Works – Housing

- Operating costs for the property and buildings at the 4 patrol garages.
- Capital repairs include:
  - Concrete gutter and grates at Cobden main building - \$50,000.
  - Repairs and cladding at Cobden storage sheds - \$65,000.
  - Concrete rehab at Goshen patrol - \$60,000.
  - Concrete rehab at Southwest patrol - \$60,000.
  - Concrete rehab at Whitewater patrol - \$60,000.
- Suggested reduction to reach the levy target - Level 2:
  - Defer the site condition assessment at all 4 patrols - \$75,000.



## Operations Committee Public Works – Capital Construction

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
OTHER	0	36,595,744	0	36,595,744	31,007,756	5,587,988	18.0%	18.0%
Depreciation		10,700,000		10,700,000	9,800,000	900,000	9.2%	9.2%
Surplus Adjustment - Depreciation		(10,700,000)		(10,700,000)	(9,800,000)	(900,000)	9.2%	9.2%
Surplus Adjustment - Capital Construction		36,595,744		36,595,744	31,007,756	5,587,988	18.0%	18.0%

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
CONSTRUCTION - LABOUR CLEARING ACCOUNT	0		0	0	0	(0)	0.0%	0.0%
Salaries		636,375		636,375	518,886	117,489	22.6%	22.6%
Benefits		170,195		170,195	140,070	30,125	21.5%	21.5%
Charge to Capital Construction above		(806,570)		(806,570)	(658,955)	(147,615)	22.4%	22.4%

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>ROADS REVENUES</b>								
Provincial Grants & Subsidies		2,398,538		2,398,538	2,815,973	(417,435)	-14.8%	-14.8%
Surplus Adjustment - TRF from Reserves		29,487,129		29,487,129	20,896,167	8,590,962	41.1%	41.1%
Surplus Adjustment - TRF from Gas Tax Reserves		2,877,117		2,877,117	2,914,661	(37,544)	-1.3%	-1.3%
Surplus Adjustment - Temp Loan		1,832,960		1,832,960	4,490,190	(2,657,230)	-59.2%	-59.2%
Misc		100,000		100,000	75,000	25,000	33.3%	33.3%
<b>TOTAL REVENUES</b>	0	36,695,744		36,695,744	41,086,375	6,704,664	16.3%	16.0%

## Operations Committee Public Works – Capital Construction

Costs for Public Works – Capital Construction:

- 6 full time staff, and 4 contract (summer only) staff.
- Funding comes from:
  - Canada Community Building Fund (gas tax) of \$2,877,117.
  - OCIF - known 2024 allocation is \$2,398,538 (an almost \$400,000 reduction from the 2023 allocation with the change in funding formula).
  - Proceeds from debentures related to the completion of the Foymount Road project - \$1,832,960.
  - TCA renewal reserve transfers of \$29,487,129.
  - Other misc. revenue is payments received from the Aggregate Resources Act - \$100,000.

## Operations Committee Public Works – Capital Construction

Burnt Bridge	477,000	McLeads Culvert	18,000
Butler Bridge	1,400,000	Neilson Creek Culvert	500,000
Cochrane Creek Bridge	450,000	Robertson Twin Pipes	31,000
Peter Black Bridge	1,800,000	Snake River Culvert	25,000
Brennans Creek Bridge	600,000	St. Columbkille's Culvert	900,000
Waba Creek Bridge	45,000	Calabogie Rd	2,191,181
General repairs	150,000	Centennial Lake Rd	951,460
Constant Creek Bridge	140,000	Cobden Rd	1,920,471
Combermere Bridge	40,000	Deep River Road	668,610
O'Grady Bridge	238,500	Foymount Rd	1,173,930
Tramore Bridge	400,000	Lake Dore Rd	1,137,221
Belloves Creek Culvert	1,200,000	Mountain Rd	1,471,900
Berlanquet Creek Culvert	750,000	Mud Lake Rd	891,039
Broomes Creek Culvert & Dam	70,000	Murphy Rd	1,537,635
Burnt Bridge	18,000	Opeongo Rd	2,599,214
Campbell Drive Culvert	600,000	Palmer Rd	1,911,949
Cliché Culvert	18,000	Ridge Road	315,258
Elm Creek Culverts	360,000	River Road	2,061,181
Farquharson's Culvert	200,000	Ruby Rd	1,472,166
Harris Creek Culvert	160,000	Stone Road	1,931,070
John Watson Culvert 2	600,000	Intersection Upgrades	250,000
Kenny's Culvert	200,000	Scratch Coat	750,000
Lynch Road Culvert	120,000	Foymount Rd/B257 CF	1,832,960
Labombard Culvert	18,000		
			36,595,744

## Operations Committee November 9<sup>th</sup> Continued

THAT County Council recommend that the Draft Asset Management Plan and Long Term Financial Plan be returned to a future session of County Council with updated end of 2023 financial impacts; AND FURTHER THAT County Council recommend that the 2024 Draft Budget be presented with the Asset Management Plan and Long Term Financial Plan with consideration to Option 3, as presented, including a range of potential scenarios.

# Long Term Financial Plan

## What does Council want?

Option 3: Some Combination of increased level and reduced service level.

- Dedicated capital levy growth of:
  - 4% 2024-2027
  - 2% 2028-2030
  - 0% 2031-2033
  - 2024 requires an increase in levy contributions to capital of \$2,866,849 This is a 4% levy increase alone, before considering any levy increases for operating costs.
- PCI would equal 66.9 in 2033, and continue a downward trend to plateau at 60.
- All other service level standards would be met except for Renfrew County Housing Corporation buildings, which are expected to stay at an average FCI of 15%, or 5% above the target FCI.

## Operations Committee

### November 9<sup>th</sup> Continued - Roads

**The Asset Management Plan and Long Term Financial Plan (as proposed on November 9<sup>th</sup>) combination approach:**

- requires removing approximately \$43M from the 10 year capital plan
- PCI would equal 66.9 in 2033, and continue a downward trend to plateau at 60

#### **Roads - \$5,465,338.14 in projects deferred**

- 63.5km of Road capital construction projects remain planned for 2024;
- 2 (White Lake Rd.) deferred with greater treatment;
- 21 (Beachburg Rd.) deferred with greater treatment;
- 24 (White Water Rd.) deferred to rehabilitate consecutive sections in 2026;
- 36 (TV Tower Rd.) and 51 (Pembroke St. W.) deferred for drainage design;
- 40 (Greenwood Rd.) deferred to align with MTO Highway 148 project;
- 63 (Flatt Rapids Rd.) deferred with greater treatment;
- 508 (Calabogie Rd.) deferred one section to rehabilitate consecutive sections in 2025;
- 517 (Dafoe Rd.) deferred with greater treatment;

# Operations Committee November 9<sup>th</sup> Continued - Roads

**Bridges - \$1,430,000.00 deferred:**

- 8 bridge capital construction projects remain planned for 2024;
- B145 (Combermere Bridge) deferred to 2026 due to condition and more in-depth design needs;

**Culverts - \$5,182,000 deferred:**

- 11 culvert capital construction projects remain planned for 2024;
- All in-house design costs reduced;
- C201 (Broomes Creek Culvert & Dam) deferred to 2025 due to design needs;

# Operations Committee Trails

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>TRAILS</b>	0	302,483	0	302,483	321,635	(19,152)	-6.0%	-6.0%
Salary/Benefit		109,273		109,273	0	0		
Salary Allocation		0		0	100,077	100,077	-100.0%	
Office Expenses		0		0	500	500	-100.0%	
Misc		0		0	500	500		
Recoveries - Other		0		0	(2,000)	(2,000)	-100.0%	
Recoveries - Donations In Kind		(3,500,000)		(3,500,000)	(3,500,000)	(3,500,000)	0.0%	0.0%
Recoveries - Federal		(1,470,000)		(1,470,000)	(1,470,000)	(1,470,000)	0.0%	0.0%
Recoveries - Provincial		(200,000)		(200,000)	(255,699)	(255,699)	-21.8%	-21.8%
Surplus Adjustment - Capital		3,534,000		3,534,000	3,534,000	3,534,000	0.0%	0.0%
Surplus Adjustment - Trf From Reserves		(34,000)		(34,000)	(34,000)	(34,000)	0.0%	0.0%
Surplus Adjustment - Trf From Reserves		(2,159,538)		(2,159,538)	(2,191,538)	(2,191,538)	-1.5%	-1.5%
K&P Rail Line Development/Mtce		23,210		23,210	22,000	22,000	5.5%	5.5%
Algonquin Trail Development/Mtce		4,029,538		4,029,538	4,148,295	4,148,295	-2.9%	-2.9%
Algonquin Trail Other Recoveries		(30,000)		(30,000)	(30,000)	(30,000)	0.0%	0.0%

	Expense	From resev	From grant	Net opperating cost
Core maintenance	200,000			200,000
Active Transportation	2,261,538	(791,538)	(1,470,000)	0
ICIP	200,000		(200,000)	0
Accelerated work plan	1,368,000	(1,368,000)		0
	4,029,538	(2,159,538)	(1,670,000)	200,000

# Operations Committee Trails

Costs for Trails:

- 1 full time staff.
- Capital is the remaining land purchase, for \$3,534,000 (\$3.5M donation, \$34,000 in cash).
- Algonquin trail development and maintenance consists of:
  - Core maintenance program of \$200,000.
  - \$2,261,538 in federal active transportation grant spending (65% funded).
  - \$200,000 in ICIP grant funding (remaining balance, 100% funded).
  - \$1,368,000 is remaining in the accelerated work plan to stone dust the entire trail, withdrawing the funds from reserves with a first charge against any surplus to repay this withdrawal (DP-CC-21-03-37).
- Funding is:
  - Donation is kind from the CP rail for land - \$3,500,000.
  - Federal Active Transportation Grant - \$1,470,000.
  - Provincial ICIP Grant - \$200,000 (balance remaining).
  - External Lease revenue - \$30,000.
  - Reserve transfers - \$2,193,538.

# Health Committee

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
BONNECHERE MANOR	0	1,557,544	(415,285)	1,972,829	1,512,178	460,651	30.5%	3.0%
MIRAMICHI LODGE	0	1,303,802	(648,271)	1,952,073	1,265,826	686,247	54.2%	3.0%
OTHER LONG TERM CARE	0	94,950	0	94,950	94,950	0	0.0%	0.0%
OTTAWA VALLEY HEALTH TEAM	0	0	0	0	0	0		
HEALTH SERVICES	100,000	1,954,497	0	1,954,497	1,767,955	186,542	10.6%	10.6%
PARAMEDIC SERVICE	113,612	11,142,542	(1,628,232)	12,770,774	9,958,889	2,811,885	28.2%	11.9%
Paramedic - Other	0	0	(18,046)	18,046	0	18,046		
EMERGENCY MANAGEMENT	0	130,595	0	130,595	179,532	(48,937)	-27.3%	-27.3%
<b>Health Committee</b>	<b>213,612</b>	<b>16,183,930</b>	<b>(2,709,834)</b>	<b>18,893,764</b>	<b>14,779,330</b>	<b>4,114,434</b>	<b>27.8%</b>	<b>9.5%</b>

## Health Committee Miramichi Lodge & Bonnechere Manor

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
BONNECHERE MANOR	0	1,557,544	(415,285)	1,972,829	1,512,178	460,651	30.5%	3.0%
Total Municipal Cost	0	2,324,684	(619,628)	2,944,522	2,256,983	687,539	30.5%	3.0%
Recoveries - City of Pembroke	0	(767,150)	204,543	(871,693)	(744,805)	(226,888)	30.5%	3.0%

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
MIRAMICHI LODGE	0	1,303,802	(648,271)	1,952,073	1,265,826	686,247	54.2%	3.0%
Total Municipal Cost	0	1,945,973	(967,568)	2,913,541	1,889,293	1,024,248	54.2%	3.0%
Recoveries - City of Pembroke	0	(642,171)	319,297	(961,468)	(623,467)	(338,001)	54.2%	3.0%

## Health Committee Bonnechere Manor & Miramichi Lodge Pembroke Cost Share

- By-law 134-21:
  - Cost share is based on the 10 year rolling average of the resident census at December 31<sup>st</sup>.
  - Residency is determined by the municipality (County/City) that, in the 10 years prior to admission, the resident has held more residency in.
  - Currently running about 2/3 County of Renfrew, 1/3 City of Pembroke.

## Health Committee Bonnechere Manor – Client Programs

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>CLIENT PROGRAMS &amp; SERVICES</b>	0	1,080,073	0	1,080,073	1,013,827	66,246	6.5%	6.5%
Salaries		821,589		821,589	800,334	21,255	2.7%	2.7%
Employee Benefits		165,907		165,907	170,742	(4,835)	-2.8%	-2.8%
Salary Allocations		65,487		65,487	34,191	31,296	91.5%	91.5%
Computers - Operation/Maint		1,620		1,620	7,440	(5,820)	-78.2%	-78.2%
Depreciation		2,290		2,290	2,400	(110)	-4.6%	-4.6%
Equipment - Replacements		1,500		1,500	0	1,500		
Equipment Operation/Maint.		670		670	670	0	0.0%	0.0%
Hobby Crafts		500		500	0	500		
Purchased Services		5,580		5,580	5,400	180	3.3%	3.3%
Recoveries - Other		0		0	(9,950)	9,950	-100.0%	
Recreation & Entertainment		8,220		8,220	5,000	3,220	64.4%	64.4%
Special Events		9,000		9,000	0	9,000		
<b>Surplus Adjustment - Depreciation</b>		(2,290)		(2,290)	(2,400)	110	-4.6%	-4.6%

- 3 full time non-union staff, 19,000 hours of CUPE staff
- 1 Physiotherapist and 1 social worker funded by Allied Health Funding
- CUPE agreement expires December 2025, contains a 3.25% increase

## Health Committee Bonnechere Manor – Nursing

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>NURSING SERVICES</b>	0	13,634,484	(619,828)	14,254,312	11,991,180	2,263,132	18.9%	13.7%
Salaries - Direct Care		9,643,514	(495,863)	10,139,377	9,007,952	1,131,425	12.6%	7.1%
Employee Benefits - Direct Care		1,928,320	(123,965)	2,052,285	1,876,223	176,062	9.4%	2.8%
Salaries - Nursing Administration		611,749		611,749	520,441	91,308	17.5%	17.5%
Employee Benefits - Nursing Administration		167,004		167,004	137,923	29,081	21.1%	21.1%
Computers - Operation/Maint		33,500		33,500	33,704	(204)	-0.6%	-0.6%
Depreciation		48,709		48,709	41,400	7,309	17.7%	17.7%
Equipment Operation/Maint.		3,350		3,350	6,388	(3,038)	-47.6%	-47.6%
Equipment Replacement		7,700		7,700	7,700	0	0.0%	0.0%
High Intensity Needs - Claims Based		120,000		120,000	80,000	40,000	50.0%	50.0%
High Intensity Needs -Non Claims Based		42,163		42,163	43,362	(1,199)	-2.8%	-2.8%
High Intensity Needs - Prov Subsidy 95%		(114,000)		(114,000)	(76,000)	(38,000)	50.0%	50.0%
Incontinent Products (@\$1.20)		121,000		121,000	112,500	8,500	7.6%	7.6%
IPAC Sal/Expenses		123,280		123,280	0	123,280		
Fall Prevention		0		0	18,000	(18,000)	-100.0%	
Fall Prevention - Subsidy		0		0	(18,000)	18,000	-100.0%	
Lab Fees		8,000		8,000	8,000	0	0.0%	0.0%
Lab Fees - Prov Subsidy		(8,000)		(8,000)	(8,000)	0	0.0%	0.0%
Medical Director (@\$0.30)		19,710		19,710	19,710	0	0.0%	0.0%
Medical Nursing Supplies		84,550		84,550	92,143	(7,593)	-8.2%	-8.2%
Memberships		0		0	0	0		
Misc		1,200		1,200	1,600	(400)	-25.0%	-25.0%
Phys On Call - Expenses		19,200		19,200	19,044	156	0.8%	0.8%
Phys On Call - Prov Subsidy		(19,200)		(19,200)	(19,044)	(156)	0.8%	0.8%
Purchased Services		702,400		702,400	2,400	700,000	29166.7%	29166.7%
RAI / MDS Expenses		98,624		98,624	95,922	2,702	2.8%	2.8%
Nurse Practitioner (Salary & overhead)		172,276		172,276	152,056	20,220	13.3%	
Recovery - PROV - Nurse Practitioner		(131,856)		(131,856)	(122,844)	(9,012)	7.3%	7.3%
<b>Surplus Adjustment - Depreciation</b>		(48,709)		(48,709)	(41,400)	(7,309)	17.7%	17.7%

## Health Committee Bonnechere Manor – Nursing

Costs for Bonnechere Manor - Nursing:

- Nurse Admin:
  - 4 full time non-union staff, including 1 new position for a clinical resource (estimated, unscored) funded by Allied Health Funding
  - 6,000 hours of CUPE staff.
- Nursing Direct:
  - 232,000 CUPE PSW hours (73,000 are funded by Nursing Staff Supplement Funding - 4 hours of care).
  - 43,000 CUPE RPN hours.
  - 18,000 ONA RN hours (ONA agreement expired March 30, 2023).
- Other:
  - 1 Nurse practitioner.
  - 1 IPAC RN.
  - 1 RAI/MDS Coordinator.
- \$700,000 purchase service budget is the expected premium costs for not being able to staff the budgeted hours (premium of agency nurse costs over internal staff costs).

## Health Committee Bonnechere Manor – Nursing

- Provincial funding for specific programs:
  - High Intensity Needs Care Subsidy 95% of eligible claims - \$114,000.
  - Lab Fees Subsidy - \$8,000.
  - Physician on Call Subsidy - \$19,200.
  - Nurse Practitioner Funding - \$131,856 (max funding).
- Suggested reduction to reach the levy target - Level 1:
  - Reduce PSW enhanced hours by 15,000 – currently vacant.



## Health Committee Bonnechere Manor – Food

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>FOOD SERVICES</b>	0	2,560,863	0	2,560,863	2,368,451	192,412	8.1%	8.1%
Salaries		1,429,814		1,429,814	1,309,909	119,905	9.2%	9.2%
Employee Benefits		345,164		345,164	327,919	17,245	5.3%	5.3%
Salary Allocations		(65,487)		(65,487)	(34,191)	(31,296)	91.5%	91.5%
Depreciation		16,610		16,610	15,360	1,250	8.1%	8.1%
Dietary Supplies		74,180		74,180	74,967	(787)	-1.0%	-1.0%
Equipment - Operation/Maint.		6,800		6,800	6,880	(80)	-1.2%	-1.2%
Computers - Operation/Maint		5,080		5,080	3,000	2,080	69.3%	69.3%
Equipment - Replacements		4,000		4,000	0	4,000		
Other Expenses		1,750		1,750	1,350	400	29.6%	29.6%
Purchased Services		600		600	600	0	0.0%	0.0%
Surplus Adjustment - Depreciation		(16,610)		(16,610)	(15,360)	(1,250)	8.1%	8.1%
Raw Food Costs		819,871		819,871	750,250	69,621	9.3%	9.3%
Raw Food Recoveries		(24,700)		(24,700)	(27,550)	2,850	-10.3%	-10.3%
Recoveries - Charge to ML - Supervisor		(43,709)		(43,709)	(19,909)	(23,800)	119.5%	119.5%
Recoveries		0		0	(27,407)	27,407	-100.0%	
Replacement - Dishes / Cutlery		10,000		10,000	5,133	4,867	94.8%	94.8%
Vending - Net		(2,500)		(2,500)	(2,500)	0	0.0%	0.0%

Costs for Bonnechere Manor - Food:

- 3 full time non-union staff includes a dietician partially funded by Allied Health Supplement Funding.
- 39,000 CUPE hours for cooks, chefs, and food service workers.
- Shared assistant food services supervisor with ML.
- Recoveries for food used in the adult day program.
- Vending machine sales.

## Health Committee Bonnechere Manor – Housekeeping

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>HOUSEKEEPING SERVICES</b>	0	1,016,702	0	1,016,702	977,754	38,948	4.0%	4.0%
Salaries		775,994		775,994	745,563	30,431	4.1%	4.1%
Employee Benefits		171,921		171,921	163,260	8,661	5.3%	5.3%
Salary Allocations		(9,713)		(9,713)	(9,339)	(374)	4.0%	4.0%
Depreciation		1,286		1,286	2,220	(934)	-42.1%	-42.1%
Equipment - Operation/Maint.		2,500		2,500	2,500	0	0.0%	0.0%
Equipment - Replacements		2,300		2,300	2,100	200	9.5%	9.5%
Housekeeping Supplies		73,700		73,700	73,670	30	0.0%	0.0%
Surplus Adjustment - Depreciation		(1,286)		(1,286)	(2,220)	934	-42.1%	-42.1%

- 28,500 CUPE hours for housekeeping aids.
- Recoveries for time spent cleaning the adult day program area.

## Health Committee Bonnechere Manor – Laundry

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>LAUNDRY AND LINEN SERVICES</b>	0	467,079	0	467,079	440,198	26,881	6.1%	6.1%
Salaries		322,250		322,250	309,300	12,950	4.2%	4.2%
Employee Benefits		91,939		91,939	85,280	6,659	7.8%	7.8%
Salary Allocations		(3,770)		(3,770)	(3,623)	(147)	4.1%	4.1%
Bedding Etc Replacements		20,860		20,860	12,860	8,000	62.2%	62.2%
Depreciation		7,044		7,044	7,428	(384)	-5.2%	-5.2%
Equipment Operation/Maint.		10,800		10,800	13,800	(3,000)	-21.7%	-21.7%
Laundry Supplies		25,000		25,000	22,581	2,419	10.7%	10.7%
<b>Surplus Adjustment - Depreciation</b>		(7,044)		(7,044)	(7,428)	384	-5.2%	-5.2%

- 12,300 CUPE hours for laundry and clothing aids.
- Recoveries for time spent cleaning the adult day program supplies.

## Health Committee Bonnechere Manor – Building

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>BUILDINGS AND PROPERTY MAINT</b>	0	1,469,692	0	1,469,692	1,152,545	317,147	27.5%	27.5%
Salaries		352,903		352,903	347,206	5,697	1.6%	1.6%
Employee Benefits		92,801		92,801	91,297	1,504	1.6%	1.6%
Salary Allocations		(4,020)		(4,020)	(3,808)	(212)	5.6%	5.6%
Depreciation		601,931		601,931	576,300	25,631	4.4%	4.4%
Computers - Operation/Maint		2,800		2,800	2,900	(100)	-3.4%	-3.4%
Equipment - Replacements		42,600		42,600	32,600	10,000	30.7%	30.7%
Minor Capital		204,992		204,992	0	204,992		
Furniture - Replacements		23,700		23,700	20,064	3,636	18.1%	18.1%
Hydro		195,300		195,300	189,625	5,675	3.0%	3.0%
Natural Gas		111,000		111,000	107,625	3,375	3.1%	3.1%
Insurance		87,222		87,222	76,625	10,597	13.8%	13.8%
Purchased Services		211,075		211,075	186,450	24,625	13.2%	13.2%
Special Project - Phone / Cable System		32,000		32,000	32,000	0	0.0%	0.0%
Recoveries - Residents (cable/phone)		(60,416)		(60,416)	(103,800)	43,384	-41.8%	-41.8%
Recoveries		(23,725)		(23,725)	(23,838)	113	-0.5%	-0.5%
Repairs & Maint -Bldgs & Grounds		67,760		67,760	67,760	0	0.0%	0.0%
<b>Surplus Adjustment - Depreciation</b>		(601,931)		(601,931)	(576,300)	(25,631)	4.4%	4.4%
Water / Wastewater		133,700		133,700	129,839	3,861	3.0%	3.0%

Costs for Bonnechere Manor - Building:

- 1 full time non-union manager.
- 8,300 CUPE hours for electricians, plumbers and maintenance people.
- Recoveries for day program area maintenance, as well as phone/internet charges to residents.
- \$204,992 is budgeted to maximize the new minor capital funding – criteria and purchases still be decided.

## Health Committee Bonnechere Manor – Administration

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>GENERAL AND ADMINISTRATIVE</b>	0	1,206,131	0	1,206,131	1,146,479	59,652	5.2%	5.2%
Salaries		469,121		469,121	468,565	556	0.1%	0.1%
Employee Benefits		148,108		148,108	143,473	4,635	3.2%	3.2%
Salary Allocation		(28,044)		(28,044)	(29,195)	1,151	-3.9%	-3.9%
Accreditation Fees		6,000		6,000	6,000	0	0.0%	0.0%
Admin Charges		128,081		128,081	123,305	4,776	3.9%	3.9%
Advertising/Awards Dinner		10,000		10,000	5,000	5,000	100.0%	100.0%
Audit		13,046		13,046	10,350	2,696	26.0%	26.0%
Computer / Internet		72,550		72,550	75,504	(2,954)	-3.9%	-3.9%
Depreciation		11,695		11,695	15,600	(3,905)	-25.0%	-25.0%
Equipment - Operation/Maint.		13,260		13,260	11,886	1,374	11.6%	11.6%
HR Charges		111,773		111,773	107,481	4,322	4.0%	4.0%
Insurance		95,122		95,122	69,190	26,932	37.5%	37.5%
IT Charges		74,195		74,195	70,131	4,064	5.8%	5.8%
Legal & Labour Contract Costs		20,000		20,000	20,000	0	0.0%	0.0%
Memberships		18,500		18,500	17,885	615	3.4%	3.4%
Postage / Courier		3,920		3,920	5,374	(1,454)	-27.1%	-27.1%
Office Supplies		18,800		18,800	18,800	0	0.0%	0.0%
Purchased Services		3,440		3,440	3,440	0	0.0%	0.0%
Purchased Services - Internal BM		44,140		44,140	42,715	1,425	3.3%	3.3%
Recoveries - Internal - ML		(42,973)		(42,973)	(82,641)	39,668	-48.0%	-48.0%
Recoveries - Other		(40,000)		(40,000)	0	(40,000)		
Staff Training		23,892		23,892	24,036	(144)	-0.6%	-0.6%
Surplus Adjustment - Depreciation		(11,695)		(11,695)	(15,600)	3,905	-25.0%	-25.0%
Telephone		12,800		12,800	16,650	(3,850)	-23.1%	-23.1%
Travel		10,400		10,400	2,000	8,400	420.0%	420.0%
Uniform Allowance		20,000		20,000	20,000	0	0.0%	0.0%

## Health Committee Bonnechere Manor – Administration

Costs for Bonnechere Manor - Administration:

- 5 full time non-union staff.
- 2,000 CUPE hours for receptionist.
- Recoveries from the adult day program and ML for admin assistant.
- Internal charges from Admin/Finance, HR, IT, and ML (for Director of Long-term Care).
- Recoveries for purchasing consortium rebate.

## Health Committee Bonnechere Manor – Capital

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>CAPITAL</b>	0	980,000	0	980,000	626,500	353,500	56.4%	56.4%
<b>Surplus Adjustment - Capital</b>	0	980,000		980,000	626,500	353,500	56.4%	56.4%

Capital consists of:

- Rolled vinyl flooring - \$40,000.
- Argo Tub replacements - \$70,000.
- Domestic hot water heaters - \$225,000.
- Garbage compactor - \$50,000.
- Solar panel inverter - \$25,000.
- Sprinkler (fire) replacement - \$45,000.
- Emergency power generator - \$500,000.
- Butterfly dementia care unit renovations - \$25,000.

## Health Committee Bonnechere Manor – Revenue

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>RESIDENTS REVENUE</b>	0	4,515,172	0	4,515,172	4,056,813	458,359	11.3%	11.3%
Basic Accommodation		3,849,703		3,849,703	3,570,000	279,703	7.8%	7.8%
Preferred Accommodation		665,469		665,469	486,813	178,656	36.7%	36.7%

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>OTHER REVENUE</b>	0	410,000	0	410,000	201,000	209,000	104.0%	104.0%
Interest Income		300,000		300,000	75,000	225,000	300.0%	300.0%
Solar Panel FIT Revenue		110,000		110,000	126,000	(16,000)	-12.7%	-12.7%

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>SURPLUS ADJUSTMENT</b>	0	980,000	0	980,000	697,772	282,228	40.4%	40.4%
<b>Surplus Adjustment - From Reserves</b>		980,000		980,000	697,772	282,228	40.4%	40.4%

- The return of preferred accommodation revenue is tied to the loosening of COVID restrictions.
- BM receives funding from roof mounted solar panels.

## Health Committee Bonnechere Manor – Funding

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>PROVINCIAL SUBSIDY</b>	0	14,185,158	0	14,185,158	12,553,391	1,631,767	13.0%	13.0%
Operating Subsidy		9,503,697		9,503,697	9,427,491	76,206	0.8%	0.8%
Comprehensive minor capital		204,992		204,992		204,992		
Recovery - IPAC		126,492		126,492	45,724	80,768	176.6%	176.6%
Allied Health Professional Supplement		339,436		339,436	284,920	54,516	19.1%	19.1%
Professional Growth Fund		23,892		23,892	24,036	(144)	-0.6%	-0.6%
PSW Premium		886,305		886,305	611,614	274,691	44.9%	44.9%
Nursing Staff Supplement		3,100,344		3,100,344	2,159,606	940,738	43.6%	43.6%

### Funding:

- PSW Premium – 100% funding to increase PSW wages by \$3/hour, no maximum cap for this funding.
- Allied Health Professional Supplement – 100% funding to increase staff hours in certain classifications – max allocation is \$339,436.
- Nursing Staff Supplement – 100% funding to increase or sustain staff levels in direct care positions (Nurse/PSW) – max allocation is \$3,100,344.

## Health Committee Bonnechere Manor – Funding

### Funding:

- Operating subsidy estimated at \$9,503,697:
  - Made up of 14 components.
  - In summary, per diem of ~\$200/day of which \$105 is adjusted by a CMI index calculation.
  - \$375,000 in other funding not tied to beds or days.
  - Reduced by resident revenue collected.
  - Funding is on a provincial fiscal year, however early planning tools released by the Ministry indicate only a moderate 2% increase in the per diem subsidy.
  - CMI is declining from 0.9943 to 0.9820 (2023 Budget CMI was 0.9840).

## Health Committee Miramichi Lodge – Client Programs

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>CLIENT PROGRAMS &amp; SERVICES</b>	0	922,304	0	922,304	874,247	48,057	5.5%	5.5%
Salaries		623,104		623,104	600,083	23,021	3.8%	3.8%
Employee Benefits		145,222		145,222	140,723	4,499	3.2%	3.2%
Salary Allocations		71,571		71,571	62,443	9,128	14.6%	14.6%
Computers Operation/Maint.		1,645		1,645	1,645	0	0.0%	0.0%
Depreciation		3,782		3,782	3,792	(10)	-0.3%	-0.3%
Equipment - Replacements		3,075		3,075	3,075	0	0.0%	0.0%
Equipment Operation/Maint.		2,460		2,460	2,460	0	0.0%	0.0%
Hobby Crafts		5,125		5,125	5,125	0	0.0%	0.0%
Purchased Service - Physio		57,102		57,102	53,693	3,409	6.3%	6.3%
Recreation & Entertainment		10,500		10,500	5,000	5,500	110.0%	110.0%
Special Events		2,500		2,500	0	2,500		
<b>Surplus Adjustment - Depreciation</b>		(3,782)		(3,782)	(3,792)	10	-0.3%	-0.3%

Costs for the Information Technology Division:

- 2 full time non-union staff, 15,000 hours of CUPE staff.
- 1 social worker funded by Allied Health Funding.
- CUPE agreement expires December 2025, contains a 3.25% increase.
- Purchase of service for Physiotherapist.
- Recoveries for dietitian allocation.

## Health Committee Miramichi Lodge – Nursing

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>NURSING SERVICES</b>	0	12,436,484	(967,668)	13,404,052	11,299,762	2,104,290	18.6%	10.1%
Salaries - Direct Care		9,399,669	(803,082)	10,202,751	8,627,507	1,575,244	18.3%	9.0%
Employee Benefits - Direct Care		1,606,685	(164,486)	1,771,171	1,491,014	280,157	18.8%	7.8%
Salaries - Administration		587,319		587,319	450,186	137,133	30.5%	30.5%
Employee Benefits - Administration		163,958		163,958	134,543	29,415	21.9%	21.9%
Computers-Operation/Maint.		22,652		22,652	22,264	388	1.7%	1.7%
Depreciation		55,638		55,638	41,000	14,638	35.7%	35.7%
Equipment - Replacements		13,000		13,000	7,000	6,000	85.7%	85.7%
Equipment-Operation/Maint.		5,000		5,000	3,940	1,060	26.9%	26.9%
High Intensity Needs Claims Based		30,000		30,000	30,000	0	0.0%	0.0%
High Intensity Needs - Non Claims Based (0.64)		38,884		38,884	39,383	(499)	-1.3%	-1.3%
High Intensity Needs - Prov Subsidy (95%)		(28,500)		(28,500)	(28,500)	0	0.0%	0.0%
Incontinent Products		135,000		135,000	100,985	34,015	33.7%	33.7%
Misc		1,500		1,500	1,500	0	0.0%	0.0%
Fall Prevention Equip		0		0	16,600	(16,600)	-100.0%	
Fall Prevention Prov Subsidy		0		0	(16,600)	16,600	-100.0%	
Lab Fees		6,500		6,500	6,500	0	0.0%	0.0%
Lab Fees - Prov Subsidy		(6,500)		(6,500)	(6,500)	0	0.0%	0.0%
Medical Director (@\$0.30)		18,227		18,227	18,177	50	0.3%	0.3%
Medical Nursing Supplies		104,000		104,000	103,654	346	0.3%	0.3%
Nurse Practitioner Salary		184,490		184,490	184,639	(149)	-0.1%	-0.1%
Nurse Practitioner Overhead		8,513		8,513		8,513		
Nurse Practitioner - Prov Subsidy		(122,844)		(122,844)	(122,844)	0	0.0%	0.0%
Allied Health-IPAC RN		0		0	117,657	(117,657)	-100.0%	
IPAC personnel		145,639		145,639				
Phys On Call - Expense (@\$100 per bed)		16,600		16,600	16,600	0	0.0%	0.0%
Phys On Call - Prov Subsidy		(16,600)		(16,600)	(16,600)	0	0.0%	0.0%
RAI-MDS - Expenses		123,292		123,292	117,657	5,635	4.8%	4.8%
Subscriptions and Memberships		0		0	1,000	(1,000)	-100.0%	
<b>Surplus Adjustment - Depreciation</b>		(55,638)		(55,638)	(41,000)	(14,638)	35.7%	35.7%

## Health Committee Miramichi Lodge – Nursing

Costs for Miramichi Lodge - Nursing:

- Nurse Admin:
  - 4 full time non-union staff, including 1 new position for a clinical resource (estimated, unscored) funded by Allied Health Funding.
- Nursing Direct:
  - 227,000 CUPE PSW hours (84,000 are funded by Nursing Staff Supplement Funding - 4 hour of care).
  - 52,000 CUPE RPN hours.
  - 14,000 ONA RN hours (ONA agreement expired March 30, 2023).
- Other:
  - 1 Nurse practitioner.
  - 1 IPAC RN.
  - 1 RAI/MDS Coordinator.
- Provincial funding for specific programs:
  - High Intensity Needs Care Subsidy 95% of eligible claims - \$28,000.
  - Lab Fees Subsidy - \$6,500.
  - Physician on Call Subsidy \$16,600.
  - Nurse Practitioner funding \$122,292 (max funding).
- Suggested reduction to reach the levy target - Level 1:
  - Reduce PSW enhanced hours by 24,000 – currently vacant.

## Health Committee Miramichi Lodge – Food

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance %
<b>FOOD SERVICES</b>	0	2,307,888	0	2,307,888	2,153,684	154,174	7.2%	7.2%
Salaries		1,273,197		1,273,197	1,218,791	54,406	4.5%	4.5%
Employee Benefits		272,799		272,799	260,000	12,799	4.9%	4.9%
Salary Allocations		(71,571)		(71,571)	(62,443)	(9,128)	14.6%	14.6%
Dietary Supplies		23,000		23,000	22,545	455	2.0%	2.0%
Computer - Operation/Maintenance		5,600		5,600	0	5,600		
Depreciation		17,096		17,096	13,000	4,096	31.5%	31.5%
Equipment - Operation/Replacement		11,300		11,300	10,960	340	3.1%	3.1%
Food Wrap & Disposable Items		11,800		11,800	11,432	368	3.2%	3.2%
Purchased Service - Supervisor from BM		43,709		43,709	19,909	23,800	119.5%	119.5%
Raw Food Costs		739,824		739,824	667,990	71,834	10.8%	10.8%
Raw Food Recoveries		(6,500)		(6,500)	(1,500)	(5,000)	333.3%	333.3%
Replacement - Dishes/Cutlery		10,300		10,300	10,000	300	3.0%	3.0%
Surplus Adjustment - Depreciation		(17,096)		(17,096)	(13,000)	(4,096)	31.5%	31.5%
Café M (net)		(1,600)		(1,600)	0	(1,600)		
Vending Machine Operation (Net)		(4,000)		(4,000)	(4,000)	0	0.0%	0.0%

Costs for Miramichi Lodge - Food:

- 2 full time non-union staff.
- 37,000 CUPE hours for chefs, cooks, and food service workers.
- Allocation for assistant food service supervisor shared with BM.
- Recoveries for foods sales at Café M and vending machines.

## Health Committee Miramichi Lodge – Housekeeping

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>HOUSEKEEPING SERVICES</b>	0	948,955	0	948,955	897,064	51,891	5.8%	5.8%
Salaries		738,788		738,788	709,842	28,946	4.1%	4.1%
Employee Benefits		134,267		134,267	124,222	10,045	8.1%	8.1%
Depreciation		3,586		3,586	3,000	586	19.5%	19.5%
Equipment - Operation/Maint.		1,750		1,750	1,750	0	0.0%	0.0%
Equipment - Replacements		5,000		5,000	5,000	0	0.0%	0.0%
Housekeeping Supplies		67,900		67,900	55,000	12,900	23.5%	23.5%
Other		1,250		1,250	1,250	0	0.0%	0.0%
<b>Surplus Adjustment - Depreciation</b>		(3,586)		(3,586)	(3,000)	(586)	19.5%	19.5%

- 26,500 CUPE hours for housekeeping aids.

## Health Committee Miramichi Lodge – Laundry

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>LAUNDRY AND LINEN SERVICES</b>	0	298,222	0	298,222	289,102	9,120	3.2%	3.2%
Salaries		217,822		217,822	208,962	8,860	4.2%	4.2%
Employee Benefits		37,900		37,900	36,360	1,540	4.2%	4.2%
Depreciation		7,990		7,990	1,500	6,490	432.7%	432.7%
Equipment - Operation/Maint.		2,500		2,500	2,500	0	0.0%	0.0%
Equipment - Replacements		2,000		2,000	2,500	(500)	-20.0%	-20.0%
Laundry Supplies		20,000		20,000	23,690	(3,690)	-15.6%	-15.6%
Replacement - Bedding		18,000		18,000	15,090	2,910	19.3%	19.3%
<b>Surplus Adjustment - Depreciation</b>		(7,990)		(7,990)	(1,500)	(6,490)	432.7%	432.7%

- 8,000 CUPE hours for laundry aids.



## Health Committee Miramichi Lodge – Building

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>BUILDINGS AND PROPERTY MAINTENANCE</b>		1,465,021	0	1,465,021	1,184,736	280,285	23.7%	23.7%
Salaries		278,148		278,148	266,836	11,312	4.2%	4.2%
Employee Benefits		77,864		77,864	74,032	3,832	5.2%	5.2%
Depreciation		812,441		812,441	795,000	17,441	2.2%	2.2%
Computers - Operation/Maint.		4,200		4,200	6,562	(2,362)	-36.0%	-36.0%
Equipment - Replacements		140,500		140,500	60,000	80,500	134.2%	134.2%
Furniture - Replacements		40,000		40,000	40,380	(380)	-0.9%	-0.9%
Insurance		107,708		107,708	83,273	24,435	29.3%	29.3%
Hydro		200,000		200,000	200,000	0	0.0%	0.0%
Natural Gas		75,000		75,000	75,000	0	0.0%	0.0%
Purchased Services		318,029		318,029	283,000	35,029	12.4%	12.4%
Resident - Cable/Phone		25,000		25,000	23,500	1,500	6.4%	6.4%
Resident - Cable/Phone Recoveries		(58,700)		(58,700)	(83,700)	25,000	-29.9%	-29.9%
Recoveries		(5,000)		(5,000)	0	(5,000)		
Repairs & Maint-Bldgs & Grounds		99,980		99,980	98,853	1,127	1.1%	1.1%
Minor Capital		102,292		102,292	0	102,292		
<b>Surplus Adjustment - Depreciation</b>		(812,441)		(812,441)	(795,000)	(17,441)	2.2%	2.2%
Water / Wastewater		60,000		60,000	57,000	3,000	5.3%	5.3%

Costs for Miramichi Lodge - Building:

- 1 full time non-union Manager.
- 6,400 CUPE hours for maintenance people.
- Recoveries for phone/internet charges to residents.
- \$102,292 is budgeted to maximize the new minor capital funding – criteria and purchases still be decided.

## Health Committee Miramichi Lodge – Administration

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>GENERAL AND ADMINISTRATIVE</b>	0	1,405,723	0	1,405,723	1,170,446	235,277	20.1%	20.1%
Salaries		453,288		453,288	423,732	29,556	7.0%	7.0%
Employee Benefits		152,923		152,923	142,566	10,357	7.3%	7.3%
Accreditation		6,000		6,000	5,971	29	0.5%	0.5%
Admin Charges		127,891		127,891	123,128	4,763	3.9%	3.9%
Advertising & Awards		5,000		5,000	5,000	0	0.0%	0.0%
Audit		13,045		13,045	10,350	2,695	26.0%	26.0%
Computer - Internet		225,730		225,730	70,400	155,330	220.6%	220.6%
Depreciation		29,955		29,955	24,000	5,955	24.8%	24.8%
Equipment-Operation/Maint.		11,318		11,318	10,392	926	8.9%	8.9%
Health & Safety Program		0		0	1,000	(1,000)	-100.0%	
HR Charges		110,518		110,518	106,243	4,275	4.0%	4.0%
Insurance		88,188		88,188	71,046	17,142	24.1%	24.1%
IT Charges		74,195		74,195	70,131	4,064	5.8%	5.8%
Legal & Labour Contract Costs		60,000		60,000	50,000	10,000	20.0%	20.0%
Memberships		17,275		17,275	16,770	505	3.0%	3.0%
Postage		7,000		7,000	6,500	500	7.7%	7.7%
Office Supplies		18,700		18,700	16,908	1,792	10.6%	10.6%
Staff Training		22,032		22,032	22,164	(132)	-0.6%	-0.6%
Purchased Services		4,437		4,437		4,437		
Purchased Services - Internal BM		42,973		42,973	54,641	(11,668)	-21.4%	-21.4%
Recovery - Internal BM		(44,140)		(44,140)	(40,996)	(3,144)	7.7%	7.7%
Recoveries		(35,000)		(35,000)	0	0	0.0%	0.0%
<b>Surplus Adjustment - Depreciation</b>		(29,955)		(29,955)	(24,000)	(5,955)	24.8%	24.8%
Telephone		22,850		22,850	15,000	7,850	52.3%	52.3%
Travel		5,000		5,000	8,000	(3,000)	-37.5%	-37.5%
Uniform Allowance		16,500		16,500	16,500	0	0.0%	0.0%

## Health Committee Miramichi Lodge – Administration

Costs for Miramichi Lodge - Administration:

- 5 full time non-union staff.
- Recoveries for the Director of Long-term Care from BM.
- Internal charges for Finance/Admin, HR, IT, and BM for admin assistant time.
- Large increase in computer costs is for the replacement of 38 computers and 7 network switches.
- Recoveries for purchasing consortium rebates.

## Health Committee Miramichi Lodge – Other

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
NON-SUBSIDIZABLE EXPENSE	0	626,819	0	626,819	627,096	(277)	0.0%	0.0%
Surplus Adjustment - Principal		601,188		601,188	568,863	32,325	5.7%	5.7%
Debtenture Payment Interest Only (2024)		25,631		25,631	58,233	(32,602)	-56.0%	-56.0%

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
EQUIPMENT ACQUISITIONS	0	745,700	0	745,700	703,600	42,100	6.0%	6.0%
Surplus Adjustment - Capital		745,700		745,700	703,600	42,100	6.0%	6.0%

- Final debenture payment of ML redevelopment October 2024.
- Capital purchases are:
  - Flooring - \$70,000.
  - Chiller - \$35,000.
  - Air conditioning study and controls - \$61,500.
  - Site work – paving and ditching - \$57,000.
  - VAV's - \$20,000.
  - Hydronic distribution replacements - \$87,000 (continued from 2023).
  - Nurse call system - \$315,000.
  - Emergency generator transfer switch - \$75,000.
  - Butterfly dementia care unit renovations - \$25,000 .

## Health Committee Miramichi Lodge – Revenue

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>REVENUE - MIRAMICHI LODGE</b>	0	4,232,480	0	4,232,480	4,064,219	168,261	4.1%	4.1%
Basic Accommodation		3,450,316		3,450,316	3,273,000	177,316	5.4%	5.4%
Preferred Accommodation		765,477		765,477	791,219	(25,742)	-3.3%	-3.3%
Respite Care		16,687		16,687	0	16,687		
<b>OTHER REVENUE</b>	0	235,000	0	235,000	49,800	185,200	371.9%	371.9%
Interest Income		235,000		235,000	49,800	185,200	371.9%	371.9%

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>SURPLUS ADJUSTMENT - From Reserves</b>	0	745,700	0	745,700	703,600	42,100	6.0%	6.0%
Surplus Adjustment - Trf From Reserves		745,700		745,700	703,600	42,100	6.0%	6.0%

## Health Committee Miramichi Lodge – Funding

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>PROVINCIAL SUBSIDY</b>	0	13,997,933	0	13,997,933	12,492,825	1,505,108	12.0%	12.0%
Operating Subsidy		8,926,103		8,926,103	9,025,572	(99,469)	-1.1%	-1.1%
Allied Health Professional Supplement		313,039		313,039	262,760	50,279	19.1%	19.1%
Professional Growth Fund		22,032		22,032	22,164	(132)	-0.6%	-0.6%
Nursing Staff Supplement		3,049,401		3,049,401	1,991,636	1,057,765	53.1%	53.1%
PSW Premium		835,259		835,259	521,429	313,830	60.2%	60.2%
IPAC		122,988		122,988	42,168	80,820	191.7%	191.7%
Comprehensive minor capital		102,292		102,292		102,292		
Capital Facility Subsidy (2024)		626,819		626,819	627,096	(277)	0.0%	0.0%

- Funding:
  - PSW Premium – 100% funding to increase PSW wages by \$3/hour, no maximum cap for this funding.
  - Allied Health Professional Supplement – 100% funding to increase staff hours in certain classifications – max allocation is \$313,039.
  - Nursing Staff Supplement – 100% funding to increase or sustain hours in direct care positions (Nurse/PSW) – max allocation is \$3,049,401.

## Health Committee Miramichi Lodge – Funding

- Funding:
  - Operating subsidy estimated at \$8,926,103:
    - Made up of 14 components.
    - In summary, per diem of ~\$200/day of which \$105 is adjusted by a CMI index calculation.
    - \$350,000 in other funding not tied to beds or days.
    - Reduced by resident revenue collected.
    - Funding is on a provincial fiscal year, however early planning tools released by the Ministry indicate only a moderate 2% increase in the per diem subsidy.
    - CMI is declining from 1.0051 to 0.9950 (2023 budgeted CMI 1.0376).

## Health Committee Other Long term Care

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>OTHER LONG TERM CARE</b>	0	94,950	0	94,950	94,950	0	0.0%	0.0%
North Renfrew Long Term Care		140,959		140,959	140,959	0	0.0%	0.0%
Recoveries - City of Pembroke		(46,009)		(46,009)	(46,009)	0	0.0%	0.0%

- 2001 agreement to transfer 21 long term care beds from BM to the North Renfrew Long Term Care Home and fund them to the lessor of actual costs, actual costs per bed at BM, or \$18.39 per resident per day (\$140,959).
- Contains the same cost share arrangement with the City of Pembroke as BM.

# Health Committee Health Unit & Other

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>HEALTH SERVICES</b>	100,000	1,954,497	0	1,954,497	1,767,956	186,542	10.6%	10.6%
Renfrew County & District Health Unit		1,954,497		1,954,497	1,767,956	186,542	10.6%	10.6%
Pembroke Regional Hospital	100,000							

- Costs for the Renfrew County & District Health unit are share based on population between the City of Pembroke, County of Renfrew, and the District of South Algonquin.
- Formal notice of apportionment has been received for the 2024 year.
- Enhancement is a request from the Pembroke Regional Hospital to support their investment in an electronic medical record system.

# Health Committee Ottawa Valley Ontario Health Team

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>OTTAWA VALLEY HEALTH TEAM</b>	0	0	0	0	0	0	0.0%	0.0%
Salaries and Benefits		330,113		330,113	357,172	(27,059)	-7.6%	-7.6%
Purchases		644,887		644,887	617,828	27,059	4.4%	4.4%
Recoveries - Provincial		(975,000)		(975,000)	(975,000)	0	0.0%	0.0%

- Funding agreement for the 2024/25 year is \$975,000.
- Funds are disbursed at the direction of a steering committee that consists of a number of local partners.
- The County is the primary agreement holder, receiving all funds and providing all reporting.

## Health Committee Paramedic Service 911 Program

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>PARAMEDIC SERVICE</b>	<b>113,612</b>	<b>11,142,542</b>	<b>(1,628,232)</b>	<b>12,770,774</b>	<b>9,958,889</b>	<b>2,811,885</b>	<b>28.2%</b>	<b>11.9%</b>
Salaries - Admin	95,745	2,254,230	(164,169)	2,418,399	2,069,671	348,728	16.8%	8.9%
Employee Benefits - Admin	19,583	631,044	(59,160)	690,204	569,528	120,676	21.2%	10.8%
PW Salary Allocations		103,112		103,112	103,112	0	0.0%	0.0%
Paramedic - Salaries		12,187,751	(1,189,188)	13,376,939	10,417,756	2,959,183	28.4%	17.0%
Paramedic - Benefits		4,820,124	(462,462)	5,282,586	4,300,896	981,690	22.8%	12.1%
Admin Charge		200,474		200,474	192,891	7,583	3.9%	3.9%
Base Station Costs - Expenses		80,000		80,000	64,000	16,000	25.0%	25.0%
Base Station Costs - Lease - External		65,132		65,132	78,000	(12,868)	-16.5%	-16.5%
Base Station Costs - Lease - Internal	15,500	570,777		570,777	431,045	139,732	32.4%	32.4%
Communication & Computing		400,000		400,000	275,000	125,000	45.5%	45.5%
Conferences & Conventions		10,000		10,000	5,500	4,500	81.8%	81.8%
Depreciation		1,200,000		1,200,000	1,200,000	0	0.0%	0.0%
HR Charge		272,380		272,380	258,308	14,072	5.4%	5.4%
Insurance		213,104		213,104	194,213	18,891	9.7%	9.7%
Insurance Claims Costs		10,000		10,000	10,000	0	0.0%	0.0%
Internal Lease		136,699		136,699	113,300	23,399	20.7%	20.7%
IT Charge		53,151		53,151	50,459	2,692	5.3%	5.3%
Leased Equipment interest & warranty		75,000		75,000	12,000	63,000	525.0%	525.0%
Legal		20,000		20,000	20,000	0	0.0%	0.0%
Medications		115,000		115,000	125,000	(10,000)	-8.0%	-8.0%
Office Expenses		50,000		50,000	50,000	0	0.0%	0.0%
Professional Development		40,000		40,000	36,000	4,000	11.1%	11.1%
Purchased Service		170,000		170,000	197,577	(27,577)	-14.0%	-14.0%
Recovery - County		(30,095)		(30,095)	(29,219)	(876)	3.0%	3.0%

## Health Committee Paramedic Service 911 Program (Continued)

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>PARAMEDIC SERVICE</b>	<b>113,612</b>	<b>11,142,542</b>	<b>(1,628,232)</b>	<b>12,770,774</b>	<b>9,958,889</b>	<b>2,811,885</b>	<b>28.2%</b>	<b>11.9%</b>
Recovery - Cross Border		20,000		20,000	20,000	0	0.0%	0.0%
Recovery - Donations		(3,000)		(3,000)	(3,000)	0	0.0%	0.0%
Recovery - Federal - PTSD Prevention & Fatigue		0		0	(50,000)	50,000	-100.0%	
Recovery - Interest		(75,000)		(75,000)	(40,000)	(35,000)	87.5%	87.5%
Recovery - Municipal - Pembroke	(17,216)	(1,688,644)	246,747	(1,935,391)	(1,697,359)	(238,032)	14.0%	-0.5%
Recovery - Other Agency		(382,062)		(382,062)	0	(382,062)		
Recovery - Offload Delay		(840,000)		(840,000)	0	(840,000)		
Recovery - Provincial - One Time		0		0	0	0		
Recovery - Provincial - Operating		(11,026,635)		(11,026,635)	(9,647,743)	(1,378,892)	14.3%	14.3%
Revenue - Other		0			(125,000)	125,000	-100.0%	
Small Equipment & Supplies		350,000		350,000	390,000	(40,000)	-10.3%	-10.3%
Spec Proj - PTSD Prevention & Fatigue Risk		0		0	50,000	(50,000)	-100.0%	
Surplus Adjustment - Proceeds - Capital Lease		(1,350,000)		(1,350,000)				
Surplus Adjustment - Capital Lease Principal		250,000		250,000				
Surplus Adjustment - Trf To Reserves		1,200,000		1,200,000	1,200,000	0	0.0%	0.0%
Surplus Adjustment - Capital		3,045,000		3,045,000	2,945,000	100,000	3.4%	3.4%
Surplus Adjustment - Depreciation		(1,200,000)		(1,200,000)	(1,200,000)	0	0.0%	0.0%
Surplus Adjustment - Trf From Reserves		(1,695,000)		(1,695,000)	(3,566,547)	1,871,547	-52.5%	-52.5%
Travel		40,000		40,000	50,000	(10,000)	-20.0%	-20.0%
Uniform/Laundry		150,000		150,000	150,000	0	0.0%	0.0%
Vehicle Operation & Maintenance		700,000		700,000	738,500	(38,500)	-5.2%	-5.2%

## Health Committee Paramedic Service 911 Program

- Admin Wages:
  - 21 full time non-union staff (includes Director).
  - 1,600 hours of summer/co-op students.
  - 2,184 hours of casual non-union staff.
- Paramedic Wages:

911 Program	staff	hrs/day	days/yr	total
BASES				
PEMBROKE	2	24	365	17,520
EGANVILLE	2	24	365	17,520
ARNPRIOR	2	24	365	17,520
RENFREW	2	24	365	17,520
DEEP RIVER	2	24	365	17,520
BARRYS BAY	2	24	365	17,520
PETAWAWA	2	24	365	17,520
RENFREW DAY UPSTAFF	2	12	365	8,760
EGANVILLE DAY UPSTAFF	2	12	365	8,760
PEMBROKE DAY UPSTAFF	2	12	365	8,760
MOBILE RESPONSE	2	12	365	8,760
2023 upstaff	2	24	365	17,520
				175,200

- 175,200 direct paramedic hours (CUPE, agreement expires 2023).
- 7,000 hours in shift overrun OT – estimated.
- 69,500 indirect paramedic hours (vacation, sick, education) – estimated.
- 19,000 in new offload delay/emergency room funded hours.

## Health Committee Paramedic Service 911 Program

- Capital purchases are:
  - 1 side by side 4x4 - \$40,000.
  - 3 ERV's – fit up only, vehicle purchased in 2023 - \$180,000.
  - 1 light truck - \$150,000.
  - 5 ambulances - fit up only, deposit paid in 2023 - \$925,000.
  - 4 ambulances – deposit only, vehicle to arrive 2025 - \$400,000.
  - 30 defibrillators – to be financed - \$1,350,000 (interest, warranty, & capital repayment cost of \$575,000).
- Funding:
  - 2 emergency room staffing agreements, plus union time recoveries (other agency) \$382,000, 6,000 hours of staff time.
  - Offload delay funding \$840,000 – based off the 2023/24 (ends March 2024) funding agreement, presumed to be renewed.
  - Interest allocation required under MOH guidelines - \$75,000.
  - Cost shared with the City of Pembroke based on population.

## Health Committee Paramedic Service 911 Program

- Funding (continued):
  - Core operating funding:

		2024	2025
Prior year budgeted amounts			
Net municipal budget		9,958,889	12,771,233
PSAB adjustments			
capital purchase		(2,945,000)	(3,045,000)
depreciation		1,200,000	1,200,000
reserve transfer to		3,566,547	1,659,000
reserve transfer from		(1,200,000)	(1,200,000)
proceeds from debt			1,350,000
principal repayments			(250,000)
add back			
Operating grant		9,647,743	11,026,635
Pembroke cost share		1,697,359	1,935,391
		21,925,538	25,447,259
		50%	50%
		10,962,769	12,723,629
Per Capita First Nations Funding		63,866	70,000
		11,026,635	12,793,629

- 50% (plus small first nations 100% funding adjustment) based on the public sector accounting standards budget of the prior year.

## Health Committee Paramedic Service 911 Program

- Suggested reduction to reach the levy target - Level 1:
  - Remove 3 full time non-union logistics clerk positions which are currently vacant - \$198,281, less City of Pembroke share.
- Suggested reduction to reach the levy target - Level 3:
  - Reduce 25,500 paramedic hours – 2023 up staff, plus mobile response and related indirect hours - \$1,651,650, less City of Pembroke share.
- Enhancement is to increase Deputy Chief (x3) and Admin Commander hours of work from 1,820/year to 2,184/year.



## Health Committee Community Paramedic & Long-Term Care

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
Paramedic - Other	0	0	(18,046)	18,046	0	18,046		0.0%
CPLTC - Sal/Ben		1,917,848	(18,046)	1,935,894	1,515,276	420,618	27.8%	26.6%
CPLTC - vehicle costs		300,000		300,000	400,000	(100,000)	-25.0%	-25.0%
CPLTC - Other Expenses		100,000		100,000	309,905	(209,905)	-67.7%	-67.7%
CPLTC - Internal Lease		47,152		47,152	139,819	(92,667)	-66.3%	-66.3%
CPLTC - Provincial Revenue - LTC		(2,000,000)		(2,000,000)	(2,000,000)	0	0.0%	0.0%
CPLTC - Provincial Revenue - Community Paramedic		(365,000)		(365,000)	(365,000)	0	0.0%	0.0%

Costs for Community Paramedic & Long-Term Care:

- 3 full time non-union staff.
- 23,500 paramedic hours (5 staff x 12 hrs x 365 days).
- Funding from:
  - Provincial Paramedicine Long-Term Care Funding \$2,000,000 annually.
  - Provincial Community Paramedic Funding partner agreement (Arnprior Hospital is the fund holder and distributor).
- Suggested reduction to reach the levy target - Level 1:
  - Remove 250 paramedic hours - \$18,046 (funding has been the same for 4 years (\$2M + \$365K), the same program cannot be run in 2024 with 2023 funding).

## Health Committee Virtual Triage & Assessment Centre

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
Paramedic - Other	0	0	0	0	0	0	0.0%	0.0%
VTAC - Sal/Ben		1,898,644		1,898,644	1,807,082	91,562	5.1%	5.1%
VTAC - Computer exp		108,000		108,000	157,918	(49,918)	-31.6%	-31.6%
VTAC - Other exp		395,100		395,100				
VTAC - Purchased Service - Other		651,614		651,614		651,614		
VTAC - Purchased Service - Doctor		1,755,000		1,755,000		1,755,000		
VTAC - Lease internal		120,386		120,386		120,386		
VTAC - Lease external		26,256		26,256		26,256		
VTAC - Provincial Revenue		(4,955,000)		(4,955,000)	(1,965,000)	(2,990,000)	152.2%	152.2%

Costs for the Virtual Triage & Assessment Centre:

- 7 full time non-union staff.
- 6 part time non-union staff.
- 14,000 paramedic hours (3 staff x 12 hrs x 365 days).
- Purchased service staff from other partners.
- Renting space in Arnprior (internal), Renfrew (internal) and Pembroke (external).
- Provincial funding agreement ends March 31, 2024, assumed to be renewed at the current level.

# Health Committee Emergency Management

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>EMERGENCY MANAGEMENT</b>	0	130,595	0	130,595	179,532	(48,937)	-27.3%	-27.3%
911		60,000		60,000	60,000	0	0.0%	0.0%
Admin Charge (Paramedic Service)		30,095		30,095	29,219	876	3.0%	3.0%
Internal Charge - GIS Flood Mapping		0		0	15,000	(15,000)	-100.0%	
Emergency Management		60,000		60,000	33,000	27,000	81.8%	81.8%
Fire Services Charges		120,000		120,000	100,000	20,000	20.0%	20.0%
Purchased Service		0			47,313	(47,313)	-100.0%	
Recoveries - Provincial		(40,500)		(40,500)		(40,500)		
Recoveries - Muncipal/Other		(120,000)		(120,000)	(105,000)	(15,000)	14.3%	14.3%
Surplus Adjustment - Capital		21,000		21,000				

- Internal charge to recover Director of Emergency Services time for emergency management.
- Includes dispatch fees from the provincially managed dispatch center, fire dispatch fees are recovered from the lower tiers.
- Capital purchase is a sandbag machine.
- Recoveries is a provincial grant (not yet confirmed) for emergency management – 50% of training and the sandbag machine.

# Community Services Committee

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance %
ONTARIO WORKS	103,600	1,383,538	(330,690)	1,714,228	1,347,203	367,025	27.2%	2.7%
CHILD CARE	0	167,139	(408,770)	575,909	448,793	127,116	28.3%	-62.8%
COMMUNITY HOUSING	2,043,929	5,914,824	0	5,914,824	5,183,055	731,769	14.1%	14.1%
Community Services Committee	2,147,529	7,465,501	(739,460)	8,204,961	6,979,051	1,225,910	17.6%	7.0%

## Community Services Committee Ontario Works – Benefits

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
SOCIAL ASSISTANCE BENEFITS		14,800	0	14,800	0	14,800		
SOCIAL ASSISTANCE		12,000,000		12,000,000	12,000,000	0	0.0%	0.0%
SOCIAL ASSISTANCE - RECOVERIES		(315,000)		(315,000)	(315,000)	0	0.0%	0.0%
SPECIAL ASSISTANCE - HEALTH		250,000		250,000	250,000	0	0.0%	0.0%
SPECIAL ASSISTANCE - NON HEALTH		10,000		10,000	10,000	0	0.0%	0.0%
FUNERALS & BURIALS		175,000		175,000	175,000	0	0.0%	0.0%
FUNERALS 100% MUNIC.		20,000		20,000	32,000	(12,000)	-37.5%	-37.5%
TRANSITION CHILD BENEFIT		100,000		100,000	100,000	0	0.0%	0.0%
Mandatory Special Necessities		376,330		376,330	376,330	0	0.0%	0.0%
CITY OF PEMBROKE REVENUE- SA BENEFITS		(5,200)		(5,200)	(8,330)	3,130	-37.6%	-37.6%
PROVINCIAL SA SUBSIDY		(12,596,330)		(12,596,330)	(12,620,000)	23,670	-0.2%	-0.2%

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
SPECIAL ASSISTANCE		0	0	0	0	0	-	
LEAP - Low Income Energy Assistance		5000		5,000	5,000	5,000	0.0%	0.0%
LEAP - OEB - SUBSIDY		(5,000)		(5,000)	(5,000)	(5,000)	0.0%	0.0%

## Community Services Committee Ontario Works – Benefits

- Ontario works disburses ~\$1,000,000 a month to recipients.
- It is 100% paid for by the province (with no maximum amount) except for burials.
- The cost of unclaimed burials is shared with the City of Pembroke based on:
  - 80% x caseload (currently around 30%).
  - 20 x weighted assessment.

## Community Services Committee Ontario Works – Administration

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
OW ADMIN	280,000	678,231	(96,689)	774,920	744,221	30,699	4.1%	-8.9%
SALARIES		173,681	(72,356)	246,037	241,241	4,796	2.0%	-28.0%
BENEFITS		65,425	(23,833)	89,258	84,159	5,099	6.1%	-22.3%
ADMIN CHARGE finance		126,262		126,262	124,758	1,504	1.2%	1.2%
ADMIN CHARGE council/property		95,248		95,248	81,300	13,948	17.2%	17.2%
HUMAN RESOURCES		55,259		55,259	53,122	2,137	4.0%	4.0%
IT CHARGE		74,195		74,195	70,131	4,064	5.8%	5.8%
Computer Supply/Expense		3,500		3,500	3,500	0	0.0%	0.0%
STAFF TRAINING		10,000		10,000	10,000	0	0.0%	0.0%
TRAVEL		5,000		5,000	5,000	0	0.0%	0.0%
OFFICE SUPPLIES		1,000		1,000	1,000	0	0.0%	0.0%
CELL TELEPHONE/PAGER		500	(500)	1,000	1,000	0	0.0%	-50.0%
TELEPHONE		1,500		1,500	1,500	0	0.0%	0.0%
COMMUNICATION FEES		40,000		40,000	40,000	0	0.0%	0.0%
LEGAL COSTS		5,000		5,000	5,000	0	0.0%	0.0%
SPECIAL PROJECTS- TRANSITION	280,000	0		0	0	0		
MEMBERSHIP FEES		4,000		4,000	3,000	1,000	33.3%	33.3%
INSURANCE		12,661		12,661	11,510	1,151	10.0%	10.0%
MANDATORY DENTAL ADMINISTRATION		5,000		5,000	8,000	(3,000)	-37.5%	-37.5%
DEPRECIATION		18,667		18,667	9,500	9,167	96.5%	96.5%
<b>SURPLUS ADJ - DEPRECIATION</b>		(18,667)		(18,667)	(9,500)	(9,167)	96.5%	96.5%

## Community Services Committee Ontario Works – Administration

Costs for Ontario Works – Administration:

- 2 full time staff, including Director.
- Includes internal charges for Finance, HR, IT, Property, and County Council.
- Suggested reduction to reach the levy target - Level 1:
  - Remove full time administrative assistant, currently vacant - \$96,689 less City of Pembroke share of savings.
- Suggested enhancement is a successful transition grant which has been approved for 50% funding up to \$280,000 (\$140K funded):
  - One phone number conversion - \$30,000.
  - Digitization of files - \$75,000.
  - Enhanced technology for outreach/person-centered supports - \$50,000.
  - EST lead and trainer - \$125,000.

## Community Services Committee Ontario Works – Pembroke Site

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
O.W. PEMBROKE SITE	0	1,416,568	(281,671)	1,698,239	1,670,859	27,380	1.6%	-15.2%
SALARIES		902,876	(211,865)	1,114,741	1,096,773	17,968	1.6%	-17.7%
BENEFITS		285,361	(69,806)	355,167	355,236	(69)	0.0%	-19.7%
TRAVEL		10,000		10,000	5,000	5,000	100.0%	100.0%
HEALTH & SAFETY		500		500	500	0	0.0%	0.0%
OFFICE SUPPLIES		20,000		20,000	20,000	0	0.0%	0.0%
PHOTOCOPY EXP		2,000		2,000	2,000	0	0.0%	0.0%
POSTAGE		25,000		25,000	25,000	0	0.0%	0.0%
CELL TELEPHONE/PAGER		7,000		7,000	7,000	0	0.0%	0.0%
TELEPHONE		10,000		10,000	10,000	0	0.0%	0.0%
LEASE - Internal		153,831		153,831	149,350	4,481	3.0%	3.0%

Costs for Ontario Works – Pembroke Site:

- 14 full time staff.
- Suggested reduction to reach the levy target - Level 1:
  - Remove 2 OW Agents, and 1 Administrative Assistant II, currently vacant - \$281,671 less City of Pembroke share of savings.

## Community Services Committee Ontario Works – Renfrew Site

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
O.W. RENFREW	0	912,789	0	912,789	868,118	44,671	5.1%	5.1%
SALARIES		554,290		554,290	530,778	23,512	4.4%	4.4%
BENEFITS		182,635		182,635	168,724	13,911	8.2%	8.2%
TRAVEL		6,000		6,000	3,000	3,000	100.0%	100.0%
HEALTH & SAFETY		500		500	500	0	0.0%	0.0%
OFFICE SUPP.		7,000		7,000	7,000	0	0.0%	0.0%
PHOTOCOPY EXP		500		500	500	0	0.0%	0.0%
POSTAGE		5,000		5,000	5,000	0	0.0%	0.0%
CELL TELEPHONE/PAGER		4,000		4,000	4,000	0	0.0%	0.0%
TELEPHONE		7,000		7,000	7,000	0	0.0%	0.0%
Lease - Internal		145,864		145,864	141,616	4,248	3.0%	3.0%

Costs for Ontario Works – Renfrew Site:

- 7 full time staff.

## Community Services Committee Ontario Works – Arnprior Site

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
O.W. ARNPRIOR	0	327,282	(68,520)	395,802	396,368	(566)	-0.1%	-17.4%
SALARIES		240,653	(57,619)	298,272	286,228	12,044	4.2%	-15.9%
BENEFITS		76,029	(10,901)	86,930	75,540	11,390	15.1%	0.6%
TRAVEL		2,000		2,000	1,500	500	33.3%	33.3%
OFFICE SUPP.		2,000		2,000	2,000	0	0.0%	0.0%
PHOTOCOPY EXP		0		0	500	(500)	-100.0%	
POSTAGE		0		0	2,000	(2,000)	-100.0%	
CELL TELEPHONE/PAGER		1,500		1,500	1,500	0	0.0%	0.0%
RENOVATIONS		0		0	12,000	(12,000)	-100.0%	
TELEPHONE		0		0	10,000	(10,000)	-100.0%	
LEASE - External		5,100		5,100	5,100	0	0.0%	0.0%

Costs for Ontario Works – Arnprior & Killaloe Site:

- 4 full time staff.
- Suggested reduction to reach the levy target - Level 1:
  - 1 Customer Service Representative, currently vacant - \$68,520 less City of Pembroke share of savings.

## Community Services Committee Ontario Works – Other

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
O.W. - PROGRAM COSTS	0	402,000	0	402,000	402,000	0	0.0%	0.0%
OW Employment Program Costs		400,000		400,000	400,000	0	0.0%	0.0%
LEAP INCENTIVES		2,000		2,000	2,000	0	0.0%	0.0%

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
Local Systems Support	0	20,000	0	20,000	20,000	0	0.0%	0.0%
EQUIPMENT		20,000		20,000	20,000	0	0.0%	0.0%

- 3 other programs under the Ontario Works admin budget, include the large employment expenses.

## Community Services Committee Ontario Works – Revenue

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
RECOVERIES	(176,400)	(2,369,465)	116,190	(2,485,655)	(2,754,363)	268,708	-9.8%	-14.0%
RECOVERY PEMBROKE	(36,400)	(487,465)	116,190	(603,655)	(478,963)	(124,692)	26.0%	1.8%
PROV UPLOAD FUNDING		(581,900)		(581,900)	(975,300)	393,400	-40.3%	-40.3%
PROV REVENUE 50%	(140,000)	(1,300,100)		(1,300,100)	(1,300,100)	0	0.0%	0.0%

- The cost is shared with the City of Pembroke based on:
  - 80% x caseload (currently around 30%).
  - 20 x weighted assessment.
- Provincial funding for Ontario Works is 50% up to the maximum of \$1,882,000 (significantly less than 50% of our costs).
- Provincial funding is being reduced by ~\$400,000 from the prior year as part of the Employment Services Transformation (EST) Phase 2 plan.

## Community Services Committee Child Care - Administration

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
ADMINISTRATION EXPENSES	0	165,553	0	165,553	183,694	(18,141)	-9.9%	-9.9%
SALARIES		394,482		394,482	361,503	32,979	9.1%	9.1%
BENEFITS		117,459		117,459	108,192	9,267	8.6%	8.6%
ADMINISTRATION CHARGES		28,228		28,228	27,904	324	1.2%	1.2%
HR CHARGES		14,442		14,442	13,884	558	4.0%	4.0%
IT CHARGES		18,619		18,619	17,589	1,030	5.9%	5.9%
STAFF DEVELOPMENT		5,000		5,000	1,000	4,000	400.0%	400.0%
RECRUITMENT		0		0	250	(250)	-100.0%	
TRAVEL		6,000		6,000	6,000	0	0.0%	0.0%
OFFICE SUPPLIES		6,000		6,000	5,000	1,000	20.0%	20.0%
COMPUTERS		15,000		15,000	5,000	10,000	200.0%	200.0%
PHOTOCOPY EXP.		1,000		1,000	1,000	0	0.0%	0.0%
POSTAGE & COURIER		4,000		4,000	4,000	0	0.0%	0.0%
TELEPHONE		8,000		8,000	8,000	0	0.0%	0.0%
COMMUNICATION FEES		5,000		5,000	5,000	0	0.0%	0.0%
LEASE - INTERNAL		84,263		84,263	76,657	7,606	9.9%	9.9%
AUDIT		6,309		6,309	3,060	3,249	106.2%	106.2%
MEMBERSHIP FEES		3,000		3,000	3,000	0	0.0%	0.0%
Internal Transfer - CWELCC		(49,271)		(49,271)	(45,201)	(4,070)	9.0%	9.0%
Internal Transfer - transition grant		(132,279)		(132,279)		(132,279)		
Internal Transfer - Special Needs		(46,660)		(46,660)	(46,660)	0	0.0%	0.0%
Internal Transfer - Core base admin funding alloc		(165,553)		(165,553)	(165,553)	0	0.0%	0.0%
Internal Transfer - workforce admin funding alloc		0		0	(15,779)	15,779	-100.0%	
Internal Transfer - wage enhancement admin		(36,282)		(36,282)	(36,283)	1	0.0%	0.0%
Internal Transfer - Special purpose ELCC admin		(79,292)		(79,292)	(65,035)	(14,257)	21.9%	21.9%
Internal Transfer - EarlyON/Indigenous		(41,912)		(41,912)	(88,834)	46,922	-52.8%	-52.8%

## Community Services Committee Child Care – Administration

Costs for Child Care - Administration:

- 5 full time staff.
- Internal charges for Finance, HR, and IT.
- Revenue is the allowable and left over administration funding from all child care funding allocations:
  - Core admin allocation.
  - Special needs admin allocation.
  - Wage enhancement admin allocation.
  - Special purpose ELCC admin allocation.
  - EarlyON admin allocation.
  - CWELCC admin allocation.
- The funding agreement contains a minimum municipal cost share of \$165,553.

## Community Services Committee Child Care – Core Program

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>CORE - CHILD CARE</b>	0	0	(454,188)	454,188	314,966	(2,011,396)	44.2%	
Core Funding		(8,394,331)		(8,394,331)	(8,381,226)	(13,105)	0.2%	0.2%
Core Funding - transition Grant		(448,954)		(448,954)	(448,954)	0	0.0%	0.0%
<b>SURPLUS ADJ - Reserve Transfer In</b>			(454,188)					
Internal Transfer - Core Admin		165,553		165,553	165,553	0	0.0%	0.0%
Internal Transfer - Early Learning & Child Care-Admin		0			65,035	(65,035)	-100.0%	
Internal Transfer - LHCC costs		281,102		281,102	263,633	17,469	6.6%	6.6%
Internal Transfer - OW Formal & Informal		12,000		12,000	12,000			0.0%
Internal Transfer - Special needs allocation	13,297	1,439,192		1,439,192	1,027,539	411,653	40.1%	40.1%
Internal Transfer - transition grant to admin		132,279		132,279				
Internal Transfer - Special Purpose		1,759,129		1,759,129	36,283	1,722,846	4748.4%	4748.4%
Program Costs - CAPACITY BUILDING		48,832		48,832	48,832	0	0.0%	0.0%
Program Costs - Early Learning & Child Care		0		0	792,923	(792,923)	-100.0%	
Program Costs - expansion		1,367,625		1,367,625	1,675,341	(307,716)	-18.4%	-18.4%
Program Costs - Fee Subsidy		2,055,313		2,055,313	4,089,818	(2,034,505)	-49.7%	-49.7%
Program Costs - Pay Equity		0		0		0		
Program Costs - REPAIRS & MAINT		18,109		18,109	18,109	0	0.0%	0.0%
Program Costs - Wage enhancement admin to provider		0		0	4,031	(4,031)	-100.0%	
Program Costs - General Operating	(13,297)	2,018,335		2,018,339				
Program Costs -Wage Enhancement		0			946,049	(946,049)	-100.0%	



## Community Services Committee Child Care – Core Program

- Core funding consists of \$8,394,331, plus \$448,954 is prior year transition grant carry forward.
- Some of the funds are being sent to third party providers, and some of the funds are being transferred to other internal child care programs to run those services, such as:
  - Licensed home day care.
  - Special needs program.
  - Allowable admin share.
  - Fee subsidy program.
- Funding contains a minimum cost share of \$454,188.
- Suggested reduction to reach the levy target - Level 2:
  - Use child care mitigation reserve to reduce minimum municipal share - \$454,188 (child care mitigation reserve balance at Dec 31 2022 = \$1,534,682).

## Community Services Committee Child Care – Licensed Family Home

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
Licensed Family Home	0	0	0	0	(0)	0	0.0%	0.0%
Salary		132,459		132,459	126,753	5,706	4.5%	4.5%
Benefits		44,643		44,643	42,880	1,763	4.1%	4.1%
Program Expenses		2,000		2,000	2,000	0	0.0%	0.0%
Travel		2,000		2,000	2,000	0	0.0%	0.0%
Program Costs - Home DayCare Provider		300,000		300,000	210,000	90,000	42.9%	42.9%
Internal allocation - LHCC costs		(281,102)		(281,102)	(263,633)	(17,469)	6.6%	6.6%
Revenue - Parent		(200,000)		(200,000)	(120,000)	(80,000)	66.7%	66.7%

Costs for Child Care – Licensed Family Home:

- 2 full time staff.
- Directly operate a Licensed Home Child Care Agency for in home child care providers.
- Revenue is collected directly from parents.

## Community Services Committee Child Care – Special Needs

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>TOTAL SPECIAL NEEDS COSTS</b>	0	0	0	0	0	0	0.0%	0.0%
SALARIES	10,795	432,070		432,070	351,415	80,655	23.0%	23.0%
BENEFITS	2,502	130,962		130,962	104,714	26,248	25.1%	25.1%
RECRUITMENT		0		0	250	(250)	-100.0%	
TRAVEL		15,000		15,000	10,000	5,000	50.0%	50.0%
OFFICE SUPPLIES		5,500		5,500	5,500	0	0.0%	0.0%
COMPUTERS		5,000		5,000	5,000	0	0.0%	0.0%
TELEPHONE		4,000		4,000	4,000	0	0.0%	0.0%
RESOURCE PROGRAM FUNDING		800,000		800,000	500,000	300,000	60.0%	60.0%
Internal Transfer - Admin cost		46,660		46,660	46,660	0	0.0%	0.0%
Internal Transfer - Special needs al	(13,297)	(1,439,192)		(1,439,192)	(1,027,539)	(411,653)		40.1%

Costs for Child Care – Special Needs:

- 7 full time staff.
- Funding comes from the core child care program, and includes a special needs admin component which is transferred back into the admin department.
- Enhancement is to move the AAI position to an AAIL position.

## Community Services Committee Child Care – EarlyON and Indigenous

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>EarlyON Centres</b>	0	0	0	0	0	28,391	-	-
SALARIES		150,947		150,947	139,878	11,069	7.9%	7.9%
BENEFITS		48,688		48,688	45,742	2,946	6.4%	6.4%
Office Expenses		10,000		10,000	10,000		0.0%	0.0%
Travel		5,000		5,000	5,000		0.0%	0.0%
Cell Phone		5,000		5,000	5,000		0.0%	0.0%
Internal allocation - Admin Expenses		41,912		41,912	88,834	(46,922)	-52.8%	-52.8%
Program Costs - Purchased Service - Journey Together		190,885		190,885	190,885	0	0.0%	0.0%
Program Costs		1,318,169		1,318,169	1,256,871	61,298	4.9%	4.9%
Prov Rev - EarlyON		(1,558,506)		(1,558,506)	(1,530,115)			1.9%
Prov Rev - Indigenous led		(212,095)		(212,095)	(212,095)			0.0%

Costs for Child Care – EarlyON and Indigenous:

- 2 full time staff.
- Funding consists of \$1,558,506 for the EarlyON program, plus \$212,095 for the Indigenous-led child care program.
- Includes an administration allocation, the unspent portion of which is transferred to the admin department.

## Community Services Committee Child Care – CWELCC (\$10/day Child Care)

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
CWELCC (\$10/day childcare)	0	0	0	0	0	0	-	-
SALARIES		85,762		85,762	79,469	6,293	7.9%	7.9%
BENEFITS		26,548		26,548	24,957	1,591	6.4%	6.4%
Office/Travel/Other Expenses		15,000		15,000	15,000	0	0.0%	0.0%
Internal Transfer - admin		49,271		49,271	45,201	4,070	9.0%	9.0%
Program Costs - Fee Reduction & Workforce Compensation		8,642,502		8,642,502	6,637,008	2,005,494	30.2%	30.2%
Prov Rev - CWELCC		(8,819,083)		(8,819,083)	(6,801,635)	(2,017,448)	29.7%	29.7%

Costs for Child Care – CWELCC:

- 1 full time staff.
- \$8,819,083 for the program.
- Includes an administration allocation, the unspent portion of which is transferred to the admin department.

## Community Services Committee Child Care – Other

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
OW Child Care	0	0	0	0	0	0	-	-
CC ONTARIO WORKS FORMAL A400		10,000		10,000	10,000	0	0.0%	0.0%
CC ONTARIO WORKS INFORMAL A401		2,000		2,000	2,000	0	0.0%	0.0%
Internal Transfer - OW Formal & Informal		(12,000)		(12,000)	(12,000)	0	0.0%	0.0%
Special Purpose	0	20,157	0	20,157	0	1,779,286		
Workforce Funding		0		0	142,007	(142,007)	-100.0%	
Internal Transfer - special purpose		(1,759,129)		(1,759,129)				
Internal Transfer - ELCC admin		79,292		79,292		79,292		
Internal Transfer - W/E		36,282		36,282		36,282		
Internal Transfer - workforce admin		0		0	15,779	(15,779)	-100.0%	
Prov Rev - Workforce		0		0	(157,786)	157,786	-100.0%	
ELCC		713,631		713,631	0	713,631		
Wage Enhancement		950,081		950,081	0	950,081		
REVENUE	0	(51,852)	12,713	(64,565)	(49,868)	(14,697)	29.5%	4.0%
CITY OF PEMBROKE - CHILD CARE		(51,852)	12,713	(64,565)	(49,868)	(14,697)	29.5%	4.0%

- Child Care programs for OW clients, paid for by Child Care and administered by OW
- Misc. other programs running under the special purpose funding.
- City of Pembroke share is based on weighted assessment.

# Community Services Committee Child Care – Recap of Funding

## SCHEDULE "D" BUDGET

### 2024 Allocation Summary CORPORATION OF THE COUNTY OF RENFREW

Allocation Summary	2024 Allocation (\$)
Part D1: Child Care Allocation	8,394,331
Part D2: EarlyON Allocation	1,558,506
Part D3: Canada-Wide Early Learning and Child Care System Allocation	8,819,083
Part D4: Indigenous-Led Child Care and Child and Family Programs Allocation	212,095
Total Allocation	\$18,984,015

*\*The purpose of this Allocation Summary table is to provide a summary of the allocations that are further set out in the detailed budget schedule provided. The amounts set out here are for summary purposes only and are not in addition to the amounts in the detailed budget schedule that follow.*

# Community Services Committee Community Housing

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>COMMUNITY HOUSING</b>	<b>2,043,929</b>	<b>5,914,824</b>	<b>0</b>	<b>5,914,824</b>	<b>5,183,055</b>	<b>731,769</b>	<b>14.1%</b>	<b>14.1%</b>
Admin Charges	216,783	216,783		216,783	211,105	5,678	2.7%	2.7%
Tax Rebate (Eganville, Arn, Pet)	12,500	12,500		12,500	12,500	0	0.0%	0.0%
HR Charges	82,259	82,259		82,259	79,080	3,179	4.0%	4.0%
IT Charges	37,411	37,411		37,411	35,622	1,789	5.0%	5.0%
Non Profit Housing	1,616,064	1,616,064		1,616,064	1,336,574	279,490	20.9%	20.9%
Office Supplies	1,000	1,000		1,000	1,000	0	0.0%	0.0%
RCHC - Transfer - Base	5,963,651	5,963,651	0	5,963,651	5,526,873	436,778	7.9%	7.9%
RCHC - Transfer - Capital/Other	0	0		0	0	0		
RCHC - Transfer - CHPI	0	0		0	0	0		
RCHC - Transfer - IAH	17,000	17,000		17,000	68,000	(51,000)	-75.0%	-75.0%
RCHC - Transfer - COCHI	861,420	861,420		861,420	574,180	287,240	50.0%	50.0%
RCHC - Transfer - OPHI	500,300	500,300		500,300	601,100	(100,800)	-16.8%	-16.8%
RCHC - Transfer - HPP	3,569,200	3,569,200		3,569,200	1,785,700	1,783,500	99.9%	99.9%
RCHC - Transfer - SSRF	1,300,000	1,300,000		1,300,000	2,000,000	(700,000)	-35.0%	-35.0%
RCHC - Transfer - COHB Admin	3,000	3,000		3,000	3,000	0		
RCHC - Transfer - CMHC	177,000	177,000		177,000	177,000	0		
Revenue - Federal (Provincial) - Public Housing	(738,409)	(738,409)		(738,409)	(1,234,012)	495,603	-40.2%	-40.2%
Revenue - Outside (RCHC)	(314,774)	(314,774)		(314,774)	(235,000)	(79,774)	33.9%	33.9%
Revenue - Province - IAH	(17,000)	(17,000)		(17,000)	(68,000)	51,000	-75.0%	-75.0%
Revenue - Province - COCHI	(1,161,300)	(1,161,300)		(1,161,300)	(574,180)	(587,120)	102.3%	102.3%
Revenue - Province - OPHI	(500,300)	(500,300)		(500,300)	(601,100)	100,800	-16.8%	-16.8%
Revenue - Province - HPP	(3,569,200)	(3,569,200)		(3,569,200)	(1,785,700)	1,783,500	99.9%	99.9%
Revenue - Province - SSRF	(1,300,000)	(1,300,000)		(1,300,000)	(2,000,000)	700,000	-35.0%	-35.0%
Revenue - Province - COHB Admin	(3,000)	(3,000)		(3,000)	(3,000)	0		
Revenue - CMHC	(177,000)	(177,000)		(177,000)	(177,000)	0		
Travel	2,000	2,000		2,000	2,000	0	0.0%	0.0%
Municipal Contribution - Pem- Capital/Other	0	0		0	(6,230)	6,230	-100.0%	-100.0%
Municipal Contribution - City of Pembroke	(663,781)	(663,781)		(663,781)	(546,457)	(117,324)	21.5%	21.5%

## Community Services Committee Community Housing

- The County of Renfrew is the designated Service Manager for housing services under the Housing Services Act.
- Under that Act, it is required to provide:
  - Housing for 1,275 households under the income limit (2022 = \$27,500 - \$59,500 depending on number of members).
  - Housing for 837 households classed as high needs (included in 1,275) (2022 = \$16,550 - \$35,700 depending on number of members).
  - 28 must be modified units (accessible).
- There are 6 housing providers:
  - RCHC – consolidated, run by the County of Renfrew – 1,020 units:
    - ~60 households placed with private landlords on a rent subsidy program.
  - Petawawa Housing Corporation – 21 units.
  - St. Joseph – 140 units.
  - Kinsmen Court – 25 units.
  - Killaloe Housing – 28 units.
  - GT Seniors – 24 units.

## Community Services Committee Community Housing

- Funding is provided by:
  - Provincial IAH funding – transferred to RCHC where the program is administered (rent subsidy payments) - \$17,000.
  - Provincial COCHI funding – \$861K to RCHC, \$299K to other providers (building repair funding) - \$1,161,300.
  - Provincial OPHI funding – transfer to RCHC (building repair funding) - \$500,300.
  - Provincial HPP funding – Transfer to RCHC where the program is administered (rent subsidy and homelessness supports) - \$3,569,200.
  - Provincial SSRF - Transfer to RCHC for new build at the corner of Lea and Douglas Streets, Pembroke - \$1,300,000.
  - Federal/Provincial Public Housing Funding – gazette base funding under the Housing Services Act for Service Managers - \$738,409.

- It is declining:

2021	\$	1,202,678
2022	\$	1,108,410
2023	\$	1,234,012
2024	\$	738,409
2025	\$	559,536
2026	\$	246,337
2027	\$	199,707
2028	\$	101,845
2029	\$	-

## Community Services Committee Community Housing

- Funding is provided by (continued):
  - Provincial COHB admin funding – transferred to RCHC where the program is administered (rent subsidy admin payments) - \$3,000.
  - CMHC funding – transferred to RCHC where the program is administered (building repair funding) - \$177,000.
  - Internal charge to RCHC to recover Admin, HR, and IT costs from RCHC.
  - Costs are shared with the City of Pembroke on weighted assessment basis.

## Community Services Committee Special Projects - Homeless/Housing/Mental Health/Addiction Hub

Study for shovel ready housing development		150,000
Community Housing Co-ordinator		90,166
	Pembroke Share	(9,017)
RCHC mtce staff hours and classification		94,369
	Pembroke Share	(9,437)
Homelessness Co-ordinator		90,166
	HPP funding	(90,166)
RCHC Mtce staff increase by 4160 hours (2 new positions)		144,972
	Pembroke Share	(14,497)
AA1 for housing capital, R&M assistance		66,522
	Pembroke Share	(6,652)
Building infrastructure co-ordinator		98,135
	Pembroke Share	(9,814)
	Paramedic 12 x 365	322,860
	Crisis Worker	266,538
	Vehicle	120,000
	Capital	75,000
	Material & supplies	50,000
	Pembroke Share	(109,807)
	Paramedic 12 x 365	322,860
	Crisis Worker	266,538
	Vehicle	120,000
	Capital	75,000
	Material & supplies	50,000
	Pembroke Share	(109,807)
		<b>2,043,929</b>

- Possible funding?
- Safe Restart Reserve \$1,711,768.
- Community Paramedic Reserve \$626,005.
- Cannabis Reserve \$149,979

## Community Services Committee Renfrew County Housing Corp - Revenue

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
Interest on Investments		95,000.00		95,000.00	75,000	20,000	26.7%	26.7%
Miscellaneous Revenue		65,000.00		65,000.00	65,000	0	0.0%	0.0%
Provincial Subsidy - Debentures		319,730.00		319,730.00	474,077	(154,347)	-32.6%	-32.6%
Surplus Adjustment - From Reserves		934,250.00		934,250.00	1,204,200	(269,950)	-22.4%	-22.4%
Tenant Revenue		5,000,000.00		5,000,000.00	4,800,000	200,000	4.2%	4.2%
County Transfer - Base		5,963,651.00		5,963,651.00	5,526,873	436,778	7.9%	7.9%
County Transfer - CMHC		177,000.00		177,000.00				
County Transfer - SSRF/COVID		1,300,000.00		1,300,000.00	2,000,000	(700,000)	-35.0%	-35.0%
County Transfer - COCHI		813,355.00		813,355.00	546,000	267,355	49.0%	49.0%
County Transfer - COCHI Admin		48,065.00		48,065.00	28,709	19,356	67.4%	67.4%
County Transfer - OPHI		475,285.00		475,285.00	571,045	(95,760)	-16.8%	-16.8%
County Transfer - OPHI Admin		25,015.00		25,015.00	30,055	(5,040)	-16.8%	-16.8%
County Transfer - COHB admin		3,000.00		3,000.00	3,000	0	0.0%	0.0%
County Transfer - HPP		3,390,740.00		3,390,740.00	1,651,773	1,738,967	105.3%	105.3%
County Transfer - HPP admin		178,460.00		178,460.00	133,927	44,533	33.3%	33.3%
County Transfer - IAH HADD		17,000.00		17,000.00	68,000	(51,000)	-75.0%	-75.0%
		0.00		0.00				
<b>Total Revenues</b>	<b>0.00</b>	<b>18,805,551.00</b>	<b>0</b>	<b>18,805,551.00</b>	<b>17,177,659</b>	<b>1,627,892</b>	<b>9.5%</b>	<b>9.5%</b>

## Community Services Committee Renfrew County Housing Corp - Revenue

- Program funding transfers from the County (split by program funding and admin funding).
- CMHC Funding – 30% funding for repairs March 2023 - March 2026 provided:
  - Total funding provided under this agreement is \$5,000,000.
  - It is estimated that \$177,000 of the received can be utilized in 2024.
- Tenant Revenue from rent payments.
- Misc. revenue from tenant laundry and parking charges.
- Provincial debenture subsidy is monies withheld from the federal/provincial base subsidy to pay for mortgages on units that were downloaded with the transfer of housing to the County:
  - The debts for units were never transferred, so the Province withholds some of the funding to cover the cost of these debts.
  - Expense is included in mortgage interest expense.

## Community Services Committee Renfrew County Housing Corp - Expense

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
Salaries		2,022,137.00		2,022,137.00	1,934,981	87,156	4.5%	4.5%
Benefits		562,379.00		562,379.00	529,213	33,166	6.3%	6.3%
Administration		1,407,913.00		1,407,913.00	1,407,926	(13)	0.0%	0.0%
Building - Heat, Light & Power		992,195.00		992,195.00	992,195	0	0.0%	0.0%
Building - Repairs & Maintenance		700,000.00		700,000.00	485,327	214,673	44.2%	44.2%
Building - Natural Gas		206,384.00		206,384.00	206,384	0	0.0%	0.0%
Building - Heating & Plumbing		142,355.00		142,355.00	142,325	30	0.0%	0.0%
Building - Taxes		1,787,287.00		1,787,287.00	1,787,287	(0)	0.0%	0.0%
Building - Water		791,921.00		791,921.00	791,921	(0)	0.0%	0.0%
Building - Elevator		70,207.00		70,207.00	68,163	2,045	3.0%	3.0%
Building - Painting		254,320.00		254,320.00	246,913	7,407	3.0%	3.0%
Building - Garbage Removal		80,929.00		80,929.00	78,572	2,357	3.0%	3.0%
Building - Snow Removal		506,000.00		506,000.00	440,000	66,000	15.0%	15.0%
Building - Grounds Keeping		74,684.00		74,684.00	72,509	2,175	3.0%	3.0%
Building - Repairs - non TCA		1,280,625.00		1,280,625.00	713,000	567,625	79.6%	79.6%
Financial - Depreciation		1,345,600.00		1,345,600.00	1,200,000	145,600	12.1%	12.1%
Financial - Rent Waiver/Bad Debts		60,000.00		60,000.00	150,000	(90,000)	-60.0%	-60.0%
Financial - Mortgage Interest		332,043.00		332,043.00	491,429	(159,386)	-32.4%	-32.4%
Financial - Rent Supplement		290,761.00		290,761.00	290,761	0	0.0%	0.0%
Financial - Can Ont Community Housing Initiative		200,000.00		200,000.00	0	200,000		
Financial - Ontario Priorities Housing Initiative		0.00		0.00	321,045	(321,045)	-100.0%	
Financial - HPP		3,390,740.00		3,390,740.00	1,551,773	1,838,967	118.5%	118.5%
Financial - IAH HADD		17,000.00		17,000.00	68,000	(51,000)	-75.0%	-75.0%
Surplus Adjustment - To Reserves		200,910.00		200,910.00	0	200,910		
Surplus Adjustment - TCA Capital		3,322,890.00		3,322,890.00	4,100,200	(777,310)	-19.0%	-19.0%
Surplus Adjustment - Depreciation		(1,345,600.00)		(1,345,600.00)	(1,200,000)	(145,600)	12.1%	12.1%
Surplus Adjustment - Principal		111,871.00		111,871.00	307,736	(195,865)	-63.6%	-63.6%
		0.00		0.00				
<b>Total Expenditures</b>	<b>0.00</b>	<b>18,805,551.00</b>	<b>0</b>	<b>18,805,551.00</b>	<b>17,177,659</b>	<b>1,627,892</b>	<b>9.5%</b>	<b>9.5%</b>

## Community Services Committee Renfrew County Housing Corp - Expense

Costs for Renfrew County Housing Corporation:

- 5 full time non-union staff.
- Summer students.
- 25 CUPE full time staff (agreement expired December 2023).
- 2 CUPE PT staff.
- Large increases expected in repair costs (based on current actuals) and snow plow contracts (which are in negotiation).
- Non-Capital purchases:

Facility Name	Category	2024
Wilfred/Allan ARNPRIOR	G2050 - Landscaping	\$ 20,000.00
150 Elizabeth	Lawn tractor 150 Elizabeth	\$ 9,000.00
ARNPRIOR	Tractor Amprior Shop	\$ 9,000.00
Various apartment buildings	Designated substance removal	\$ 60,000.00
Various apartment buildings	Accessibility	\$ 66,711.50
Various apartment buildings	Appliances	\$ 71,875.00
Various apartment buildings	Security and Safety	\$ 71,875.00
Various apartment buildings	Bathrooms	\$ 107,812.50
Various apartment buildings	Flooring	\$ 219,351.00
Various apartment buildings	Hallway Floor Replacement	\$ 50,000.00
Various apartment buildings	Easetrough repair	\$ 50,000.00
Various apartment buildings	New install bathroom fans	\$ 50,000.00
Various apartment buildings	Electrical Consultant to review 600 Amp pan	\$ 95,000.00
Various apartment buildings	Balcony inspection and Repair	\$ 400,000.00
<b>Non TCA Total</b>		<b>\$ 1,280,625.00</b>

- Only one mortgage remaining on RCHC properties, finished repayments in 2028.



# Community Services Committee Renfrew County Housing Corp - Expense

Capital purchases consist of:

Lee Douglas Build	new build	1,300,000
229-231 Albert Street ARNPRIOR	B2010 - Exterior Walls	25,000
72 Sullivan Crescent ARNPRIOR	B2010 - Exterior Walls	25,000
204 - 242 Cecil Street PEMBROKE	G2049-B - Landscaping	30,000
63 Russell Street ARNPRIOR	B30 - Roofing	30,000
150 Elizabeth St. N. PEMBROKE	B1013 - Balcony Construction	34,000
26 Spruce ARNPRIOR	G2049-B - Sheds	40,000
44 Lorne Street RENFREW	Extension to garage at Lorne	50,000
236 Hall	New Furnace and Ductwork	120,000
5967 Palmer Rapids Rd.	New Balcony Doors and Decks	130,000
Allan Dr/Wilfred Cresc./Edward St	New Kitchens	75,000
Bronx/Reynolds	New Exterior Doors	75,000
26 Spruce	New Furnace and Ductwork	75,285
various	New build or conversion	613,355
41 Vimy Boulevard RENFREW	B2010 - Exterior Walls	60,000
19 Smith Street BEACHBURG	B2030 - Exterior Doors	86,250
59 Wallace Street EGANVILLE	C1060 - Kitchen Refurbishment	184,000
41 Vimy Boulevard RENFREW	A10 - Foundations	300,000
VEHICLES	LIGHT VEHICLE	70,000
		3,322,890

# Finance & Administration Committee Provincial Offences Administration

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance %	Variance 3%
<b>PROVINCIAL OFFENCES ADMINISTRATION</b>		(318,639)	0	(318,639)	(488,350)	169,711	-34.8%	-34.8%	
Salaries		449,633		449,633	419,913	29,720	7.1%	7.1%	
Benefits		131,834		131,834	131,320	514	0.4%	0.4%	
Adjudication		65,000		65,000	60,850	4,150	6.8%	6.8%	
Admin Charges		58,160		58,160	57,258	902	1.6%	1.6%	
Bank Charges (Visa/MasterCard)		30,000		30,000	31,000	(1,000)	-3.2%	-3.2%	
Certificates of Offence		10,000		10,000	10,000	0	0.0%	0.0%	
Pembroke - Share of Net Revenue		48,288		48,288	66,633	(18,345)	-27.5%	-27.5%	
Collection Costs		30,000		30,000	35,000	(5,000)	-14.3%	-14.3%	
Computer & Technology		17,000		17,000	16,500	500	3.0%	3.0%	
Conventions		3,000		3,000	2,300	700	30.4%	30.4%	
Court Transcripts		1,000		1,000	1,000	0	0.0%	0.0%	
Depreciation		1,650		1,650	3,600	(1,950)	-54.2%	-54.2%	
ICON Charges		18,000		18,000	20,000	(2,000)	-10.0%	-10.0%	
Interpreter Fees		1,500		1,500	1,500	0	0.0%	0.0%	
IT Charges		19,458		19,458	18,140	1,318	7.3%	7.3%	
Lease Costs (County)		108,212		108,212	105,060	3,152	3.0%	3.0%	
Legal Costs		2,000		2,000	2,000	0	0.0%	0.0%	
Miscellaneous		1,500		1,500	1,500	0	0.0%	0.0%	
Monitoring / Enforcement Fees		7,776		7,776	7,776	0	0.0%	0.0%	
Office Equipment / Furniture		2,000		2,000	2,100	(100)	-4.8%	-4.8%	
Office Supplies		6,500		6,500	6,500	0	0.0%	0.0%	
Part III Prosecution		3,000		3,000	0	3,000			
Postage		1,000		1,000	6,800	(5,800)	-85.3%	-85.3%	
Purchase of Service - Notice of Fines		5,000		5,000	5,000	0	0.0%	0.0%	
Purchase of Service - Prosecution		5,000		5,000	0	5,000			
Revenues - Fees and Charges		(1,350,000)		(1,350,000)	(1,510,000)	160,000	-10.6%	-10.6%	
Staff Training/Development		2,000		2,000	2,000	0	0.0%	0.0%	
Surplus Adjustment - Capital		0		0	11,000	(11,000)	-100.0%	-100.0%	
Surplus Adjustment - From Reserves		0		0	(11,000)	11,000	-100.0%	-100.0%	
Surplus Adjustment - Depreciation		(1,650)		(1,650)	(3,600)	1,950	-54.2%	-54.2%	
Telephone		4,000		4,000	8,000	(4,000)	-50.0%	-50.0%	
Travel		0		0	2,500	(2,500)	-100.0%	-100.0%	
Witness Fees		500		500	1,000	(500)	-50.0%	-50.0%	

## Finance & Administration Committee Provincial Offences Court

Costs for Provincial Offences:

- 5 full time staff, 2 part time staff.
- The County keeps the money from most of the fines it collects, less the costs of running the court. Revenues are estimated as close to the 5 year average, actual revenues will be dependent on the fines collected. Fines revenues have been declining since 2018.
- The net revenue is shared with the City of Pembroke based on population.
- Because it is cost shared, it has Administration, HR, IT, and property costs allocated to it to ensure these items are accounted for in the cost share.

## Finance & Administration Committee Other Cost Centres

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>AGRICULTURE &amp; REFORESTATION</b>	0	0	(20,000)	20,000	20,000	0	0.0%	
Reforestation - Grants in Lieu	0	0	(15,000)	15,000	15,000	0	0.0%	
Forest Fire Protection	0	0	(5,000)	5,000	5,000	0	0.0%	
<b>PUBLICITY/PUBLIC RELATIONS SERVICE</b>	0	0	(15,000)	15,000	15,000	0	0.0%	
Publicity/Public Relations Service	0	0	(15,000)	15,000	15,000	0	0.0%	
<b>MPAC</b>	0	1,570,575	0	1,570,575	1,540,414	30,161	2.0%	2.0%
Property Assessment	0	1,570,575	0	1,570,575	1,540,414	30,161	2.0%	2.0%

## Finance & Administration Committee Other Cost Centres

### Agriculture and Reforestation:

- Provide a payment in lieu of taxes to the lower tier where a County reforestation property is located based on an assessment of \$100/acre at the residential rate – By-law 41-98.
- Provide \$1.01/hectare for forest fire protection, provided the municipality contracts with MNR for fire protection – DP-CC-01-04.

### Publicity/Public Relations:

- Provide for corporate wide public relations activities.

### MPAC:

- Cost for MPAC services for County of Renfrew (including lower tiers) Apportionment notice received for 2024.

### Suggested reduction to reach the levy target - Level 1 reductions:

- Remove all corporate wide publicity activities.

### Suggested reduction to reach the levy target - Level 2 reductions:

- Remove payments to lower tiers for forest PIL and forest fire protection grant.

## Finance & Administration Committee Financial Expense

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
<b>FINANCIAL EXPENSE</b>	0	21,968,987	(888,912)	22,857,899	20,028,594	2,829,305	14.1%	9.7%
County Share - Taxes Written Off		300,000		300,000	300,000	0	0.0%	0.0%
Provision for Unallocated Funds		150,000	(150,000)	300,000	300,000	0	0.0%	-50.0%
Provision for Unallocated Funds - MMAH 35% Share		56,757	56,757	0	0	0		
Claybank Debt Interest (2028)		53,414		53,414	65,008	(11,594)	-17.8%	-17.8%
Surplus Adj-Principal-Claybank Bridge (2028)		385,153		385,153	373,559	11,594	3.1%	3.1%
Madawaska Debt Interest (2030)		72,620		72,620	81,809	(9,189)	-11.2%	-11.2%
Surplus Adj-Principal-Madawaska Bridge (2030)		448,704		448,704	439,515	9,189	2.1%	2.1%
Surplus Adjustment - Trf to CCBF Reserve		2,877,117		2,877,117	2,914,661	(37,544)	-1.3%	-1.3%
Surplus Adjustment - Trf to TCA Renewal Reserve		6,024,200		6,024,200	5,848,738	175,462	3.0%	3.0%
Surplus Adjustment - Trf to PW Capital Reserve		9,515,996		9,515,996	9,238,831	277,165	3.0%	3.0%
Surplus Adjustment - Enhanced Capital reserve		0	(795,669)	795,669		795,669		
Surplus Adjustment - SDIP Saving - Trf to TCA Resv		466,473		466,473	466,473	0	0.0%	0.0%
Surplus Adjustment - Weighted CVA Growth (3.06%)		1,618,553		1,618,553		1,618,553		

## Finance & Administration Committee Financial Expense

Includes corporation wide expenses:

- Write-off of taxes (mid year adjustments for demolitions and other MPAC driven adjustments) - \$300,000.
- Provision for unallocated funds – allocation to provide for unknown initiatives that may be undertaken during the year - \$300,000.
- Debenture payments:
  - Claybank Bridge – ends 2028 - \$438,000/year.
  - Madawaska River Bridge – ends 2030 - \$521,000/year.
  - Foymount Road – to begin repayments on completion of the project.
- Reserve transfers:
  - Canada Community Building Fund (Gas tax) reserve - \$2,877,117.
  - TCA Renewal Reserve - \$6,024,000 – 3% increase.
  - PW Capital Reserve - \$9,515,000 – 3% increase.
  - SDIP savings - \$466,000.
  - Weighted CVA growth – 3.06%.

## Finance & Administration Committee Financial Expense

- Reserve transfers:
  - Partially enhanced reserve transfer - \$795,669:
    - Option 3: On November 9<sup>th</sup>, the capital assets special meeting called for a \$2,866,849 increase in capital reserve transfers – being 4% levy and 1.42% CVA growth.
    - With the actual CVA growth being 3.06%, the revised enhanced reserve contribution can be lower.

Weighted CVA growth	1,618,553
TCA renewal transfer 3% increase	175,462
PW capital transfer 3% increase	277,165
Enhanced Capital contribution	795,669
	2,866,849

## Finance & Administration Committee Finance Expense

Suggested reduction to reach the levy target - Level 1:

- Reduce the provision for unallocated funds by \$93,243, leaving \$206,757 available, of which \$56,757 is already committed for the 35% municipal share of the Municipal Modernization Funding (3 years). \$150,000 in remaining unallocated funds available for use.

Suggested reduction to reach the levy target - Level 2:

- Remove the enhanced capital reserve contribution and only contribute the weighted CVA growth of 3.06%.

## Reserves November 9<sup>th</sup> Continued

THAT County Council recommend that the Draft Asset Management Plan and Long Term Financial Plan be returned to a future session of County Council with updated end of 2023 financial impacts; AND FURTHER THAT County Council recommend that the 2024 Draft Budget be presented with the Asset Management Plan and Long Term Financial Plan with consideration to Option 3, as presented, including a range of potential scenarios.

November 9<sup>th</sup> Meeting

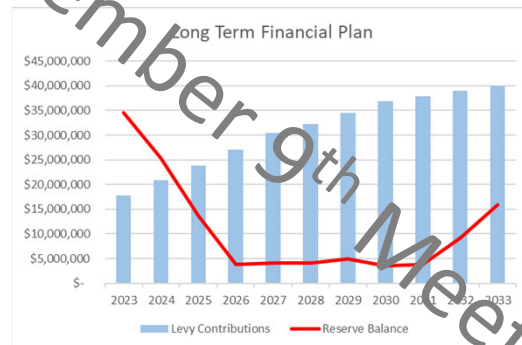
# Long Term Financial Plan

## What does Council want?

Option 3: Some Combination of increased level and reduced service level.

- Dedicated capital levy growth of:
  - 4% 2024-2027
  - 2% 2028-2030
  - 0% 2031-2033
  - 2024 requires an increase in levy contributions to capital of \$2,866,849 This is a 4% levy increase alone, before considering any levy increases for operating costs.
- PCI would equal 66.9 in 2033, and continue a downward trend to plateau at 60.
- All other service level standards would be met except for Renfrew County Housing Corporation buildings, which are expected to stay at an average FCI of 15%, or 5% above the target FCI.

# Long Term Financial Plan – Combination Approach



2024 requires an increase in levy contributions to capital of \$2,866,849. This is a 4% levy increase alone, before considering any levy increases for operating costs.

# What are the Factors in a Long Term Financial Plan – Revised for 2024

## Factors that can be controlled:

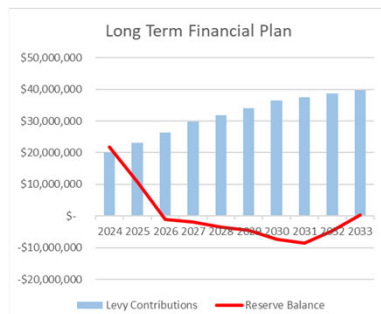
1. Desired service level (costs) or acceptable risk level. **PCI target lowered from 70 to 60.**
2. Level of Investment (levy). **Increase levy contributions by \$2,866,849 (including CVA growth).**
3. Debt strategy. **All projects over \$3M, plus any amounts required for cash flow .**

## Factors beyond the control of the County:

1. Opening Reserve Balance. **Increase to \$42M estimate.**
2. Federal/Provincial Revenue. **Less \$400K in OCIF, returning to \$2.8M in 2025.**
3. Weighted CVA growth (levy income increase) **3.06% returning to 1.5% average.**
4. Interest income. **4% decline to 1.5% by 2028.**
5. Inflation 2%.
6. Interest rates 3%.

# Long Term Financial Plan – Combination Approach 3% Budget

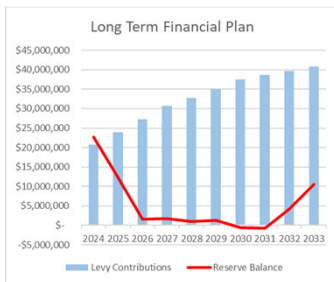
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
10 YEAR CAPITAL PLAN	\$ 56,634,070	\$ 43,650,518	\$ 48,721,952	\$ 43,990,147	\$ 37,768,543	\$ 39,569,395	\$ 40,814,061	\$ 43,779,778	\$ 36,973,791	\$ 34,066,944	\$ 422,969,201
DECREASE IN COST	\$ (2,499,424)	\$ (2,721,903)	\$ (2,429,022)	\$ (2,429,022)	\$ (2,429,022)	\$ (2,429,022)	\$ (2,429,022)	\$ (2,429,022)	\$ (2,429,022)	\$ (2,429,022)	\$ (24,290,222)
10 YEAR CAPITAL PLAN	\$ 54,134,646	\$ 40,928,615	\$ 46,302,930	\$ 41,561,125	\$ 35,339,521	\$ 37,140,373	\$ 38,385,039	\$ 41,350,756	\$ 34,544,769	\$ 31,637,922	\$ 398,678,979
INFLATION ADJUSTMENT	0%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
INFLATION ADJUSTED EXP	\$ 54,134,946.00	\$ 43,985,366	\$ 44,551,963.34	\$ 39,784,844	\$ 36,227,428	\$ 41,038,016	\$ 42,134,309	\$ 41,903,798	\$ 36,399,719.18	\$ 38,442,476	\$ 420,602,663
OPENING RESERVE	\$42,428,133										\$42,428,133
PROGRESS FROM PREENTURES	\$ (3,102,500)	\$ (3,300,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (30,000,000)
DEBT SERVICING COSTS	\$ (2,491,744)	\$ (2,814,959)	\$ (3,453,927)	\$ (3,800,926)	\$ (4,218,021)	\$ (4,611,176)	\$ (5,061,191)	\$ (5,500,115)	\$ (5,941,026)	\$ (6,094,006)	\$ (54,937,877)
PLANNING AND GRANTS	\$ (11,791,105)	\$ (8,856,997)	\$ (6,896,597)	\$ (7,016,877)	\$ (7,016,877)	\$ (6,800,000)	\$ (6,800,000)	\$ (6,800,000)	\$ (6,800,000)	\$ (6,800,000)	\$ (73,618,815)
LEVY CONTRIBUTIONS	\$ (29,988,467)	\$ (31,073,944)	\$ (29,139,107)	\$ (29,795,302)	\$ (31,779,124)	\$ (30,988,792)	\$ (29,458,117)	\$ (27,524,054)	\$ (28,666,014)	\$ (29,794,474)	\$ (312,340,362)
INTEREST EARNED	\$ (441,201)	\$ (412,644)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (4,000,000)
RESERVE BALANCE	\$ 21,865,214	\$ (9,145,289)	\$ (1,049,000)	\$ (3,854,676)	\$ (5,240,210)	\$ (4,421,716)	\$ (7,258,684)	\$ (9,508,942)	\$ (4,686,566)	\$ (29,988,467)	\$ (29,988,467)
LEVY INCREASE (DECREASE)	3%	4%	4%	4%	2%	2%	2%	0%	0%	0%	17%



With the Level 2 reduction in capital reserve contributions, we would run out of capital reserves in 2026. This is a year later than the original November 9<sup>th</sup> presentation, due to the reduced costs, increased start point of reserve balances, and increased growth in weighted CVA.

## Long Term Financial Plan – Combination Approach Enhanced Contribution

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
10 YEAR CAPITAL PLAN	\$ 56,634,070	\$ 43,650,518	\$ 48,721,954	\$ 43,590,147	\$ 37,768,543	\$ 39,569,395	\$ 40,814,061	\$ 41,779,778	\$ 36,373,791	\$ 34,066,944	\$ 422,969,201
DECREASE IN COST	(\$2,499,124)	(\$527,808)	(\$5,900,000)	(\$6,100,000)	(\$4,300,000)	(\$2,400,000)	(\$3,400,000)	(\$5,300,000)	(\$3,600,000)	(\$1,900,000)	(\$15,928,936)
10 YEAR CAPITAL PLAN	\$ 54,134,946	\$ 43,122,712	\$ 42,821,954	\$ 37,490,147	\$ 33,468,543	\$ 37,169,395	\$ 37,414,061	\$ 36,479,778	\$ 32,773,791	\$ 32,166,944	\$ 387,042,271
INFLATION ADJUSTMENT	0%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
INFLATION ADJUSTED EXP	\$ 54,134,946.00	\$ 43,985,166	\$ 44,551,961.34	\$ 39,784,844	\$ 36,227,428	\$ 41,038,016	\$ 42,134,309	\$ 41,903,798	\$ 38,399,719.18	\$ 38,442,476	\$ 420,602,663
OPENING RESERVE	\$42,428,153										\$42,428,153
PROCEEDS FROM DEBENTURES	\$3,182,960	\$5,300,000	\$3,000,000	\$6,000,000		\$3,000,000					\$20,482,960
DEBT SERVICING COSTS	(\$2,431,746)	(\$2,834,920)	(\$3,451,927)	(\$3,800,939)	(\$4,218,523)	(\$3,612,176)	(\$3,961,176)	(\$3,700,515)	(\$3,341,028)	(\$3,044,000)	(\$34,297,871)
FUNDING AND GRANTS	\$11,793,105	\$6,896,997	\$6,896,997	\$7,016,877	\$7,016,877	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$73,618,853
LEVY CONTRIBUTIONS	\$20,784,156	\$23,913,378	\$27,214,706	\$30,697,608	\$32,690,552	\$34,989,562	\$37,494,401	\$38,605,476	\$39,733,216	\$40,877,874	\$327,000,929
INTEREST EARNED	\$1,080,984	\$479,638	\$47,352	\$35,089	\$15,765	\$18,092	\$0	\$0	\$61,738	\$155,535	\$1,894,194
RESERVE BALANCE	\$ 22,700,666	\$12,470,583	\$1,625,750	\$1,789,552	\$1,066,767	\$1,224,230	(\$576,855)	(\$775,692)	\$4,177,616	\$10,524,549	\$10,524,549
LEVY INCREASE (DECREASE)	4%	4%	4%	4%	2%	2%	2%	0%	0%	0%	17%



The enhanced contribution enables the County to fund it's capital projects for the 10 year plan window – debt adjustments required for cash flow in 2030-31.

## Long Term Financial Plan What About Growth?

The long term financial plan does not include any provision for increasing the service level provided by our assets – assets are replaced with like assets.

Recognizing the need to address growth related costs, the County has been investigating what these costs are and how they could be funded:

- Growth project list of \$56M as provided by consultation with the lower tiers (OP-CC-21-11-136).
- Development charges background study that provides for the collection of \$33M over 13 years with two possible options (FA-CC-22-06-65):
  - Option 1 – County wide DC of \$4,759 per single residential unit.
  - Option 2 – Hwy 17 Corridor only DC of \$5,647 per single residential unit.

Next Steps – Further consultation to refine the listing of growth related projects in 2024.



## Finance & Administration Committee Revenue

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%
COUNTY LEVY (3.06% Growth)	2,517,270	56,099,266	(4,702,733)	60,801,999	52,893,896	7,908,103	14.95%	6.06%
PIL ADJUSTMENTS	0	(150,000)	0	(150,000)	(150,000)	0	0.0%	0.0%
WATERPOWER GENERATING STATION	0	394,109	0	394,109	394,109	0	0.0%	0.0%
SUPPLEMENTARY REVENUE	0	500,000	0	500,000	500,000	0	0.0%	0.0%
OTHER REVENUE	0	5,277,117	0	5,277,117	3,564,661	1,712,456	48.0%	48.0%
Interest Revenue	0	2,400,000	0	2,400,000	650,000	1,750,000	269.2%	269.2%
CCBF (Gas Tax) Funding	0	2,877,117	0	2,877,117	2,914,661	(37,544)	-1.3%	-1.3%
<b>TOTAL REVENUES</b>	<b>2,517,270</b>	<b>62,270,482</b>	<b>(4,702,733)</b>	<b>66,973,225</b>	<b>57,352,666</b>	<b>9,620,559</b>	<b>16.8%</b>	<b>8.6%</b>

## Finance & Administration Committee Revenue

General Revenue for the County of Renfrew:

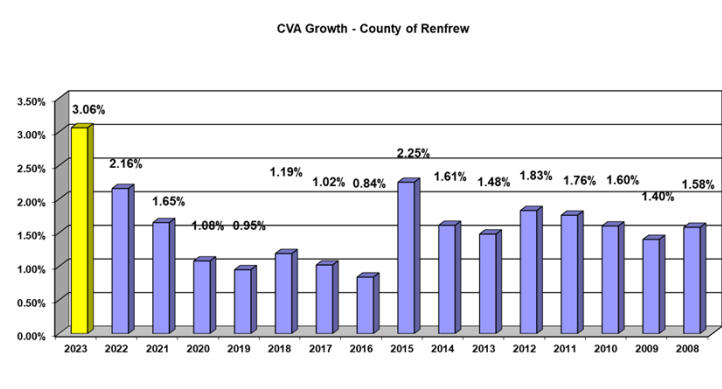
- The tax levy, which is increasing by the weighted current value assessment growth (the property tax revenue from new buildings), plus the budget increase which costs the existing tax payers.
- Payment in Lieu adjustments for property tax adjusts on senior levels of government properties.
- Water generating station revenue – Provincial funding for hydro electric dam properties (similar to PIL).
- Supplementary Revenue – mid year tax increases for new growth properties, as assessed by MPAC.
- Interest Revenue.
- Canada Community Building Fund (formerly gas tax).

## Finance & Administration Committee Revenue

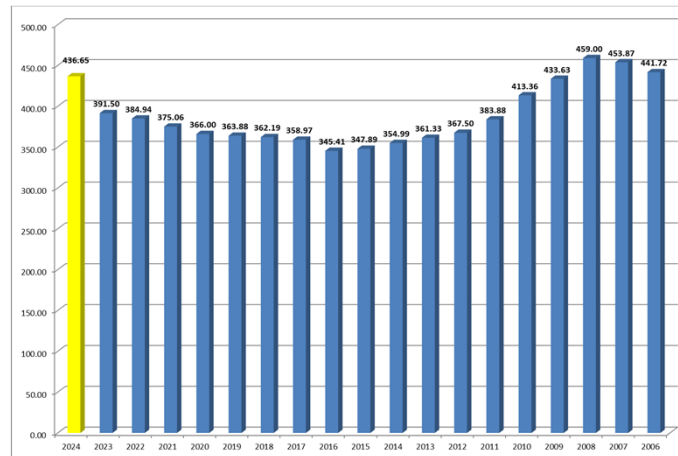


<https://youtu.be/nrWry5i3TBU>

## Finance & Administration Committee Weighted CVA Growth History



## Finance & Administration Committee Tax rate per \$100,000 Assessment Baseline Budget



## Finance & Administration Committee Tax increase to median residential assessment (\$205,000)

Annual County Property Taxes per Median Residential Assessment					
Year	Baseline Budget (11.89%)	With Level 1 Reductions (Baseline less 3.47%)	With Level 2 Reductions (Baseline less 3.47% & 2.71%)	With Level 3 Reductions (Baseline less 3.47% & 2.71% & 2.71%) - 3% target	Enhancements
2024	\$ 895.14	\$ 868.13	\$ 847.02	\$ 825.90	\$ 37.62
2023	\$ 802.58	\$ 802.58	\$ 802.58	\$ 802.58	\$ -
Increase	\$ 92.56	\$ 65.55	\$ 44.44	\$ 23.32	\$ 37.62

## Resolution to Approve 2024 Budget

Moved by:

Seconded by:

THAT a By-law to adopt the estimates of the sums required during the year for 2024 for general, capital and all purposes of the County of Renfrew in the amount of \$\_\_\_\_\_ be adopted at this session of County Council; AND FURTHER THAT the 2024 tax rates for County purposes be adopted by by-law after the adoption of the 2024 tax policy by-laws.



**County of**  
**Renfrew**  
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## 2024 Budget

Thank you

COUNTY OF RENFREW  
2024 BUDGET

Level 1 Reductions: Items we can implement with minimal service level disruptions. For example, minor adjustments, staff reductions that can be achieved with attrition, etc.

Level 2 Reductions: Items that we can implement with minimal service level disruptions, however they are temporary or one time solutions.  
For example, using reserves to cover operating costs, deferring required purchases.

Level 3 Reductions: Items that will reduce service levels provided

Enhancements: Are there any service level increases that Council would like to consider as part of this budget.

	Department	Reduction	Description	Amount	Percentage of 2023 Levy Increase	
County Levy Increase				7,908,103	14.95%	
Less Weighted CVA growth				(1,618,553)	-3.06%	
				<u>6,289,550</u>	<u>11.89%</u>	
Level 1	Members of Council	Public Relations	50% of Public Relations budget	(3,000)	-0.01%	
	Members of Council	Warden Banquet	entire Wardens Banquet budget	(10,000)	-0.02%	
	Human Resources	Secretary 1 - Support EHC		(27,452)	-0.05%	
	PUBLICITY/PUBLIC RELATIONS SERVICE	Publicity/Public Relations Service		(15,000)	-0.03%	
	FINANCIAL EXPENSE	Provision for Unallocated Funds		(150,000)	-0.28%	
	ENTERPRISE CENTRE	Provincial carry forward Funding		(22,848)	-0.04%	
	Paramedic Service - 911 Program	Vacant WSIB Clerks		(223,329)		
	Paramedic Service - 911 Program	City of Pembroke Share		<u>29,390</u>	(193,939)	-0.37%
	Paramedic Service - CPLTC	Casual shifts for long term care program			(18,046)	-0.03%
	Ontario Works	Remove AA3, AA2, 2 x Agent, CSR (5 staff)		(446,880)		
	Ontario Works	City of Pembroke Share		<u>116,190</u>	(330,690)	-0.63%
	Bonnechere Manor	Staffing reduction (15,000 PSW hours - vacant)		(619,828)		
	Bonnechere Manor	City of Pembroke Share		<u>204,543</u>	(415,285)	-0.79%
	Miramichi Lodge	Staffing reduction (24,000 PSW hours - vacant)		(967,568)		
Miramichi Lodge	City of Pembroke Share		<u>319,297</u>	(648,271)	-1.23%	
	Subtotal - Level 1			<u>(1,834,531)</u>	<u>-3.47%</u>	
Level 2	Forestry	Special Project - Survey		(10,000)	-0.02%	
	Forestry	Transfer to Reserve - per 2016 Forestry mgmt. plan		(27,000)	-0.05%	
	AGRICULTURE & REFORESTATION	Reforestation - Grants in Lieu		(15,000)	-0.03%	
	AGRICULTURE & REFORESTATION	Forest Fire Protection		(5,000)	-0.01%	
	PW ADMINISTRATION	Fire Radio Re-billing		(50,000)	-0.09%	
	PW Housing	Site Condition Assessment		(75,000)	-0.14%	
	ECONOMIC DEVELOPMENT	Special Projects - Agriculture Grant		(22,470)	-0.04%	
	PLANNING DEPARTMENT	Purchased Service Planner		(25,000)	-0.05%	
	Child Care	Mitigation Reserve		(454,188)		
	Child Care	City of Pembroke Share		<u>45,418</u>	(408,770)	-0.77%
	FINANCIAL EXPENSE	Enhanced Capital contribution reduce by 1.3%		(795,669)	-1.50%	
	Subtotal - Level 2			<u>(1,433,909)</u>	<u>-2.71%</u>	
Level 3	Paramedic Service - 911 Program	Reduce 31,500 hrs = upstaff (24hrs) + mobile response (12hr: (1,651,650)				
	Paramedic Service - 911 Program	City of Pembroke Share		<u>217,357</u>	(1,434,293)	-2.71%
	Subtotal - Level 3			<u>(1,434,293)</u>	<u>-2.71%</u>	
County Levy Increase - 3% Target Budget				<u>1,586,817</u>	<u>3.00%</u>	
Proposed Enhancements	GENERAL - ADMINISTRATION	StrategyCorp Initiatives		35,500	0.07%	
	Information Technology	IT Business Analyst shared services consultant		50,000	0.09%	
	Property - Arnprior	Garage and Generator upgrades		150,000		
	Property - Arnprior	Reserve Transfer - to be recovered from EMS		<u>(150,000)</u>	0	0.00%
	GEOGRAPHIC INFORMATION SYSTEMS	Hosting of our Website		20,000	0.04%	
	PLANNING DEPARTMENT	Student Planner		48,129	0.09%	
	Economic Development	Renfrewshire Twinning		2,500	0.00%	
	Paramedic Service - 911 Program	Move Deputy Chief & Admin Comander to 2,184		115,328		
	Paramedic Service - 911 Program	City of Pembroke Share		<u>(15,177)</u>	100,151	0.19%
	Paramedic Service - 911 Program	Property - Extra day per week of PT staff		15,500		
	Paramedic Service - 911 Program	City of Pembroke Share		<u>(2,039)</u>	13,461	0.03%
	HEALTH SERVICES	Pembroke Regional Hospital EMR contribution			100,000	0.19%
	Homelessness & Housing	Study for shovel ready housing development		150,000		
	Homelessness & Housing	Community Housing Co-ordinator		90,166		
	Homelessness & Housing	Pembroke Share		(9,017)		
	Homelessness & Housing	RCHC mtce staff hours and classification		94,369		
	Homelessness & Housing	Pembroke Share		(9,437)		
	Homelessness & Housing	Homelessness Co-ordinator		90,166		
	Homelessness & Housing	HPP funding		(90,166)		
	Homelessness & Housing	RCHC mtce staff increase by 4,160 hours (2 new positions)		144,972		
	Homelessness & Housing	Pembroke Share		(14,497)		
	Homelessness & Housing	AA1 for Housing Capital, R&M assistance		66,522		
	Homelessness & Housing	Pembroke Share		(6,652)		
	Homelessness & Housing	Building Infrastructure Co-ordinator		98,135		
	Homelessness & Housing	Pembroke Share		(9,814)		
	Homelessness & Housing	Paramedic 12 x 365		322,860		
	Homelessness & Housing	Crisis Worker		266,538		
	Homelessness & Housing	Vehicle		120,000		
	Homelessness & Housing	Capital		75,000		
	Homelessness & Housing	Material & supplies		50,000		
	Homelessness & Housing	Pembroke Share		(109,807)		
	Homelessness & Housing	Paramedic 12 x 365		322,860		
	Homelessness & Housing	Crisis Worker		266,538		
	Homelessness & Housing	Vehicle		120,000		
	Homelessness & Housing	Capital		75,000		
	Homelessness & Housing	Material & supplies		50,000		
	Homelessness & Housing	Pembroke Share		<u>(109,807)</u>	2,043,929	3.86%
	Ontario Works	one phone number		30,000		
	Ontario Works	Digitization of Files		75,000		
	Ontario Works	Office Closure/Enhanced Technology		50,000		
	Ontario Works	EST Lead/Trainer		125,000		
	Ontario Works	Provincial one time funding		(140,000)		
	Ontario Works	Pembroke Share		<u>(36,400)</u>	103,600	0.20%
	Child Care	Transfer AA1 to AA2 - reduce program funding		0	0.00%	
	Total Proposed Enhancements				<u>2,517,270</u>	<u>4.76%</u>

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget</u> <u>Enhancement</u>	<u>2024 Budget 3%</u> <u>Target</u>	<u>2024 Budget 3%</u> <u>Pressure</u>	<u>2024 Budget</u> <u>Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>MEMBERS OF COUNCIL</b>	<b>0</b>	<b>632,460</b>	<b>(13,000)</b>	<b>645,460</b>	<b>613,829</b>	<b>31,631</b>	<b>5.2%</b>	<b>3.0%</b>	<b>520,747</b>	<b>429,232</b>	<b>417,279</b>	<b>499,919</b>	<b>430,040</b>
Salary - Council		312,707		312,707	273,745	38,962	14.2%	14.2%	245,738	242,505	237,293	236,732	172,822
Salary & Ad Hoc - Warden		83,934		83,934	80,952	2,982	3.7%	3.7%	79,973	85,150	73,980	73,206	64,163
Ad Hoc Per Diem Payments		29,160		29,160	29,160	0	0.0%	0.0%	18,225	32,562	20,655	26,244	21,491
Council CPP, Employer Health Tax		29,226		29,226	25,872	3,354	13.0%	13.0%	19,742	19,619	17,779	18,287	11,829
Council Group Insurance		7,140		7,140	7,677	(537)	-7.0%	-7.0%	6,324	5,916	5,304	4,896	4,896
Council Benefits - EHC/Dental		76,687		76,687	78,223	(1,536)	-2.0%	-2.0%	62,875	62,126	53,514	47,594	66,043
AMO Board of Directors		10,000		10,000	10,000	0	0.0%	0.0%	11,451	972	6,899	14,402	4,386
Computer Expense		5,000		5,000	5,000	0	0.0%	0.0%	10,466	2,497	9,399	5,480	3,900
Council Conventions		30,000		30,000	30,000	0	0.0%	0.0%	31,066	15,421	13,714	36,958	45,798
Council Hospitality		20,000		20,000	20,000	0	0.0%	0.0%	17,807	4,821	6,239	23,411	17,745
Council Liability Insurance		11,854		11,854	10,200	1,654	16.2%	16.2%	9,715	9,092	8,338	8,147	7,703
Council Mileage		35,000		35,000	35,000	0	0.0%	0.0%	24,333	4,273	13,560	42,146	37,853
FCM Board of Directors		10,000		10,000	10,000	0	0.0%	0.0%	10,900	6,461	3,441	13,289	8,207
Legal - Integrity Commissioner		2,000		2,000	2,000	0	0.0%	0.0%	4,589	346	1,018	8,846	3,297
Office Expenses		5,000		5,000	5,000	0	0.0%	0.0%	6,760	2,151	6,393	6,010	9,397
Public Relations		3,000	(3,000)	6,000	6,000	0	0.0%	-50.0%	19,796	0	0	0	0
Recoveries - County		(78,248)		(78,248)	(65,000)	(13,248)	20.4%	20.4%	(70,329)	(66,789)	(65,961)	(71,327)	(56,086)
Recoveries - Outside		0		0	0	0			(2,956)	(396)	(1,281)	(17,429)	(61)
Advocacy / Delegations		30,000		30,000	30,000	0	0.0%	0.0%	10,544	486	744	14,576	1,065
Warden Banquet		0	(10,000)	10,000	10,000	0	0.0%			0		0	0
Warden Expenses		10,000		10,000	10,000	0	0.0%	0.0%	3,727	2,019	6,251	8,451	5,592
<b>GENERAL - ADMINISTRATION</b>	<b>35,500</b>	<b>988,922</b>	<b>0</b>	<b>988,922</b>	<b>989,775</b>	<b>(853)</b>	<b>-0.1%</b>	<b>-0.1%</b>	<b>898,022</b>	<b>923,421</b>	<b>756,963</b>	<b>745,237</b>	<b>789,887</b>
Salaries	29,500	1,268,427		1,268,427	1,256,014	12,413	1.0%	1.0%	1,328,793	1,249,190	1,023,350	942,625	923,354
Employee Benefits	6,000	396,400		396,400	371,110	25,290	6.8%	6.8%	363,031	333,519	266,334	220,838	227,635
Bank Charges - Moneris		3,000		3,000	2,300	700	30.4%	30.4%	2,648	2,138	1,551	1,437	1,547
Computer Expense		47,000		47,000	45,000	2,000	4.4%	4.4%	34,661	46,696	31,180	35,130	31,266
Conferences & Conventions		10,000		10,000	5,000	5,000	100.0%	100.0%	5,305	1,883	2,312	2,769	2,844
Depreciation		1,644		1,644	1,600	44	2.8%	2.8%	1,641	1,641	1,646	2,308	4,345
General Legal & Audit		26,000		26,000	25,600	400	1.6%	1.6%	40,556	23,425	25,738	28,525	22,218
Membership Fees		38,000		38,000	36,000	2,000	5.6%	5.6%	36,048	35,223	33,176	28,673	28,817
COVID		0		0	0	0			21,730	29,374	19,514	0	0
Office Expense		26,000		26,000	26,000	0	0.0%	0.0%	24,083	17,640	18,952	24,021	24,885
Professional Development - Department Staff		7,000		7,000	5,000	2,000	40.0%	40.0%	1,524	2,401	1,828	8,212	932
Professional Development - Mgt Team		0		0	0	0			0	0	0	19,073	0
Recovery - Other Departments		(885,405)		(885,405)	(860,349)	(25,056)	2.9%	2.9%	(969,903)	(811,117)	(680,793)	(624,284)	(551,159)
Recovery - Provincial		0		0	0	0			(78,450)	(47,144)	(208,362)	0	0
Recovery - Provincial One time		0		0	0	0			(1,707,960)	(29,374)	(19,514)	0	0
Recovery - Outside		0		0	0	0			0	(149)	(7)	(55)	(170)
Recruitment		1,000		1,000	1,000	0	0.0%	0.0%	3,287	0	2,465	1,217	44,843
Special Projects - Plans		0		0	30,000	(30,000)	-100.0%		13,082	14,560	0	15,293	0
Special Projects - EOWC		23,000		23,000	20,100	2,900	14.4%	14.4%	23,779	17,500	18,603	12,153	14,117
Special Projects - Service Delivery Review		0		0	0	0			0	31,889	210,417	0	0
Surplus Adjustment - Capital		0		0	0	0			0	0	0	0	0
Surplus Adjustment - Trf to Reserves		0		0	0	0			1,735,945	0	0	0	0
Surplus Adjustment - Depreciation		(1,644)		(1,644)	(1,600)	(44)	2.8%	2.8%	(1,641)	(1,641)	(1,646)	(2,308)	(4,345)
Telephone		6,500		6,500	5,000	1,500	30.0%	30.0%	5,988	4,382	6,097	4,878	5,211
Travel		22,000		22,000	22,000	0	0.0%	0.0%	13,875	1,385	4,122	24,732	13,547

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>HUMAN RESOURCES DEPARTMENT</b>	<b>0</b>	<b>234,500</b>	<b>(59,474)</b>	<b>293,974</b>	<b>259,687</b>	<b>34,287</b>	<b>13.2%</b>	<b>-9.7%</b>	<b>287,060</b>	<b>91,808</b>	<b>569,859</b>	<b>196,074</b>	<b>254,604</b>
Salaries		648,811	(25,081)	673,892	629,695	44,197	7.0%	3.0%	687,202	583,266	484,972	472,861	523,067
Benefits		179,320	(2,371)	181,691	185,580	(3,889)	-2.1%	-3.4%	164,291	143,643	97,791	115,908	131,181
Conference & Convention		4,000		4,000	4,000	0	0.0%	0.0%	0	0	0	1,514	3,084
COVID		0		0					19,358	15,299	3,905	0	0
Depreciation		0		0	500	(500)	-100.0%	-100.0%	461	461	462	461	461
Expenses Recoverable From Others		10,000		10,000	10,000	0	0.0%	0.0%	9,607	2,276	9,183	29,950	17,167
Legal Fees		10,000		10,000	14,500	(4,500)	-31.0%	-31.0%	3,067	(131,602)	375,452	4,357	5,468
Membership Fees		6,000		6,000	6,000	0	0.0%	0.0%	4,264	4,146	1,924	3,666	3,267
Office Expense		25,000		25,000	25,000	0	0.0%	0.0%	19,330	34,325	33,827	25,118	35,521
Computer Expenses		91,492		91,492		91,492							
Professional Development		12,000		12,000	12,000	0	0.0%	0.0%	5,971	6,476	1,983	5,531	6,229
Purchased Services		70,000		70,000	75,000	(5,000)	-6.7%	-6.7%	91,220	111,918	109,958	90,368	105,030
Recovery - County Departments		(678,653)	(32,022)	(646,631)	(618,088)	(28,543)	4.6%	9.6%	(604,187)	(597,066)	(525,623)	(513,221)	(568,084)
Recovery - Municipal		(95,000)		(95,000)	(95,000)	0	0.0%	0.0%	(49,417)	(4,133)	(17,013)	(57,924)	(35,691)
Recovery - Provincial		(59,470)		(59,470)	0	(59,470)			(67,819)	(82,116)	(16,620)	0	0
Recovery - Outside Agencies		0		0	0	0			0	(32)		0	0
Recruitment		1,000		1,000	1,000	0	0.0%	0.0%	153	3,710	6,010	535	686
Surplus Adjustment - Depreciation		0		0	(500)	500	-100.0%	-100.0%	(461)	(461)	(462)	(461)	(461)
Travel		10,000		10,000	10,000	0	0.0%	0.0%	4,020	1,698	4,110	17,411	27,679
<b>INFORMATION TECHNOLOGY</b>	<b>50,000</b>	<b>549,576</b>	<b>0</b>	<b>549,576</b>	<b>536,587</b>	<b>12,989</b>	<b>2.4%</b>	<b>2.4%</b>	<b>408,632</b>	<b>407,027</b>	<b>400,443</b>	<b>391,499</b>	<b>400,595</b>
Salaries		522,215		522,215	493,595	28,620	5.8%	5.8%	458,142	489,849	485,575	476,619	463,158
Benefits		169,339		169,339	152,039	17,300	11.4%	11.4%	130,329	125,928	122,960	118,207	117,082
Annual Software Maintenance Fees		121,500		121,500	109,900	11,600	10.6%	10.6%	88,231	73,995	72,067	69,385	68,550
Communication Fees		29,200		29,200	29,000	200	0.7%	0.7%	42,388	26,435	23,337	20,862	10,084
Computer Technology Supplies		7,000		7,000	7,000	0	0.0%	0.0%	3,821	3,688	2,234	1,754	9,674
Corporate Software		15,000		15,000	2,000	13,000	650.0%	650.0%	0	0	4,452	5,466	8,748
COVID		0		0	0	0			0	0	4,370	0	0
Depreciation		34,700		34,700	38,000	(3,300)	-8.7%	-8.7%	35,611	37,638	36,971	30,976	36,192
Office Expense		2,000		2,000	1,100	900	81.8%	81.8%	1,912	1,947	1,602	1,356	2,350
Professional Development		6,000		6,000	5,500	500	9.1%	9.1%	5,867	4,451	779	453	2,993
Purchased Services	50,000	20,000		20,000	60,000	(40,000)	-66.7%	-66.7%	2,790	9,362	0	0	0
Recoveries - County		(357,978)		(357,978)	(338,847)	(19,131)	5.6%	5.6%	(334,828)	(337,981)	(325,509)	(319,266)	(313,787)
Recoveries - Outside		0		0	0	0				0	0	(1,050)	(1,861)
Recoveries - Prov-Strategy		0		0	0	0			(47,312)	(25,716)	0	0	0
Recoveries - Provincial One Time		0		0	0	0			(2,587)	0	(4,370)	0	0
Special Project		0		0	0	0			36,551	25,716	0	0	0
Surplus Adjustment - Capital		25,000		25,000	17,000	8,000	47.1%	47.1%	15,088	34,479	60,540	39,018	16,619
Surplus Adjustment - Depreciation		(34,700)		(34,700)	(38,000)	3,300	-8.7%	-8.7%	(35,611)	(37,638)	(36,971)	(30,976)	(36,192)
Surplus Adjustment - Trf From Reserves		(25,000)		(25,000)	(17,000)	(8,000)	47.1%	47.1%	(2,785)	(34,479)	(60,540)	(39,018)	0
Telephone Costs		5,300		5,300	5,300	0	0.0%	0.0%	4,389	4,380	4,593	5,552	6,783
Travel		10,000		10,000	10,000	0	0.0%	0.0%	6,635	4,973	8,353	12,161	10,202

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>PROPERTY - Pembroke</b>	<b>0</b>	<b>96,977</b>	<b>0</b>	<b>96,977</b>	<b>88,577</b>	<b>8,400</b>	<b>9.5%</b>	<b>9.5%</b>	<b>80,550</b>	<b>228,220</b>	<b>297,636</b>	<b>208,120</b>	<b>242,806</b>
Salaries		182,105		182,105	169,011	13,094	7.7%	7.7%	169,954	233,196	214,363	229,598	228,245
Employee Benefits		59,479		59,479	50,787	8,692	17.1%	17.1%	49,657	70,386	59,917	57,893	60,171
Advertising		1,000		1,000	1,000	0	0.0%	0.0%	0	0	0	447	943
Capital - under threshold		0		0	0	0			0	0	29,177	5,658	13,570
COVID		0		0	0	0			0	1,745	14,032	0	0
Computer Supplies		5,000		5,000	5,000	0	0.0%	0.0%	0	0	0	0	0
Depreciation		422,000		422,000	408,000	14,000	3.4%	3.4%	380,226	216,909	227,580	236,630	224,648
Elevator Maintenance		7,949		7,949	7,949	0	0.0%	0.0%	7,286	6,948	6,219	6,185	6,308
Garbage Disposal		7,000		7,000	6,355	645	10.1%	10.1%	7,433	7,047	6,188	5,443	4,890
Grounds keeping		7,000		7,000	5,765	1,235	21.4%	21.4%	6,716	3,280	3,291	3,143	3,584
Insurance		57,812		57,812	44,182	13,631	30.9%	30.9%	40,165	35,813	32,594	31,344	28,357
Janitorial Contract		92,580		92,580	89,100	3,480	3.9%	3.9%	111,829	100,642	103,185	103,820	90,413
Legal		2,000		2,000	2,000	0	0.0%	0.0%	784	0	1,877	3,283	0
Lights, Heat & Power		129,857		129,857	126,075	3,782	3.0%	3.0%	96,233	96,463	94,577	116,947	111,190
Mechanical		22,000		22,000	22,000	0	0.0%	0.0%	7,240	10,812	19,222	8,335	5,449
Memberships/Subscriptions		500		500	1,500	(1,000)	-66.7%	-66.7%	915	850	850	816	872
Miscellaneous Bldg.		3,000		3,000	2,800	200	7.1%	7.1%	7,165	6,149	5,469	8,522	2,687
Office Supplies		12,860		12,860	12,860	0	0.0%	0.0%	15,470	13,823	16,266	13,208	11,853
Professional Development		2,000		2,000	5,000	(3,000)	-60.0%	-60.0%	0	0	100	1,090	0
Recoveries - Internal Charges		(33,300)		(33,300)	(16,300)	(17,000)	104.3%	104.3%	(11,752)	(184,923)	(951,836)	(28,305)	(28,195)
Revenues - Provincial		0		0	(59,000)	59,000	-100.0%		(1,657)	(42,474)	(14,032)	0	0
Recoveries - Other		0		0	(12,340)	12,340	-100.0%		(128,552)	(64,979)	(71,752)	(60,513)	(4,479)
Recruitment		750		750	750	0	0.0%	0.0%	0	2,615	577	1,843	493
Repairs & Maintenance		45,000		45,000	45,000	0	0.0%	0.0%	40,321	24,375	43,438	26,815	32,104
Revenue - Lease Internal		(522,415)		(522,415)	(497,490)	(24,925)	5.0%	5.0%	(483,000)	(296,750)			
Revenue - Lease External		0		0	0	0			0	0	(252,147)	(339,176)	(337,466)
Security & Monitoring		6,300		6,300	6,273	27	0.4%	0.4%	3,228	2,448	3,714	3,219	3,129
Special Projects		0		0	40,000	(40,000)	-100.0%		1,933	3,388		0	0
Surplus Adjustment - Capital		156,765		156,765	312,000	(155,235)	-49.8%	-49.8%	403,633	2,409,031	2,521,020	180,251	148,300
Surplus Adjustment - Depreciation		(422,000)		(422,000)	(408,000)	(14,000)	3.4%	3.4%	(380,226)	(216,909)	(227,580)	(236,630)	(224,648)
Surplus Adjustment - Trf To Reserves		0		0	0	0			0	150,000	924,323	0	0
Surplus Adjustment - Trf From Reserves		(156,765)		(156,765)	(293,000)	136,235	-46.5%	-46.5%	(275,127)	(2,368,302)	(2,521,020)	(180,251)	(148,300)
Telephone		3,000		3,000	3,000	0	0.0%	0.0%	2,511	2,887	3,188	2,823	2,994
Travel		2,000		2,000	4,800	(2,800)	-58.3%	-58.3%	1,843	1,044	1,639	4,169	3,282
Vehicle Expenses		3,500		3,500	3,500	0	0.0%	0.0%	6,324	2,706	3,197	1,513	2,412



**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>PROPERTY - Renfrew County Place</b>	<b>0</b>	<b>(194,983)</b>	<b>0</b>	<b>(194,983)</b>	<b>(222,808)</b>	<b>27,825</b>	<b>-12.5%</b>	<b>-12.5%</b>	<b>(253,472)</b>	<b>(234,273)</b>	<b>(234,273)</b>	<b>(271,350)</b>	<b>(262,715)</b>
Salaries / Benefits		92,009		92,009	88,027	3,982	4.5%	4.5%	53,096	25,111	74,244	71,636	71,775
Capital - Under Threshold		0		0	0	0			4,767	0	635	4,987	23,752
COVID		0		0	0	0			0	52,546	42,684	0	0
Depreciation		211,399		211,399	210,000	1,399	0.7%	0.7%	189,337	195,476	181,113	167,067	177,349
Elevator Maintenance		7,100		7,100	7,122	(22)	-0.3%	-0.3%	4,524	4,887	6,663	4,826	4,649
Garbage Removal		4,000		4,000	4,001	(1)	0.0%	0.0%	3,205	5,648	2,366	3,668	3,277
Grounds keeping / Snow Removal		32,000		32,000	32,000	0	0.0%	0.0%	27,864	18,400	18,352	17,653	18,079
Insurance		25,674		25,674	19,495	6,179	31.7%	31.7%	17,723	15,941	15,423	15,118	14,891
Janitorial Contract		69,924		69,924	66,300	3,624	5.5%	5.5%	67,170	82,641	81,850	79,218	79,115
Lease Revenue- Outside		(210,403)		(210,403)	(336,954)	126,551	-37.6%	-37.6%	(351,250)	(345,685)	(336,386)	(296,269)	(296,114)
Legal		0		0	4,000	(4,000)	-100.0%		0	0	0	0	0
Lights, Heat & Power		100,296		100,296	97,375	2,921	3.0%	3.0%	93,624	89,930	84,365	82,029	83,556
Mechanical		19,500		19,500	17,478	2,022	11.6%	11.6%	46,410	24,132	13,292	19,495	12,463
Miscellaneous Bldg.		2,000		2,000	2,000	0	0.0%	0.0%	3,048	1,269	18,295	3,827	3,032
Municipal Taxes		15,000		15,000	17,800	(2,800)	-15.7%	-15.7%	17,604	17,066	16,672	16,333	8,381
Office Supplies / Admin Costs		3,200		3,200	3,137	64	2.0%	2.0%	14,230	3,277	6,463	9,078	6,683
Revenue Lease - Internal		(410,983)		(410,983)	(339,790)	(71,193)	21.0%	21.0%	(336,481)	(330,274)	(333,047)	(604,249)	(303,371)
Recoverable - Provincial One time		0		0	0	0			(355)	(52,546)	(42,684)	0	0
Recoverable - Outside		(15,000)		(15,000)	(17,800)	2,800	-15.7%	-15.7%	(17,604)	(17,383)	(33,489)	(20,416)	(10,510)
Repairs & Maintenance		41,500		41,500	40,356	1,144	2.8%	2.8%	34,681	37,652	15,874	17,478	13,733
Security & Monitoring		6,100		6,100	6,029	71	1.2%	1.2%	703	4,059	6,462	4,238	3,894
Surplus Adjustment - Capital		458,341		458,341	1,049,200	(590,859)	-56.3%	-56.3%	185,139	0	80,705	515,684	35,610
Surplus Adjustment - Depreciation		(211,399)		(211,399)	(210,000)	(1,399)	0.7%	0.7%	(189,337)	(195,476)	(181,113)	(167,067)	(177,349)
Surplus Adjustment - Trf From Reserves		(458,341)		(458,341)	(1,049,200)	590,859	-56.3%	-56.3%	(185,139)	0	(80,705)	(515,684)	(35,610)
Surplus Adjustment - Trf To Reserves		20,000		20,000	63,570	(43,570)	-68.5%	-68.5%	63,570	129,056	107,693	300,000	0
Vehicle Expenses		3,100		3,100	3,046	54	1.8%	1.8%	0	0	0	0	0
<b>PROPERTY - Base Stations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>-100.0%</b>	<b>-1.1%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Depreciation		61,722		61,722	62,400	(678)	-1.1%	-1.1%	61,725	61,725	61,895	61,725	61,725
Capital - Under Threshold		0		0	0	0			0	0	19,843	0	11,118
Grounds keeping/Snow Removal		64,596		64,596	46,979	17,617	37.5%	37.5%	43,150	34,042	31,455	32,974	32,732
Internal Charges	15,500	0		0	2,904	(2,904)	-100.0%		0	2,904	2,904	2,904	2,904
Janitorial Contract		39,185		39,185	33,173	6,012	18.1%	18.1%	17,614	20,174	10,393	20,879	24,512
Lights, Heat & Power		51,160		51,160	37,208	13,953	37.5%	37.5%	29,763	26,551	24,611	25,752	26,423
Mechanical		6,250		6,250	5,000	1,250	25.0%	25.0%	9,275	1,819	3,794	3,725	4,137
Miscellaneous Bldg.		4,000		4,000	3,000	1,000	33.3%	33.3%	6,522	5,364	5,153	4,532	4,640
Revenue - Internal Lease	(15,500)	(507,762)		(507,762)	(339,394)	(168,368)	49.6%	49.6%	(333,777)	(328,727)	(323,558)	(318,540)	(313,667)
Recoveries - Outside		(12,000)		(12,000)	0	(12,000)			0	(362)	(92)	(258)	(177)
Repairs & Maintenance		56,314		56,314	45,051	11,263	25.0%	25.0%	29,728	30,374	35,689	21,690	30,647
Security & Monitoring		7,000		7,000	4,346	2,654	61.1%	61.1%	0	0	0	0	0
Surplus Adjustment - Depreciation		(61,722)		(61,722)	(62,400)	678	-1.1%	-1.1%	(61,725)	(61,725)	(61,895)	(61,725)	(61,725)
Surplus Adjustment- Capital		418,565		418,565	47,600	370,965	779.3%	779.3%	0	0	0	0	0
Surplus Adjustment - Trf From Reserves		(418,565)		(418,565)	(47,600)	(370,965)	779.3%	779.3%	0	0	0	0	0
Surplus Adjustment - Trf To Reserves		291,257		291,257	161,734	129,523	80.1%	80.1%	197,725	207,861	189,808	206,342	176,731

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget</u> <u>Enhancement</u>	<u>2024 Budget 3%</u> <u>Target</u>	<u>2024 Budget 3%</u> <u>Pressure</u>	<u>2024 Budget</u> <u>Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>PROPERTY - Arnprior Office</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(0)</u>	<u>-100.0%</u>		<u>(0)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Capital Under Threshold		0		0	0	0			23,550	0	9,290	0	0
Depreciation		38,440		38,440	38,400	40	0.1%	0.1%	38,446	38,446	38,551	37,946	36,926
COVID		0		0	0	0			0	0	1,215	0	0
Grounds keeping / Snow Removal		4,804		4,804	4,124	680	16.5%	16.5%	8,365	5,195	3,474	3,473	2,579
Insurance		4,133		4,133	3,330	803	24.1%	24.1%	3,027	2,709	2,633	2,609	2,564
Janitorial Contract		30,000		30,000	30,000	0	0.0%	0.0%	31,036	29,741	29,909	29,417	27,886
Lights, Heat & Power		13,500		13,500	13,580	(80)	-0.6%	-0.6%	8,001	7,748	9,794	8,858	8,835
Mechanical		2,100		2,100	2,050	50	2.4%	2.4%	4,155	440	2,087	1,143	1,119
Miscellaneous Bldg.		500		500	500	0	0.0%	0.0%	170	170	170	609	0
Revenue - Internal Lease		(95,152)		(95,152)	(139,819)	44,667	-31.9%	-31.9%	(167,072)	(133,904)	(134,169)	(129,437)	(132,285)
Recoveries - Provincial One Time		0		0	0	0			0	0	(1,215)	0	0
Recoveries - Outside		(46,360)		(46,360)	0	(46,360)			(5)	(20)	(22)	(67)	(52)
Repairs & Maintenance		1,500		1,500	1,323	177	13.4%	13.4%	1,696	1,852	1,707	1,224	1,800
Security & Monitoring		1,600		1,600	1,538	63	4.1%	4.1%	281	637	777	3,528	1,332
Surplus Adjustment- Capital	150,000	30,941		30,941		30,941			0	0	0	15,213	0
Surplus Adjustment- Depreciation		(38,440)		(38,440)	(38,400)	(40)	0.1%	0.1%	(38,446)	(38,446)	(38,551)	(37,946)	(36,926)
Surplus Adjustment - Trf From Reserves	(150,000)	(30,941)		(30,941)		(30,941)				0	0	(15,000)	0
Surplus Adjustment - Trf To Reserves		83,375		83,375	83,375	0	0.0%	0.0%	86,795	85,432	74,350	78,430	86,222
<b>PROPERTY - Renfrew OPP</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(0)</u>	<u>0</u>	<u>-100.0%</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Salary & Benefits	15,500	31,165		31,165	28,849	2,316	8.0%	8.0%	44,249	51,093	27,484	25,844	14,616
Garbage Removal		2,200		2,200	2,153	48	2.2%	2.2%	2,121	2,977	1,221	1,983	2,044
Grounds keeping / Snow Removal		36,000		36,000	36,000	0	0.0%	0.0%	25,135	17,750	20,489	20,210	26,881
Capital Under Threshold		0		0	0	0				0		1,883	0
Depreciation		115,758		115,758	116,400	(642)	-0.6%	-0.6%	115,758	115,758	116,075	115,758	115,225
Expenses Recovered From Others		0		0	0	0				560	2,961		
Insurance		22,939		22,939	15,043	7,897	52.5%	52.5%	13,674	12,235	11,890	11,783	11,581
Internal Chg. - County	(15,500)	16,300		16,300	16,300	0	0.0%	0.0%	18,472	20,406	18,054	18,776	24,596
LTD Interest Expense		86,465		86,465	95,571	(9,106)	-9.5%	-9.5%	100,787	109,471	117,901	126,083	134,021
Mechanical		0		0	0	0			6,846	4,427	7,607	550	9,520
Municipal Taxes		46,000		46,000	46,000	0	0.0%	0.0%	45,478	44,088	43,070	42,194	56,394
Office Expense		3,000		3,000	3,000	0	0.0%	0.0%	6,055	3,156	3,634	2,650	3,027
Recovery - Capital Lease		(465,134)		(465,134)	(465,134)	(0)	0.0%	0.0%	(465,134)	(462,814)	(461,158)	(461,158)	(461,158)
Recovery - Operating Lease		(179,335)		(179,335)	(172,986)	(6,349)	3.7%	3.7%	(161,632)	(159,828)	(140,262)	(155,270)	(175,130)
Repairs & Maintenance		32,500		32,500	32,298	202	0.6%	0.6%	14,750	12,818	19,644	25,779	21,365
Security/Monitoring		0		0	0	0			3,260	7,303	3,366	3,618	4,856
Surplus Adjustment- Capital		0		0	41,000	(41,000)	-100.0%		0	0	0	0	14,554
Surplus Adjustment- Depreciation		(115,758)		(115,758)	(116,400)	642	-0.6%	-0.6%	(115,758)	(115,758)	(116,075)	(115,758)	(115,225)
Surplus Adjustment - LTD Principal Pmts		309,387		309,387	300,281	9,106	3.0%	3.0%	291,443	282,865	274,539	266,458	258,615
Surplus Adjustment - Trf From Reserves		0		0	(41,000)	41,000	-100.0%		0	0	0	0	(14,554)
Surplus Adjustment - Trf To Reserves		58,513		58,513	62,625	(4,112)	-6.6%	-6.6%	54,497	53,493	49,560	68,617	68,772

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>FORESTRY</b>	<u>0</u>	<u>73,239</u>	<u>(37,000)</u>	<u>110,239</u>	<u>76,777</u>	<u>33,462</u>	<u>43.6%</u>	<u>-4.6%</u>	<u>89,292</u>	<u>28,130</u>	<u>27,444</u>	<u>80,589</u>	<u>(43,289)</u>
Salary/Benefit		220,643		220,643	325,031	(104,388)	-32.1%	-32.1%	219,857	211,909	207,061	198,034	190,278
Salary Allocation		0		0	(100,077)	100,077	-100.0%		(50,134)	(49,192)	(48,000)	(47,000)	(44,034)
Advertising		600		600	600	0	0.0%	0.0%	1,259	540	654	1,033	750
Conventions		1,850		1,850	1,800	50	2.8%	2.8%	235	195	110	605	583
COVID		0		0	0	0			0	0	21		
Depreciation		16,772		16,772	16,800	(28)	-0.2%	-0.2%	16,772	19,836	23,013	19,830	16,524
Legal		2,500		2,500	2,500	0	0.0%	0.0%	15,728	0	2,245	45	0
Memberships/Subscriptions		9,396		9,396	9,123	273	3.0%	3.0%	8,309	8,177	8,129	8,132	7,952
Miscellaneous		1,700		1,700	1,500	200	13.3%	13.3%	3,827	2,113	1,849	1,116	1,579
Office Supplies		3,000		3,000	3,000	0	0.0%	0.0%	5,389	2,242	1,491	4,158	2,716
Professional Development		2,550		2,550	2,500	50	2.0%	2.0%	1,000	0	0	0	0
Recoveries - Other		(10,500)		(10,500)	(5,200)	(5,300)	101.9%	101.9%	0	0	0	(521)	(1,840)
Recoveries - Provincial One Time		0		0	0	0			0	0	(21)		
Recoveries - Timber Sales		(180,000)		(180,000)	(180,000)	0	0.0%	0.0%	(144,051)	(224,896)	(203,740)	(97,085)	(255,293)
Small Tools / Supplies		1,000		1,000	1,000	0	0.0%	0.0%	1,125	87	183	168	344
Special Project- Signs		2,500		2,500	2,500	0	0.0%	0.0%	585	0	340	45	1,221
Special Project - Well Remediation		3,600		3,600	3,600	0	0.0%	0.0%	4,350	0	3,180	4,803	1,496
Special Project - Survey		0	(10,000)	10,000	0	10,000							
Surplus Adjustment - Capital		60,000		60,000	0	60,000				0		36,093	0
Surplus Adjustment - Depreciation		(16,772)		(16,772)	(16,800)	28	-0.2%	-0.2%	(16,772)	(19,836)	(23,013)	(19,830)	(16,524)
Surplus Adjustment - Trf From Reserves		(90,100)		(90,100)	(24,100)	(66,000)	273.9%	273.9%	(4,935)	0	(6,299)	(42,721)	(6,881)
Surplus Adjustment - Trf To Reserves		0	(27,000)	27,000		27,000				53,286	45,053	0	38,294
Travel		6,000		6,000	5,000	1,000	20.0%	20.0%	8,095	3,553	4,424	5,487	7,081
Tree Marking		2,000		2,000	2,000	0	0.0%	0.0%	8,568	1,461	2,779	1,173	1,212
Tree Planting		26,500		26,500	18,000	8,500	47.2%	47.2%	0	9,769	0	651	5,385
Vehicle Expenses		10,000		10,000	8,000	2,000	25.0%	25.0%	10,085	8,886	7,985	6,373	5,868
<b>GEOGRAPHIC INFORMATION SYSTEMS</b>	<u>20,000</u>	<u>303,597</u>	<u>(24,735)</u>	<u>328,332</u>	<u>209,880</u>	<u>118,452</u>	<u>56.4%</u>	<u>44.7%</u>	<u>197,503</u>	<u>245,641</u>	<u>235,332</u>	<u>235,877</u>	<u>225,075</u>
Salaries		154,551		154,551	153,771	780	0.5%	0.5%	147,734	175,775	172,640	170,443	166,089
Benefits		49,246		49,246	45,109	4,137	9.2%	9.2%	40,578	46,398	42,888	40,443	38,820
Computer Supplies	20,000	94,670		94,670	21,000	73,670	350.8%	350.8%	27,349	24,652	17,815	19,662	17,939
Conventions		1,000		1,000	500	500	100.0%	100.0%	66	131	142	127	254
Depreciation		5,680		5,680	6,000	(320)	-5.3%	-5.3%	5,681	4,280			
Office Supplies		2,000		2,000	2,000	0	0.0%	0.0%	716	1,597	734	2,417	2,769
Professional Development		1,000		1,000	500	500	100.0%	100.0%	0	743	200	1,036	0
Special Project - Flood Study		37,200		37,200	150,000	(112,800)	-75.2%	-75.2%	0	0	0	0	0
Special Project - Verti GIS		63,000		63,000		63,000							
Travel		1,000		1,000	500	500	100.0%	100.0%	423	20	293	769	1,068
Weed Inspection		0		0	0	0			915	1,099	1,226	2,798	2,795
Surplus Adjustment - Capital		55,000		55,000		55,000			0	28,420	0	0	0
Surplus Adjustment - Trf From Reserves		(55,000)		(55,000)		(55,000)			0	(28,420)	0	0	0
Surplus Adjustment - Depreciation		(5,680)		(5,680)	(6,000)	320	-5.3%	-5.3%	(5,681)	(4,280)	0		
Recoveries - Internal		(24,735)	(24,735)	0	(15,000)	15,000	-100.0%	64.9%	0	0	0	0	0
Recoveries - Municipal		(9,300)		(9,300)	(72,000)	62,700	-87.1%	-87.1%	(6,000)	(3,520)		0	0
Recoveries - Federal/Provincial		(45,935)		(45,935)		(45,935)			(12,740)	0		0	(2,200)
Recoveries - Provincial - Special Project		(18,600)		(18,600)	(75,000)	56,400	-75.2%	-75.2%					
Recoveries - Other		(1,500)		(1,500)	(1,500)	0	0.0%	0.0%	(1,538)	(1,254)	(606)	(1,818)	(2,459)

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b><u>ECONOMIC DEVELOPMENT</u></b>	<b><u>2,500</u></b>	<b><u>468,769</u></b>	<b><u>(22,470)</u></b>	<b><u>491,239</u></b>	<b><u>455,029</u></b>	<b><u>36,210</u></b>	<b><u>8.0%</u></b>	<b><u>3.0%</u></b>	<b><u>469,769</u></b>	<b><u>629,218</u></b>	<b><u>398,228</u></b>	<b><u>411,898</u></b>	<b><u>407,993</u></b>
Salaries		263,863		263,863	248,965	14,898	6.0%	6.0%	249,964	254,432	251,146	245,212	240,778
Benefits		86,056		86,056	78,303	7,753	9.9%	9.9%	72,245	67,347	61,535	59,189	60,523
Computer Expense		5,000		5,000	4,000	1,000	25.0%	25.0%	4,540	2,242	8,039	239	1,674
Conventions		2,100		2,100	4,000	(1,900)	-47.5%	-47.5%	6,197	524	73	1,410	3,617
COVID		0		0	0	0			0	0	21,304		
Expenses Recoverable from Others		0		0	0	0			0		3,396		
Hospitality		0		0	0	0			1,252	1,649	420	1,480	1,958
Marketing Program		65,500		65,500	65,500	0	0.0%	0.0%	72,338	62,087	96,668	85,610	73,395
Memberships/Subscriptions		4,500		4,500	5,000	(500)	-10.0%	-10.0%	5,822	4,867	4,761	4,697	2,214
Office Expense		6,000		6,000	6,000	0	0.0%	0.0%	5,117	4,245	4,252	6,899	7,783
Professional Development/Staff Training		750		750	750	0	0.0%	0.0%	350	130	850	526	2,829
Recoveries - Federal		0		0	0	0				(12,150)	(49,923)	(17,408)	(5,538)
Recoveries-Other		(40,000)		(40,000)	(26,000)	(14,000)	53.8%	53.8%	(15,798)	(517)	(5,798)	(8,283)	(7,436)
Recoveries-Provincial		(70,000)		(70,000)	(76,219)	6,219	-8.2%	-8.2%	(3,141)	(7,700)	(21,304)	1,123	(9,343)
Recoveries-Provincial - Winter Games		0		0	(1,000,000)	1,000,000	-100.0%		(174,249)	(85,116)			
Recruitment		0		0	0	0			6,043	0		0	0
Special Projects - RED		100,000		100,000	117,260	(17,260)	-14.7%	-14.7%	8,141	28,689			6,672
Special Projects-Winter Games		0		0	1,000,000	(1,000,000)	-100.0%		174,249	85,116			
Special Projects - AG ECDEV Conference		20,000		20,000		20,000							
Special Projects - Shared newcomer project with Lanark		15,000		15,000									
Special Projects - taste of the valley		5,000		5,000	0	5,000			26,935	0		448	10,000
Special Projects - Agriculture		0	(22,470)	22,470	22,470	0	0.0%		22,470	22,470	22,470	22,470	22,470
Special Projects - Renfrewshire Twinning	2,500												
Surplus Adjustment - Trf To Reserves		0		0					0	200,000			
Surplus Adjustment - Transfer From Reserves		0		0		0			0	0			(10,000)
Travel		5,000		5,000	5,000	0	0.0%	0.0%	7,295	903	339	8,286	6,397
<b><u>ENTERPRISE CENTRE</u></b>	<b><u>0</u></b>	<b><u>28,055</u></b>	<b><u>(22,848)</u></b>	<b><u>50,903</u></b>	<b><u>28,055</u></b>	<b><u>22,848</u></b>	<b><u>81.4%</u></b>	<b><u>0.0%</u></b>	<b><u>28,055</u></b>	<b><u>28,056</u></b>	<b><u>28,055</u></b>	<b><u>28,055</u></b>	<b><u>28,055</u></b>
Salaries		144,993		144,993	138,359	6,634	4.8%	4.8%	97,502	139,760	138,139	123,051	75,481
Benefits		52,623		52,623	47,669	4,954	10.4%	10.4%	30,453	34,420	33,145	29,198	16,811
Marketing		6,000		6,000	6,000	0	0.0%	0.0%	2,039	2,633	3,110	446	451
COVID		0		0	0	0			0	0	252,398		
Office Expenses		3,000		3,000	2,869	131	4.6%	4.6%	17,338	1,914	12,879	2,555	6,767
Professional Development		700		700	700	0	0.0%	0.0%	20	0	326	0	90
County Charges - IT		6,754		6,754	6,393	361	5.6%	5.6%	6,201	6,262	6,143	6,022	5,920
Recoveries - Federal		0		0	0	0			0	0	(250)	0	(5,005)
Recoveries - Municipalities		(5,500)		(5,500)	(6,000)	500	-8.3%	-8.3%	(6,000)	(6,000)	(56,000)	(6,000)	(6,000)
Recoveries - Other		(10,000)		(10,000)	(10,000)	0	0.0%	0.0%	0	0	0	(1,831)	(7,435)
Recoveries - Provincial - Starter Company		(68,700)		(68,700)	(72,000)	3,300	-4.6%	-4.6%	(88,013)	(93,104)	(96,982)	(37,289)	(156,232)
Recoveries - Provincial - Summer Company		(16,500)		(16,500)	(13,200)	(3,300)	25.0%	25.0%	(13,006)	(12,887)	(18,525)	(25,192)	(32,000)
Recoveries - Provincial One Time		0		0	0	0			0	(32,000)	(202,398)		
Recoveries - Provincial		(173,745)	(22,848)	(150,897)	(171,165)	20,268	-11.8%	1.5%	(127,744)	(156,419)	(165,477)	(134,948)	(97,972)
Special Projects - Starter Company		68,700		68,700	72,000	(3,300)	-4.6%	-4.6%	88,013	95,456	96,982	37,289	160,238
Special Projects		0		0	10,000	(10,000)	-100.0%		5,430	32,637	2,748	500	27,150
Special Projects - Summer Company		16,500		16,500	13,200	3,300	25.0%	25.0%	13,006	12,887	18,525	25,192	32,000
Telephone/Internet Access		2,230		2,230	2,230	0	0.0%	0.0%	2,315	2,191	2,789	3,315	3,373
Travel		1,000		1,000	1,000	0	0.0%	0.0%	502	306	503	5,747	4,418

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget</u> <u>Enhancement</u>	<u>2024 Budget 3%</u> <u>Target</u>	<u>2024 Budget 3%</u> <u>Pressure</u>	<u>2024 Budget</u> <u>Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>OTTAWA VALLEY TOURIST ASSOCIATION</b>	<b>0</b>	<b>298,984</b>	<b>0</b>	<b>298,984</b>	<b>290,275</b>	<b>8,709</b>	<b>3.0%</b>	<b>3.0%</b>	<b>283,195</b>	<b>276,288</b>	<b>269,549</b>	<b>262,975</b>	<b>256,561</b>
Salaries		198,296		198,296	181,904	16,392	9.0%	9.0%	151,889	133,430	129,795	132,391	177,273
Benefits		66,938		66,938	62,516	4,422	7.1%	7.1%	48,126	41,359	34,262	36,930	51,881
Transfer To / (From) OVTA		33,750		33,750	45,855	(12,105)	-26.4%	-26.4%	83,180	101,499	105,492	93,654	27,407
<b>PLANNING DEPARTMENT</b>	<b>48,129</b>	<b>799,747</b>	<b>(25,000)</b>	<b>824,747</b>	<b>786,947</b>	<b>37,801</b>	<b>4.8%</b>	<b>1.6%</b>	<b>602,414</b>	<b>502,047</b>	<b>654,935</b>	<b>665,497</b>	<b>588,135</b>
Salaries	43,831	816,733		816,733	773,011	43,722	5.7%	5.7%	751,266	624,824	632,002	649,887	623,037
Employee Benefits	4,298	234,920		234,920	223,283	11,637	5.2%	5.2%	219,382	176,154	166,555	164,672	163,728
Computer Supplies / Maintenance		12,000		12,000	12,000	0	0.0%	0.0%	20,939	10,932	23,260	8,155	10,839
Conventions		5,000		5,000	5,000	0	0.0%	0.0%	3,929	3,042	2,973	4,085	2,061
County Official Plan		8,000		8,000	8,000	0	0.0%	0.0%	2,707	4,691	0	0	16,436
COVID		0		0	0	0				204	10,528	0	0
Legal Fees		1,000		1,000	1,000	0	0.0%	0.0%	0	409	2,568	0	0
Memberships		5,700		5,700	5,700	0	0.0%	0.0%	2,292	2,155	2,871	2,816	2,676
Office Expense		18,394		18,394	16,913	1,482	8.8%	8.8%	16,982	17,286	17,929	18,615	22,987
Professional Development		6,000		6,000	6,000	0	0.0%	0.0%	780	2,761	1,844	4,174	2,857
Purchased Service		0	(25,000)	25,000	25,000	(2,343)	0.0%		0	0	0	0	0
Recruitment		6,000		6,000	2,040	3,960	194.1%	194.1%	13,333	6,924	0	0	0
Revenue - Municipal Projects		(40,000)		(40,000)	(40,000)	0	0.0%	0.0%	(55,050)	(5,800)	0	0	(3,318)
Revenue - Other		(2,000)		(2,000)	(12,000)	10,000	-83.3%	-83.3%	(1,588)	(225)	(200)	(2,953)	(1,636)
Revenue - Service Charges		(42,000)		(42,000)	(35,000)	(7,000)	20.0%	20.0%	(41,260)	(57,875)	(42,235)	(39,905)	(51,220)
Revenue - Severance Applications		(190,000)		(190,000)	(174,000)	(16,000)	9.2%	9.2%	(279,025)	(222,300)	(118,250)	(121,500)	(155,350)
Revenues - Subdivision Applications		(60,000)		(60,000)	(50,000)	(10,000)	20.0%	20.0%	(59,550)	(61,900)	(36,950)	(38,000)	(58,850)
Recoveries - Provincial one time		0		0	0	0			0	(204)	(10,528)	0	0
Special Projects Housing Readiness		0		0	0	0			0	20,250	76	515	1,051
Surplus Adjustment - Trf From Reserves		0		0	0	0			0	(20,250)	0	0	0
Travel		20,000		20,000	20,000	0	0.0%	0.0%	7,277	969	2,492	14,936	12,837
<b>PUBLIC WORKS</b>	<b>0</b>	<b>10,970,295</b>	<b>(125,000)</b>	<b>11,095,295</b>	<b>10,216,019</b>	<b>879,276</b>	<b>8.6%</b>	<b>7.4%</b>	<b>9,965,132</b>	<b>8,710,104</b>	<b>15,898,318</b>	<b>14,639,643</b>	<b>16,797,147</b>
Administration	0	1,212,146	(50,000)	1,262,146	1,221,535	40,611	3.3%	-0.8%	1,166,985	1,036,719	1,067,418	1,019,123	1,016,553
Capital Works		844,431		844,431	695,266	149,165	21.5%	21.5%	712,260	605,555	526,884	401,582	501,560
Depreciation		10,700,000		10,700,000	9,800,000	900,000	9.2%	9.2%	9,786,456	9,688,279	9,507,822	9,277,309	8,919,897
Equipment		1,567,942	0	1,567,942	1,487,328	80,614	5.4%	5.4%	1,429,703	1,255,976	1,150,841	1,262,845	1,254,110
Housing		162,000	(75,000)	237,000	162,000	75,000	46.3%	0.0%	177,197	138,840	144,230	143,448	185,799
Maintenance		6,981,293	0	6,981,293	6,512,490	468,803	7.2%	7.2%	6,257,978	5,472,444	5,324,663	5,699,487	5,930,531
Trails		4,132,021		4,132,021	4,270,872	(138,851)	-3.3%	-3.3%	949,600	1,481,755	325,013	381,331	835,944
Donations In Kind		(3,500,000)		(3,500,000)	(3,500,000)	0	0.0%	0.0%	0	(364,900)	(611,101)	0	(14,264,867)
Recoveries - Federal		(1,470,000)		(1,470,000)	(1,470,000)	0	0.0%	0.0%	0	(405,000)	0	0	(55,921)
Recoveries - Other		(100,000)		(100,000)	(107,000)	7,000	-6.5%	-6.5%	(191,156)	(240,105)	(135,173)	(140,179)	(219,278)
Recoveries - Provincial		(2,598,538)		(2,598,538)	(3,071,672)	473,134	-15.4%	-15.4%	(2,795,984)	(1,367,137)	(1,357,505)	(1,381,276)	(1,168,813)
Recoveries - Municipal		0		0	0	0			0	0	0	0	(142,558)
Surplus Adjustment - Trf To Reserves		0		0	0	0			0	40,000	250,000	0	0
Surplus Adjustment - Capital		44,815,744		44,815,744	37,611,829	7,203,915	19.2%	19.2%	24,023,960	14,294,153	21,992,212	12,275,287	28,066,159
Surplus Adjustment - Temp Loan		(1,832,960)		(1,832,960)	(4,490,190)	2,657,230	-59.2%	-59.2%	0	(23,882)	(2,121,974)	(2,409,146)	(170,404)
Surplus Adjustment - Depreciation		(10,700,000)		(10,700,000)	(9,800,000)	(900,000)	9.2%	9.2%	(9,786,456)	(9,688,279)	(9,507,822)	(9,277,309)	(8,919,897)
Surplus Adjustment - Trf From Reserves		(39,243,784)		(39,243,784)	(29,106,439)	#####	34.8%	34.8%	(21,765,411)	(13,214,314)	(10,657,190)	(2,612,859)	(4,971,668)

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b><u>BONNECHERE MANOR</u></b>	<u>0</u>	<u>1,557,544</u>	<u>(415,285)</u>	<u>1,972,829</u>	<u>1,512,178</u>	<u>460,651</u>	<u>30.5%</u>	<u>3.0%</u>	<u>1,475,296</u>	<u>1,490,227</u>	<u>1,453,880</u>	<u>1,418,419</u>	<u>1,291,870</u>
Total Municipal Cost	0	2,324,694	(619,828)	2,944,522	2,256,983	687,539	30.5%	3.0%	2,201,935	2,148,229	2,095,833	2,044,715	2,099,919
Recoveries - City of Pembroke	0	(767,150)	204,543	(971,693)	(744,805)	(226,888)	30.5%	3.0%	(726,639)	(658,002)	(641,953)	(626,296)	(808,049)
<b><u>MIRAMICHI LODGE</u></b>	<u>0</u>	<u>1,303,802</u>	<u>(648,271)</u>	<u>1,952,073</u>	<u>1,265,826</u>	<u>686,247</u>	<u>54.2%</u>	<u>3.0%</u>	<u>1,234,953</u>	<u>1,247,451</u>	<u>1,217,026</u>	<u>1,153,502</u>	<u>1,116,605</u>
Total Municipal Cost	0	1,945,973	(967,568)	2,913,541	1,889,293	1,024,248	54.2%	3.0%	1,843,213	1,798,257	1,754,398	1,662,826	1,815,027
Recoveries - City of Pembroke	0	(642,171)	319,297	(961,468)	(623,467)	(338,001)	54.2%	3.0%	(608,260)	(550,806)	(537,372)	(509,324)	(698,422)
<b><u>OTHER LONG TERM CARE</u></b>	<u>0</u>	<u>94,950</u>	<u>0</u>	<u>94,950</u>	<u>94,950</u>	<u>0</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0</u>	<u>39,258</u>	<u>98,052</u>	<u>97,783</u>	<u>86,718</u>
North Renfrew Long Term Care		140,959		140,959	140,959	0	0.0%	0.0%	0	56,593	141,346	140,959	140,959
Recoveries - City of Pembroke		(46,009)		(46,009)	(46,009)	0	0.0%	0.0%	0	(17,335)	(43,294)	(43,176)	(54,241)
<b><u>HEALTH SERVICES</u></b>	<u>100,000</u>	<u>1,954,497</u>	<u>0</u>	<u>1,954,497</u>	<u>1,767,955</u>	<u>186,542</u>	<u>10.6%</u>	<u>10.6%</u>	<u>1,733,289</u>	<u>1,733,289</u>	<u>1,598,003</u>	<u>1,452,730</u>	<u>1,421,259</u>
Renfrew County & District Health Unit		1,954,497		1,954,497	1,767,955	186,542	10.6%	10.6%	1,733,289	1,733,289	1,598,003	1,452,730	1,421,259
Pembroke Regional Hospital	100,000												
<b><u>OTTAWA VALLEY HEALTH TEAM</u></b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-</u>	<u>-</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Salaries and Benefits		330,113		330,113	357,172	(27,059)	-7.6%	-7.6%	180,843	0			
Internal charges		0		0	0	0			65,000				
Purchases		644,887		644,887	617,828	27,059	4.4%	4.4%	339,624	2,518			
Office Supplies/Computer		0		0	0	0			31,557				
Special Projects - online booking		0		0	0	0			21,035				
Recoveries - Provincial		(975,000)		(975,000)	(975,000)	0	0.0%	0.0%	(638,059)	(2,518)			
				28%									

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget</u> <u>Enhancement</u>	<u>2024 Budget 3%</u> <u>Target</u>	<u>2024 Budget 3%</u> <u>Pressure</u>	<u>2024 Budget</u> <u>Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>PARAMEDIC SERVICE</b>	<b>113,612</b>	<b>11,142,542</b>	<b>(1,628,232)</b>	<b>12,770,774</b>	<b>9,958,889</b>	<b>2,811,885</b>	<b>28.2%</b>	<b>11.9%</b>	<b>9,895,858</b>	<b>11,039,294</b>	<b>7,966,966</b>	<b>8,008,122</b>	<b>9,561,501</b>
Salaries - Admin	95,745	2,254,230	(164,169)	2,418,399	2,069,671	348,728	16.8%	8.9%	1,852,618	1,712,275	1,435,611	940,999	1,500,645
Employee Benefits - Admin	19,583	631,044	(59,160)	690,204	569,529	120,675	21.2%	10.8%	534,587	423,490	312,658	218,427	361,314
PW Salary Allocations		103,112		103,112	103,112	0	0.0%	0.0%		91,098	88,689	86,985	86,300
Paramedic - Salaries		12,187,751	(1,189,188)	13,376,939	10,417,756	2,959,183	28.4%	17.0%	11,885,712	10,148,115	12,078,878	10,285,073	9,738,584
Paramedic - Benefits		4,820,124	(462,462)	5,282,586	4,300,896	981,690	22.8%	12.1%	3,148,237	5,253,307	3,672,452	3,258,808	5,771,915
Admin Charge		200,474		200,474	192,891	7,583	3.9%	3.9%	196,650	198,403	117,260	105,720	85,257
Base Station Costs - Expenses		80,000		80,000	64,000	16,000	25.0%	25.0%	100,518	59,913	51,229	65,114	32,729
Base Station Costs - Lease - External		65,132		65,132	78,000	(12,868)	-16.5%	-16.5%	82,554	77,686	50,421	41,907	40,914
Base Station Costs - Lease - Internal	15,500	570,777		570,777	431,045	139,732	32.4%	32.4%	412,403	405,063	397,671	390,494	383,526
Communication & Computing		400,000		400,000	275,000	125,000	45.5%	45.5%	293,694	276,040	252,629	199,492	231,016
Conferences & Conventions		10,000		10,000	5,500	4,500	81.8%	81.8%	18,812	153	227	1,472	594
COVID		0		0	0	0			295,136	432,864	911,050	0	0
Depreciation		1,200,000		1,200,000	1,200,000	0	0.0%	0.0%	1,070,624	1,106,381	1,142,669	972,482	794,126
HR Charge		272,380		272,380	258,308	14,072	5.4%	5.4%	243,664	207,283	157,501	153,785	170,230
Insurance		213,104		213,104	194,213	18,891	9.7%	9.7%	176,557	159,099	135,360	121,985	119,534
Insurance Claims Costs		10,000		10,000	10,000	0	0.0%	0.0%	10,041	10,052	4,514	24,217	0
Internal Lease		136,699		136,699	113,300	23,399	20.7%	20.7%	120,223	65,223	21,000	0	0
IT Charge		53,151		53,151	50,459	2,692	5.3%	5.3%	48,686	49,299	48,360	47,435	46,649
Leased Equipment interest & warranty		75,000		75,000	12,000	63,000	525.0%	525.0%	11,869	11,869	11,869	126,858	127,787
Legal		20,000		20,000	20,000	0	0.0%	0.0%	160,118	101,480	13,227	26,032	10,535
Medications		115,000		115,000	125,000	(10,000)	-8.0%	-8.0%	120,415	129,266	147,723	76,533	58,807
Office Expenses		50,000		50,000	50,000	0	0.0%	0.0%	60,380	83,195	62,335	44,316	39,626
Professional Development		40,000		40,000	36,000	4,000	11.1%	11.1%	76,253	40,414	31,553	41,862	56,932
Purchased Service		170,000		170,000	197,577	(27,577)	-14.0%	-14.0%	207,817	147,548	110,004	34,094	0
Recovery - County		(30,095)		(30,095)	(29,219)	(876)	3.0%	3.0%	(28,646)	(28,153)	(27,738)	(27,193)	(26,530)
Recovery - Cross Border		20,000		20,000	20,000	0	0.0%	0.0%	1,440	18,742	0	0	0
Recovery - Donations		(3,000)		(3,000)	(3,000)	0	0.0%	0.0%	(2,264)	(16,034)	(18,700)	(7,453)	(8,566)
Recovery - Federal - DND / Indigenous		0		0	0	0				(40,831)	(203,905)	(247,997)	(191,647)
Recovery - Federal - PTSD Prevention & Fatigue		0		0	(50,000)	50,000	-100.0%		(62,891)	(541,341)	(474,080)	(1,570)	0
Recovery - Insurance Proceeds		0		0	0	0				0	(7,750)	0	(192,578)
Recovery - Interest		(75,000)		(75,000)	(40,000)	(35,000)	87.5%	87.5%	(97,630)	(32,816)	(39,317)	(73,480)	(92,636)
Recovery - Municipal - Pembroke	(17,216)	(1,688,644)	246,747	(1,935,391)	(1,697,359)	(238,032)	14.0%	-0.5%	(1,421,454)	(1,587,609)	(1,148,852)	(1,154,635)	(1,376,130)
Recovery - Other Agency		(382,062)		(382,062)	0	(382,062)			(551,653)	0	(1,564,922)	(45,619)	(101,213)
Recovery - Offload Delay		(840,000)		(840,000)	0	(840,000)				0	0	0	0
Recovery - Provincial - One Time		0		0	0	0			(1,160,157)	(610,775)	(3,340,347)	0	(58,381)
Recovery - Provincial - Operating		(11,026,635)		(11,026,635)	(9,647,743)	(1,378,892)	14.3%	14.3%	(9,316,210)	(9,050,983)	(8,636,818)	(8,531,221)	(8,129,819)
Revenue - Other		0		0	(125,000)	125,000	-100.0%		(109,944)	(109,944)	(123,408)	(217,773)	(203,435)
Small Equipment & Supplies		350,000		350,000	390,000	(40,000)	-10.3%	-10.3%	418,631	510,580	347,339	327,635	282,402
Spec Proj - PTSD Prevention & Fatigue Risk		0		0	50,000	(50,000)	-100.0%		62,891	541,341	463,580	870	0
Surplus Adjustment - Proceeds - Capital Lease		(1,350,000)		(1,350,000)									
Surplus Adjustment - Capital Lease Principal		250,000		250,000									
Surplus Adjustment - Trf To Reserves		1,200,000		1,200,000	1,200,000	0	0.0%	0.0%	1,070,624	1,106,381	1,881,553	972,482	794,126
Surplus Adjustment - Capital		3,045,000		3,045,000	2,945,000	100,000	3.4%	3.4%	720,478	1,044,691	570,383	1,013,155	1,637,748
Surplus Adjustment - Depreciation		(1,200,000)		(1,200,000)	(1,200,000)	0	0.0%	0.0%	(1,070,624)	(1,106,381)	(1,142,669)	(972,482)	(794,126)
Surplus Adjustment - Trf From Reserves		(1,695,000)		(1,695,000)	(3,566,547)	1,871,547	-52.5%	-52.5%	(720,478)	(1,044,691)	(570,383)	(965,000)	(2,428,102)
Travel		40,000		40,000	50,000	(10,000)	-20.0%	-20.0%	37,190	11,771	26,982	44,535	46,037
Uniform/Laundry		150,000		150,000	150,000	0	0.0%	0.0%	144,400	176,948	163,999	136,540	137,399
Vehicle Operation & Maintenance		700,000		700,000	738,500	(38,500)	-5.2%	-5.2%	744,642	608,882	557,129	493,238	609,932

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>Paramedic - Other</b>	<u>0</u>	<u>0</u>	<u>(18,046)</u>	<u>18,046</u>	<u>0</u>	<u>18,046</u>	<u>-</u>	<u>-</u>	<u>0</u>	<u>126,021</u>	<u>0</u>	<u>0</u>	<u>0</u>
CPLTC - Sal/Ben		1,917,848	(18,046)	1,935,894	1,515,276	420,618	27.8%	26.6%	1,261,913	2,613,878	285,178	300,222	317,788
CPLTC - vehicle costs		300,000		300,000	400,000	(100,000)	-25.0%	-25.0%	0				
CPLTC - Other Expenses		100,000		100,000	309,905	(209,905)	-67.7%	-67.7%	660,369	462,230			
CPLTC - Internal Lease		47,152		47,152	139,819	(92,667)	-66.3%	-66.3%					
Surplus Adjustment - Trf From Reserves		0		0		0			(112,879)				
Surplus Adjustment - Capital		0		0		0			53,739	(25,919)			
Surplus Adjustment - Depreciation		0		0		0			(52,260)	308,668			
CPLTC - Provincial Revenue - LTC		(2,000,000)		(2,000,000)	(2,000,000)	0	0.0%	0.0%	(1,429,796)	(2,851,127)			
CPLTC - Provincial Revenue - Comunity Par		(365,000)		(365,000)	(365,000)	0	0.0%	0.0%	(334,583)	(381,708)	(285,178)	(300,222)	(317,788)
Vaccine - Sal/Ben		0		0	370,000	(370,000)	-100.0%		304,975	564,831			
Vaccine - Expenses		0		0	20,000	(20,000)	-100.0%		1,078	16,681			
Vaccine - Prov Revenue		0		0	(390,000)	390,000	-100.0%		(306,054)	(581,513)			
VTAC - Sal/Ben		1,898,644		1,898,644	1,807,082	91,562	5.1%	5.1%	1,854,435	1,608,540			
VTAC - Computer exp		108,000		108,000	157,918	(49,918)	-31.6%	-31.6%	235,600	104,330			
VTAC - Other exp		395,100		395,100									
VTAC - Purchased Service - Other		651,614		651,614		651,614							
VTAC - Purchased Service - Doctor		1,755,000		1,755,000		1,755,000							
VTAC - Lease internal		120,386		120,386		120,386							
VTAC - Lease external		26,256		26,256		26,256							
VTAC - Provincial Revenue		(4,955,000)		(4,955,000)	(1,965,000)	(2,990,000)	152.2%	152.2%	(798,928)	(521,796)			
VTAC - Recovery - Other Agency		0		0		0			(1,337,608)	(1,191,074)			
<b>EMERGENCY MANAGEMENT</b>	<u>0</u>	<u>130,595</u>	<u>0</u>	<u>130,595</u>	<u>179,532</u>	<u>(48,937)</u>	<u>-27.3%</u>	<u>-27.3%</u>	<u>132,849</u>	<u>89,269</u>	<u>93,997</u>	<u>99,869</u>	<u>119,751</u>
911		60,000		60,000	60,000	0	0.0%	0.0%	49,654	49,654	49,654	51,725	51,933
Admin Charge (Paramedic Service)		30,095		30,095	29,219	876	3.0%	3.0%	28,646	28,153	27,739	27,193	26,530
Internal Charge - GIS Flood Mapping		0		0	15,000	(15,000)	-100.0%			0	0	0	0
Emergency Management		60,000		60,000	33,000	27,000	81.8%	81.8%	54,549	17,917	21,857	73,604	31,835
Fire Services Charges		120,000		120,000	100,000	20,000	20.0%	20.0%	115,155	107,438	100,332	107,611	110,128
Purchased Service		0		0	47,313	(47,313)	-100.0%		0	0	0	0	16,903
Recoveries - Provincial		(40,500)		(40,500)		(40,500)							
Recoveries - Muncipal/Other		(120,000)		(120,000)	(105,000)	(15,000)	14.3%	14.3%	(115,155)	(113,893)	(105,585)	(160,264)	(117,578)
Surplus Adjustment - Capital		21,000		21,000									
<b>ONTARIO WORKS</b>	<u>103,600</u>	<u>1,383,538</u>	<u>(330,690)</u>	<u>1,714,228</u>	<u>1,347,203</u>	<u>367,025</u>	<u>27.2%</u>	<u>2.7%</u>	<u>1,199,374</u>	<u>1,004,047</u>	<u>1,041,306</u>	<u>1,034,715</u>	<u>954,290</u>
Social Assistance - Admin	280,000	3,738,203	(446,880)	4,185,083	4,101,566	83,517	2.0%	-8.9%	3,957,183	3,748,666	3,929,601	3,972,272	3,706,610
Social Assistance - Benefits		12,616,330		12,616,330	12,628,330	(12,000)	-0.1%	-0.1%	10,421,296	9,293,504	11,007,906	11,722,980	12,502,689
Low Income Energy Assist		5,000		5,000	5,000	0	0.0%	0.0%	5,043	5,043	5,000	5,000	5,000
Depreciation		18,667		18,667	9,500	9,167	96.5%	96.5%	12,887	11,531	19,025	22,881	24,101
Provincial Subsidy - Social Assistance Admin	(140,000)	(1,882,000)		(1,882,000)	(2,275,400)	393,400	-17.3%	-17.3%	(2,448,735)	(2,408,501)	(2,537,393)	(2,544,079)	(2,384,255)
Prov Subsidy - Social Assistance - Benefits		(12,596,330)		(12,596,330)	(12,620,000)	23,670	-0.2%	-0.2%	(10,418,339)	(9,287,148)	(10,998,290)	(11,719,902)	(12,503,555)
Revenue - Other		(5,000)		(5,000)	(5,000)	0	0.0%	0.0%	(5,043)	(5,043)	(5,000)	(5,000)	(5,000)
Surplus Adjustment - Capital		0		0		0			71,555	0	0	9,487	0
Surplus Adjustment - Trf From Reserves		0		0		0			0	0	0	0	0
Surplus Adjustment - Depreciation		(18,667)		(18,667)	(9,500)	(9,167)	96.5%	96.5%	(12,887)	(11,531)	(19,025)	(22,881)	(24,101)
Municipal Contribution - City of Pembroke	(36,400)	(492,665)	116,190	(608,855)	(487,293)	(121,562)	24.9%	1.1%	(383,586)	(342,474)	(360,518)	(406,043)	(367,199)



**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>CHILD CARE</b>	<b>0</b>	<b>167,139</b>	<b>(408,770)</b>	<b>575,909</b>	<b>448,793</b>	<b>127,116</b>	<b>28.3%</b>	<b>-62.8%</b>	<b>336,636</b>	<b>513,596</b>	<b>461,869</b>	<b>468,131</b>	<b>475,437</b>
Administration		165,553		165,553	183,694	(18,141)	-9.9%	-9.9%	349,629	369,516	565,852	517,654	545,656
CWELCC		0		0	0	0			2,623,498	0	0	0	0
Fee Subsidy		0		0	0	0			2,289,845	2,018,956	1,471,694	3,111,804	3,250,836
General Operating		454,188		454,188	314,965	139,223	44.2%	44.2%	3,148,111	3,986,144	1,723,968	1,431,395	1,324,938
OW Child Care		0		0	0	0			600	4,875	23,735	88,308	68,020
Healthy Kids		0		0	0	0			0	0	0	0	195,190
Special Needs Resourcing		0		0	0	0			1,172,100	827,643	616,318	839,572	888,970
Depreciation		0		0	0	0			0	0	0	0	6,443
Special Purpose		20,157		20,157	0	20,157			2,164,814	2,797,406	1,831,779	1,708,015	1,719,801
Pay Equity		0		0	0	0			122,957	122,957	71,725	122,957	123,527
Licenced Family Home Day Care		0		0	0	0			327,577	252,776	227,869	352,132	264,568
Rev-Licenced Family Home Day Care		0		0	0	0			(327,577)	(252,776)	(227,869)	(352,132)	(264,568)
Early Years Centres		0		0	0	0			1,650,145	1,494,362	1,551,127	1,520,281	1,598,228
Expansion Plan		0		0	0	0			0	0	559,483	1,586,183	1,593,434
Provincial Subsidy		0		0	0	0			(13,147,654)	(11,050,625)	(7,901,642)	(10,404,673)	(10,778,135)
Surplus Adjustment - Depreciation		0		0	0	0				0	0	0	(6,443)
Surplus Adjustment - Trf from Reserves		(454,188)	(454,188)	0									
Surplus Adjustment - Trf To Reserves		0		0	0	0				0	0	0	0
Municipal Contribution - City of Pembroke		(18,571)	45,418	(63,989)	(49,866)	(14,123)	28.3%	-62.8%	(37,408)	(57,638)	(52,170)	(53,365)	(55,028)

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget</u> <u>Enhancement</u>	<u>2024 Budget 3%</u> <u>Target</u>	<u>2024 Budget 3%</u> <u>Pressure</u>	<u>2024 Budget</u> <u>Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>COMMUNITY HOUSING</b>	<b>2,043,929</b>	<b>5,914,824</b>	<b>0</b>	<b>5,914,824</b>	<b>5,183,055</b>	<b>731,769</b>	<b>14.1%</b>	<b>14.1%</b>	<b>5,038,383</b>	<b>4,944,870</b>	<b>4,801,896</b>	<b>5,007,655</b>	<b>4,949,276</b>
Admin Charges		216,783		216,783	211,105	5,678	2.7%	2.7%	205,847	134,920	130,437	124,244	112,078
Tax Rebate (Eganville, Arn, Pet)		12,500		12,500	12,500	0	0.0%	0.0%	7,229	12,411	11,494	11,086	10,693
HR Charges		82,259		82,259	79,080	3,179	4.0%	4.0%	74,895	81,325	80,913	79,003	87,453
IT Charges		37,411		37,411	35,622	1,789	5.0%	5.0%	33,183	34,490	33,812	33,161	32,588
Non Profit Housing		1,616,064		1,616,064	1,336,574	279,490	20.9%	20.9%	1,290,403	1,254,097	1,206,536	1,552,831	1,585,997
Office Supplies		1,000		1,000	1,000	0	0.0%	0.0%	3,502	2,779	1,160	917	1,631
COVID		0		0					914,519	2,725,866	1,131,264		
RCHC - Transfer - Base		5,963,651	0	5,963,651	5,526,873	436,778	7.9%	7.9%	5,392,754	5,474,518	5,373,006	5,261,499	5,219,437
RCHC - Transfer - Capital/Other		0		0	0	0			0	0	695,566	1,016,336	654,683
RCHC - Transfer - CHPI		0		0	0	0			487,873	1,191,478	1,693,333	921,392	1,004,238
RCHC - Transfer - IAH		17,000		17,000	68,000	(51,000)	-75.0%	-75.0%	49,322	0	253,025	803,553	471,150
RCHC - Transfer - COCHI		861,420		861,420	574,180	287,240	50.0%	50.0%	554,492	85,336		0	
RCHC - Transfer - OPHI		500,300		500,300	601,100	(100,800)	-16.8%	-16.8%	445,128	651,399	207,537	26,421	
RCHC - Transfer - SDV - PHB		0		0	0	0			0	0	500	9,352	116,676
RCHC - Transfer - SHIP		0		0	0	0			0	0		0	61,565
RCHC - Transfer - Strong Communities		0		0	0	0			35,021	140,086	140,086	140,086	140,086
RCHC - Transfer - HPP		3,569,200		3,569,200	1,785,700	1,783,500	99.9%	99.9%	1,359,651				
RCHC - Transfer - SSRF		1,300,000		1,300,000	2,000,000	(700,000)	-35.0%	-35.0%	0	0	621,069		
RCHC - Transfer - COHB Admin		3,000		3,000		3,000							
RCHC - Transfer - CMHC		177,000		177,000		177,000							
Special Projects - Petawawa IAH		0		0	0	0			0	101,247		0	200,002
Revenue - Province - Petawawa IAH		0		0	0	0			0	0		0	(200,002)
Special Projects - SIF		0		0	0	0			0	0		241,401	469,553
Revenue - Province - SIF		0		0	0	0			0	0		(241,401)	(469,552)
Revenue - Federal (Provincial) - Public Housing		(738,409)		(738,409)	(1,234,012)	495,603	-40.2%	-40.2%	(1,108,408)	(1,202,680)	(1,259,793)	(1,234,312)	(1,305,376)
Revenue - Outside (RCHC)		(314,774)		(314,774)	(235,000)	(79,774)	33.9%	33.9%	(295,496)	(240,272)	(234,109)	(228,281)	(223,280)
Revenue - Province - CHPI		0		0	0	0			(487,873)	(1,191,478)	(1,693,333)	(921,392)	(1,004,238)
Revenue - Province - IAH		(17,000)		(17,000)	(68,000)	51,000	-75.0%	-75.0%	(56,721)	(101,247)	(253,025)	(803,553)	(471,150)
Revenue - Province - COCHI		(1,161,300)		(1,161,300)	(574,180)	(587,120)	102.3%	102.3%	(554,492)	(85,336)		0	
Revenue - Province - OPHI		(500,300)		(500,300)	(601,100)	100,800	-16.8%	-16.8%	(445,128)	(651,399)	(207,537)	(26,421)	
Revenue - Province - SDV - PHB		0		0	0	0			0	0	(500)	(9,352)	(116,676)
Revenue - Province - SRF		0		0	0	0			(956,305)	(126,479)			
Revenue - Province - HPP		(3,569,200)		(3,569,200)	(1,785,700)		99.9%	99.9%	(1,459,651)				
Revenue - Province - SSRF		(1,300,000)		(1,300,000)	(2,000,000)		-35.0%	-35.0%	0	(2,599,386)	(1,752,333)		
Revenue - Province - SHIP		0		0	0	0			0	0		0	(61,565)
Revenue - Province - Strong Communities		0		0	0	0			(35,021)	(140,086)	(140,086)	(140,086)	(140,086)
Revenue - Province - COHB Admin		(3,000)		(3,000)									
Revenue - CMHC		(177,000)		(177,000)									
Surplus Adjustment - Capital		0		0	0	0			141,786				
Surplus Adjustment - Trf From Reserves		0		0	0	0			0	(52,038)	(624,973)	(937,359)	(586,786)
Travel		2,000		2,000	2,000	0	0.0%	0.0%	1,755	249	832	3,380	736
Municipal Contribution - Pem- Capital/Other		0		0	(6,230)	6,230	-100.0%		0	0	(542,392)	(104,002)	(67,897)
Municipal Contribution - City of Pembroke		(663,781)		(663,781)	(546,457)	(117,324)	21.5%	21.5%	(559,883)	(554,930)	(70,593)	(570,848)	(572,682)
Special Projects - Homeless/Housing/Mental Health/Addiction Hub	2,043,929												

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>PROVINCIAL OFFENCES ADMINISTRATION</b>	<b>0</b>	<b>(318,639)</b>	<b>0</b>	<b>(318,639)</b>	<b>(488,350)</b>	<b>169,711</b>	<b>-34.8%</b>	<b>-34.8%</b>	<b>(497,332)</b>	<b>(546,849)</b>	<b>(560,264)</b>	<b>(540,040)</b>	<b>(708,163)</b>
Salaries		449,633		449,633	419,913	29,720	7.1%	7.1%	304,327	316,354	279,161	258,877	329,065
Benefits		131,834		131,834	131,320	514	0.4%	0.4%	88,692	87,642	74,413	65,160	73,271
Adjudication		65,000		65,000	60,850	4,150	6.8%	6.8%	64,365	66,698	28,200	66,852	81,966
Admin Charges		58,160		58,160	57,258	902	1.6%	1.6%	57,037	52,749	49,492	38,810	39,075
Bank Charges (Visa/MasterCard)		30,000		30,000	31,000	(1,000)	-3.2%	-3.2%	27,838	30,456	22,918	24,596	26,233
Certificates of Offence		10,000		10,000	10,000	0	0.0%	0.0%	8,973	5,714	9,373	4,139	1,349
City of Pembroke - Share of Net Revenue		48,288		48,288	66,633	(18,345)	-27.5%	-27.5%	52,515	45,980	80,477	77,572	101,721
Collection Costs		30,000		30,000	35,000	(5,000)	-14.3%	-14.3%	24,616	25,398	28,911	36,544	16,684
Computer & Technology		17,000		17,000	16,500	500	3.0%	3.0%	13,977	15,665	16,854	17,087	7,427
Conventions		3,000		3,000	2,300	700	30.4%	30.4%	454	0	0	499	1,281
COVID		0		0	0	0			134	69	3,308		
Court Transcripts		1,000		1,000	1,000	0	0.0%	0.0%	0	0	281	232	850
Depreciation		1,650		1,650	3,600	(1,950)	-54.2%	-54.2%	3,259	6,000	6,417	6,399	9,278
ICON Charges		18,000		18,000	20,000	(2,000)	-10.0%	-10.0%	18,814	16,846	15,555	19,502	23,967
Interpreter Fees		1,500		1,500	1,500	0	0.0%	0.0%	1,174	601	486	2,698	1,606
IT Charges		19,458		19,458	18,140	1,318	7.3%	7.3%	18,066	18,047	17,704	17,364	17,066
Lease Costs (County)		108,212		108,212	105,060	3,152	3.0%	3.0%	102,000	102,000	104,274	102,517	101,978
Legal Costs		2,000		2,000	2,000	0	0.0%	0.0%	1,018	1,018	1,272	21,296	1,018
Miscellaneous		1,500		1,500	1,500	0	0.0%	0.0%	0	0	154	396	282
Monitoring / Enforcement Fees		7,776		7,776	7,776	0	0.0%	0.0%	7,776	7,776	7,776	7,776	7,776
Office Equipment / Furniture		2,000		2,000	2,100	(100)	-4.8%	-4.8%	1,387	1,714	1,800	1,623	1,708
Office Supplies		6,500		6,500	6,500	0	0.0%	0.0%	5,525	6,531	2,957	6,181	5,754
Part III Prosecution		3,000		3,000	0	3,000			10,334	13,827	3,690	9,171	14,504
Postage		1,000		1,000	6,800	(5,800)	-85.3%	-85.3%	1,294	4,191	4,732	5,577	5,741
Purchase of Service - Notice of Fines		5,000		5,000	5,000	0	0.0%	0.0%	875	5,696	1,050	3,544	4,195
Purchase of Service - Prosecution		5,000		5,000	0	5,000			32,459	33,705	25,434	32,608	2,946
Recoveries - Other		0		0	0	0			(1,430)	(1,581)	(390)	(3,033)	(975)
Recoveries - Prov - One Time		0		0	0	0			(131,734)	(226,746)	(462,459)		
Revenues - Fees and Charges		(1,350,000)		(1,350,000)	(1,510,000)	160,000	-10.6%	-10.6%	(1,215,258)	(1,190,550)	(889,509)	(1,372,307)	(1,590,000)
Satellite Courtroom Costs		0		0	0	0			0	0	485	3,469	3,297
Staff Training/Development		2,000		2,000	2,000	0	0.0%	0.0%	509	504	0	190	900
Surplus Adjustment - Capital		0		0	11,000	(11,000)	-100.0%		0	0	0	0	0
Surplus Adjustment - From Reserves		0		0	(11,000)	11,000	-100.0%		0	0	0		
Surplus Adjustment - Depreciation		(1,650)		(1,650)	(3,600)	1,950	-54.2%	-54.2%	(3,259)	(6,000)	(6,417)	(6,399)	(9,278)
Telephone		4,000		4,000	8,000	(4,000)	-50.0%	-50.0%	5,846	12,449	10,833	6,002	5,692
Travel		0		0	2,500	(2,500)	-100.0%	-100.0%	1,041	398	504	4,836	5,134
Witness Fees		500		500	1,000	(500)	-50.0%	-50.0%	44	0	0	182	326
<b>AGRICULTURE &amp; REFORESTATION</b>	<b>0</b>	<b>0</b>	<b>(20,000)</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0.0%</b>		<b>12,805</b>	<b>14,854</b>	<b>14,165</b>	<b>14,580</b>	<b>15,619</b>
Reforestation - Grants in Lieu		0	(15,000)	15,000	15,000	0	0.0%		11,285	13,334	12,645	13,060	14,099
Forest Fire Protection		0	(5,000)	5,000	5,000	0	0.0%		1,520	1,520	1,520	1,520	1,520
<b>PUBLICITY/PUBLIC RELATIONS SERVICE</b>	<b>0</b>	<b>0</b>	<b>(15,000)</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>0.0%</b>		<b>8,511</b>	<b>9,525</b>	<b>5,148</b>	<b>14,518</b>	<b>14,517</b>
Publicity/Public Relations Service		0	(15,000)	15,000	15,000	0	0.0%		8,511	9,525	5,148	14,518	14,517
<b>MPAC</b>	<b>0</b>	<b>1,570,575</b>	<b>0</b>	<b>1,570,575</b>	<b>1,540,414</b>	<b>30,161</b>	<b>2.0%</b>	<b>2.0%</b>	<b>1,541,700</b>	<b>1,546,566</b>	<b>1,555,448</b>	<b>1,549,942</b>	<b>1,542,141</b>
Property Assessment		1,570,575		1,570,575	1,540,414	30,161	2.0%	2.0%	1,541,700	1,546,566	1,555,448	1,549,942	1,542,141

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>FINANCIAL EXPENSE</b>	<b>0</b>	<b>21,968,987</b>	<b>(888,912)</b>	<b>22,857,899</b>	<b>20,028,594</b>	<b>2,829,305</b>	<b>14.1%</b>	<b>9.7%</b>	<b>23,036,354</b>	<b>18,261,200</b>	<b>13,081,700</b>	<b>10,291,749</b>	<b>8,549,662</b>
Capping Costs (ends 2020)		0		0		0				0	0	0	59
Assessment Review		0		0	0	0			19,776	0	0		
County Share - Taxes Written Off		300,000		300,000	300,000	0	0.0%	0.0%	109,647	360,101	222,479	198,042	178,223
Provision for Unallocated Funds		150,000	(150,000)	300,000	300,000	0	0.0%	-50.0%	32,674	0	300,000	850	25,198
Provision for Unallocated Funds - MMAH 35% Share		56,757	56,757	0	0	0							
EOWC Cell Project		0		0		0				0	0	905,996	40,000
Claybank Debt Interest (2028)		53,414		53,414	65,008	(11,594)	-17.8%	-17.8%	81,256	84,870	95,635	105,729	81,130
Surplus Adj-Principal-Claybank Bridge (2028)		385,153		385,153	373,559	11,594	3.1%	3.1%	362,314	351,407	340,829	330,569	161,534
Madawaska Debt Interest (2030)		72,620		72,620	81,809	(9,189)	-11.2%	-11.2%	82,612	53,067	0	0	0
Surplus Adj-Principal-Madawaska Bridge (2030)		448,704		448,704	439,515	9,189	2.1%	2.1%	430,514	211,939	0	0	0
Surplus Adjustment - Trf to CCBF Reserve		2,877,117		2,877,117	2,914,661	(37,544)	-1.3%	-1.3%	5,489,045	2,793,217	6,024,817	2,126,252	2,756,191
Surplus Adjustment - Trf to TCA Renewal Reserve		6,024,200		6,024,200	5,848,738	175,462	3.0%	3.0%	6,227,007	5,262,450	5,722,940	5,226,854	4,786,809
Surplus Adjustment - Trf to PW Capital Reserve		9,515,996		9,515,996	9,238,831	277,165	3.0%	3.0%	8,800,744	8,586,092	0	0	0
Surplus Adjustment - Enhanced Capital reserve		0	(795,669)	795,669		795,669							
Surplus Adjustment - SDIP Saving - Trf to TCA Resv		466,473		466,473	466,473	0	0.0%	0.0%	466,473	169,149	0	0	0
Surplus Adjustment - Weighted CVA Growth (3.06%)		1,618,553		1,618,553		1,618,553							
Surplus Adjustment - Trf to Cannabis/Modernization Reserve		0		0	0	0			0	13,908	0	881,321	0
Surplus Adjustment - Repay Algonquin Trail		0		0	0	0			716,225	0	0	0	0
Surplus Adjustment - Trf to Building Reserve (BM Solar)		0		0	0	0					0	123,767	123,767
Surplus Adj. Unfinanced Cap (Centennial Lake Bridge 2022)		0		0	0	0			218,068	375,000	375,000	375,000	375,000
Vacant Building Rebates (ends 2018)		0		0	0	0			0	0	0	17,369	21,751
<b>TOTAL EXPENSES</b>	<b>2,517,270.00</b>	<b>62,120,492</b>	<b>(4,702,733)</b>	<b>66,823,225</b>	<b>57,202,666</b>	<b>9,620,559</b>	<b>16.8%</b>	<b>8.6%</b>	<b>58,725,577</b>	<b>53,777,537</b>	<b>52,548,960</b>	<b>48,165,708</b>	<b>49,505,377</b>

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>COUNTY LEVY (3.06% Growth)</b>	<b>2,517,270</b>	<b>56,099,266</b>	<b>(4,702,733)</b>	<b>60,801,999</b>	<b>52,893,896</b>	<b>7,908,103</b>	<b>14.95%</b>	<b>6.06%</b>	<b>50,540,371</b>	<b>48,945,594</b>	<b>47,253,904</b>	<b>45,655,946</b>	<b>43,984,534</b>
<b>PIL ADJUSTMENTS</b>	<b>0</b>	<b>(150,000)</b>	<b>0</b>	<b>(150,000)</b>	<b>(150,000)</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>(53,835)</b>	<b>(109,521)</b>	<b>(74,225)</b>	<b>(132,079)</b>	<b>(55,879)</b>
<b>WATERPOWER GENERATING STATION</b>	<b>0</b>	<b>394,109</b>	<b>0</b>	<b>394,109</b>	<b>394,109</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>394,109</b>	<b>394,109</b>	<b>394,109</b>	<b>394,109</b>	<b>394,109</b>
<b>RAILWAY/HYDRO RIGHTS-OF-WAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,211</b>
<b>SUPPLEMENTARY REVENUE</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>716,847</b>	<b>569,916</b>	<b>452,233</b>	<b>426,201</b>	<b>443,963</b>
<b>OTHER REVENUE</b>	<b>0</b>	<b>5,277,117</b>	<b>0</b>	<b>5,277,117</b>	<b>3,564,661</b>	<b>1,712,456</b>	<b>48.0%</b>	<b>48.0%</b>	<b>7,128,085</b>	<b>3,500,113</b>	<b>6,644,690</b>	<b>4,967,180</b>	<b>3,263,754</b>
Interest Revenue	0	2,400,000	0	2,400,000	650,000	1,750,000	269.2%	269.2%	1,699,034	654,664	734,673	935,664	625,064
Provincial - One Time	0	0	0	0	0	0	-	-		13,908		881,321	
Other Revenue	0	0	0	0	0	0	-	-	5	35	50	30	40
Gain / (Loss) Sale of Assets	0	0	0	0	0	0	-	-	(60,434)	37,854	(115,430)	(6,865)	(282,468)
BM Repayment of Loan (ends 2019)	0	0	0	0	0	0	-	-	0	0		123,767	123,767
CCBF (Gas Tax) Funding	0	2,877,117	0	2,877,117	2,914,661	(37,544)	-1.3%	-1.3%	5,489,045	2,793,217	6,024,817	2,126,252	2,756,191
Surplus Adjustment - From Reserve	0	0	0	0	0	0	-	-		0		905,996	40,000
Licenses	0	0	0	0	0	0	-	-	435	435	580	1,015	1,160
<b>TOTAL REVENUES</b>	<b>2,517,270</b>	<b>62,120,492</b>	<b>(4,702,733)</b>	<b>66,823,225</b>	<b>57,202,666</b>	<b>9,620,559</b>	<b>16.8%</b>	<b>8.6%</b>	<b>58,725,577</b>	<b>53,300,211</b>	<b>54,670,711</b>	<b>51,311,357</b>	<b>48,034,692</b>
<b>Municipal Surplus / ( Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>-100.1%</b>	<b>-100.1%</b>	<b>0</b>	<b>(477,326)</b>	<b>2,121,751</b>	<b>3,145,649</b>	<b>(1,470,685)</b>
<b>Surplus Adjustment - To Reserves</b>	<b>0</b>	<b>22,155,484</b>	<b>(822,669)</b>	<b>22,978,153</b>	<b>20,040,007</b>	<b>2,938,146</b>	<b>14.7%</b>	<b>10.6%</b>	<b>24,908,650</b>	<b>18,850,325</b>	<b>15,270,097</b>	<b>9,984,065</b>	<b>8,830,912</b>
Surplus Adjustment - From Reserves	(150,000)	(42,627,684)	(454,188)	(42,173,496)	(34,155,886)	(8,017,610)	23.5%	24.8%	(23,066,755)	(16,762,494)	(14,521,110)	(6,213,888)	(8,241,901)
Surplus Adjustment - Capital	150,000	49,086,356	0	49,086,356	42,034,629	7,051,727	16.8%	16.8%	25,615,378	17,784,855	25,224,860	14,084,188	29,918,990
Surplus Adjustment - Unfinanced Cap	0	0	0	0	0	0	-	-	218,068	375,000	375,000	375,000	375,000
Surplus Adjustment - Debt Financing	0	(3,182,960)	0	(3,182,960)	(4,490,190)	1,307,230	-29.1%	-29.1%	0	(23,882)	(2,121,974)	(2,409,146)	(170,404)
Surplus Adjustment - Depreciation	0	(11,478,432)	0	(11,478,432)	(10,561,200)	(917,232)	8.7%	8.7%	(11,771,145)	(9,912,364)	(10,056,571)	(9,842,750)	(9,495,715)
Surplus Adjustment - LTD Principal	0	1,393,244	0	1,393,244	1,113,355	279,889	25.1%	25.1%	1,084,270	846,211	615,368	597,027	420,149
<b>Accounting Surplus / ( Deficit)</b>	<b>0</b>	<b>15,346,008</b>	<b>(1,276,857)</b>	<b>16,622,865</b>	<b>13,980,715</b>	<b>2,642,150</b>	<b>18.9%</b>	<b>9.8%</b>	<b>16,988,466</b>	<b>10,680,325</b>	<b>16,907,421</b>	<b>9,720,145</b>	<b>20,166,346</b>

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>Operations Committee</b>	0	10,970,295	(125,000)	11,095,295	10,216,019	879,276	8.6%	7.4%	9,965,132	8,710,104	15,898,318	14,639,643	16,797,147
Development & Property Committee	70,629	1,874,385	(132,053)	2,006,438	1,712,730	293,708	17.1%	9.4%	1,497,308	1,703,327	1,676,906	1,621,661	1,442,621
Health Committee	213,612	16,183,930	(2,709,834)	18,893,764	14,779,330	4,114,434	27.8%	9.5%	14,472,245	15,764,809	12,427,924	12,230,425	13,597,704
Community Services Committee	2,147,529	7,465,501	(739,460)	8,204,961	6,979,051	1,225,910	17.6%	7.0%	6,574,393	6,462,513	6,305,071	6,510,501	6,379,003
Finance & Administration Committee	85,500	25,626,381	(996,386)	26,622,767	23,515,536	3,107,231	13.2%	9.0%	26,216,498	21,136,784	16,240,741	13,163,478	11,288,902
<b>Total Net Expenses</b>	<b>2,517,270</b>	<b>62,120,492</b>	<b>(4,702,733)</b>	<b>66,823,225</b>	<b>57,202,666</b>	<b>9,620,559</b>	<b>16.8%</b>	<b>8.6%</b>	<b>58,725,577</b>	<b>53,777,537</b>	<b>52,548,960</b>	<b>48,165,708</b>	<b>49,505,377</b>
<b>County Levy</b>	<b>2,517,270</b>	<b>56,099,266</b>	<b>(4,702,733)</b>	<b>60,801,999</b>	<b>52,893,896</b>	<b>7,908,103</b>	<b>15.0%</b>	<b>6.1%</b>	<b>50,540,371</b>	<b>48,945,594</b>	<b>47,253,904</b>	<b>45,655,946</b>	<b>43,984,534</b>
<b>Other Revenue</b>	<b>0</b>	<b>6,021,226</b>	<b>0</b>	<b>6,021,226</b>	<b>4,308,770</b>	<b>1,712,456</b>	<b>39.7%</b>	<b>39.7%</b>	<b>8,185,206</b>	<b>4,354,617</b>	<b>7,416,807</b>	<b>5,655,411</b>	<b>4,050,158</b>
<b>Total Revenue</b>	<b>2,517,270</b>	<b>62,120,492</b>	<b>(4,702,733)</b>	<b>66,823,225</b>	<b>57,202,666</b>	<b>9,620,559</b>	<b>16.8%</b>	<b>8.6%</b>	<b>58,725,577</b>	<b>53,300,211</b>	<b>54,670,711</b>	<b>51,311,357</b>	<b>48,034,692</b>
<b>Municipal Surplus / ( Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>-100.1%</b>	<b>-100.1%</b>	<b>0</b>	<b>(477,326)</b>	<b>2,121,751</b>	<b>3,145,649</b>	<b>(1,470,685)</b>

check totals 0 0 0 0 0 0 -100.1% -100.1% 0 (477,326) 2,121,751 3,145,649 (1,470,685)

	<u>2024 Budget Enhancement</u>	<u>2024 Budget Enhancement</u>	<u>2024 Budget Enhancement</u>	<u>2024 Budget</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance %</u>
<b>Operations Committee</b>	0	10,970,295	(125,000)	11,095,295	10,216,019	879,276	8.6%	7.4%
Development & Property Committee	70,629	1,874,385	(132,053)	2,006,438	1,712,730	293,708	17.1%	9.4%
Health Committee	213,612	16,183,930	(2,709,834)	18,893,764	14,779,330	4,114,434	27.8%	9.5%
Community Services Committee	2,147,529	7,465,501	(739,460)	8,204,961	6,979,051	1,225,910	17.6%	7.0%
Finance & Administration Committee **	85,500	3,657,394	(107,474)	3,764,868	3,486,942	277,926	8.0%	4.9%
<b>Total Net Expenses</b>	<b>2,517,270</b>	<b>40,151,505</b>	<b>(3,813,821)</b>	<b>43,965,326</b>	<b>37,174,072</b>	<b>6,791,254</b>	<b>18.3%</b>	<b>8.0%</b>

\*\* excludes Financial Expense Dept.

<b>PUBLIC WORKS</b>	<b>0</b>	<b>10,970,295</b>	<b>(125,000)</b>	<b>11,095,295</b>	<b>10,216,019</b>	<b>879,276</b>	<b>8.6%</b>	<b>7.4%</b>	<b>9,965,132</b>	<b>8,710,104</b>	<b>15,898,318</b>	<b>14,639,643</b>	<b>16,797,147</b>
Operations Committee	0	10,970,295	(125,000)	11,095,295	10,216,019	879,276	8.6%	7.4%	9,965,132	8,710,104	15,898,318	14,639,643	16,797,147
PROPERTY - Pembroke	0	96,977	0	96,977	88,577	8,400	9.5%	9.5%	80,550	228,220	297,636	208,120	242,806
PROPERTY - Renfrew County Place	0	(194,983)	0	(194,983)	(222,808)	27,825	-12.5%	-12.5%	(253,472)	(234,273)	(234,273)	(271,350)	(262,715)
PROPERTY - Base Stations	0	0	0	0	(0)	0	-100.0%		0	0	0	0	0
PROPERTY - Arnprior Office	0	0	0	0	0	(0)	-100.0%		(0)	0	0	0	0
PROPERTY - Renfrew OPP	0	0	0	0	(0)	0	-100.0%		0	0	0	0	0
FORESTRY	0	73,239	(37,000)	110,239	76,777	33,462	43.6%	-4.6%	89,292	28,130	27,444	80,589	(43,289)
GEOGRAPHIC INFORMATION SYSTEMS	20,000	303,597	(24,735)	328,332	209,880	118,452	56.4%	44.7%	197,503	245,641	235,332	235,877	225,075
ECONOMIC DEVELOPMENT	2,500	468,769	(22,470)	491,239	455,029	36,210	8.0%	3.0%	469,769	629,218	398,228	411,898	407,993
ENTERPRISE CENTRE	0	28,055	(22,848)	50,903	28,055	22,848	81.4%	0.0%	28,055	28,056	28,055	28,055	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	0	298,984	0	298,984	290,275	8,709	3.0%	3.0%	283,195	276,288	269,549	262,975	256,561
PLANNING DEPARTMENT	48,129	799,747	(25,000)	824,747	786,947	37,801	4.8%	1.6%	602,414	502,047	654,935	665,497	588,135
Development & Property Committee	70,629	1,874,385	(132,053)	2,006,438	1,712,730	293,708	17.1%	9.4%	1,497,308	1,703,327	1,676,906	1,621,661	1,442,621

**COUNTY OF RENFREW  
2024 BUDGET  
GENERAL REVENUE FUND**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
BONNECHERE MANOR	0	1,557,544	(415,285)	1,972,829	1,512,178	460,651	30.5%	3.0%	1,475,296	1,490,227	1,453,880	1,418,419	1,291,870
MIRAMICHI LODGE	0	1,303,802	(648,271)	1,952,073	1,265,826	686,247	54.2%	3.0%	1,234,953	1,247,451	1,217,026	1,153,502	1,116,605
OTHER LONG TERM CARE	0	94,950	0	94,950	94,950	0	0.0%	0.0%	0	39,258	98,052	97,783	86,718
OTTAWA VALLEY HEALTH TEAM	0	0	0	0	0	0			0	0	0	0	0
HEALTH SERVICES	100,000	1,954,497	0	1,954,497	1,767,955	186,542	10.6%	10.6%	1,733,289	1,733,289	1,598,003	1,452,730	1,421,259
PARAMEDIC SERVICE	113,612	11,142,542	(1,628,232)	12,770,774	9,958,889	2,811,885	28.2%	11.9%	9,895,858	11,039,294	7,966,966	8,008,122	9,561,501
Paramedic - Other	0	0	(18,046)	18,046	0	18,046			0	126,021	0	0	0
EMERGENCY MANAGEMENT	0	130,595	0	130,595	179,532	(48,937)	-27.3%	-27.3%	132,849	89,269	93,997	99,869	119,751
<b>Health Committee</b>	<b>213,612</b>	<b>16,183,930</b>	<b>(2,709,834)</b>	<b>18,893,764</b>	<b>14,779,330</b>	<b>4,114,434</b>	<b>27.8%</b>	<b>9.5%</b>	<b>14,472,245</b>	<b>15,764,809</b>	<b>12,427,924</b>	<b>12,230,425</b>	<b>13,597,704</b>
ONTARIO WORKS	103,600	1,383,538	(330,690)	1,714,228	1,347,203	367,025	27.2%	2.7%	1,199,374	1,004,047	1,041,306	1,034,715	954,290
CHILD CARE	0	167,139	(408,770)	575,909	448,793	127,116	28.3%	-62.8%	336,636	513,596	461,869	468,131	475,437
COMMUNITY HOUSING	2,043,929	5,914,824	0	5,914,824	5,183,055	731,769	14.1%	14.1%	5,038,383	4,944,870	4,801,896	5,007,655	4,949,276
<b>Community Services Committee</b>	<b>2,147,529</b>	<b>7,465,501</b>	<b>(739,460)</b>	<b>8,204,961</b>	<b>6,979,051</b>	<b>1,225,910</b>	<b>17.6%</b>	<b>7.0%</b>	<b>6,574,393</b>	<b>6,462,513</b>	<b>6,305,071</b>	<b>6,510,501</b>	<b>6,379,003</b>
MEMBERS OF COUNCIL	0	632,460	(13,000)	645,460	613,829	31,631	5.2%	3.0%	520,747	429,232	417,279	499,919	430,040
GENERAL - ADMINISTRATION	35,500	988,922	0	988,922	989,775	(853)	-0.1%	-0.1%	898,022	923,421	756,963	745,237	789,887
INFORMATION TECHNOLOGY	50,000	549,576	0	549,576	536,587	12,989	2.4%	2.4%	408,632	407,027	400,443	391,499	400,595
HUMAN RESOURCES DEPARTMENT	0	234,500	(59,474)	293,974	259,687	34,287	13.2%	-9.7%	287,060	91,808	569,859	196,074	254,604
PUBLICITY/PUBLIC RELATIONS SERVICE	0	0	(15,000)	15,000	15,000	0	0.0%	0.0%	8,511	9,525	5,148	14,518	14,517
AGRICULTURE & REFORESTATION	0	0	(20,000)	20,000	20,000	0	0.0%	0.0%	12,805	14,854	14,165	14,580	15,619
PROVINCIAL OFFENCES ADMINISTRATION	0	(318,639)	0	(318,639)	(488,350)	169,711	-34.8%	-34.8%	(497,332)	(546,849)	(560,264)	(540,040)	(708,163)
MPAC	0	1,570,575	0	1,570,575	1,540,414	30,161	2.0%	2.0%	1,541,700	1,546,566	1,555,448	1,549,942	1,542,141
FINANCIAL EXPENSE	0	21,968,987	(888,912)	22,857,899	20,028,594	2,829,305	14.1%	9.7%	23,036,354	18,261,200	13,081,700	10,291,749	8,549,662
<b>Finance &amp; Administration Committee</b>	<b>85,500</b>	<b>25,626,381</b>	<b>(996,386)</b>	<b>26,622,767</b>	<b>23,515,536</b>	<b>3,107,231</b>	<b>13.2%</b>	<b>9.0%</b>	<b>26,216,498</b>	<b>21,136,784</b>	<b>16,240,741</b>	<b>13,163,478</b>	<b>11,288,902</b>
<b>Total Net Expenses</b>	<b>2,517,270</b>	<b>62,120,492</b>	<b>(4,702,733)</b>	<b>66,823,225</b>	<b>57,202,666</b>	<b>9,620,559</b>	<b>16.8%</b>	<b>8.6%</b>	<b>58,725,577</b>	<b>53,777,537</b>	<b>52,548,960</b>	<b>48,165,708</b>	<b>49,505,377</b>
COUNTY LEVY (3.06% Growth)	2,517,270	56,099,266	(4,702,733)	60,801,999	52,893,896	7,908,103	15.0%	6.1%	50,540,371	48,945,594	47,253,904	45,655,946	43,984,534
OTHER REVENUE	0	6,021,226	0	6,021,226	4,308,770	1,712,456	39.7%	39.7%	8,185,206	4,354,617	7,416,807	5,655,411	4,050,158
<b>Total Revenues</b>	<b>2,517,270</b>	<b>62,120,492</b>	<b>(4,702,733)</b>	<b>66,823,225</b>	<b>57,202,666</b>	<b>9,620,559</b>	<b>16.8%</b>	<b>8.6%</b>	<b>58,725,577</b>	<b>53,300,211</b>	<b>54,670,711</b>	<b>51,311,357</b>	<b>48,034,692</b>
<b>Municipal Surplus/ (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>-100.1%</b>	<b>-100.1%</b>	<b>0</b>	<b>(477,326)</b>	<b>2,121,751</b>	<b>3,145,649</b>	<b>(1,470,685)</b>
<b>check totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

COUNTY OF RENFREW

2024 BUDGET

Public Works

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>CAPITAL WORKS</b>	<b>0</b>	<b>844,431</b>	<b>0</b>	<b>844,431</b>	<b>695,266</b>	<b>149,165</b>	<b>21.5%</b>	<b>21.5%</b>	<b>712,260</b>	<b>605,555</b>	<b>526,884</b>	<b>401,581</b>	<b>501,560</b>
Salaries		439,691		439,691	296,246	143,445	48.4%	48.4%	302,232	322,496	233,079	258,772	287,530
Benefits		125,740		125,740	82,020	43,720	53.3%	53.3%	81,099	80,005	53,159	62,685	74,033
COVID		0		0	0	0			2,502	2,946	63,548		
Capital Projects - Under Threshold		0		0	0	0			137,146	72,062	53,221	16,065	0
Misc		6,000		6,000	6,000	0	0.0%	0.0%	3,603	4,755	3,121	3,934	8,355
Recoveries		0		0	0	0			0	(11,973)	(1,829)	0	0
Infrastructure Management		240,000		240,000	283,000	(43,000)	-15.2%	-15.2%	173,544	110,103	114,199	45,924	112,983
Supplies		33,000		33,000	28,000	5,000	17.9%	17.9%	12,134	25,161	8,386	14,201	18,659
<b>ADMINISTRATION</b>	<b>0</b>	<b>1,212,146</b>	<b>(50,000)</b>	<b>1,262,146</b>	<b>1,221,535</b>	<b>40,611</b>	<b>3.3%</b>	<b>-0.8%</b>	<b>1,166,985</b>	<b>1,094,996</b>	<b>1,064,188</b>	<b>1,019,123</b>	<b>1,016,553</b>
Salaries		550,098		550,098	565,331	(15,233)	-2.7%	-2.7%	505,775	477,499	533,255	441,851	440,818
Benefits		162,205		162,205	157,884	4,321	2.7%	2.7%	143,261	133,281	146,897	128,888	136,067
Advertising		10,000		10,000	10,000	0	0.0%	0.0%	30,550	19,468	35,355	14,274	9,805
Answering Service		5,000		5,000	4,600	400	8.7%	8.7%	3,827	5,645	4,318	4,963	4,644
Cell Telephone/Pager		13,200		13,200	13,200	0	0.0%	0.0%	13,139	11,079	11,607	13,260	10,785
Communications (Radio System)		78,000		78,000	72,000	6,000	8.3%	8.3%	76,494	68,339	88,161	63,378	75,316
Computer Supplies		60,000		60,000	60,000	0	0.0%	0.0%	74,847	68,550	73,684	53,200	51,420
Conferences & Conventions		7,500		7,500	7,500	0	0.0%	0.0%	8,724	304	2,939	8,849	3,500
Courier		1,000		1,000	770	230	29.9%	29.9%	396	576	1,159	455	635
Health & Safety (Protection)		50,000		50,000	42,000	8,000	19.0%	19.0%	42,512	37,988	38,062	35,292	34,791
Insurance		171,543		171,543	159,500	12,043	7.6%	7.6%	145,452	128,324	105,420	102,876	101,490
Insurance Claims		35,000		35,000	35,000	0	0.0%	0.0%	53,832	63,924	19,302	46,598	41,713
Internet		5,100		5,100	5,100	0	0.0%	0.0%	2,989	2,941	3,046	6,605	4,193
Legal Fees		32,000		32,000	20,500	11,500	56.1%	56.1%	10,314	23,574	13,790	3,942	7,690
Membership Fees		11,000		11,000	9,000	2,000	22.2%	22.2%	9,146	7,501	8,012	6,648	6,980
Office Equipment Replacement		10,000		10,000	4,000	6,000	150.0%	150.0%	0	193	1,667	3,495	3,112
Office Supplies/Publications/Awards		12,000		12,000	10,000	2,000	20.0%	20.0%	10,815	10,028	7,302	12,954	12,709
Photocopier Supplies/Maint		4,500		4,500	4,200	300	7.1%	7.1%	6,350	3,069	1,256	2,521	3,099
Postage		500		500	450	50	11.1%	11.1%	56	321	383	303	951
Recoveries - Muncipal		(50,000)	(50,000)	0	0	0					(490)	(60)	(2,281)
Recoveries - Provincial - one time		0		0					(25,729)	(20,094)	(72,013)		
Recruitment		3,000		3,000	0	3,000			13,929	20,275	16,489	26,763	30,757
Surplus Adjustment - Capital Equipment		0		0	0	0						0	0
Surplus Adjustment - From Reserves		0		0	0	0							
Staff Training		20,000		20,000	20,000	0	0.0%	0.0%	23,663	17,736	9,855	21,216	19,690
Telephone		11,200		11,200	11,200	0	0.0%	0.0%	10,198	8,462	9,287	8,686	12,597
Travel		9,300		9,300	9,300	0	0.0%	0.0%	6,445	6,013	5,445	12,166	6,072



COUNTY OF RENFREW

2024 BUDGET

Public Works

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>MAINTENANCE</b>	<u>0</u>	<u>6,981,293</u>	<u>0</u>	<u>6,981,293</u>	<u>6,512,490</u>	<u>468,803</u>	<u>7.2%</u>	<u>7.2%</u>	<u>6,257,978</u>	<u>5,472,444</u>	<u>5,324,662</u>	<u>5,699,486</u>	<u>5,930,531</u>
Salaries		2,454,880		2,454,880	2,288,842	166,038	7.3%	7.3%	2,095,027	1,896,580	1,849,803	1,862,591	1,787,275
Benefits		733,413		733,413	660,648	72,765	11.0%	11.0%	586,336	524,404	469,933	466,392	466,680
Bridges and Culverts		40,000		40,000	40,000	0	0.0%	0.0%	7,708	36,675	31,999	71,450	48,722
Roadside Maintenance		150,000		150,000	150,000	0	0.0%	0.0%	127,106	133,259	110,233	89,326	152,316
Hard Top Maintenance		385,000		385,000	385,000	0	0.0%	0.0%	203,172	382,158	224,214	267,836	318,704
Winter Control		2,520,000		2,520,000	2,290,000	230,000	10.0%	10.0%	2,528,207	1,887,767	2,183,574	2,501,106	2,757,115
Safety Devices		798,000		798,000	798,000	0	0.0%	0.0%	792,059	726,695	519,718	524,840	540,840
Misc		0		0	0	0			0	96		0	0
Surplus Adjustment - Trf To Reserves		0		0	0	0			0			0	0
Recoveries		(100,000)		(100,000)	(100,000)	0	0.0%	0.0%	(81,635)	(115,190)	(64,812)	(84,055)	(141,121)
<b>EQUIPMENT</b>	<u>0</u>	<u>1,567,942</u>	<u>0</u>	<u>1,567,942</u>	<u>1,487,328</u>	<u>80,614</u>	<u>5.4%</u>	<u>5.4%</u>	<u>1,429,703</u>	<u>1,255,976</u>	<u>1,279,754</u>	<u>1,980,497</u>	<u>1,254,110</u>
Salaries		253,744		253,744	235,137	18,607	7.9%	7.9%	221,857	216,864	212,490	214,004	198,679
Benefits		83,980		83,980	78,300	5,680	7.3%	7.3%	68,564	66,484	60,505	57,366	51,124
Salary Allocations		(103,112)		(103,112)	(103,112)	0	0.0%	0.0%	(92,061)	(90,232)	(87,329)	(86,452)	(85,855)
COVID		0		0	0	0				58,278			
Small Equipment, Misc		55,600		55,600	55,600	0	0.0%	0.0%	49,118	83,338	40,081	54,541	52,250
Vehicle Operating Costs - Fuel		666,750		666,750	635,000	31,750	5.0%	5.0%	633,818	478,382	368,174	435,520	478,143
Vehicle Operating Costs-Insurance		51,730		51,730	51,403	327	0.6%	0.6%	47,076	46,730	41,586	38,812	40,337
Vehicle Operating Costs-Repairs		525,000		525,000	500,000	25,000	5.0%	5.0%	480,628	433,568	485,964	517,322	493,642
Vehicle Operating Costs-Licence		65,000		65,000	65,000	0	0.0%	0.0%	57,524	55,277	60,293	58,956	53,440
Vehicle Operating Revenue		(15,750)		(15,750)	(15,000)	(750)	5.0%	5.0%	(11,860)	(14,000)	(17,600)	(12,845)	(14,850)
Recoveries - Provincial - one time		0		0						(58,278)			
Surplus Adjustment - Capital Equipment		4,401,000		4,401,000	2,753,073	1,647,927	59.9%	59.9%	819,106	383,761	1,018,613	717,652	771,024
Surplus Adjustment - Trf From Reserves		(4,401,000)		(4,401,000)	(2,753,073)	(1,647,927)	59.9%	59.9%	(819,106)	(383,761)	(889,700)	0	(771,024)
Recoveries		(15,000)		(15,000)	(15,000)	0	0.0%	0.0%	(24,959)	(20,435)	(13,323)	(14,379)	(12,800)
<b>HOUSING</b>	<u>0</u>	<u>162,000</u>	<u>(75,000)</u>	<u>237,000</u>	<u>162,000</u>	<u>75,000</u>	<u>46.3%</u>	<u>0.0%</u>	<u>177,197</u>	<u>138,840</u>	<u>243,447</u>	<u>400,869</u>	<u>185,800</u>
Operating Expenses		162,000	(75,000)	237,000	162,000	75,000	46.3%	0.0%	176,509	137,859	121,009	134,260	154,837
COVID		0		0	0	0			688	1,150	5,233		
Surplus Adjustment - Capital		285,000		285,000	317,000	(32,000)	-10.1%	-10.1%	122,444	250,138	284,740	257,421	73,368
Surplus Adjustment - Trf From Reserves		(285,000)		(285,000)	(317,000)	32,000	-10.1%	-10.1%	(122,444)	(250,138)	(185,525)	0	(73,368)
Major Repairs - Under Threshold		0		0	0	0					18,184	9,671	31,301
Recoveries		0		0	0	0				(169)	(194)	(483)	(338)
<b>OTHER</b>	<u>0</u>	<u>36,595,744</u>	<u>0</u>	<u>36,595,744</u>	<u>31,007,756</u>	<u>5,587,988</u>	<u>18.0%</u>	<u>18.0%</u>	<u>23,056,679</u>	<u>13,587,743</u>	<u>20,279,243</u>	<u>11,285,456</u>	<u>12,984,374</u>
Depreciation		10,700,000		10,700,000	9,800,000	900,000	9.2%	9.2%	9,786,456	9,688,279	9,507,822	9,277,309	8,919,897
Surplus Adjustment - Depreciation		(10,700,000)		(10,700,000)	(9,800,000)	(900,000)	9.2%	9.2%	(9,786,456)	(9,688,279)	(9,507,822)	(9,277,309)	(8,919,897)
Surplus Adjustment - Capital Construction		36,595,744		36,595,744	31,007,756	5,587,988	18.0%	18.0%	23,056,679	13,587,743	20,029,243	11,285,456	12,984,374
Surplus Adjustment - TRF to Reserves		0		0	0	0			0	0	250,000	0	0

COUNTY OF RENFREW

2024 BUDGET

Public Works

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>CONSTRUCTION - LABOUR CLEAR</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>-100.0%</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Salaries		636,375		636,375	518,886	117,489	22.6%	22.6%	568,164	480,976	441,292	419,446	402,367
Benefits		170,195		170,195	140,070	30,125	21.5%	21.5%	91,533	67,917	79,635	76,283	72,643
Charge to Capital Construction above		(806,570)		(806,570)	(658,955)	(147,615)	22.4%	22.4%	(659,697)	(548,893)	(520,927)	(495,729)	(475,010)
<b>TRAILS</b>	<b>0</b>	<b>302,483</b>	<b>0</b>	<b>302,483</b>	<b>321,635</b>	<b>(19,152)</b>	<b>-6.0%</b>	<b>-6.0%</b>	<b>343,877</b>	<b>290,656</b>	<b>280,704</b>	<b>279,085</b>	<b>320,038</b>
Salary/Benefit		109,273		109,273	0	0			16,723	17,199	10,479	16,654	3,956
Salary Allocation		0		0	100,077	100,077	-100.0%		50,134	49,192	48,000	47,000	44,034
Bad Debt Expense		0		0	0	0			0	969			
Office Expenses		0		0	500	500	-100.0%		34	36		390	1,006
Misc		0		0		500							
Recoveries - Other		0		0	(2,000)	(2,000)	-100.0%		0	0	(5,980)	0	0
Recoveries - Donations		0		0	0	0			(40,000)	(40,000)		0	0
Recoveries - Donations In Kind		(3,500,000)		(3,500,000)	(3,500,000)	(3,500,000)	0.0%	0.0%	0	0	(611,101)	0	(13,968,792)
Recoveries - Federal		(1,470,000)		(1,470,000)	(1,470,000)	(1,470,000)	0.0%	0.0%	0	(405,000)		0	(42,156)
Recoveries - Provincial		(200,000)		(200,000)	(255,699)	(255,699)	-21.8%	-21.8%	(56,600)	(9,632)		(63,316)	(304,140)
Recoveries - Municipal		0		0	0	0			0	0		0	(142,558)
Recruitment		0		0	0	0			0	0		0	1,817
Surplus Adjustment - Capital		3,534,000		3,534,000	3,534,000	3,534,000	0.0%	0.0%	25,731	14,233	659,617	14,759	14,237,392
Surplus Adjustment - Trf From Reserves		(34,000)		(34,000)	(34,000)	(34,000)	0.0%	0.0%	0	(738,958)	(48,516)	(14,759)	
Surplus Adjustment - Trf To Reserves		0		0	0	0			0	40,000			
Surplus Adjustment - Trf From Reserves		(2,159,538)		(2,159,538)	(2,191,538)	(2,191,538)	-1.5%	-1.5%	(506,567)	0			(234,516)
K&P Rail Line Development/Mtce		23,210		23,210	22,000	22,000	5.5%	5.5%	107,674	27,002	27,534	21,807	52,272
K&P Rail Line Revenue		0		0	0	0			0	(11,366)		0	(36,480)
CN Rail Line Development		0		0	0	0			0	0		1,182	5,496
Algonquin Trail Development/Mtce		4,029,538		4,029,538	4,148,295	4,148,295	-2.9%	-2.9%	775,035	1,387,357	239,000	294,298	727,363
Algonquin Trail Other Recoveries		(30,000)		(30,000)	(30,000)	(30,000)	0.0%	0.0%	(28,288)	(40,376)	(38,329)	(38,930)	(24,656)
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>47,666,039</b>	<b>(125,000)</b>	<b>47,791,039</b>	<b>41,408,010</b>	<b>6,383,029</b>	<b>15.4%</b>	<b>15.1%</b>	<b>33,144,680</b>	<b>22,446,210</b>	<b>28,998,882</b>	<b>21,066,097</b>	<b>22,192,966</b>
<b>ROADS REVENUES</b>													
Municipal Contribution - Operating		10,970,295	(125,000)	11,095,295	10,216,019	879,276	8.6%	7.4%	9,965,132	8,710,104	8,719,639	8,695,173	9,036,685
Municipal Contribution - Capital		0		0	0	0					7,175,450	5,944,470	7,760,462
Provincial Grants & Subsidies		2,398,538		2,398,538	2,815,973	(417,435)	-14.8%	-14.8%	2,739,384	1,357,505	1,357,505	1,317,960	864,673
Surplus Adjustment - TRF from Reserves		29,487,129		29,487,129	20,896,167	8,590,962	41.1%	41.1%	9,048,240	3,473,628	3,473,628	471,848	1,136,569
Surplus Adjustment - TRF from Gas Tax Reserves		2,877,117		2,877,117	2,914,661	(37,544)	-1.3%	-1.3%	20,317,295	2,793,217	6,059,822	2,126,252	2,756,191
Surplus Adjustment - Temp Loan		1,832,960		1,832,960	4,490,190	(2,657,230)	-59.2%	-59.2%		23,882	2,121,974	2,409,146	170,404
Federal Grants & Subsidies		0		0	0	0						0	13,765
Donations in Kind		0		0	0	0				364,900		0	296,075
Misc		100,000		100,000	75,000	25,000	33.3%	33.3%	122,868	148,362	90,864	101,248	158,142
<b>TOTAL REVENUES</b>	<b>0</b>	<b>47,666,039</b>	<b>(125,000)</b>	<b>47,791,039</b>	<b>41,086,375</b>	<b>6,704,664</b>	<b>16.3%</b>	<b>16.0%</b>	<b>33,144,680</b>	<b>22,446,210</b>	<b>28,998,882</b>	<b>21,066,097</b>	<b>22,192,966</b>
<b>Municipal Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

COUNTY OF RENFREW

2024 BUDGET

Bonnechere Manor

	<u>2024 Budget</u>	<u>2024 Budget 3%</u>	<u>2024 Budget 3%</u>	<u>2024 Budget</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
	<u>Enhancement</u>	<u>Target</u>	<u>Pressure</u>	<u>Baseline</u>									
<b>CLIENT PROGRAMS &amp; SERVICES</b>	<b>0</b>	<b>1,080,073</b>	<b>0</b>	<b>1,080,073</b>	<b>1,013,827</b>	<b>66,246</b>	<b>6.5%</b>	<b>6.5%</b>	<b>900,321</b>	<b>801,322</b>	<b>895,447</b>	<b>804,183</b>	<b>799,983</b>
Salaries		821,589		821,589	800,334	21,255	2.7%	2.7%	704,450	585,505	711,227	623,412	616,352
Employee Benefits		165,907		165,907	170,742	(4,835)	-2.8%	-2.8%	137,307	153,184	139,528	121,514	75,874
Salary Allocations		65,487		65,487	34,191	31,296	91.5%	91.5%	30,860	25,873	34,447	38,190	33,464
Computers - Operation/Maint		1,620		1,620	7,440	(5,820)	-78.2%	-78.2%	6,790	1,234	883	4,518	5,535
Depreciation		2,290		2,290	2,400	(110)	-4.6%	-4.6%	2,292	1,793	776	774	774
Equipment - Replacements		1,500		1,500	0	1,500			1,511	1,138	703	1,073	1,123
Equipment Operation/Maint.		670		670	670	0	0.0%	0.0%	0	113	390	137	110
Hobby Crafts		500		500	0	500			357	26	355	613	459
Office Supplies		0		0	0	0			81	181	(355)	0	66
Other - Cable TV		0		0	0	0						2,358	2,198
Purchased Services		5,580		5,580	5,400	180	3.3%	3.3%	5,147	23,074	4,685	5,006	58,237
Recoveries - Other		0		0	(9,950)	9,950	-100.0%		(706)	(3,738)	(4,790)	(9,187)	(16,184)
Recreation & Entertainment		8,220		8,220	5,000	3,220	64.4%	64.4%	9,106	6,041	6,841	7,542	9,534
Special Events		9,000		9,000	0	9,000			5,417	8,487	1,533	9,007	13,215
Staff Education		0		0	0	0			0	204	0	0	0
Surplus Adjustment - Depreciation		(2,290)		(2,290)	(2,400)	110	-4.6%	-4.6%	(2,292)	(1,793)	(776)	(774)	(774)

COUNTY OF RENFREW

2024 BUDGET

Bonnechere Manor

	<u>2024 Budget</u>	<u>2024 Budget 3%</u>	<u>2024 Budget 3%</u>	<u>2024 Budget</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
	<u>Enhancement</u>	<u>Target</u>	<u>Pressure</u>	<u>Baseline</u>									
<b>NURSING SERVICES</b>	<b>0</b>	<b>13,634,484</b>	<b>(619,828)</b>	<b>14,254,312</b>	<b>11,991,180</b>	<b>2,263,132</b>	<b>18.9%</b>	<b>13.7%</b>	<b>9,948,567</b>	<b>9,377,160</b>	<b>8,992,391</b>	<b>8,096,407</b>	<b>7,481,890</b>
Salaries - Direct Care		9,643,514	(495,863)	10,139,377	9,007,952	1,131,425	12.6%	7.1%	6,471,272	6,438,926	6,781,917	6,154,828	6,080,766
Employee Benefits - Direct Care		1,928,320	(123,965)	2,052,285	1,876,223	176,062	9.4%	2.8%	1,448,683	1,767,094	1,278,880	1,143,895	701,460
Salaries - Nursing Administration		611,749		611,749	520,441	91,308	17.5%	17.5%	511,233	508,429	468,834	436,292	438,920
Employee Benefits - Nursing Administration		167,004		167,004	137,923	29,081	21.1%	21.1%	148,217	152,530	117,852	111,162	86,107
Salary Allocation		0		0		0					0	0	(2,890)
Computers - Operation/Maint		33,500		33,500	33,704	(204)	-0.6%	-0.6%	25,984	19,907	22,159	26,636	18,057
COVID		0		0	0	0			462,363	158,278	146,581		
Depreciation		48,709		48,709	41,400	7,309	17.7%	17.7%	42,189	40,569	44,763	41,931	56,870
Equipment Operation/Maint.		3,350		3,350	6,388	(3,038)	-47.6%	-47.6%	1,919	2,538	1,091	1,611	550
Equipment Replacement		7,700		7,700	7,700	0	0.0%	0.0%	67	1,632	2,220	13,240	3,000
Fall Prevention		0		0		0			19,746		0	0	0
Fall Prevention - Provincial Subsidy		0		0		0			(19,746)				
High Intensity Needs - Claims Based		120,000		120,000	80,000	40,000	50.0%	50.0%	120,416	54,972	54,327	38,803	24,269
High Intensity Needs -Non Claims Based		42,163		42,163	43,362	(1,199)	-2.8%	-2.8%	16,749	22,743	39,491	29,650	24,050
High Intensity Needs - Prov Subsidy 95%	(114,000)			(114,000)	(76,000)	(38,000)	50.0%	50.0%	(114,395)	(52,224)	(51,611)	(36,863)	(23,056)
Incontinent Products (@\$1.20)		121,000		121,000	112,500	8,500	7.6%	7.6%	118,807	104,704	100,151	100,569	81,496
IPAC Minor Capital		0		0	0	0			4,765	24,667			
IPAC Sal/Expenses		123,280		123,280	0	123,280			46,226	115,314			
Clinical Decision Support		0		0	0	0				4,551			
Fall Prevention		0		0	18,000	(18,000)	-100.0%			11,923	8,823	10,137	13,579
Fall Prevention - Subsidy		0		0	(18,000)	18,000	-100.0%			(11,923)	(8,823)	(10,137)	(13,500)
Lab Fees		8,000		8,000	8,000	0	0.0%	0.0%	8,020	8,120	6,825	7,445	7,045
Lab Fees - Prov Subsidy		(8,000)		(8,000)	(8,000)	0	0.0%	0.0%	(8,020)	(8,120)	(6,825)	(7,445)	(7,045)
Medical Director (@\$0.30)		19,710		19,710	19,710	0	0.0%	0.0%	19,710	19,710	19,764	19,710	19,710
Medical Nursing Supplies		84,550		84,550	92,143	(7,593)	-8.2%	-8.2%	29,954	66,751	80,909	85,470	81,710
Memberships		0		0	0	0				0	0	0	1,445
Misc		1,200		1,200	1,600	(400)	-25.0%	-25.0%	97	148	1,339	2,947	917
Phys On Call - Expenses		19,200		19,200	19,044	156	0.8%	0.8%	18,920	18,638	18,000	18,000	18,000
Phys On Call - Prov Subsidy		(19,200)		(19,200)	(19,044)	(156)	0.8%	0.8%	(18,920)	(18,638)	(18,000)	(17,859)	(17,433)
Purchased Services		702,400		702,400	2,400	700,000	29166.7%	29166.7%	612,917	2,008	0	0	0
Purchased Services - Nurse Practitioner		0		0	0	0				18,781	0	15,526	12,294
RAI / MDS Expenses		98,624		98,624	95,922	2,702	2.8%	2.8%	40,721	94,321	95,280	92,549	85,346
RAI/MDS - Prov Subsidy		0		0	0	0				(93,948)	(94,205)	(86,864)	(81,804)
Nurse Practitioner (Salary & overhead)		172,276		172,276	152,056			13.3%	32,004				
Recovery - PROV - Nurse Practitioner	(131,856)			(131,856)	(122,844)	(9,012)	7.3%	7.3%					
Recoveries		0		0	0	0			(49,140)	(54,672)	(72,588)	(52,895)	(71,103)
<b>Surplus Adjustment - Depreciation</b>		<b>(48,709)</b>		<b>(48,709)</b>	<b>(41,400)</b>	<b>(7,309)</b>	<b>17.7%</b>	<b>17.7%</b>	<b>(42,189)</b>	<b>(40,569)</b>	<b>(44,763)</b>	<b>(41,931)</b>	<b>(56,870)</b>

COUNTY OF RENFREW

2024 BUDGET

Bonnechere Manor

	<u>2024 Budget</u>	<u>2024 Budget 3%</u>	<u>2024 Budget 3%</u>	<u>2024 Budget</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
	<u>Enhancement</u>	<u>Target</u>	<u>Pressure</u>	<u>Baseline</u>									
<b>FOOD SERVICES</b>	<b>0</b>	<b>2,560,863</b>	<b>0</b>	<b>2,560,863</b>	<b>2,368,451</b>	<b>192,412</b>	<b>8.1%</b>	<b>8.1%</b>	<b>2,418,454</b>	<b>2,361,596</b>	<b>2,186,103</b>	<b>1,997,258</b>	<b>1,899,074</b>
Salaries		1,429,814		1,429,814	1,309,909	119,905	9.2%	9.2%	1,347,407	1,250,231	1,291,225	1,167,289	1,177,558
Employee Benefits		345,164		345,164	327,919	17,245	5.3%	5.3%	308,581	383,879	265,578	238,685	163,853
Salary Allocations		(65,487)		(65,487)	(34,191)	(31,296)	91.5%	91.5%	(63,520)	(61,776)	(65,963)	(68,107)	(60,929)
Depreciation		16,610		16,610	15,360	1,250	8.1%	8.1%	15,583	15,181	12,889	12,210	11,373
COVID		0		0	0	0			48,587	75,285	15,546		
Dietary Supplies		74,180		74,180	74,967	(787)	-1.0%	-1.0%	55,958	45,932	59,720	55,725	77,469
Equipment - Operation/Maint.		6,800		6,800	6,880	(80)	-1.2%	-1.2%	11,910	6,841	6,500	4,895	7,799
Computers - Operation/Maint		5,080		5,080	3,000	2,080	69.3%	69.3%	2,038	1,968	1,954	1,954	1,954
Equipment - Replacements		4,000		4,000	0	4,000			3,632	4,357	0	1,463	9,592
Other Expenses		1,750		1,750	1,350	400	29.6%	29.6%	2,009	1,116	2,255	1,188	1,906
Professional Development		0		0	0	0					809	0	0
Purchased Services		600		600	600	0	0.0%	0.0%	3,142	520	453	778	397
Surplus Adjustment - Depreciation		(16,610)		(16,610)	(15,360)	(1,250)	8.1%	8.1%	(15,583)	(15,181)	(12,889)	(12,210)	(11,373)
Raw Food Costs		819,871		819,871	750,250	69,621	9.3%	9.3%	732,246	691,602	634,849	641,938	575,481
Raw Food Recoveries		(24,700)		(24,700)	(27,550)	2,850	-10.3%	-10.3%	(7,994)	(3,848)	(5,752)	(21,071)	(25,943)
Recoveries - Charge to ML - Supervisor		(43,709)		(43,709)	(19,909)	(23,800)	119.5%	119.5%		(38,254)	(21,444)	(13,028)	(15,000)
Recoveries		0		0	(27,407)	27,407	-100.0%		(36,135)		(10,061)	(18,631)	(21,788)
Replacement - Dishes / Cutlery		10,000		10,000	5,133	4,867	94.8%	94.8%	8,948	5,711	4,654	4,756	6,806
Vending - Net		(2,500)		(2,500)	(2,500)	0	0.0%	0.0%	1,646	(1,968)	5,780	(576)	(81)
<b>HOUSEKEEPING SERVICES</b>	<b>0</b>	<b>1,016,702</b>	<b>0</b>	<b>1,016,702</b>	<b>977,754</b>	<b>38,948</b>	<b>4.0%</b>	<b>4.0%</b>	<b>960,530</b>	<b>1,039,836</b>	<b>1,021,685</b>	<b>879,574</b>	<b>833,804</b>
Salaries		775,994		775,994	745,563	30,431	4.1%	4.1%	728,414	746,753	798,120	669,120	665,748
Employee Benefits		171,921		171,921	163,260	8,661	5.3%	5.3%	164,973	223,938	157,039	144,350	102,448
Salary Allocations		(9,713)		(9,713)	(9,339)	(374)	4.0%	4.0%			0	0	0
Depreciation		1,286		1,286	2,220	(934)	-42.1%	-42.1%	2,217	2,217	2,223	2,217	2,217
COVID		0		0	0	0			4,650	1,322	4,216		
Equipment - Operation/Maint.		2,500		2,500	2,500	0	0.0%	0.0%	2,612	1,032	4,851	2,056	1,384
Equipment - Replacements		2,300		2,300	2,100	200	9.5%	9.5%	149	2,339	470	2,171	519
Housekeeping Supplies		73,700		73,700	73,670	30	0.0%	0.0%	75,188	67,551	66,585	72,734	72,620
Surplus Adjustment - Depreciation		(1,286)		(1,286)	(2,220)	934	-42.1%	-42.1%	(2,217)	(2,217)	(2,223)	(2,217)	(2,217)
Recoveries		0		0		0			(15,456)	(3,099)	(9,596)	(10,857)	(8,915)

COUNTY OF RENFREW

2024 BUDGET

Bonnechere Manor

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>LAUNDRY AND LINEN SERVICES</b>	<b>0</b>	<b>467,079</b>	<b>0</b>	<b>467,079</b>	<b>440,198</b>	<b>26,881</b>	<b>6.1%</b>	<b>6.1%</b>	<b>439,153</b>	<b>435,161</b>	<b>435,148</b>	<b>447,681</b>	<b>471,603</b>
Salaries		322,250		322,250	309,300	12,950	4.2%	4.2%	304,310	290,778	319,557	331,453	356,463
Employee Benefits		91,939		91,939	85,280	6,659	7.8%	7.8%	79,765	95,844	73,059	76,244	58,072
Salary Allocations		(3,770)		(3,770)	(3,623)	(147)	4.1%	4.1%			0	0	0
Bedding Etc Replacements		20,860		20,860	12,860	8,000	62.2%	62.2%		15,292	15,257	18,745	30,565
Depreciation		7,044		7,044	7,428	(384)	-5.2%	-5.2%	7,429	7,429	7,450	7,429	7,429
COVID		0		0	0	0			0	0	1,734		
Equipment Operation/Maint.		10,800		10,800	13,800	(3,000)	-21.7%	-21.7%	16,843	12,721	5,465	7,893	8,083
Equipment Replacements		0		0	0	0			17,048	0	65	0	679
Laundry Supplies		25,000		25,000	22,581	2,419	10.7%	10.7%	24,659	23,940	23,585	23,373	28,441
Recoveries		0		0	0	0			(3,471)	(3,414)	(3,574)	(10,027)	(10,700)
Surplus Adjustment - Depreciation		(7,044)		(7,044)	(7,428)	384	-5.2%	-5.2%	(7,429)	(7,429)	(7,450)	(7,429)	(7,429)
<b>BUILDINGS AND PROPERTY MAINTENANCE</b>	<b>0</b>	<b>1,469,692</b>	<b>0</b>	<b>1,469,692</b>	<b>1,152,545</b>	<b>317,147</b>	<b>27.5%</b>	<b>27.5%</b>	<b>1,191,484</b>	<b>1,164,613</b>	<b>1,217,526</b>	<b>1,069,728</b>	<b>1,037,342</b>
Salaries		352,903		352,903	347,206	5,697	1.6%	1.6%	307,180	322,927	327,820	295,481	296,452
Employee Benefits		92,801		92,801	91,297	1,504	1.6%	1.6%	80,695	106,050	82,538	73,579	58,235
Salary Allocations		(4,020)		(4,020)	(3,808)				0	0	0	0	0
Depreciation		601,931		601,931	576,300	25,631	4.4%	4.4%	542,195	552,934	512,764	530,384	524,121
COVID		0		0	0	0			26,688	8,825	46,950		
Equipment - Operation/Maint.		0		0	0	0			6,175	0	(500)	600	1,200
Computers - Operation/Maint		2,800		2,800	2,900	(100)	-3.4%	-3.4%	1,886	1,796	0	1,629	2,852
Equipment - Replacements		42,600		42,600	32,600	10,000	30.7%	30.7%	27,521	19,764	63,122	32,329	17,775
Minor Capital		204,992		204,992	0	204,992			33,010	17,479			
Furniture - Replacements		23,700		23,700	20,064	3,636	18.1%	18.1%	1,905	2,936	3,575	53,359	44,548
Hydro		195,300		195,300	189,625	5,675	3.0%	3.0%	201,873	193,716	209,076	184,355	200,176
Natural Gas		111,000		111,000	107,625	3,375	3.1%	3.1%	111,346	82,384	93,755	90,132	103,844
Insurance		87,222		87,222	76,625	10,597	13.8%	13.8%	69,659	61,424	54,774	54,278	53,347
Purchased Services		211,075		211,075	186,450	24,625	13.2%	13.2%	240,114	225,351	215,435	172,241	157,619
Special Project - Phone / Cable System		32,000		32,000	32,000	0	0.0%	0.0%	28,803	29,286	27,269	31,838	31,442
Recoveries - Residents (cable/phone)		(60,416)		(60,416)	(103,800)	43,384	-41.8%	-41.8%	(74,867)	(75,584)	(63,066)	(62,903)	(63,544)
Recoveries		(23,725)		(23,725)	(23,838)	113	-0.5%	-0.5%	(31,519)	(24,855)	(27,544)	(42,812)	(34,485)
Repairs & Maint -Bldgs & Grounds		67,760		67,760	67,760	0	0.0%	0.0%	45,782	58,452	56,367	65,255	48,854
Travel		0		0	0	0			227	291			
Surplus Adjustment - Depreciation		(601,931)		(601,931)	(576,300)	(25,631)	4.4%	4.4%	(542,195)	(552,934)	(512,764)	(530,384)	(524,121)
Water / Wastewater		133,700		133,700	129,839	3,861	3.0%	3.0%	115,008	134,371	127,955	120,367	119,027

COUNTY OF RENFREW

2024 BUDGET

Bonnechere Manor

	<u>2024 Budget</u> <u>Enhancement</u>	<u>2024 Budget 3%</u> <u>Target</u>	<u>2024 Budget 3%</u> <u>Pressure</u>	<u>2024 Budget</u> <u>Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>GENERAL AND ADMINISTRATIVE</b>	<b>0</b>	<b>1,206,131</b>	<b>0</b>	<b>1,206,131</b>	<b>1,146,479</b>	<b>59,652</b>	<b>5.2%</b>	<b>5.2%</b>	<b>1,382,836</b>	<b>1,472,508</b>	<b>1,118,252</b>	<b>1,087,142</b>	<b>1,004,266</b>
Salaries	469,121	469,121		469,121	468,565	556	0.1%	0.1%	620,676	736,976	566,548	499,266	458,433
Employee Benefits	148,108	148,108		148,108	143,473	4,635	3.2%	3.2%	164,734	227,947	152,147	135,533	100,350
Salary Allocation	(28,044)			(28,044)	(29,195)	1,151	-3.9%	-3.9%	(27,912)	(27,544)	(26,067)	(25,154)	(31,119)
Accreditation Fees	6,000			6,000	6,000	0	0.0%	0.0%	5,840	5,704	5,537	5,804	5,333
Admin Charges	128,081			128,081	123,305	4,776	3.9%	3.9%	128,528	123,300	117,969	110,148	94,872
Advertising/Awards Dinner	10,000			10,000	5,000	5,000	100.0%	100.0%	32,558	33,629	18,852	20,512	21,444
Audit	13,046			13,046	10,350	2,696	26.0%	26.0%	8,229	9,163	9,595	8,637	8,385
Computer / Internet	72,550			72,550	75,504	(2,954)	-3.9%	-3.9%	64,905	59,220	56,275	85,268	62,197
Conventions	0			0	0	0			2,270	1,450	1,867	2,463	2,348
COVID	0			0	0	0			38,556	35,578	15,447		
Depreciation	11,695			11,695	15,600	(3,905)	-25.0%	-25.0%	15,832	13,780	16,353	17,672	18,941
Equipment - Operation/Maint.	13,260			13,260	11,886	1,374	11.6%	11.6%	12,739	10,073	13,765	10,102	8,387
Equipment - Replacements	0			0	0	0			0	246	0	0	0
Gain / Loss from Disposal of Assets	0			0	0	0			4,528		0	13,360	2,706
Health & Safety Program	0			0	0	0			147	702	717	1,312	1,005
HR Charges	111,773			111,773	107,451	4,322	4.0%	4.0%	101,767	110,503	109,942	107,349	118,827
Insurance	95,122			95,122	69,190	25,932	37.5%	37.5%	62,989	56,364	50,461	47,846	41,386
IT Charges	74,195			74,195	70,131	4,064	5.8%	5.8%	68,440	68,845	67,550	66,257	65,114
Legal & Labour Contract Costs	20,000			20,000	20,000	0	0.0%	0.0%	19,029	46,376	7,364	17,811	13,336
Memberships	18,500			18,500	17,885	615	3.4%	3.4%	1,933	14,961	14,256	13,368	12,937
Postage / Courier	3,920			3,920	5,374	(1,454)	-27.1%	-27.1%	3,852	5,108	4,734	4,574	4,076
Office Supplies	18,800			18,800	18,800	0	0.0%	0.0%	18,089	16,944	17,930	18,562	17,938
Purchased Services	3,440			3,440		3,440							
Purchased Services - Internal BM	44,140			44,140	42,715	1,425	3.3%	3.3%	52,758	566	1,823	1,208	1,781
Recoveries - Internal - ML	(42,973)			(42,973)	(82,641)	39,668	-48.0%	-48.0%	(50,432)	(112,949)	(137,037)	(115,209)	(75,607)
Recoveries - Other	(40,000)			(40,000)	0	(40,000)							
Staff Training	23,892			23,892	24,036	(144)	-0.6%	-0.6%	15,053	12,638	3,889	7,750	17,556
Surplus Adjustment - Depreciation	(11,695)			(11,695)	(15,600)	3,905	-25.0%	-25.0%	(15,832)	(13,780)	(16,353)	(17,672)	(18,941)
Telephone	12,800			12,800	16,650	(3,850)	-23.1%	-23.1%	15,468	14,163	14,414	13,990	15,788
Travel	10,400			10,400	2,000	8,400	420.0%	420.0%	2,257	7,410	13,766	18,642	18,018
Uniform Allowance	20,000			20,000	20,000	0	0.0%	0.0%	15,835	15,135	16,508	17,743	18,775
<b>BONNECHERE MANOR TOTALS</b>	<b>0</b>	<b>21,435,024</b>	<b>(619,828)</b>	<b>22,054,852</b>	<b>19,090,435</b>	<b>2,964,417</b>	<b>15.5%</b>	<b>12.3%</b>	<b>17,241,346</b>	<b>16,652,196</b>	<b>15,866,552</b>	<b>14,381,973</b>	<b>13,527,962</b>

COUNTY OF RENFREW  
2024 BUDGET

Bonnechere Manor

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>NON-SUBSIDIZABLE EXPENSE</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>49,024</u>	<u>(49,024)</u>	<u>-100.0%</u>		<u>49,024</u>	<u>49,024</u>	<u>169,062</u>	<u>172,791</u>	<u>379,689</u>
Loan Repayment - to General Fund		0							0	0	0	123,767	123,767
Surplus Adjustment - To Reserves	0	0		0	49,024	(49,024)	-100.0%		49,024	49,024	169,062	49,024	255,922
<b>CAPITAL</b>	<u>0</u>	<u>980,000</u>	<u>0</u>	<u>980,000</u>	<u>626,500</u>	<u>353,500</u>	<u>56.4%</u>	<u>56.4%</u>	<u>1,616,006</u>	<u>670,264</u>	<u>454,357</u>	<u>446,278</u>	<u>329,785</u>
Surplus Adjustment - Capital	0	980,000		980,000	626,500	353,500	56.4%	56.4%	1,616,006	670,264	454,357	446,278	329,785
<b>TOTAL EXPENDITURE</b>	<u>0</u>	<u>22,415,024</u>	<u>(619,828)</u>	<u>23,034,852</u>	<u>19,765,959</u>	<u>3,268,893</u>	<u>16.5%</u>	<u>13.4%</u>	<u>18,906,376</u>	<u>17,371,484</u>	<u>16,489,971</u>	<u>15,001,042</u>	<u>14,237,436</u>



COUNTY OF RENFREW

2024 BUDGET

Bonnechere Manor

	<u>2024 Budget</u>	<u>2024 Budget 3%</u>	<u>2024 Budget 3%</u>	<u>2024 Budget</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
	<u>Enhancement</u>	<u>Target</u>	<u>Pressure</u>	<u>Baseline</u>									
<b>MUNICIPAL SUBSIDY</b>	<b>0</b>	<b>2,324,694</b>	<b>(619,828)</b>	<b>2,944,522</b>	<b>2,256,983</b>	<b>687,539</b>	<b>30.5%</b>	<b>3.0%</b>	<b>2,201,935</b>	<b>2,148,229</b>	<b>2,095,833</b>	<b>2,044,715</b>	<b>2,099,919</b>
City of Pembroke - 33%	0	767,150	(204,543)	971,693	744,805	226,888	30.5%	3.0%	726,639	658,002	641,953	626,296	808,049
County of Renfrew - 67%	0	1,557,544	(415,285)	1,972,829	1,512,178	460,651	30.5%	3.0%	1,475,296	1,490,227	1,453,880	1,418,419	1,291,870
<b>RESIDENTS REVENUE</b>	<b>0</b>	<b>4,515,172</b>	<b>0</b>	<b>4,515,172</b>	<b>4,056,813</b>	<b>458,359</b>	<b>11.3%</b>	<b>11.3%</b>	<b>4,096,996</b>	<b>4,072,713</b>	<b>4,058,049</b>	<b>4,072,419</b>	<b>3,995,321</b>
Basic Accommodation		3,849,703		3,849,703	3,570,000	279,703	7.8%	7.8%	3,539,996	3,551,317	3,546,232	3,565,456	3,493,813
Bad Debts Expense		0		0	0	0			(12,720)	(3,232)	1	(5)	(3,758)
Preferred Accommodation		665,469		665,469	486,813	178,656	36.7%	36.7%	458,106	448,364	509,200	494,243	488,885
Preferred Accommodation HIN Claims		0		0	0	0			111,614	54,972			
Preferred Accommodation - Prov COVID Reimburse		0		0	0	0				21,292			
Respite Care		0		0	0	0				0	2,616	12,725	16,381
<b>OTHER REVENUE</b>	<b>0</b>	<b>410,000</b>	<b>0</b>	<b>410,000</b>	<b>201,000</b>	<b>209,000</b>	<b>104.0%</b>	<b>104.0%</b>	<b>303,115</b>	<b>175,353</b>	<b>152,246</b>	<b>166,838</b>	<b>282,746</b>
Donations		0		0	0	0			10,590	7,595	0	0	0
Donations In Kind		0		0	0	0				0	0	0	0
Interest Income		300,000		300,000	75,000	225,000	300.0%	300.0%	182,451	49,944	38,544	61,372	40,349
Solar Panel FIT Revenue		110,000		110,000	126,000	(16,000)	-12.7%	-12.7%	110,074	117,814	113,702	105,466	117,397
Transfer from Other Funds		0		0	0	0					0	0	0
Other		0		0	0	0					0	0	125,000
<b>PROVINCIAL SUBSIDY</b>	<b>0</b>	<b>14,185,158</b>	<b>0</b>	<b>14,185,158</b>	<b>12,553,391</b>	<b>1,631,767</b>	<b>13.0%</b>	<b>13.0%</b>	<b>12,079,423</b>	<b>10,731,399</b>	<b>10,834,209</b>	<b>8,921,638</b>	<b>8,774,040</b>
Operating Subsidy		9,503,697		9,503,697	9,427,491	76,206	0.8%	0.8%	9,322,393	9,417,447	9,101,409	8,921,638	8,740,299
Prov - One Time		0		0	0	0			1,220,713	1,367,750	1,732,800		
Federal ICIP		0		0	0	0			769,788	13,356			
Comprehensive minor capital		204,992		204,992		204,992							
Recovery - RPN Funding- MOH		0		0	0	0				0	0	0	33,741
Recovery - Basic Rev Advance		0		0	0	0			(62,411)	(67,154)			
Recovery - IPAC		126,492		126,492	45,724	80,768	176.6%	176.6%	69,480				
Allied Health Professional Supplement		339,436		339,436	284,920	54,516	19.1%	19.1%	151,013	0	0		
Professional Growth Fund		23,892		23,892	24,036	(144)	-0.6%	-0.6%	14,408	0	0		
PSW Premium		886,305		886,305	611,614	274,691	44.9%	44.9%	427,942				
Nursing Staff Supplement		3,100,344		3,100,344	2,159,606	940,738	43.6%	43.6%	166,097	0	0		
<b>SURPLUS ADJUSTMENT</b>	<b>0</b>	<b>980,000</b>	<b>0</b>	<b>980,000</b>	<b>697,772</b>	<b>282,228</b>	<b>40.4%</b>	<b>40.4%</b>	<b>641,133</b>	<b>386,607</b>	<b>454,357</b>	<b>446,278</b>	<b>329,785</b>
Surplus Adjustment - From Reserves		980,000		980,000	697,772	282,228	40.4%	40.4%	641,133	386,607	454,357	446,278	329,785
<b>GRAND TOTAL REVENUES</b>	<b>0</b>	<b>22,415,024</b>	<b>(619,828)</b>	<b>23,034,852</b>	<b>19,765,959</b>	<b>3,268,893</b>	<b>16.5%</b>	<b>13.4%</b>	<b>19,322,603</b>	<b>17,514,301</b>	<b>17,594,694</b>	<b>15,651,888</b>	<b>15,481,811</b>
<b>Municipal Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0.0%</b>		<b>416,227</b>	<b>142,817</b>	<b>1,104,723</b>	<b>650,846</b>	<b>1,244,375</b>

**COUNTY OF RENFREW  
2024 BUDGET  
Miramichi Lodge**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>CLIENT PROGRAMS &amp; SERVICES</b>	<u>0</u>	<u>922,304</u>	<u>0</u>	<u>922,304</u>	<u>874,247</u>	<u>48,057</u>	<u>5.5%</u>	<u>5.5%</u>	<u>880,751</u>	<u>801,355</u>	<u>831,338</u>	<u>743,846</u>	<u>715,527</u>
Salaries		623,104		623,104	600,083	23,021	3.8%	3.8%	551,377	543,767	602,109	482,552	495,206
Employee Benefits		145,222		145,222	140,723	4,499	3.2%	3.2%	121,956	120,516	110,253	86,397	87,544
Salary Allocations		71,571		71,571	62,443	9,128	14.6%	14.6%	76,144	75,320	70,764	69,892	76,471
Computers Operation/Maint.		1,645		1,645	1,645	0	0.0%	0.0%	1,155	366	7,212	2,591	2,530
COVID		0		0	0	0			68,463	4,100	1,271		
Depreciation		3,782		3,782	3,792	(10)	-0.3%	-0.3%	3,782	3,782	3,792	2,139	1,139
Equipment - Replacements		3,075		3,075	3,075	0	0.0%	0.0%	1,824	621	1,477	2,297	0
Equipment Operation/Maint.		2,460		2,460	2,460	0	0.0%	0.0%	1,759	1,359	324	3,236	783
Hobby Crafts		5,125		5,125	5,125	0	0.0%	0.0%	3,247	4,335	3,541	3,418	4,007
Purchased Service - Physio		57,102		57,102	53,693	3,409	6.3%	6.3%	44,171	39,517	32,103	34,275	35,860
Purchased Service		0		0	0	0					0	43,936	0
Recoveries		0		0	0	0					(6,065)	0	0
Recreation & Entertainment		10,500		10,500	5,000	5,500	110.0%	110.0%	8,044	9,762	7,875	11,815	12,109
Special Events		2,500		2,500	0	2,500			2,610	1,692	474	3,437	1,017
Surplus Adjustment - Depreciation		(3,782)		(3,782)	(3,792)	10	-0.3%	-0.3%	(3,782)	(3,782)	(3,792)	(2,139)	(1,139)

**COUNTY OF RENFREW**  
**2024 BUDGET**  
**Miramichi Lodge**

	<u>2024 Budget</u> <u>Enhancement</u>	<u>2024 Budget</u> <u>3% Target</u>	<u>2024 Budget</u> <u>3% Pressure</u>	<u>2024 Budget</u> <u>Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>NURSING SERVICES</b>	<b>0</b>	<b>12,436,484</b>	<b>(967,568)</b>	<b>13,404,052</b>	<b>11,299,762</b>	<b>2,104,290</b>	<b>18.6%</b>	<b>10.1%</b>	<b>9,964,798</b>	<b>9,085,356</b>	<b>8,993,597</b>	<b>7,897,808</b>	<b>7,873,758</b>
Salaries - Direct Care		9,399,669	(803,082)	10,202,751	8,627,507	1,575,244	18.3%	9.0%	7,372,397	6,735,781	6,916,904	6,219,929	6,328,384
Employee Benefits - Direct Care		1,606,685	(164,486)	1,771,171	1,491,014	280,157	18.8%	7.8%	1,325,488	1,329,798	1,161,173	1,033,532	938,299
Salary Allocations		0		0	0	0			(17,765)	(17,765)	(14,368)	(14,368)	(21,954)
Salaries - Administration		587,319		587,319	450,186	137,133	30.5%	30.5%	580,662	410,027	426,180	386,419	365,317
Employee Benefits - Administration		163,958		163,958	134,543	29,415	21.9%	21.9%	148,658	122,725	114,457	104,029	94,771
Computers-Operation/Maint.		22,652		22,652	22,264	388	1.7%	1.7%	36,048	25,491	26,593	23,454	15,384
COVID		0		0	0	0			133,937	125,969	196,268		
Depreciation		55,638		55,638	41,000	14,638	35.7%	35.7%	42,621	40,395	40,804	34,098	30,509
Equipment - Replacements		13,000		13,000	7,000	6,000	85.7%	85.7%			0	0	5,089
Equipment-Operation/Maint.		5,000		5,000	3,940	1,060	26.9%	26.9%	415	5,562	3,076	5,116	6,174
High Intensity Needs Claims Based		30,000		30,000	30,000	0	0.0%	0.0%	47,937	27,040	56,235	31,649	101,876
High Intensity Needs -Non Claims Based (0.64)		38,884		38,884	39,383	(499)	-1.3%	-1.3%	29,653	29,598	22,030	16,795	21,109
High Intensity Needs - Prov Subsidy (95%)		(28,500)		(28,500)	(28,500)	0	0.0%	0.0%	(45,540)	(25,688)	(53,423)	(30,066)	(96,782)
Incontinent Products		135,000		135,000	100,985	34,015	33.7%	33.7%	113,261	101,695	93,096	93,974	87,863
IPAC		0		0	0	0			41,312	92,028			
Misc		1,500		1,500	1,500	0	0.0%	0.0%					
Fall Prevention Equip		0		0	16,600	(16,600)	-100.0%		12,158	20,106	16,517	13,241	5,960
Fall Prevention Prov Subsidy		0		0	(16,600)	16,600	-100.0%		(12,158)	(20,106)	(16,517)	(13,241)	(5,960)
Lab Fees		6,500		6,500	6,500	0	0.0%	0.0%	6,520	6,215	5,835	6,675	7,480
Lab Fees - Prov Subsidy		(6,500)		(6,500)	(6,500)	0	0.0%	0.0%	(6,520)	(6,215)	(5,835)	(6,675)	(7,480)
Medical Director (@\$0.30)		18,227		18,227	18,177	50	0.3%	0.3%	18,177	17,825	17,334	18,177	18,177
Medical Nursing Supplies		104,000		104,000	103,654	346	0.3%	0.3%	100,266	119,445	99,341	91,860	88,605
Medication Safety Technology		0		0	0	0			8,892	14,253			
Nurse Practitioner Salary		184,490		184,490	184,639	(149)	-0.1%	-0.1%	181,188	155,388	72,321	153,896	145,375
Nurse Practitioner Overhead		8,513		8,513	8,513	0							
Nurse Practitioner - Prov Subsidy		(122,844)		(122,844)	(122,844)	0	0.0%	0.0%	(117,181)	(117,827)	(72,321)	(122,844)	(120,788)
Allied Health-IPAC RN		0		0	117,657	(117,657)	-100.0%						
IPAC personnel		145,639		145,639					2,080				
Recoveries - BM		0		0	0	0			(32,004)	(18,781)	0	(15,526)	(12,294)
Phys On Call - Expense (@\$100 per bed)		16,600		16,600	16,600	0	0.0%	0.0%	17,447	17,188	17,689	16,199	16,517
Phys On Call - Prov Subsidy		(16,600)		(16,600)	(16,600)	0	0.0%	0.0%	(17,447)	(17,188)	(16,199)	(16,199)	(16,077)
RAI-MDS - Expenses		123,292		123,292	117,657	5,635	4.8%	4.8%	85,036	87,617	87,616	83,579	88,832
RAI-MDS - Prov Subsidy		0		0	0	0				(86,640)	(86,878)	(82,594)	(79,704)
Recovery		0		0	0	0			(48,122)	(27,358)	(73,527)	(99,203)	(100,415)
Subscriptions and Memberships		0		0	1,000	(1,000)	-100.0%			(20,827)	0	0	0
Surplus Adjustment - Depreciation		(55,638)		(55,638)	(41,000)	(14,638)	35.7%	35.7%	(42,621)	(40,395)	(40,804)	(34,098)	(30,509)

**COUNTY OF RENFREW  
2024 BUDGET  
Miramichi Lodge**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>FOOD SERVICES</b>	<b>0</b>	<b>2,307,858</b>	<b>0</b>	<b>2,307,858</b>	<b>2,153,684</b>	<b>154,174</b>	<b>7.2%</b>	<b>7.2%</b>	<b>2,171,249</b>	<b>2,067,046</b>	<b>2,071,989</b>	<b>1,915,519</b>	<b>1,861,710</b>
Salaries		1,273,197		1,273,197	1,218,791	54,406	4.5%	4.5%	1,249,267	1,177,353	1,216,601	1,141,923	1,140,864
Employee Benefits		272,799		272,799	260,000	12,799	4.9%	4.9%	246,326	247,106	231,044	223,913	207,955
Salary Allocations		(71,571)		(71,571)	(62,443)	(9,128)	14.6%	14.6%	(58,379)	(57,555)	(44,895)	(44,023)	(43,297)
Dietary Supplies		23,000		23,000	22,545	455	2.0%	2.0%	11,624	20,357	18,101	17,658	17,939
Computer - Operation/Maintenance		5,600		5,600	0	5,600				634	(145)	1,895	0
COVID		0		0	0	0			37,582	21,729	417		
Depreciation		17,096		17,096	13,000	4,096	31.5%	31.5%	16,674	13,254	12,065	20,250	20,250
Equipment - Operation/Replacement		11,300		11,300	10,960	340	3.1%	3.1%	8,405	10,182	9,257	6,432	6,107
Food Wrap & Disposable Items		11,800		11,800	11,432	368	3.2%	3.2%	12,460	7,583	7,773	7,459	7,450
Meals on Wheels		0		0	0	0				-	2,765	3,081	3,105
Memberships & Subscriptions		0		0	0	0				-	0	0	1,388
Purchased Service - Supervisor from BM		43,709		43,709	19,909	23,800	119.5%	119.5%	18,234	27,159	21,445	13,029	15,795
Raw Food Costs		739,824		739,824	667,990	71,834	10.8%	10.8%	645,847	613,816	622,604	603,772	563,248
Raw Food Recoveries		(6,500)		(6,500)	(1,500)	(5,000)	333.3%	333.3%	(1,370)	(2,948)	(6,360)	(22,290)	(22,918)
Replacement - Dishes/Cutlery		10,300		10,300	10,000	300	3.0%	3.0%	9,934	9,165	9,713	11,445	8,934
Recoveries		0		0	0	0			(3,798)	(3,578)	(7,434)	(29,471)	(27,499)
Surplus Adjustment - Depreciation		(17,096)		(17,096)	(13,000)	(4,096)	31.5%	31.5%	(16,674)	(13,254)	(12,065)	(20,250)	(20,250)
Café M (net)		(1,600)		(1,600)	0	(1,600)				-	(4,596)	(15,441)	(13,145)
Vending Machine Operation (Net)		(4,000)		(4,000)	(4,000)	0	0.0%	0.0%	(4,883)	(3,957)	(4,301)	(3,863)	(4,216)
<b>HOUSEKEEPING SERVICES</b>	<b>0</b>	<b>948,955</b>	<b>0</b>	<b>948,955</b>	<b>897,064</b>	<b>51,891</b>	<b>5.8%</b>	<b>5.8%</b>	<b>1,061,680</b>	<b>949,725</b>	<b>988,049</b>	<b>866,040</b>	<b>868,518</b>
Salaries		738,788		738,788	709,842	28,946	4.1%	4.1%	801,120	733,391	787,999	674,987	692,925
Employee Benefits		134,267		134,267	124,222	10,045	8.1%	8.1%	150,005	157,419	149,936	134,739	127,582
Depreciation		3,586		3,586	3,000	586	19.5%	19.5%	2,806	3,070	2,489	2,689	3,141
COVID		0		0	0	0			47,773	7,586	8,179		
Equipment - Operation/Maint.		1,750		1,750	1,750	0	0.0%	0.0%	398	1,332	1,990	2,122	0
Equipment - Replacements		5,000		5,000	5,000	0	0.0%	0.0%	323	4,198	4,792	1,553	2,038
Housekeeping Supplies		67,900		67,900	55,000	12,900	23.5%	23.5%	62,521	45,985	35,916	53,928	47,249
Other		1,250		1,250	1,250	0	0.0%	0.0%		983	0	0	0
Recoveries		0		0	0	0			(460)	(1,169)	(763)	(1,289)	(1,276)
Surplus Adjustment - Depreciation		(3,586)		(3,586)	(3,000)	(586)	19.5%	19.5%	(2,806)	(3,070)	(2,489)	(2,689)	(3,141)

**COUNTY OF RENFREW**  
**2024 BUDGET**  
**Miramichi Lodge**

	<u>2024 Budget</u> <u>Enhancement</u>	<u>2024 Budget</u> <u>3% Target</u>	<u>2024 Budget</u> <u>3% Pressure</u>	<u>2024 Budget</u> <u>Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>LAUNDRY AND LINEN SERVICES</b>	<b>0</b>	<b>298,222</b>	<b>0</b>	<b>298,222</b>	<b>289,102</b>	<b>9,120</b>	<b>3.2%</b>	<b>3.2%</b>	<b>244,402</b>	<b>297,731</b>	<b>318,553</b>	<b>274,794</b>	<b>277,614</b>
Salaries		217,822		217,822	208,962	8,860	4.2%	4.2%	169,454	206,063	239,170	203,125	208,575
Employee Benefits		37,900		37,900	36,360	1,540	4.2%	4.2%	29,719	48,105	49,004	40,385	40,220
Depreciation		7,990		7,990	1,500	6,490	432.7%	432.7%	6,600	1,461	109	4,561	4,561
COVID		0		0	0	0			5,006	10,427	1,149		
Equipment - Operation/Maint.		2,500		2,500	2,500	0	0.0%	0.0%	1,115	1,228	535	1,463	977
Equipment - Replacements		2,000		2,000	2,500	(500)	-20.0%	-20.0%	2,395	322			
Laundry Supplies		20,000		20,000	23,690	(3,690)	-15.6%	-15.6%	17,537	19,770	16,513	20,144	15,417
Recoveries		0		0	0	0			(2,084)	(3,050)	(2,225)	(1,958)	(1,649)
Replacement - Bedding		18,000		18,000	15,090	2,910	19.3%	19.3%	21,261	14,866	14,407	11,635	14,074
Surplus Adjustment - Depreciation		(7,990)		(7,990)	(1,500)	(6,490)	432.7%	432.7%	(6,600)	(1,461)	(109)	(4,561)	(4,561)
<b>BUILDINGS AND PROPERTY MAINTENANC</b>	<b>0</b>	<b>1,465,021</b>	<b>0</b>	<b>1,465,021</b>	<b>1,184,736</b>	<b>280,285</b>	<b>23.7%</b>	<b>23.7%</b>	<b>1,070,192</b>	<b>1,087,964</b>	<b>999,143</b>	<b>1,007,941</b>	<b>1,003,451</b>
Salaries		278,148		278,148	266,836	11,312	4.2%	4.2%	250,458	247,649	258,837	241,335	241,967
Employee Benefits		77,864		77,864	74,032	3,832	5.2%	5.2%	58,918	71,854	66,185	55,115	56,014
Depreciation		812,441		812,441	795,000	17,441	2.2%	2.2%	743,727	742,116	729,724	713,740	703,957
COVID		0		0	0	0			21,918	63,701	16,517		
Computers - Operation/Maint.		4,200		4,200	6,562	(2,362)	-36.0%	-36.0%	1,407	1,235	685	2,219	620
Equipment - Replacements		140,500		140,500	60,000	80,500	134.2%	134.2%	44,775	49,095	46,766	70,320	71,428
Furniture - Replacements		40,000		40,000	40,380	(380)	-0.9%	-0.9%	23,419	17,878	5,690	27,190	18,257
Insurance		107,708		107,708	83,273	24,435	29.3%	29.3%	75,703	67,741	65,830	65,233	64,115
Hydro		200,000		200,000	200,000	0	0.0%	0.0%	196,710	204,282	193,842	189,288	184,173
Natural Gas		75,000		75,000	75,000	0	0.0%	0.0%	71,978	61,846	69,984	68,298	75,404
Purchased Services		318,029		318,029	283,000	35,029	12.4%	12.4%	257,921	233,004	216,160	195,331	212,989
Resident - Cable/Phone		25,000		25,000	23,500	1,500	6.4%	6.4%	22,572	22,587	22,587	21,208	15,161
Resident - Cable/Phone Recoveries		(58,700)		(58,700)	(83,700)	25,000	-29.9%	-29.9%	(61,587)	(67,432)	(59,522)	(56,872)	(31,640)
Recoveries		(5,000)		(5,000)	0	(5,000)			(14,693)	(15,568)	(16,634)	(29,441)	(28,124)
Repairs & Maint-Bldgs & Grounds		99,980		99,980	98,853	1,127	1.1%	1.1%	64,872	70,630	59,668	115,351	76,828
Minor Capital		102,292		102,292	0	102,292				2,538			
Surplus Adjustment - Depreciation		(812,441)		(812,441)	(795,000)	(17,441)	2.2%	2.2%	(743,727)	(742,116)	(729,724)	(713,740)	(703,957)
Water / Wastewater		60,000		60,000	57,000	3,000	5.3%	5.3%	55,821	56,924	52,548	43,366	46,259

**COUNTY OF RENFREW**  
**2024 BUDGET**  
**Miramichi Lodge**

	<u>2024 Budget</u> <u>Enhancement</u>	<u>2024 Budget</u> <u>3% Target</u>	<u>2024 Budget</u> <u>3% Pressure</u>	<u>2024 Budget</u> <u>Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>GENERAL AND ADMINISTRATIVE</b>	<b>0</b>	<b>1,405,723</b>	<b>0</b>	<b>1,405,723</b>	<b>1,170,446</b>	<b>235,277</b>	<b>20.1%</b>	<b>20.1%</b>	<b>1,572,897</b>	<b>1,506,583</b>	<b>1,110,394</b>	<b>1,090,347</b>	<b>1,130,982</b>
Salaries		453,288		453,288	423,732	29,556	7.0%	7.0%	698,407	646,743	400,461	344,472	431,062
Employee Benefits		152,923		152,923	142,566	10,357	7.3%	7.3%	157,804	147,984	109,938	99,471	110,482
Salary Allocations		0		0	0	0					(11,501)	(11,501)	(1,436)
Accreditation		6,000		6,000	5,971	29	0.5%	0.5%		5,633	5,463	5,443	5,823
Admin Charges		127,891		127,891	123,128	4,763	3.9%	3.9%	128,333	123,111	117,791	109,974	94,872
Advertising & Awards		5,000		5,000	5,000	0	0.0%	0.0%	15,657	23,239	16,073	15,224	15,235
Audit		13,045		13,045	10,350	2,695	26.0%	26.0%	8,229	9,163	9,595	8,637	8,385
Computer - Internet		225,730		225,730	70,400	155,330	220.6%	220.6%	39,346	42,270	38,545	112,977	41,658
Conventions		0		0	0	0			719	1,847	708	3,369	0
Depreciation		29,955		29,955	24,000	5,955	24.8%	24.8%	27,483	24,443	21,597	23,810	20,102
COVID		0		0	0	0			14,898	21,597	9,903		
Equipment-Operation/Maint.		11,318		11,318	10,392	926	8.9%	8.9%	5,474	5,742	10,027	6,416	7,238
Gain / Loss from Disposal of Asset		0		0	0	0			4,086		0	0	0
Health & Safety Program		0		0	1,000	(1,000)	-100.0%		630	1,623	750	798	189
HR Charges		110,518		110,518	106,243	4,275	4.0%	4.0%	100,623	109,260	108,706	106,142	117,492
Insurance		88,188		88,188	71,046	17,142	24.1%	24.1%	64,588	56,953	46,788	44,359	38,370
IT Charges		74,195		74,195	70,131	4,064	5.8%	5.8%	68,440	68,845	67,550	66,257	65,114
Legal & Labour Contract Costs		60,000		60,000	50,000	10,000	20.0%	20.0%	242,765	136,622	60,048	52,580	77,572
Memberships		17,275		17,275	16,770	505	3.0%	3.0%	16,746	16,649	16,391	15,132	13,003
Postage		7,000		7,000	6,500	500	7.7%	7.7%	6,566	6,994	7,861	6,792	6,966
Office Supplies		18,700		18,700	16,908	1,792	10.6%	10.6%	19,832	16,093	16,114	17,532	20,326
Staff Training		22,032		22,032	22,164	(132)	-0.6%	-0.6%	5,345	6,987	10,265	31,454	38,050
Purchased Services		4,437		4,437		4,437							
Purchased Services - Internal BM		42,973		42,973	54,641	(11,668)	-21.4%	-21.4%	7,202	64,585	76,744	74,007	42,117
Recovery - Internal BM		(44,140)		(44,140)	(40,996)	(3,144)	7.7%	7.7%			0		
Recoveries		(35,000)		(35,000)	(35,000)	0	0.0%	0.0%	(72,925)	(37,545)	(42,550)	(50,893)	(43,769)
Surplus Adjustment - Depreciation		(29,955)		(29,955)	(24,000)	(5,955)	24.8%	24.8%	(27,483)	(24,443)	(21,597)	(23,810)	(20,102)
Telephone		22,850		22,850	15,000	7,850	52.3%	52.3%	18,586	15,449	14,775	12,790	22,715
Travel		5,000		5,000	8,000	(3,000)	-37.5%	-37.5%	5,112	2,304	4,326	3,505	3,298
Uniform Allowance		16,500		16,500	16,500	0	0.0%	0.0%	16,435	14,435	15,623	15,410	16,220
<b>MIRAMICHI LODGE TOTALS</b>	<b>0</b>	<b>19,784,567</b>	<b>(967,568)</b>	<b>20,752,135</b>	<b>17,869,041</b>	<b>2,883,094</b>	<b>16.1%</b>	<b>10.7%</b>	<b>16,965,970</b>	<b>15,795,760</b>	<b>15,313,063</b>	<b>13,796,295</b>	<b>13,731,560</b>

**COUNTY OF RENFREW  
2024 BUDGET  
Miramichi Lodge**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>NON-SUBSIDIZABLE EXPENSE</b>	<u>0</u>	<u>626,819</u>	<u>0</u>	<u>626,819</u>	<u>627,096</u>	<u>(277)</u>	<u>0.0%</u>	<u>0.0%</u>	<u>720,071</u>	<u>622,511</u>	<u>772,989</u>	<u>620,590</u>	<u>620,928</u>
Seniors Housing Strategy	0	0	0	0	0	0			-	2,656	26,173	0	0
Surplus Adjustment - Trf To Reserves	0	0	0	0	0	0			100,614	126,583	126,583	0	0
Surplus Adjustment - Principal		601,188		601,188	568,863	32,325	5.7%	5.7%	537,731	508,560	480,972	454,880	430,204
Debenture Payment Interest Only (2024)		25,631		25,631	58,233	(32,602)	-56.0%	-56.0%	81,725	111,295	139,261	165,710	190,724
<b>EQUIPMENT ACQUISITIONS</b>	<u>0</u>	<u>745,700</u>	<u>0</u>	<u>745,700</u>	<u>703,600</u>	<u>42,100</u>	<u>6.0%</u>	<u>6.0%</u>	<u>846,339</u>	<u>298,495</u>	<u>390,364</u>	<u>477,895</u>	<u>277,554</u>
Surplus Adjustment - Capital		745,700		745,700	703,600	42,100	6.0%	6.0%	846,339	298,495	390,364	477,895	277,554
<b>GRAND TOTAL EXPENDITURE</b>	<u>0</u>	<u>21,157,086</u>	<u>(967,568)</u>	<u>22,124,654</u>	<u>19,199,737</u>	<u>2,924,917</u>	<u>15.2%</u>	<u>10.2%</u>	<u>18,532,379</u>	<u>16,716,766</u>	<u>16,476,416</u>	<u>14,894,780</u>	<u>14,630,042</u>

**COUNTY OF RENFREW  
2024 BUDGET  
Miramichi Lodge**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>MUNICIPAL SUBSIDY</b>	<b>0</b>	<b>1,945,973</b>	<b>(967,568)</b>	<b>2,913,541</b>	<b>1,889,293</b>	<b>1,024,248</b>	<b>54.2%</b>	<b>3.0%</b>	<b>1,843,213</b>	<b>1,798,257</b>	<b>1,754,398</b>	<b>1,662,826</b>	<b>1,815,027</b>
City of Pembroke - 33%		642,171	(319,297)	961,468	623,467	338,001	54.2%	3.0%	608,260	550,806	537,372	509,324	698,422
County of Renfrew - 67%		1,303,802	(648,271)	1,952,073	1,265,826	686,247	54.2%	3.0%	1,234,953	1,247,451	1,217,026	1,153,502	1,116,605
<b>REVENUE - MIRAMICHI LODGE</b>	<b>0</b>	<b>4,232,480</b>	<b>0</b>	<b>4,232,480</b>	<b>4,064,219</b>	<b>168,261</b>	<b>4.1%</b>	<b>4.1%</b>	<b>3,902,405</b>	<b>4,153,939</b>	<b>4,228,465</b>	<b>4,255,857</b>	<b>4,112,806</b>
Basic Accommodation		3,450,316		3,450,316	3,273,000	177,316	5.4%	5.4%	3,113,984	3,264,831	3,324,344	3,351,361	3,255,456
Bad Debt (Expense) / Recovery		0		0	0	0			(14,650)		825	523	(5,812)
Preferred Accommodation		765,477		765,477	791,219	(25,742)	-3.3%	-3.3%	723,568	789,066	898,226	886,734	847,127
Preferred Accommodation HIN Claims		0		0	0	0			29,860	27,040			
Preferred Accommodation - Prov COVID Reimburse		0		0	0	0			49,644	73,002			
Respite Care		16,687		16,687	0	16,687			-		5,070	17,239	16,035
<b>OTHER REVENUE</b>	<b>0</b>	<b>235,000</b>	<b>0</b>	<b>235,000</b>	<b>49,800</b>	<b>185,200</b>	<b>371.9%</b>	<b>371.9%</b>	<b>103,404</b>	<b>30,775</b>	<b>24,329</b>	<b>97,433</b>	<b>40,016</b>
Donations		0	0	0		0					0	29,837	0
Interest Income		235,000		235,000	49,800	185,200	371.9%	371.9%	103,404	30,775	24,329	43,387	40,016
Federal - Revenue		0	0	0		0					0	24,209	0
<b>PROVINCIAL SUBSIDY</b>	<b>0</b>	<b>13,997,933</b>	<b>0</b>	<b>13,997,933</b>	<b>12,492,825</b>	<b>1,505,108</b>	<b>12.0%</b>	<b>12.0%</b>	<b>11,988,268</b>	<b>10,565,389</b>	<b>10,379,630</b>	<b>8,818,943</b>	<b>8,654,264</b>
Operating Subsidy		8,926,103		8,926,103	9,025,572	(99,469)	-1.1%	-1.1%	8,721,535	8,111,667	8,480,614	8,191,847	7,994,621
One Time Funding		0		0	0	0			1,844,289	1,719,199	1,270,202	0	0
Allied Health Professional Supplement		313,039		313,039	262,760	50,279	19.1%	19.1%	179,003				
Professional Growth Fund		22,032		22,032	22,164	(132)	-0.6%	-0.6%	5,345	6,987			
Nursing Staff Supplement		3,049,401		3,049,401	1,991,636	1,057,765	53.1%	53.1%	167,126				
PSW Premium		835,259		835,259	521,429	313,830	60.2%	60.2%	443,874				
RPN Subsidy		0		0	0	0						0	32,547
ICIP		0		0	0	0				10,685			
IPAC		122,988		122,988	42,168	80,820	191.7%	191.7%		89,755			
Comprehensive minor capital		102,292		102,292		102,292							
Capital Facility Subsidy (2024)		626,819		626,819	627,096	(277)	0.0%	0.0%	627,096	627,096	628,814	627,096	627,096
<b>SURPLUS ADJUSTMENT - From Reserves</b>	<b>0</b>	<b>745,700</b>	<b>0</b>	<b>745,700</b>	<b>703,600</b>	<b>42,100</b>	<b>6.0%</b>	<b>6.0%</b>	<b>207,178</b>	<b>192,714</b>	<b>390,364</b>	<b>477,895</b>	<b>244,270</b>
Surplus Adjustment - Trf From Reserves		745,700		745,700	703,600	42,100	6.0%	6.0%	207,178	192,714	390,364	477,895	244,270
<b>GRAND TOTAL REVENUES</b>	<b>0</b>	<b>21,157,086</b>	<b>(967,568)</b>	<b>22,124,654</b>	<b>19,199,737</b>	<b>2,924,917</b>	<b>15.2%</b>	<b>10.2%</b>	<b>18,044,468</b>	<b>16,741,074</b>	<b>16,777,186</b>	<b>15,312,954</b>	<b>14,866,383</b>
<b>Municipal Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0.0%</b>		<b>(487,911)</b>	<b>24,308</b>	<b>300,770</b>	<b>418,174</b>	<b>236,341</b>



**2024 BUDGET**  
**Ontario Works - Benefits**

<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>SOCIAL ASSISTANCE BENEFITS</b>	<b>14,800</b>	<b>0</b>	<b>14,800</b>	<b>0</b>	<b>14,800</b>			<b>2,241</b>	<b>4,740</b>	<b>7,143</b>	<b>2,210</b>	<b>(633)</b>
SOCIAL ASSISTANCE	12,000,000		12,000,000	12,000,000	0	0.0%	0.0%	9,724,198	8,743,967	10,365,495	11,176,853	11,873,439
SOCIAL ASSISTANCE - RECOVERIES	(315,000)		(315,000)	(315,000)	0	0.0%	0.0%	(199,616)	(164,336)	(215,049)	(295,155)	(302,925)
SPECIAL ASSISTANCE - HEALTH	250,000		250,000	250,000	0	0.0%	0.0%	105,375	121,439	312,176	182,350	213,549
SPECIAL ASSISTANCE - NON HEALTH	10,000		10,000	10,000	0	0.0%	0.0%	8,202	545	510	1,316	5,242
FUNERALS & BURIALS	175,000		175,000	175,000	0	0.0%	0.0%	206,515	164,596	143,571	190,398	151,174
FUNERALS 100% MUNIC.	20,000		20,000	32,000	(12,000)	-37.5%	-37.5%	2,957	6,357	9,616	3,078	0
TRANSITION CHILD BENEFIT	100,000		100,000	100,000	0	0.0%	0.0%	264,932	132,965	136,026	24,322	39,546
Mandatory Special Necessities	376,330		376,330	376,330	0	0.0%	0.0%	308,733	287,971	255,561	439,818	522,664
CITY OF PEMBROKE REVENUE- SA BENEFITS	(5,200)		(5,200)	(8,330)	3,130	-37.6%	-37.6%	(717)	(1,617)	(2,473)	(868)	233
PROVINCIAL SA SUBSIDY	(12,596,330)		(12,596,330)	(12,620,000)	23,670	-0.2%	-0.2%	(10,418,339)	(9,287,148)	(10,998,290)	(11,719,902)	(12,503,555)

COUNTY OF RENFREW

2024 BUDGET

Ontario Works Administration

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>Local Systems Support</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
EQUIPMENT		20,000		20,000	20,000	0	0.0%	0.0%	39,993	10,559	1,980	28,264	42,956
<b>OW ADMIN</b>	<b>280,000</b>	<b>678,231</b>	<b>(96,689)</b>	<b>774,920</b>	<b>744,221</b>	<b>30,699</b>	<b>4.1%</b>	<b>-8.9%</b>	<b>827,473</b>	<b>675,186</b>	<b>650,610</b>	<b>648,893</b>	<b>654,267</b>
SALARIES		173,681	(72,356)	246,037	241,241	4,796	2.0%	-28.0%	235,646	208,908	184,934	188,950	195,237
BENEFITS		65,425	(23,833)	89,258	84,159	5,099	6.1%	-22.3%	80,269	70,940	53,575	53,436	51,953
ADMIN CHARGE finance		126,262		126,262	124,758	1,504	1.2%	1.2%	129,629	123,490	118,576	107,648	99,458
ADMIN CHARGE council/property		95,248		95,248	81,300	13,948	17.2%	17.2%	77,383	71,133	83,454	88,767	74,197
HUMAN RESOURCES		55,259		55,259	53,122	2,137	4.0%	4.0%	50,312	54,630	54,352	53,070	58,747
IT CHARGE		74,195		74,195	70,131	4,064	5.8%	5.8%	68,440	68,845	67,550	66,257	65,114
Computer Supply/Expense		3,500		3,500	3,500	0	0.0%	0.0%	5,978	4,301	1,496		
STAFF TRAINING		10,000		10,000	10,000	0	0.0%	0.0%	23,374	14,185	23,612	15,889	28,746
RECRUITMENT		0		0	0	0			1,297	1,074	0	0	4,486
TRAVEL		5,000		5,000	5,000	0	0.0%	0.0%	5,936	1,505	1,137	13,067	6,916
OFFICE SUPPLIES		1,000		1,000	1,000	0	0.0%	0.0%	7,956	278	1,725	2,010	2,476
PHOTOCOPY EXP.		0		0	0	0			0	813	1,157	988	1,046
POSTAGE		0		0	0	0			0	64	95	129	115
CELL TELEPHONE/PAGER		500	(500)	1,000	1,000	0	0.0%	-50.0%	1,259	1,104	894	629	1,408
COVID		0		0	0	0			204	2,001	38,785		
HEALTH & SAFETY		0		0	0	0				0		0	0
TELEPHONE		1,500		1,500	1,500	0	0.0%	0.0%	1,299	1,579	1,813	1,855	1,917
COMMUNICATION FEES		40,000		40,000	40,000	0	0.0%	0.0%	27,851	33,508	36,735	30,577	30,185
OFFICE EQUIPMENT/MAINTENANCE		0		0	0	0						0	3,637
LEGAL COSTS		5,000		5,000	5,000	0	0.0%	0.0%	1,502	267	259	252	10,370
SPECIAL PROJECTS- TRANSITION	280,000	0		0	0	0			59,064			0	0
MEMBERSHIP FEES		4,000		4,000	3,000	1,000	33.3%	33.3%	6,641	3,452	7,396	7,034	5,520
INSURANCE		12,661		12,661	11,510	1,151	10.0%	10.0%	10,464	9,226	7,580	7,220	6,385
MANDATORY DENTAL ADMINISTRATION		5,000		5,000	8,000	(3,000)	-37.5%	-37.5%	3,649	3,883	4,270	6,372	6,404
RECOVERABLE OTHER		0		0	0	0						(4,744)	(50)
RECOVERABLE - Prov		0		0	0	0			(42,235)		(38,785)		
DEPRECIATION		18,667		18,667	9,500	9,167	96.5%	96.5%	12,887	11,531	19,025	22,881	24,101
<b>SURPLUS ADJ - DEPRECIATION</b>		<b>(18,667)</b>		<b>(18,667)</b>	<b>(9,500)</b>	<b>(9,167)</b>	<b>96.5%</b>	<b>96.5%</b>	<b>(12,887)</b>	<b>(11,531)</b>	<b>(19,025)</b>	<b>(22,881)</b>	<b>(24,101)</b>
<b>SURPLUS ADJ - CAPITAL</b>		<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>			<b>71,555</b>			<b>9,487</b>	<b>0</b>
<b>Q.W. PEMBROKE SITE</b>	<b>0</b>	<b>1,416,568</b>	<b>(281,671)</b>	<b>1,698,239</b>	<b>1,670,859</b>	<b>27,380</b>	<b>1.6%</b>	<b>-15.2%</b>	<b>1,490,828</b>	<b>1,692,622</b>	<b>1,864,041</b>	<b>1,481,649</b>	<b>1,456,855</b>
SALARIES		902,876	(211,865)	1,114,741	1,096,773	17,968	1.6%	-17.7%	972,977	1,084,567	985,810	987,067	951,731
BENEFITS		285,361	(69,806)	355,167	355,236	(69)	0.0%	-19.7%	278,555	278,264	260,182	254,646	252,363
TRAVEL		10,000		10,000	5,000	5,000	100.0%	100.0%	9,419	1,833	2,041	15,816	17,645
HEALTH & SAFETY		500		500	500	0	0.0%	0.0%	406	154	65	620	1,191
OFFICE SUPPLIES		20,000		20,000	20,000	0	0.0%	0.0%	32,898	22,727	23,215	26,959	37,307
PHOTOCOPY EXP		2,000		2,000	2,000	0	0.0%	0.0%	5,710	3,322	1,135	1,835	1,693
POSTAGE		25,000		25,000	25,000	0	0.0%	0.0%	29,263	19,146	26,600	23,753	25,048
CELL TELEPHONE/PAGER		7,000		7,000	7,000	0	0.0%	0.0%	6,991	8,620	6,460	6,828	6,182
TELEPHONE		10,000		10,000	10,000	0	0.0%	0.0%	7,723	18,426	29,761	20,247	19,722
Computer Supplies/Expense		0		0	0	0			1,927		0	2,385	0
OFFICE EQUIPMENT/MAINTENANCE		0		0	0	0						1,413	13,543
LEASE		0		0	0	0				23,098	90,563	145,956	145,187
LEASE - Internal		153,831		153,831	149,350	4,481	3.0%	3.0%	145,000	234,583	400,000	0	0
RENOVATIONS		0		0	0	0					40,915	0	0
O/S RECOVERABLE		0		0	0	0			(42)	(2,118)	(2,706)	(5,876)	(14,757)

COUNTY OF RENFREW

2024 BUDGET

Ontario Works Administration

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b><u>Q.W. RENFREW</u></b>	<b>0</b>	<b>912,789</b>	<b>0</b>	<b>912,789</b>	<b>868,118</b>	<b>44,671</b>	<b>5.1%</b>	<b>5.1%</b>	<b>880,114</b>	<b>793,785</b>	<b>778,124</b>	<b>1,072,810</b>	<b>755,322</b>
SALARIES		554,290		554,290	530,778	23,512	4.4%	4.4%	542,800	519,904	504,544	488,658	454,135
BENEFITS		182,635		182,635	168,724	13,911	8.2%	8.2%	148,562	136,265	115,267	116,287	119,065
TRAVEL		6,000		6,000	3,000	3,000	100.0%	100.0%	6,351	1,258	1,235	7,331	9,431
HEALTH & SAFETY		500		500	500	0	0.0%	0.0%	182	41	124	499	31
OFFICE SUPP.		7,000		7,000	7,000	0	0.0%	0.0%	21,195	5,181	7,418	8,995	5,937
Computer Supplies/Expense		0		0	0	0					0	1,391	0
PHOTOCOPY EXP		500		500	500	0	0.0%	0.0%	124	763	307	756	457
POSTAGE		5,000		5,000	5,000	0	0.0%	0.0%	12,653	12,975	7,715	11,195	11,830
CELL TELEPHONE/PAGER		4,000		4,000	4,000	0	0.0%	0.0%	4,066	3,577	3,032	3,965	3,383
TELEPHONE		7,000		7,000	7,000	0	0.0%	0.0%	6,691	6,134	5,286	4,995	4,983
RENOVATIONS		0		0	0	0					1,240	0	19,781
OFFICE EQUIP/MAINT		0		0	0	0						0	691
Lease - Internal		145,864		145,864	141,616	4,248	3.0%	3.0%	137,491	135,255	131,956	128,738	125,598
Lease - Internal - Capital Repayment		0		0	0	0						300,000	0
O/S RECOVERABLE		0		0	0	0				(27,568)			
<b><u>Q.W. ARNPRIOR</u></b>	<b>0</b>	<b>327,282</b>	<b>(68,520)</b>	<b>395,802</b>	<b>396,368</b>	<b>(566)</b>	<b>-0.1%</b>	<b>-17.4%</b>	<b>339,170</b>	<b>271,096</b>	<b>324,321</b>	<b>396,400</b>	<b>361,459</b>
SALARIES		240,653	(57,619)	298,272	286,228	12,044	4.2%	-15.9%	191,739	153,620	196,182	255,017	222,367
BENEFITS		76,029	(10,901)	86,930	75,540	11,390	15.1%	0.6%	52,354	42,324	52,162	60,018	57,241
TRAVEL		2,000		2,000	1,500	500	33.3%	33.3%	1,858	427	969	3,615	3,096
OFFICE SUPP.		2,000		2,000	2,000	0	0.0%	0.0%	5,021	2,597	1,454	1,987	2,170
Computer Supplies/Expense		0		0	0	0						795	0
PHOTOCOPY EXP		0		0	500	(500)	-100.0%		287	627	122	444	429
POSTAGE		0		0	2,000	(2,000)	-100.0%			712	2,076	5,873	5,578
CELL TELEPHONE/PAGER		1,500		1,500	1,500	0	0.0%	0.0%	1,100	1,377	1,464	1,680	1,680
RENOVATIONS		0		0	12,000	(12,000)	-100.0%					0	0
TELEPHONE		0		0	10,000	(10,000)	-100.0%		9,098	8,973	9,343	8,378	9,129
EQUIPMENT/FURNITURE		0		0	0	0			15,511			0	
Lease - Internal		0		0	0	0			57,104	55,339	55,449	53,493	54,669
LEASE - External		5,100		5,100	5,100	0	0.0%	0.0%	5,100	5,100	5,100	5,100	5,100
<b><u>Q.W. - PROGRAM COSTS</u></b>	<b>0</b>	<b>402,000</b>	<b>0</b>	<b>402,000</b>	<b>402,000</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>408,926</b>	<b>305,416</b>	<b>271,739</b>	<b>353,743</b>	<b>435,750</b>
OW Employment Program Costs		400,000		400,000	400,000	0	0.0%	0.0%	409,426	304,916	271,739	352,243	433,250
LEAP INCENTIVES		2,000		2,000	2,000	0	0.0%	0.0%	(500)	500		1,500	2,500
<b>OW Program Administration - Expenses</b>	<b>280,000</b>	<b>3,756,870</b>	<b>(446,880)</b>	<b>4,203,750</b>	<b>4,101,566</b>	<b>102,184</b>	<b>2.5%</b>	<b>-8.4%</b>	<b>3,946,511</b>	<b>3,738,105</b>	<b>3,888,835</b>	<b>3,953,495</b>	<b>3,663,653</b>
<b><u>RECOVERIES</u></b>	<b>(176,400)</b>	<b>(2,369,465)</b>	<b>116,190</b>	<b>(2,485,655)</b>	<b>(2,754,363)</b>	<b>268,708</b>	<b>-9.8%</b>	<b>-14.0%</b>	<b>(2,789,369)</b>	<b>(2,749,358)</b>	<b>(2,856,653)</b>	<b>(2,949,255)</b>	<b>(2,751,687)</b>
RECOVERY PEMBROKE	(36,400)	(487,465)	116,190	(603,655)	(478,963)	(124,692)	26.0%	1.8%	(382,869)	(340,857)	(358,045)	(405,175)	(367,432)
PROV UPLOAD FUNDING		(581,900)		(581,900)	(975,300)	393,400	-40.3%	-40.3%	(1,106,400)	(1,106,400)	(1,106,400)	(1,106,400)	(1,061,900)
PROV REVENUE 50%	(140,000)	(1,300,100)		(1,300,100)	(1,300,100)	0	0.0%	0.0%	(1,300,100)	(1,300,100)	(1,242,208)	(1,437,680)	(1,322,355)
PROV REVENUE 100%		0				0	0.0%			(2,001)	(150,000)		
<b>OW Program Administration - Net Expenses</b>	<b>103,600</b>	<b>1,387,405</b>	<b>(330,690)</b>	<b>1,718,095</b>	<b>1,347,203</b>	<b>370,892</b>	<b>27.5%</b>	<b>3.0%</b>	<b>1,157,141</b>	<b>988,747</b>	<b>1,032,182</b>	<b>1,004,240</b>	<b>911,966</b>

**COUNTY OF RENFREW**  
**2024 BUDGET**  
**Child Care**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>ADMINISTRATION EXPENSES</b>	<b>0</b>	<b>165,553</b>	<b>0</b>	<b>165,553</b>	<b>183,694</b>	<b>(18,141)</b>	<b>-9.9%</b>	<b>-9.9%</b>	<b>347,665.15</b>	<b>369,516.44</b>	<b>565,272.00</b>	<b>517,654.00</b>	<b>545,656.00</b>
SALARIES		394,482		394,482	361,503	32,979	9.1%	9.1%	362,066	339,580	292,202	292,753	352,820
BENEFITS		117,459		117,459	108,192	9,267	8.6%	8.6%	107,574	88,674	73,303	67,041	86,241
ADMINISTRATION CHARGES		28,228		28,228	27,904	324	1.2%	1.2%			0	23,645	21,571
HR CHARGES		14,442		14,442	13,884	558	4.0%	4.0%			0	13,872	15,335
IT CHARGES		18,619		18,619	17,589	1,030	5.9%	5.9%			0	16,513	16,222
COVID		0		0	0	0				0	580	0	0
STAFF DEVELOPMENT		5,000		5,000	1,000	4,000	400.0%	400.0%	6,895	730	4,223	1,897	3,085
RECRUITMENT		0		0	250	(250)	-100.0%		456	1,237	0	0	493
TRAVEL		6,000		6,000	6,000	0	0.0%	0.0%	5,856	354	1,418	5,404	7,417
OFFICE SUPPLIES		6,000		6,000	5,000	1,000	20.0%	20.0%	20,094	3,195	2,634	10,093	21,039
COMPUTERS		15,000		15,000	5,000	10,000	200.0%	200.0%	26,548	17,762	19,651	18,859	30,530
PHOTOCOPY EXP.		1,000		1,000	1,000	0	0.0%	0.0%		37	311	1,217	2,082
POSTAGE & COURIER		4,000		4,000	4,000	0	0.0%	0.0%	(485)	632	1,318	3,843	4,040
TELEPHONE		8,000		8,000	8,000	0	0.0%	0.0%	8,256	6,608	7,227	6,974	5,377
CELL TELEPHONE		0		0	0	0					0	0	3,852
COMMUNICATION FEES		5,000		5,000	5,000	0	0.0%	0.0%	659	1,097	2,535	4,024	2,806
EQUIP. OPERATION		0		0	0	0				1,038	0	0	1,409
LEGAL COSTS		0		0	0	0					4,276	8,113	0
LEASE-External		0		0	0	0				14,620	32,642	64,954	63,906
LEASE - INTERNAL		84,263		84,263	76,657	7,606	9.9%	9.9%	11,918	23,054	178,696	4,219	4,312
AUDIT		6,309		6,309	3,060	3,249	106.2%	106.2%	268	2,033		505	490
JANITORIAL COSTS		0		0	0	0						7,683	7,572
RENOVATIONS		0		0	0	0						0	1,235
MEMBERSHIP FEES		3,000		3,000	3,000	0	0.0%	0.0%	6,192	3,040	2,328	2,327	1,973
DEPRECIATION		0		0	0	0						0	6,443
<b>SURPLUS ADJ - DEPRECIATION</b>		<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>						<b>0</b>	<b>(6,443)</b>
RECOVERABLE - COUNTY		0		0	0	0				(134,177)	(57,492)	(36,282)	(108,151)
RECOVERABLE - Prov-One Time		0		0	0	0			(1,964)		(580)		
Internal Transfer - CWELCC		(49,271)		(49,271)	(45,201)	(4,070)	9.0%	9.0%	(56,985)	0	0	0	0
Internal Transfer - transition grant		(132,279)		(132,279)		(132,279)				0	0	0	0
Internal Transfer - Special Needs		(46,660)		(46,660)	(46,660)	0	0.0%	0.0%		0	0	0	0
Internal Transfer - Core base admin funding allocation		(165,553)		(165,553)	(165,553)	0	0.0%	0.0%		0	0	0	0
Internal Transfer - workforce admin funding allocation		0		0	(15,779)	15,779	-100.0%		(63,114)	0	0	0	0
Internal Transfer - wage enhancement admin		(36,282)		(36,282)	(36,283)	1	0.0%	0.0%	(36,282)	0	0	0	0
Internal Transfer - Special purpose ELCC admin		(79,292)		(79,292)	(65,035)	(14,257)	21.9%	21.9%	(17,634)	0	0	0	0
Internal Transfer - EarlyON/Indigenous		(41,912)		(41,912)	(88,834)	46,922	-52.8%	-52.8%	(32,652)	0	0	0	0

**COUNTY OF RENFREW  
2024 BUDGET  
Child Care**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>CORE - CHILD CARE</b>	<b>0</b>	<b>0</b>	<b>(454,188)</b>	<b>454,188</b>	<b>314,966</b>	<b>(2,011,396)</b>	<b>44.2%</b>		<b>25,779</b>	<b>2,141,912</b>	<b>1,543,419</b>	<b>3,234,761</b>	<b>3,374,363</b>
Core Funding		(8,394,331)		(8,394,331)	(8,381,226)	(13,105)	0.2%	0.2%	(8,146,393)	0	0	0	0
Core Funding - transition Grant		(448,954)		(448,954)	(448,954)	0	0.0%	0.0%	(145,475)	0	0	0	0
<b>SURPLUS ADJ - Reserve Transfer In</b>		<b>(454,188)</b>	<b>(454,188)</b>										
Internal Transfer - Core Admin		165,553		165,553	165,553	0	0.0%	0.0%	0	0	0	0	0
Internal Transfer - Early Learning & Child Care-Admin		0		0	65,035	(65,035)	-100.0%		0	0	0	0	0
Internal Transfer - LHCC costs		281,102		281,102	263,633	17,469	6.6%	6.6%	0	0	0	0	0
Internal Transfer - OW Formal & Informal		12,000		12,000	12,000	0	0.0%	0.0%	0	0	0	0	0
Internal Transfer - Special needs allocation	13,297	1,439,192		1,439,192	1,027,539	411,653	40.1%	40.1%	1,172,100	0	0	0	0
Internal Transfer - transition grant to admin		132,279		132,279									
Internal Transfer - Special Purpose		1,759,129		1,759,129	36,283	1,722,846	4748.4%	4748.4%	1,584,634	0	0	0	0
Program Costs - CAPACITY BUILDING		48,832		48,832	48,832	0	0.0%	0.0%	0	0	0	0	0
Program Costs - Early Learning & Child Care		0		0	792,923	(792,923)	-100.0%		0	0	0	0	0
Program Costs - expansion		1,367,625		1,367,625	1,675,341	(307,716)	-18.4%	-18.4%	0	0	0	0	0
Program Costs - Fee Subsidy		2,055,313		2,055,313	4,089,818	(2,034,505)	-49.7%	-49.7%	2,410,224	2,018,956	1,471,694	3,111,804	3,250,836
Program Costs - Pay Equity		0		0		0			122,957	122,957	71,725	122,957	123,527
Program Costs - REPAIRS & MAINT		18,109		18,109	18,109	0	0.0%	0.0%	0	0	0	0	0
Program Costs - Wage enhancement admin to provider		0		0	4,031	(4,031)	-100.0%		0	0	0	0	0
Prior Year Adjustment		0		0					(120,379)				
Program Costs - General Operating	(13,297)	2,018,339		2,018,339					3,148,111	0	0	0	0
Program Costs -Wage Enhancement		0		0	946,049	(946,049)	-100.0%		0	0	0	0	0
<b>GENERAL OPERATING - WAGE SUBSIDIE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>3,986,144</b>	<b>1,723,968</b>	<b>1,431,395</b>	<b>1,324,938</b>	
<b>OW Child Care</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>600</b>	<b>4,875</b>	<b>23,735</b>	<b>88,308</b>	<b>68,020</b>
CC ONTARIO WORKS FORMAL A400		10,000		10,000	10,000	0	0.0%	0.0%		3,195	23,235	86,158	68,020
CC ONTARIO WORKS INFORMAL A401		2,000		2,000	2,000	0	0.0%	0.0%	600	1,680	500	2,150	0
Internal Transfer - OW Formal & Informal		(12,000)		(12,000)	(12,000)	0	0.0%	0.0%					
<b>Total Healthy Kids Community</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>195,190</b>
Purch Serv - Program	0	0		0	0	0			0	0	0	0	194,700
Administration	0	0		0	0	0			0	0	0	0	490
<b>Licensed Family Home</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>-100.0%</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Salary		132,459		132,459	126,753	5,706	4.5%	4.5%	94,308	89,052	94,254	113,749	84,703
Benefits		44,643		44,643	42,880	1,763	4.1%	4.1%	20,380	16,237	17,460	18,924	16,232
Program Expenses		2,000		2,000	2,000	0	0.0%	0.0%	0	0	0	0	163,633
Travel		2,000		2,000	2,000	0	0.0%	0.0%	0	0	0	0	0
Program Costs - Home DayCare Provider		300,000		300,000	210,000	90,000	42.9%	42.9%	212,889	147,487	116,155	219,459	
Internal allocation - LHCC costs		(281,102)		(281,102)	(263,633)	(17,469)	6.6%	6.6%	(187,624)	(170,774)	(183,477)	(245,876)	(212,004)
Revenue - Parent		(200,000)		(200,000)	(120,000)	(80,000)	66.7%	66.7%	(139,953)	(82,002)	(44,392)	(106,256)	(52,564)

**COUNTY OF RENFREW  
2024 BUDGET  
Child Care**

	2024 Budget Enhancement	2024 Budget 3% Target	2024 Budget 3% Pressure	2024 Budget Baseline	2023 Budget	Variance \$	Variance %	Variance 3%	2022 Actual	2021 Actual	2020 Actual	2019 Actual	2018 Actual
<b>TOTAL SPECIAL NEEDS COSTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>824,442</b>	<b>608,634</b>	<b>839,570</b>	<b>888,970</b>
SALARIES	10,795	432,070		432,070	351,415	80,655	23.0%	23.0%	252,589	227,909	229,645	251,888	296,326
BENEFITS	2,502	130,962		130,962	104,714	26,248	25.1%	25.1%	54,297	62,274	61,503	59,430	68,769
ADMINISTRATION CHARGES		0		0		0			27,032	26,000	25,052		
HR CHARGES		0		0		0			13,150	14,278	14,209		
IT CHARGES		0		0		0			17,216	17,186	16,840		
RECRUITMENT		0		0	250	(250)	-100.0%		244		0		
TRAVEL		15,000		15,000	10,000	5,000	50.0%	50.0%	4,868	3,208	1,760	14,279	14,096
OFFICE SUPPLIES		5,500		5,500	5,500	0	0.0%	0.0%	977	361	701	224	249
COMPUTERS		5,000		5,000	5,000	0	0.0%	0.0%	9,247	0	5,731		62
TELEPHONE		4,000		4,000	4,000	0	0.0%	0.0%	1,478	2,237	2,198	2,294	4,244
COMMUNICATION FEES		0		0	0	0			142	1,068	162		
LEASE		0		0	0	0				13,171	33,368	36,785	36,064
LEASE - INTERNAL		0		0	0	0			62,586	22,144	0		
LEGAL		0		0	0	0							575
PURCHASED SERVICES		0		0	0	0			19,421	26,122	9,073	1,904	9,623
RESOURCE PROGRAM FUNDING		800,000		800,000	500,000	300,000	60.0%	60.0%	708,853	408,240	207,361	472,617	432,148
Internal Transfer - Admin cost		46,660		46,660	46,660	0	0.0%	0.0%					
Internal Transfer - Special needs allocation	(13,297)	(1,439,192)		(1,439,192)	(1,027,539)	(411,653)		40.1%	(1,172,100)				
PROGRAM SUPPLIES		0		0		0				244	1,031	149	26,814
<b>Special Purpose</b>	<b>0</b>	<b>20,157</b>	<b>0</b>	<b>20,157</b>	<b>0</b>	<b>1,779,286</b>		<b>5039150.0%</b>	<b>0</b>	<b>2,797,406</b>	<b>1,838,599</b>	<b>3,294,198</b>	<b>3,313,235</b>
CAPACITY BUILDING		0		0		0	100.0%		52,976	72,760	37,367	47,049	44,686
CC TRANSITION CAPITAL A713		0		0		0							0
COVID - Admin Charge		0		0		0				97,895			
Workforce Funding		0		0	142,007	(142,007)	-100.0%		517,066				
Internal Transfer - special purpose		(1,759,129)		(1,759,129)					(1,584,634)				
Internal Transfer - ELCC admin		79,292		79,292		79,292			17,634				
Internal Transfer - W/E		36,282		36,282		36,282			36,282				
Internal Transfer - workforce admin		0		0	15,779	(15,779)	-100.0%		63,114				
Prov Rev - Workforce		0		0	(157,786)	157,786	-100.0%		(580,180)				
Internal CHG-Expansion		0		0	0	0							32,425
ELCC		713,631		713,631	0	713,631							32,425
Internal CHG-Fee Stabilization		0		0	0	0				36,282	36,282	36,282	24,020
Fee Stabilization - new		0		0	0	0					176,202	38,622	153,749
Emergency Child Care		0		0	0	0			62,984	542,838			
COVID		0		0	0	0				695,809			
Expansion Plan		0		0	0	0					559,483	1,586,183	1,593,434
Early Learning & Child Care		0		0	0	0			360,541	465,605	485,898	609,145	582,097
Wage Enhancement		950,081		950,081	0	950,081			1,039,858	867,918	426,967	848,451	833,493
SPECIAL PROJECT - REPAIRS & MAINT A375		0		0	0	0			14,359	18,300	6,000	18,066	16,906
LHCC Base Funding		0		0	0	0					110,400	110,400	
<b>EarlyON Centres</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,391</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>1,540,669</b>	<b>1,551,127</b>	<b>1,520,282</b>	<b>1,598,228</b>
SALARIES		150,947		150,947	139,878	11,069	7.9%	7.9%	123,165	95,745	131,544	124,635	131,879
BENEFITS		48,688		48,688	45,742	2,946	6.4%	6.4%	33,198	20,735	25,523	32,858	35,506
Office Expenses		10,000		10,000	10,000	0	0.0%	0.0%	0				
Travel		5,000		5,000	5,000	0	0.0%	0.0%	4,085				
Cell Phone		5,000		5,000	5,000	0	0.0%	0.0%	369				
internal allocation - Admin Expenses		41,912		41,912	88,834	(46,922)	-52.8%	-52.8%	32,652	48,593	71,986	4,693	17,202
Program Costs - Purchased Service - Journey Together		190,885		190,885	190,885	0	0.0%	0.0%	190,885	212,095	190,885	212,095	292,095
Program Costs		1,318,169		1,318,169	1,256,871	61,298	4.9%	4.9%	1,265,790	1,163,500	1,131,189	1,146,001	1,121,546
Prov Rev - EarlyON		(1,558,506)		(1,558,506)	(1,530,115)			1.9%	(1,438,050)				
Prov Rev - Indigenous led		(212,095)		(212,095)	(212,095)			0.0%	(212,095)				

**COUNTY OF RENFREW  
2024 BUDGET  
Child Care**

	<u>2024 Budget Enhancement</u>	<u>2024 Budget 3% Target</u>	<u>2024 Budget 3% Pressure</u>	<u>2024 Budget Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
<b>CWELCC (\$10/day childcare)</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>SALARIES</b>		85,762		85,762	79,469	6,293	7.9%	7.9%	49,223				
<b>BENEFITS</b>		26,548		26,548	24,957	1,591	6.4%	6.4%	12,966				
<b>Office/Travel/Other Expenses</b>		15,000		15,000	15,000	0	0.0%	0.0%	3,769				
<b>Internal Transfer - admin</b>		49,271		49,271	45,201	4,070	9.0%	9.0%	56,985				
<b>Program Costs - Fee Reduction &amp; Workforce Compensation</b>		8,642,502		8,642,502	6,637,008	2,005,494	30.2%	30.2%	2,500,555				
<b>Prov Rev - CWELCC</b>		(8,819,083)		(8,819,083)	(6,801,635)	(2,017,448)	29.7%	29.7%	(2,623,498)				
<b>Total Child Care Costs</b>	<b>0</b>	<b>185,710</b>	<b>(454,188)</b>	<b>639,898</b>	<b>498,661</b>	<b>(221,861)</b>	<b>28.3%</b>	<b>-62.8%</b>	<b>374,044</b>	<b>11,664,964</b>	<b>7,854,754</b>	<b>10,926,168</b>	<b>11,308,600</b>
<b>REVENUE</b>	<u>0</u>	<u>(18,571)</u>	<u>45,418</u>	<u>(63,989)</u>	<u>(49,868)</u>	<u>(14,121)</u>	<u>28.3%</u>	<u>-62.8%</u>	<u>(37,408)</u>	<u>(11,154,569)</u>	<u>(7,400,568)</u>	<u>(10,458,037)</u>	<u>(10,833,163)</u>
<b>CITY OF PEMBROKE - CHILD CARE</b>		(18,571)	45,418	(63,989)	(49,868)	(14,121)	28.3%	-62.8%	(37,408)	(57,638)	(52,170)	(53,365)	(55,028)
<b>PROVINCIAL SUBSIDY - Family Support 100%</b>		0				0							
<b>PROVINCIAL SUBSIDY - ADMIN 50%</b>		0				0			(204,915)	(59,851)	(59,851)	(59,851)	(59,851)
<b>PROVINCIAL SUBSIDY - CHILD CARE 80%</b>		0				0			(1,816,752)			(1,846,577)	(1,846,577)
<b>PROV SUBSIDY - Special Purpose-100%</b>		0				0			(2,844,961)	(2,707,513)		(3,294,198)	(3,313,235)
<b>PROV SUBSIDY - Healthy Kids 100%</b>		0				0							(195,321)
<b>PROV SUBS - ONE-TIME</b>		0				0							8,188
<b>PROVINCIAL SUBSIDY - CHILD CARE</b>		0				0			(4,689,635)	(3,029,907)		(3,683,765)	(3,773,111)
<b>PROV - EarlyON Journey Together</b>		0				0			(212,095)	(212,095)		(212,095)	(292,095)
<b>PROV - EarlyON Data Analysis</b>		0				0							
<b>Prov - EarlyON</b>		0				0			(1,328,574)	(1,339,032)		(1,308,186)	(1,306,133)
<b>TOTAL</b>	<b>0</b>	<b>167,139</b>	<b>(408,770)</b>	<b>575,909</b>	<b>448,793</b>	<b>(235,982)</b>	<b>28.3%</b>	<b>-62.8%</b>	<b>336,636</b>	<b>510,395</b>	<b>454,186</b>	<b>468,131</b>	<b>475,437</b>

**COUNTY OF RENFREW**  
**Renfrew County Housing Corporation**

**2024 BUDGET**

	<u>2024 Budget</u> <u>Enhancement</u>	<u>2024 Budget</u> <u>3% Target</u>	<u>2024 Budget</u> <u>3% Pressure</u>	<u>2024 Budget</u> <u>Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
Gain / (Loss) on Disposal of Assets		0.00		0.00	0	0			(44,609)	(25,556)	7,564	(54,850)	(17,434)
Asset Transfer agreement		0.00		0.00	0	0					790,657		
Interest on Investments		95,000.00		95,000.00	75,000	20,000	26.7%	26.7%	121,671	47,368	49,790	68,783	40,618
Miscellaneous Revenue		65,000.00		65,000.00	65,000	0	0.0%	0.0%	60,913	63,889	65,038	125,545	69,295
Home Ownership - Revolving Loans		0.00		0.00	0	0			118,238			0	0
Provincial Subsidy - Debentures		319,730.00		319,730.00	474,077	(154,347)	-32.6%	-32.6%	619,986	681,990	829,150	1,010,047	1,009,834
Surplus Adjustment - New Debt		0.00			0	0					577,013		
Surplus Adjustment - From Reserves		934,250.00		934,250.00	1,204,200	(269,950)	-22.4%	-22.4%	986,296	1,250,894		118,368	9,350
Tenant Revenue		5,000,000.00		5,000,000.00	4,800,000	200,000	4.2%	4.2%	4,992,883	4,530,193	4,714,512	4,519,355	4,195,368
County Transfer - Base		5,963,651.00		5,963,651.00	5,526,873	436,778	7.9%	7.9%	5,392,754	5,474,518	5,373,006	5,261,499	5,219,437
County Transfer - Capital/Other		0.00			0	0					695,566	1,016,336	654,683
County Transfer - CMHC		177,000.00		177,000.00									
County Transfer - SSRF/COVID		1,300,000.00		1,300,000.00	2,000,000	(700,000)	-35.0%	-35.0%	562,934	1,444,966			
County Transfer - CHPI		0.00		0.00	0	0			226,619	1,160,716	1,585,281	795,751	882,763
County Transfer - CHPI Admin		0.00		0.00	0	0			261,254	30,762	108,053	125,641	121,475
County Transfer - COCHI		813,355.00		813,355.00	546,000	267,355	49.0%	49.0%	538,008	71,137	119,034	0	0
County Transfer - COCHI Admin		48,065.00		48,065.00	28,709	19,356	67.4%	67.4%	16,485	14,198	16,990	0	0
County Transfer - OPHI		475,285.00		475,285.00	571,045	(95,760)	-16.8%	-16.8%	394,362	624,929	158,637	26,421	0
County Transfer - OPHI Admin		25,015.00		25,015.00	30,055	(5,040)	-16.8%	-16.8%	31,813	26,470	48,901	0	0
County Transfer - COHB		0.00		0.00	0	0			0	2,932	25,158		
County Transfer - COHB admin		3,000.00		3,000.00	3,000	0	0.0%	0.0%	16,500	3,000	10,000		
County Transfer - HPP		3,390,740.00		3,390,740.00	1,651,773	1,738,967	105.3%	105.3%	1,259,205				
County Transfer - HPP admin		178,460.00		178,460.00	133,927	44,533	33.3%	33.3%	100,446				
County Transfer - IAH		0.00		0.00	0	0						771,364	418,127
County Transfer - IAH ON Renovates		0.00		0.00	0	0			4,322	42,497	178,711		
County Transfer - IAH HADD		17,000.00		17,000.00	68,000	(51,000)	-75.0%	-75.0%	45,000	58,750	68,000		
County Transfer - Home Ownership		0.00		0.00	0	0					621,069		
County Transfer - IAH Admin		0.00		0.00	0	0					6,314	32,189	53,023
County Transfer - SHIP		0.00		0.00	0	0						0	61,565
County Transfer - SIF		0.00		0.00	0	0					500	249,355	269,549
County Transfer - SDV - PHB		0.00		0.00	0	0						0	116,676
County Transfer - Strong Communities		0.00		0.00	0	0			35,021	140,086	140,086	140,086	140,086
		0.00											
<b>Total Revenues</b>	<b>0.00</b>	<b>18,805,551.00</b>	<b>0</b>	<b>18,805,551.00</b>	<b>17,177,659</b>	<b>1,627,892</b>	<b>9.5%</b>	<b>9.5%</b>	<b>15,740,099</b>	<b>15,643,739</b>	<b>16,189,030</b>	<b>14,205,890</b>	<b>13,244,415</b>



**COUNTY OF RENFREW**  
**Renfrew County Housing Corporation**

**2024 BUDGET**

	<u>2024 Budget</u> <u>Enhancement</u>	<u>2024 Budget</u> <u>3% Target</u>	<u>2024 Budget</u> <u>3% Pressure</u>	<u>2024 Budget</u> <u>Baseline</u>	<u>2023 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance 3%</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>
Salaries		2,022,137.00		2,022,137.00	1,934,981	87,156	4.5%	4.5%	1,768,268	1,777,325	1,812,113	1,843,655	1,791,822
Benefits		562,379.00		562,379.00	529,213	33,166	6.3%	6.3%	441,183	412,889	409,795	393,382	390,475
Administration		1,407,913.00		1,407,913.00	1,407,926	(13)	0.0%	0.0%	1,184,066	1,134,730	1,123,218	1,128,696	1,075,915
COVID		0.00		0.00	0	0			472,624	1,326,509	476,190		
Building - Heat, Light & Power		992,195.00		992,195.00	992,195	0	0.0%	0.0%	896,780	859,230	885,472	906,342	898,943
Building - Repairs & Maintenance		700,000.00		700,000.00	485,327	214,673	44.2%	44.2%	841,685	614,739	419,092	437,475	382,598
Building - Natural Gas		206,384.00		206,384.00	206,384	0	0.0%	0.0%	196,578	177,440	167,563	184,840	188,144
Building - Heating & Plumbing		142,355.00		142,355.00	142,325	30	0.0%	0.0%	58,585	56,976	126,449	96,195	82,027
Building - Taxes		1,787,287.00		1,787,287.00	1,787,287	(0)	0.0%	0.0%	1,686,804	1,677,897	1,636,178	1,572,530	1,514,493
Building - Water		791,921.00		791,921.00	791,921	(0)	0.0%	0.0%	860,976	806,337	790,343	718,505	668,136
Building - Elevator		70,207.00		70,207.00	68,163	2,045	3.0%	3.0%	78,374	52,776	49,321	43,764	46,531
Building - Painting		254,320.00		254,320.00	246,913	7,407	3.0%	3.0%	115,640	130,976	113,885	147,742	177,429
Building - Garbage Removal		80,929.00		80,929.00	78,572	2,357	3.0%	3.0%	106,959	71,855	67,643	60,525	48,443
Building - Snow Removal		506,000.00		506,000.00	440,000	66,000	15.0%	15.0%	426,158	257,331	215,248	232,579	161,908
Building - Grounds Keeping		74,684.00		74,684.00	72,509	2,175	3.0%	3.0%	59,068	62,139	87,887	47,374	47,364
Building - Repairs - non TCA		1,280,625.00		1,280,625.00	713,000	567,625	79.6%	79.6%	792,332	506,034	530,104	582,017	761,816
Financial - Depreciation		1,345,600.00		1,345,600.00	1,200,000	145,600	12.1%	12.1%	1,170,895	1,184,025	1,098,916	1,038,500	989,319
Financial - Rent Waiver/Bad Debts		60,000.00		60,000.00	150,000	(90,000)	-60.0%	-60.0%	67,138	145,686	284,493	239,880	229,534
Financial - Mortgage Interest		332,043.00		332,043.00	491,429	(159,386)	-32.4%	-32.4%	645,730	716,736	874,904	1,048,272	1,063,900
Financial - Rent Supplement		290,761.00		290,761.00	290,761	0	0.0%	0.0%	271,729	264,628	251,125	225,960	233,885
Financial - Rent Supplement - Strong Communities		0.00		0.00	0	0			29,121	130,557	143,978	137,653	133,912
Financial - CHPI		0.00		0.00	0	0			226,619	1,160,716	1,585,281	795,751	882,763
Financial - Can Ont Community Housing Initiative		200,000.00		200,000.00	0	200,000			538,008	158,532	31,640	0	0
Financial - Ontario Priorities Housing Initiative		0.00		0.00	321,045	(321,045)	-100.0%		394,362	624,929	158,637	26,421	0
Home Ownership - Revolving Loans		0.00		0.00	0	0			118,238			0	0
Financial - SDV - PHB (90%)		0.00		0.00	0	0						0	106,050
Financial - SHIP		0.00		0.00	0	0						0	21,878
Financial - IAH Home Ownership		0.00		0.00	0	0						66,550	114,300
Financial - IAH/SIF Ontario Renovates		0.00		0.00	0	0			11,721	42,497	178,711	873,699	510,827
Financial - HPP		3,390,740.00		3,390,740.00	1,551,773	1,838,967	118.5%	118.5%	1,259,205	0	2,932	25,158	0
COHB		0.00		0.00	0	0			0	2,932	25,158		
Financial - IAH HADD		17,000.00		17,000.00	68,000	(51,000)	-75.0%	-75.0%	45,000	58,750	68,000	66,000	43,000
Surplus Adjustment - To Reserves		200,910.00		200,910.00	0	200,910			(1,020,449)	(723,838)		0	0
Surplus Adjustment - TCA Capital funded by OPHI/COCHI/COVID		0.00		0.00	0	0							
Surplus Adjustment - TCA Capital		3,322,890		3,322,890.00	4,100,200	(777,310)	-19.0%	-19.0%	2,006,746	1,974,733	1,211,197	1,134,704	732,158
Surplus Adjustment - Depreciation		(1,345,600)		(1,345,600)	(1,200,000)	(145,600)	12.1%	12.1%	(1,170,895)	(1,184,025)	(1,098,916)	(1,038,500)	(989,319)
Surplus Adjustment - Principal		111,871		111,871.00	307,736	(195,865)	-63.6%	-63.6%	361,821	366,121	396,746	238,572	227,176
		0.00		0.00									
<b>Total Expenditures</b>	<b>0.00</b>	<b>18,805,551.00</b>	<b>0</b>	<b>18,805,551.00</b>	<b>17,177,659</b>	<b>1,627,892</b>	<b>9.5%</b>	<b>9.5%</b>	<b>14,941,067</b>	<b>14,848,162</b>	<b>14,120,371</b>	<b>13,249,083</b>	<b>12,535,427</b>
<b>Municipal Surplus / (Deficit)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(0)</b>	<b>0</b>	<b>-100.0%</b>		<b>799,032</b>	<b>795,577</b>	<b>2,068,659</b>	<b>956,807</b>	<b>708,988</b>

# County of Renfrew 2024 BUDGET Capital

Department	Primary Category	Detail	Detail	Location/Other	Revised 10 Year Plan	Budget \$	Sources of Financing					
							Taxation/Other	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	Total
FORESTRY	VEHICLE	LIGHT VEHICLE	TRUCK PICKUP CHEV SILVER	COUNTY ADMINISTRATION	60,000	60,000	-	-	-	60,000	-	60,000
<b>FORESTRY Total</b>					<b>60,000</b>	<b>60,000</b>	-	-	-	<b>60,000</b>	-	<b>60,000</b>
GIS	EQUIPMENT	PLOTTER		COUNTY ADMINISTRATION	-	20,000	-	-	-	20,000	-	20,000
GIS	SOFTWARE	DRAPE 4	PICTURE	COUNTY ADMINISTRATION	-	35,000	-	-	-	35,000	-	35,000
<b>GIS Total</b>					<b>-</b>	<b>55,000</b>	-	-	-	<b>55,000</b>	-	<b>55,000</b>
IT	EQUIPMENT	COMPUTER	VM Ware Server	COUNTY ADMINISTRATION	25,000	25,000	-	-	-	25,000	-	25,000
<b>IT Total</b>					<b>25,000</b>	<b>25,000</b>	-	-	-	<b>25,000</b>	-	<b>25,000</b>
LONG TERM CARE - BM	BUILDING	B2010 - Exterior Walls	Clay brick clad exterior walls		10,000	-	-	-	-	-	-	-
LONG TERM CARE - BM	BUILDING	C3020 - Floor Finishes	rolled vinyl		40,000	40,000	-	-	-	40,000	-	40,000
LONG TERM CARE - BM	BUILDING	D2010 - Plumbing Fixtures	Argo Tubs		35,000	35,000	-	-	-	35,000	-	35,000
LONG TERM CARE - BM	BUILDING	D2010 - Plumbing Fixtures	Argo Tubs		35,000	35,000	-	-	-	35,000	-	35,000
LONG TERM CARE - BM	BUILDING	D2095 - Domestic Water Heaters	Replacement completed 2014		225,000	225,000	-	-	-	225,000	-	225,000
LONG TERM CARE - BM	BUILDING	D4010 - Sprinklers	sprinklers		45,000	45,000	-	-	-	45,000	-	45,000
LONG TERM CARE - BM	BUILDING	Butterfly Dementia care unit reno	carryforward		-	25,000	-	-	-	25,000	-	25,000
LONG TERM CARE - BM	EQUIPMENT	Garbage Compactor			-	50,000	-	-	-	50,000	-	50,000
LONG TERM CARE - BM	EQUIPMENT	D3016 - Solar Energy Supply	New solar panels	Repairs - Replace inverter	25,000	25,000	-	-	-	25,000	-	25,000
LONG TERM CARE - BM	EQUIPMENT	D5092 - Emergency Power & Gei	Detriot generator 375 Kva		500,000	500,000	-	-	-	500,000	-	500,000
<b>LONG TERM CARE - BM Total</b>					<b>915,000</b>	<b>980,000</b>	-	-	-	<b>980,000</b>	-	<b>980,000</b>
LONG TERM CARE - ML	BUILDING	C3020 - Floor Finishes	Ceramic flooring (ceramic repair 1st Floor)		10,000	10,000	-	-	-	10,000	-	10,000
LONG TERM CARE - ML	BUILDING	C3020 - Floor Finishes	Resilient sheet flooring replaced to vinyl plank - dining and activity rooms 2nd and 1		60,000	60,000	-	-	-	60,000	-	60,000
LONG TERM CARE - ML	BUILDING	D1010 - Elevators & Lifts	2 passenger elevator - Panachrome + 3D detection		15,500	-	-	-	-	-	-	-
LONG TERM CARE - ML	BUILDING	D1011 - Passage Elevators - Hyd	10 ceiling lift motors with tilt carrier frame		65,000	-	-	-	-	-	-	-
LONG TERM CARE - ML	BUILDING	D3031 - Chiller	Eddie Test / Heater replacement		35,000	35,000	-	-	-	35,000	-	35,000
LONG TERM CARE - ML	BUILDING	D3034 - Study - Air Conditioning Eng.	Study / tender		25,000	25,000	-	-	-	25,000	-	25,000
LONG TERM CARE - ML	BUILDING	D3060 - Controls And Instruments	updated 2019		36,500	36,500	-	-	-	36,500	-	36,500
LONG TERM CARE - ML	BUILDING	SITE WORK	Pedestrian Paving		30,000	30,000	-	-	-	30,000	-	30,000
LONG TERM CARE - ML	BUILDING	SITE WORK	G2046 ditching and embankment		-	27,000	-	-	-	27,000	-	27,000
LONG TERM CARE - ML	BUILDING	VAV boxes - 43 VAVs Resident A	carryforward		-	20,000	-	-	-	20,000	-	20,000
LONG TERM CARE - ML	BUILDING	D3043 - Hydronic Distribution Sys	carryforward		-	87,200	-	-	-	87,200	-	87,200
LONG TERM CARE - ML	BUILDING	Nurse call - Austco system - Pha	carryforward		-	315,000	-	-	-	315,000	-	315,000
LONG TERM CARE - ML	BUILDING	Butterfly Dementia care unit reno	carryforward - renovation plan revised to remove seperation of units		-	25,000	-	-	-	25,000	-	25,000
LONG TERM CARE - ML	EQUIPMENT	D5092 - Emergency Power & Gei	500 Kw Emergency / Backup Generators / Tranfer Switch		75,000	75,000	-	-	-	75,000	-	75,000
<b>LONG TERM CARE - ML Total</b>					<b>352,000</b>	<b>745,700</b>	-	-	-	<b>745,700</b>	-	<b>745,700</b>
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 15	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 16	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 17	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 18	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 19	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 20	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 21	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 22	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 23	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 24	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 25	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 26	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 27	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 28	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 29	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 30	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 31	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 32	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 33	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 34	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 35	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 36	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 37	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 38	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 39	DEFIBRILLATOR	33,000	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 39	DEFIBRILLATOR	-	45,000	-	-	-	45,000	45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 39	DEFIBRILLATOR	-	45,000	-	-	-	45,000	45,000	45,000

# County of Renfrew

## 2024 BUDGET

### Capital

Department	Primary Category	Detail	Detail	Location/Other	Revised 10 Year Plan	Budget \$	Sources of Financing					Total
							Taxation/Other	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 39	DEFIBRILLATOR		45,000					45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 39	DEFIBRILLATOR		45,000					45,000	45,000
PARAMEDIC SERVICE	EQUIPMENT	DEFIBRILLATOR	LifePak 39	DEFIBRILLATOR		45,000					45,000	45,000
PARAMEDIC SERVICE	VEHICLES	SPECIAL	POLARIS 4X4 SIDE BY SIDE	SPECIAL	25,000	40,000				40,000		40,000
PARAMEDIC SERVICE	VEHICLES	LIGHT VEHICLE	ERV	carryforward - upfit		60,000				60,000		60,000
PARAMEDIC SERVICE	VEHICLES	LIGHT VEHICLE	ERV	carryforward - upfit		60,000				60,000		60,000
PARAMEDIC SERVICE	VEHICLES	LIGHT VEHICLE	ERV	carryforward - upfit		60,000				60,000		60,000
PARAMEDIC SERVICE	VEHICLES	LIGHT VEHICLE	TRUCK GMC SIERRA	LIGHT VEHICLE	150,000	150,000				150,000		150,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	AMBULANCE DEMERS TYPE II	carryforward - less deposit		185,000				185,000		185,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	AMBULANCE DEMERS TYPE II	carryforward - less deposit		185,000				185,000		185,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	AMBULANCE DEMERS TYPE II	carryforward - less deposit		185,000				185,000		185,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	AMBULANCE DEMERS TYPE II	carryforward - less deposit		185,000				185,000		185,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	AMBULANCE DEMERS TYPE II	carryforward - less deposit		185,000				185,000		185,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	AMBULANCE DEMERS TYPE II	AMBULANCE - deposit only	285,000	100,000				100,000		100,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	AMBULANCE DEMERS TYPE II	AMBULANCE - deposit only	285,000	100,000				100,000		100,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	AMBULANCE DEMERS TYPE II	AMBULANCE - deposit only	285,000	100,000				100,000		100,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	AMBULANCE DEMERS TYPE II	AMBULANCE - deposit only	285,000	100,000				100,000		100,000
<b>PARAMEDIC SERVICE Total</b>					<b>2,140,000</b>	<b>3,045,000</b>	-	-	-	<b>1,695,000</b>	<b>1,350,000</b>	<b>3,045,000</b>
PARAMEDIC SERVICE - EMERGE EQUIPMENT		SAND BAG MACHINE	Gravity-Fed Sandbagging Machiir	EQUIPMENT		21,000	21,000					21,000
<b>PARAMEDIC SERVICE - EMERGENCY MGMT Total</b>					<b>-</b>	<b>21,000</b>	<b>21,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,000</b>
PROPERTY - 80 McGonigal	BUILDING	Garage Upgrade to Store Vehicle		80 MCGONIGAL ARNPRIOR	30,000							-
PROPERTY - 80 McGonigal	BUILDING	D5038 - Security Systems		80 MCGONIGAL ARNPRIOR	30,941	30,941				30,941		30,941
PROPERTY - 80 McGonigal	BUILDING	Garage Oil/Water Sperator (floor drain)		80 MCGONIGAL ARNPRIOR	50,000							-
PROPERTY - 80 McGonigal	BUILDING	Generator		80 MCGONIGAL ARNPRIOR	70,000							-
<b>PROPERTY - 80 McGonigal Total</b>					<b>180,941</b>	<b>30,941</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,941</b>	<b>-</b>	<b>30,941</b>
PROPERTY - Base Station	BUILDING	D3034 - Packaged Air Conditioning Units		ARNPRIOR BASE STATION	18,565	18,565				18,565		18,565
PROPERTY - Base Station	BUILDING	Eganville Fit Up		Carry forward		400,000				400,000		400,000
<b>PROPERTY - Base Station Total</b>					<b>18,565</b>	<b>418,565</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>418,565</b>	<b>-</b>	<b>418,565</b>
PROPERTY - Pem	BUILDING	Generator Transfer Switch		COUNTY ADMINISTRATION	33,000	33,000				33,000		33,000
PROPERTY - Pem	BUILDING	B30 - Roofing		COUNTY ADMINISTRATION	123,765	123,765				123,765		123,765
<b>PROPERTY - Pem Total</b>					<b>156,765</b>	<b>156,765</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>156,765</b>	<b>-</b>	<b>156,765</b>
PROPERTY - RCP	BUILDING	D5038 - Security Systems		RENFREW COUNTY PLACE	74,082	74,082				74,082		74,082
PROPERTY - RCP	BUILDING	D5022 - Lighting Equipment		RENFREW COUNTY PLACE	74,259	74,259				74,259		74,259
PROPERTY - RCP	BUILDING	Finish second Exterior Garage		RENFREW COUNTY PLACE	250,000	250,000				250,000		250,000
PROPERTY - RCP	VEHICLE	LIGHT VEHICLE		Carry forward		60,000				60,000		60,000
<b>PROPERTY - RCP Total</b>					<b>398,341</b>	<b>458,341</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>458,341</b>	<b>-</b>	<b>458,341</b>
PUBLIC WORKS - capital work	BRIDGE	Burnt Bridge		Burnt Bridge Road - 11 km S of County Road 51E	477,000	477,000				477,000		477,000
PUBLIC WORKS - capital work	BRIDGE	Butler Bridge		Butler Road - 1 km S of Highway 60	1,400,000	1,400,000				1,400,000		1,400,000
PUBLIC WORKS - capital work	BRIDGE	Cochrane Creek Bridge		Cement Bridge Road - 200 m West of Burchat Rc	450,000	450,000				450,000		450,000
PUBLIC WORKS - capital work	BRIDGE	Peter Black Bridge		CR24 - 1.5 km E of Highway 41	1,800,000	1,800,000				1,800,000		1,800,000
PUBLIC WORKS - capital work	BRIDGE	Brennans Creek Bridge		CR512 - 1.45 km S of Hwy 60	600,000	600,000				600,000		600,000
PUBLIC WORKS - capital work	BRIDGE	Harrington Creek Bridge	part of Foymount Project of	CR512 - 2.5 km E of Cormac Road	800,000							-
PUBLIC WORKS - capital work	BRIDGE	Waba Creek Bridge		CR52 - 0.7 km N of CR 2	45,000	45,000				45,000		45,000
PUBLIC WORKS - capital work	BRIDGE	General repairs		varrious	150,000	150,000				150,000		150,000
PUBLIC WORKS - capital work	BRIDGE	Constant Creek Bridge		Ferguson Lake Road. - 5.3 km N of County Road	220,000	140,000				140,000		140,000
PUBLIC WORKS - capital work	BRIDGE	Combermere Bridge		CR62 - 0.5km S of CR515	-	40,000				40,000		40,000
PUBLIC WORKS - capital work	BRIDGE	O'Grady Bridge		O'Grady Settlement Road - 4.5 km from County F	238,500	238,500				238,500		238,500
PUBLIC WORKS - capital work	BRIDGE	Tramore Bridge		Tramore Road - 0.25 km N of County Road 58	400,000	400,000				400,000		400,000
PUBLIC WORKS - capital work	CULVERT	Bellows Creek Culvert		CR12 - 4.5 km E of County Road 21	1,200,000	1,200,000				1,200,000		1,200,000
PUBLIC WORKS - capital work	CULVERT	Berlanquet Creek Culvert		CR5 - 4 km W of HWY 132	750,000	750,000				750,000		750,000
PUBLIC WORKS - capital work	CULVERT	Broomes Creek Culvert & Dam		CR7 - 0.1km E of Foresters Falls	-	70,000				70,000		70,000
PUBLIC WORKS - capital work	CULVERT	Burnt Bridge		Burnt Bridge Road - 0.35 km N of CR 9	18,000	18,000				18,000		18,000
PUBLIC WORKS - capital work	CULVERT	Campbell Drive Culvert		Campbell Drive - 2 km W of Highway 17	600,000	600,000				600,000		600,000
PUBLIC WORKS - capital work	CULVERT	Cliché Culvert		Sandy Beach Road - 1.5 km W of County Road 2	18,000	18,000				18,000		18,000
PUBLIC WORKS - capital work	CULVERT	Elm Creek Culverts		Snake River Line - 1 km N of Waterview Road, Lc	360,000	360,000				360,000		360,000
PUBLIC WORKS - capital work	CULVERT	Farquharson's Culvert		S. McNaughton Road - 0.75 km N of Highway 13:	200,000	200,000				200,000		200,000
PUBLIC WORKS - capital work	CULVERT	Harris Creek Culvert		Proven Line - 0.5 km N of Barr Line	160,000	160,000				160,000		160,000
PUBLIC WORKS - capital work	CULVERT	John Watson Culvert 2		John Watson Road - 3.3 km SW of CR 66	600,000	600,000				600,000		600,000
PUBLIC WORKS - capital work	CULVERT	Kenny's Culvert		Pleasant Valley Road - 0.5 km N of County Road	200,000	200,000				200,000		200,000
PUBLIC WORKS - capital work	CULVERT	Lynch Road Culvert		Lynch Road	120,000	120,000				120,000		120,000

**County of Renfrew  
2024 BUDGET  
Capital**

Department	Primary Category	Detail	Detail	Location/Other	Revised 10 Year Plan	Budget \$	Sources of Financing					Total
							Taxation/Other	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	
PUBLIC WORKS - capital work	CULVERT	Labombard Culvert		Chris Ruddy Road - 0.5 km S of County Road 5	18,000	18,000				18,000		18,000
PUBLIC WORKS - capital work	CULVERT	McLeads Culvert		CR52 - 100m S of McLeod Rd on CR 52	18,000	18,000				18,000		18,000
PUBLIC WORKS - capital work	CULVERT	Neilson Creek Culvert		Lake Clear Road - 2.2 km S of Foymount Rd (512	500,000	500,000				500,000		500,000
PUBLIC WORKS - capital work	CULVERT	Robertson Twin Pipes		Robertson Line - 1.5 km E of County Road 2	61,000	31,000				31,000		31,000
PUBLIC WORKS - capital work	CULVERT	Snake River Culvert		CR8 - 2 km E of Micksburg Road	25,000	25,000				25,000		25,000
PUBLIC WORKS - capital work	CULVERT	St. Columbkille's Culvert		CR58 - 50 m S of TV Tower Rd	900,000	900,000				900,000		900,000
PUBLIC WORKS - capital work	ROAD	Calabogie Rd		Dickson Rd-to-Hutson Rd	668,090	668,090				668,090		668,090
PUBLIC WORKS - capital work	ROAD	Calabogie Rd		Hutson Rd-to-Goshen Rd	733,530	733,530				733,530		733,530
PUBLIC WORKS - capital work	ROAD	Calabogie Rd		Cty Rd 52 (Burnstown Rd)-to-Dickson Rd	789,561	789,561				789,561		789,561
PUBLIC WORKS - capital work	ROAD	Centennial Lake Rd		Matawatchan/Brougham Twp Line-to-2872 Cente	951,460	951,460				951,460		951,460
PUBLIC WORKS - capital work	ROAD	Cobden Rd		Behm Line-to-Cobden Urban Beginning	90,257	90,257				90,257		90,257
PUBLIC WORKS - capital work	ROAD	Cobden Rd		Pine Valley Rd-to-Barr Line	422,871	422,871			250,000	172,871		422,871
PUBLIC WORKS - capital work	ROAD	Cobden Rd		Barr Line-to-McPeak Line	439,586	439,586			250,000	189,586		439,586
PUBLIC WORKS - capital work	ROAD	Cobden Rd		McPeak Line-to-Behm Line	464,657	464,657				464,657		464,657
PUBLIC WORKS - capital work	ROAD	Cobden Rd		Hwy 60/Cty Rd 9 (Bulger Rd)-to-Pine Valley Rd	503,100	503,100				503,100		503,100
PUBLIC WORKS - capital work	ROAD	Deep River Road		Huron St/Algonquin St-to-Champlain St	668,610	668,610				668,610		668,610
PUBLIC WORKS - capital work	ROAD	Foymount Rd		McCauley Mountain Rd-to-Cty Rd 515 (Quadevil	258,480	258,480				258,480		258,480
PUBLIC WORKS - capital work	ROAD	Foymount Rd		Hubers Rd-to-McCauley Mountain Rd	915,450	915,450				915,450		915,450
PUBLIC WORKS - capital work	ROAD	Foymount Rd	part of foymount project cf	B257-to-Lake Clear Rd	1,032,960							-
PUBLIC WORKS - capital work	ROAD	Lake Dore Rd		Sperberg Rd-to-Trail Blazers Rd	1,137,221	1,137,221			1,000,000	137,221		1,137,221
PUBLIC WORKS - capital work	ROAD	Mountain Rd		Stafford Second Line-to-Snake River Line	481,060	481,060				481,060		481,060
PUBLIC WORKS - capital work	ROAD	Mountain Rd		Stafford Third Line-to-Stafford Second Line	481,060	481,060				481,060		481,060
PUBLIC WORKS - capital work	ROAD	Mountain Rd		Snake River Line-to-Hwy 17	509,780	509,780				509,780		509,780
PUBLIC WORKS - capital work	ROAD	Mud Lake Rd		Robinson Rd-to-McDonnell Bdge S Exp Jnt	158,674	158,674				158,674		158,674
PUBLIC WORKS - capital work	ROAD	Mud Lake Rd		McDonnell Bdge N Exp Jnt-to-Sawmill Rd	215,904	215,904				215,904		215,904
PUBLIC WORKS - capital work	ROAD	Mud Lake Rd		Cty Rd 24 (White Water Rd)-to-Robinson Rd	224,250	224,250				224,250		224,250
PUBLIC WORKS - capital work	ROAD	Mud Lake Rd		Sawmill Rd-to-City of Pembroke South Limit	292,210	292,210				292,210		292,210
PUBLIC WORKS - capital work	ROAD	Murphy Rd		Cty Rd 26 (Doran St)-to-Cty Rd 51 (Petawawa Bt	1,537,635	1,537,635				1,537,635		1,537,635
PUBLIC WORKS - capital work	ROAD	Opeongo Rd		Sebastopol/Grattan Township Line-to-Constant L	517,304	517,304				517,304		517,304
PUBLIC WORKS - capital work	ROAD	Opeongo Rd		Wieland Shore Rd-to-Gierman Rd	812,453	812,453				812,453		812,453
PUBLIC WORKS - capital work	ROAD	Opeongo Rd		Gierman Rd-to-Sebastopol/Grattan Township Lin	1,269,457	1,269,457		1,098,538		170,919		1,269,457
PUBLIC WORKS - capital work	ROAD	Palmer Rd		Cty Rd 62 (Combermere Rd)-to-Riverside Dr	360,761	360,761				360,761		360,761
PUBLIC WORKS - capital work	ROAD	Palmer Rd		McPhee Bay Rd-to-Finch Rd	797,442	797,442				797,442		797,442
PUBLIC WORKS - capital work	ROAD	Palmer Rd		Riverside Dr-to-McPhee Bay Rd	753,746	753,746				753,746		753,746
PUBLIC WORKS - capital work	ROAD	Ridge Road		Champlain St-to-Deep River Road	315,258	315,258				315,258		315,258
PUBLIC WORKS - capital work	ROAD	River Road		Moore St-to-Dochart St	1,138,830	1,138,830				1,138,830		1,138,830
PUBLIC WORKS - capital work	ROAD	River Road		County CP Trail-to-Castleford Bdge S Exp Jnt	922,351	922,351				922,351		922,351
PUBLIC WORKS - capital work	ROAD	Ruby Rd		Cty Rd 512 (Brudenell Rd)-to-Gorman Rd	1,472,166	1,472,166		1,300,000		172,166		1,472,166
PUBLIC WORKS - capital work	ROAD	Stone Road		Cty Rd 22 (Hyndford Rd)-to-Hwy 60	197,100	197,100				197,100		197,100
PUBLIC WORKS - capital work	ROAD	Stone Road		Gallagher Rd-to-Cty Rd 22 (Hyndford Rd)	635,430	635,430			477,117	158,313		635,430
PUBLIC WORKS - capital work	ROAD	Stone Road		Mhusk Rd-to-Gallagher Rd	1,098,540	1,098,540			900,000	198,540		1,098,540
PUBLIC WORKS - capital work	ROAD	varrious		Interestion Upgrades	250,000	250,000				250,000		250,000
PUBLIC WORKS - capital work	ROAD	varrious		Stratch Coat	750,000	750,000				750,000		750,000
PUBLIC WORKS - capital work	ROAD	carryforward		Foymount Rd/B257		1,832,960						1,832,960
<b>PUBLIC WORKS - Capital Work Total</b>					<b>36,595,744</b>	<b>36,595,744</b>	<b>-</b>	<b>2,398,538</b>	<b>2,877,117</b>	<b>29,487,129</b>	<b>1,832,960</b>	<b>36,595,744</b>
PUBLIC WORKS - housing	BUILDING	Concrete Gutter & Grates		Cobden Main Building	50,000	50,000				50,000		50,000
PUBLIC WORKS - housing	BUILDING	Rehab/Repairs		Cobden Storage Shed	25,000	25,000				25,000		25,000
PUBLIC WORKS - housing	BUILDING	Cladding & Repairs		Cobden Storage Shed	40,000	40,000				40,000		40,000
PUBLIC WORKS - housing	BUILDING	Concrete Rehab & Grates		Goshen Main Building	60,000	60,000				60,000		60,000
PUBLIC WORKS - housing	BUILDING	Concrete Gutter & Grates		Southwest Main Building	60,000	60,000				60,000		60,000
PUBLIC WORKS - housing	BUILDING	Concrete Gutter & Grates		White Water Main Building	50,000	50,000				50,000		50,000
<b>PUBLIC WORKS - Housing Total</b>					<b>285,000</b>	<b>285,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>285,000</b>	<b>-</b>	<b>285,000</b>
PUBLIC WORKS - maintenance	EQUIPMENT	Snow Pusher		ATTACHMENT	20,000	20,000				20,000		20,000
PUBLIC WORKS - maintenance	EQUIPMENT	Diesel Plate Packer		EQUIPMENT	15,000	15,000				15,000		15,000
PUBLIC WORKS - maintenance	EQUIPMENT	Retroreflectometer		EQUIPMENT	15,000	15,000				15,000		15,000
PUBLIC WORKS - maintenance	EQUIPMENT	Steamer		EQUIPMENT	20,000	20,000				20,000		20,000
PUBLIC WORKS - maintenance	EQUIPMENT	Steamer		EQUIPMENT	20,000	20,000				20,000		20,000
PUBLIC WORKS - maintenance	EQUIPMENT	Steamer		EQUIPMENT	20,000	20,000				20,000		20,000
PUBLIC WORKS - maintenance	EQUIPMENT	Steamer		EQUIPMENT	20,000	20,000				20,000		20,000
PUBLIC WORKS - maintenance	EQUIPMENT	Asphalt Hot box		EQUIPMENT	40,000	40,000				40,000		40,000

# County of Renfrew

## 2024 BUDGET

### Capital

Department	Primary Category	Detail	Detail	Location/Other	Revised 10 Year Plan	Budget \$	Sources of Financing					Total
							Taxation/Other	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	
PUBLIC WORKS - maintenance	EQUIPMENT	Roller 66"		EQUIPMENT	120,000	120,000				120,000		120,000
PUBLIC WORKS - maintenance	EQUIPMENT	Fuel Systems	carryforward	EQUIPMENT		102,000				102,000		102,000
PUBLIC WORKS - maintenance	EQUIPMENT	U-body water tank	carryforward	EQUIPMENT		38,000				38,000		38,000
PUBLIC WORKS - maintenance	EQUIPMENT	Roller 3'	carryforward	EQUIPMENT		56,000				56,000		56,000
PUBLIC WORKS - maintenance	VEHICLES	Mechanics Service Vehicle	carryforward	LIGHT VEHICLE		153,000				153,000		153,000
PUBLIC WORKS - maintenance	VEHICLES	Pickup Truck	carryforward	LIGHT VEHICLE		61,000				61,000		61,000
PUBLIC WORKS - maintenance	VEHICLES	6 Ton Truck	carryforward	HEAVY VEHICLE		394,000				394,000		394,000
PUBLIC WORKS - maintenance	VEHICLES	6 Ton Truck	carryforward	HEAVY VEHICLE		427,000				427,000		427,000
PUBLIC WORKS - maintenance	VEHICLES	6 Ton Truck	carryforward	HEAVY VEHICLE		427,000				427,000		427,000
PUBLIC WORKS - maintenance	VEHICLES	6 Ton Truck	carryforward	HEAVY VEHICLE		427,000				427,000		427,000
PUBLIC WORKS - maintenance	VEHICLES	Tractor	carryforward	TRACTOR/LOADER/GRADER		127,000				127,000		127,000
PUBLIC WORKS - maintenance	VEHICLES	Loader	carryforward	TRACTOR/LOADER/GRADER		544,000				544,000		544,000
PUBLIC WORKS - maintenance	VEHICLES	6 Ton Truck		HEAVY VEHICLE	400,000	440,000				440,000		440,000
PUBLIC WORKS - maintenance	VEHICLES	Pickup Truck		LIGHT VEHICLE	45,000	70,000				70,000		70,000
PUBLIC WORKS - maintenance	VEHICLES	Pickup Truck		LIGHT VEHICLE	45,000	70,000				70,000		70,000
PUBLIC WORKS - maintenance	VEHICLES	Pickup Truck		LIGHT VEHICLE	45,000	70,000				70,000		70,000
PUBLIC WORKS - maintenance	VEHICLES	Pickup Truck		LIGHT VEHICLE	45,000	70,000				70,000		70,000
PUBLIC WORKS - maintenance	VEHICLES	Pickup Truck	3/4 ton	LIGHT VEHICLE	60,000	80,000				80,000		80,000
PUBLIC WORKS - maintenance	VEHICLES	Pickup Truck	3/4 ton	LIGHT VEHICLE	60,000	80,000				80,000		80,000
PUBLIC WORKS - maintenance	VEHICLES	3 Ton Truck		MEDIUM VEHICLE	200,000	200,000				200,000		200,000
PUBLIC WORKS - maintenance	VEHICLES	Tractor		TRACTOR/LOADER/GRADER	125,000	125,000				125,000		125,000
PUBLIC WORKS - maintenance	VEHICLES	Enclosed cargo CP		TRAILER	15,000	15,000				15,000		15,000
PUBLIC WORKS - maintenance	VEHICLES	Enclosed cargo GP		TRAILER	15,000	15,000				15,000		15,000
PUBLIC WORKS - maintenance	VEHICLES	20 ton tag float-SWP		TRAILER	50,000	50,000				50,000		50,000
PUBLIC WORKS - maintenance	VEHICLES	20 ton tag float-GOSH		TRAILER	70,000	70,000				70,000		70,000
<b>PUBLIC WORKS - Maintenance Total</b>					<b>1,465,000</b>	<b>4,401,000</b>	-	-	-	<b>4,401,000</b>	-	<b>4,401,000</b>
PUBLIC WORKS - Trails	LAND	Final purchase of Trail		Carry forward		3,534,000	3,500,000			34,000		3,534,000
<b>PUBLIC WORKS - Trails Total</b>					<b>-</b>	<b>3,534,000</b>	<b>3,500,000</b>	<b>-</b>	<b>-</b>	<b>34,000</b>	<b>-</b>	<b>3,534,000</b>
RENFREW COUNTY HOUSING	BUILDING	New build or conversion		COCHI fund		613,355		613,355				613,355
RENFREW COUNTY HOUSING	BUILDING	236 Hall	New Furnace and Ductwork	OPHI Fund		120,000		120,000				120,000
RENFREW COUNTY HOUSING	BUILDING	5967 Palmer Rapids Rd.	New Balcony Doors and Decks	OPHI Fund		130,000		130,000				130,000
RENFREW COUNTY HOUSING	BUILDING	Allan Dr/Wilfred Cresc./Edward S	New Kitchens	OPHI Fund		75,000		75,000				75,000
RENFREW COUNTY HOUSING	BUILDING	Bronx/Reynolds	New Exterior Doors	OPHI Fund		75,000		75,000				75,000
RENFREW COUNTY HOUSING	BUILDING	26 Spruce	New Furnace and Ductwork	OPHI Fund		75,285		75,285				75,285
RENFREW COUNTY HOUSING	BUILDING	Lee Douglas Build		Carry forward		1,300,000		1,300,000				1,300,000
RENFREW COUNTY HOUSING	BUILDING	B2010 - Exterior Walls		229-231 Albert Street ARNPRIOR		25,000				25,000		25,000
RENFREW COUNTY HOUSING	BUILDING	B2010 - Exterior Walls		72 Sullivan Crescent ARNPRIOR		25,000				25,000		25,000
RENFREW COUNTY HOUSING	BUILDING	G2050 - Landscaping		204 - 242 Cecil Street PEMBROKE		30,000				30,000		30,000
RENFREW COUNTY HOUSING	BUILDING	B30 - Roofing		63 Russell Street ARNPRIOR		30,000				30,000		30,000
RENFREW COUNTY HOUSING	BUILDING	B1013 - Balcony Construction		150 Elizabeth St. N. PEMBROKE		34,000				34,000		34,000
RENFREW COUNTY HOUSING	BUILDING	G2049-B - Sheds		26 Spruce ARNPRIOR		40,000				40,000		40,000
RENFREW COUNTY HOUSING	BUILDING	Extension to garage at Lorne		44 Lorne Street RENFREW		50,000				50,000		50,000
RENFREW COUNTY HOUSING	BUILDING	Hallway Floor Replacement		Various apartment buildings		50,000				-		-
RENFREW COUNTY HOUSING	BUILDING	Easetrough repair		Various locations		50,000				-		-
RENFREW COUNTY HOUSING	BUILDING	New install bathroom fans		Various locations		50,000				-		-
RENFREW COUNTY HOUSING	BUILDING	Designated substance removal		Various locations		57,500				-		-
RENFREW COUNTY HOUSING	BUILDING	B2010 - Exterior Walls		41 Vimy Boulevard RENFREW		60,000	60,000			60,000		60,000
RENFREW COUNTY HOUSING	BUILDING	Accessibility		Accessibility		64,688				-		-
RENFREW COUNTY HOUSING	BUILDING	Appliances		Appliances		71,875				-		-
RENFREW COUNTY HOUSING	BUILDING	Security and Safety		Various locations		71,875				-		-
RENFREW COUNTY HOUSING	BUILDING	B2030 - Exterior Doors		19 Smith Street BEACHBURG		86,250	86,250			86,250		86,250
RENFREW COUNTY HOUSING	BUILDING	Electrical Consultant to review 600 Amp panels and repairs		Various apartment buildings		95,000				-		-
RENFREW COUNTY HOUSING	BUILDING	Bathrooms		Bathrooms		107,813				-		-
RENFREW COUNTY HOUSING	BUILDING	C1060 - Kitchen Refurbishment		59 Wallace Street EGANVILLE		184,000	184,000			184,000		184,000
RENFREW COUNTY HOUSING	BUILDING	Flooring		Various locations		221,375				-		-
RENFREW COUNTY HOUSING	BUILDING	A10 - Foundations		41 Vimy Boulevard RENFREW		300,000	300,000			300,000		300,000
RENFREW COUNTY HOUSING	BUILDING	Balcony Inspection and Repair		Various apartment buildings		400,000				-		-
RENFREW COUNTY HOUSING	VEHICLES	VAN MTCE NISSAN		LIGHT VEHICLE		60,000	70,000			70,000	125	70,000
<b>RENFREW COUNTY HOUSING Total</b>					<b>2,164,375</b>	<b>3,322,890</b>	<b>-</b>	<b>2,388,640</b>	<b>-</b>	<b>934,250</b>	<b>-</b>	<b>3,322,890</b>
<b>Grand Total</b>					<b>44,756,731</b>	<b>54,134,946</b>	<b>3,521,000</b>	<b>4,787,178</b>	<b>2,877,117</b>	<b>39,766,691</b>	<b>3,182,960</b>	<b>54,134,946</b>



## County of Renfrew - 2024 Staffing Budget

Department	Division	Union	Job Title	2024	2023	Variance	Business Case Reference #
				Hours	Hours	Hours	
BM	Client Programs	C	Physio Assistant	4,040	3,523	517	100% MOH Funded - 4 hours care per resident day
BM	Client Programs	N	Rehabilitation Assistant	4,040	3,912	128	100% MOH Funded - 4 hours care per resident day
BM	Nurse Admin	N	Clinical Manager	1,820	-	1,820	100% MOH Funded - 4 hours care per resident day
BM	Nursing Direct	C	PSW - Nurse Supplement	73,421	58,622	14,799	100% MOH Funded - 4 hours care per resident day
BM	Nursing Direct	C	Allied Health - Resident Aid	-	1,420	(1,420)	100% MOH Funded - 4 hours care per resident day
BM	Nursing Direct	C	RPN - Nurse Supplement	-	7,400	(7,400)	100% MOH Funded - 4 hours care per resident day
<b>Bonnechere Manor Total</b>				<b>83,321</b>	<b>74,877</b>	<b>8,444</b>	
ML	Nursing Direct	O	Allied Health - IPAC RN	1,950	-	1,950	100% MOH Funded - 4 hours care per resident day
ML	Nurse Admin	N	Clinical Manager	1,820	-	1,820	100% MOH Funded - 4 hours care per resident day
ML	Nursing Direct	O	IPAC RN	-	1,950	(1,950)	100% MOH Funded - 4 hours care per resident day
ML	Nursing Direct	C	Allied Health - Resident Aid	-	300	(300)	100% MOH Funded - 4 hours care per resident day
ML	Nursing Direct	C	PSW - Nurse Supplement	84,062	56,647	27,415	100% MOH Funded - 4 hours care per resident day
ML	Nursing Direct	C	RPN - Nurse Supplement	-	3,672	(3,672)	100% MOH Funded - 4 hours care per resident day
<b>Miramichi Lodge Total</b>				<b>87,832</b>	<b>62,569</b>	<b>25,263</b>	
Community Services		Child Care	Inclusion Coordinator	9,100	7,280	1,820	CS-CC-23-04-16
<b>Community Services Total</b>				<b>9,100</b>	<b>7,280</b>	<b>1,820</b>	
Development & Property		Forestry	Forestry & Trails Technician	1,820	3,640	(1,820)	2023 Budget Workshop - 2023-DP-01
<b>Development &amp; Property Total</b>				<b>1,820</b>	<b>3,640</b>	<b>(1,820)</b>	
OVOHT		OVOHT	Administrative Assistant II	-	1,820	(1,820)	100% Funded - H-CC-22-03-28
OVOHT		OVOHT	Media Relations	-	1,820	(1,820)	100% Funded - H-CC-22-03-28
<b>OVOHT Total</b>				<b>-</b>	<b>3,640</b>	<b>(3,640)</b>	
Paramedic	Long Term Care Program	C	Paramedics - ACP	23,580	18,816	4,764	Adjust Hours to Funding
Paramedic	Administration	N	Commanders	17,472	15,288	2,184	2023 Budget Workshop - 2023-EMS-01
Paramedic	Administration	N	Acting Commanders	2,184	1,040	1,144	2023 Budget Workshop - 2023-EMS-01
Paramedic	Administration	N	Deputy Chief - Community	1,820	-	1,820	2023 Budget Workshop - 2023-EMS-01
Paramedic	Administration	N	Summer Student	1,680	-	1,680	H-CC-23-06-78
Paramedic	Administration	N	Scheduler	3,640	1,820	1,820	H-CC-23-06-78
Paramedic	Paramedics 911 Program	C	Paramedics	269,830	220,072	49,758	H-CC-23-03-29
Paramedic	VTAC	N	Administrative Assistant I	-	4,520	(4,520)	H-CC-23-06-78
Paramedic	VTAC	N	Administrative Assistant II	-	1,820	(1,820)	H-CC-23-06-78
Paramedic	VTAC Admin	N	Medical Receptionist	15,680	15,100	580	H-CC-23-03-29
Paramedic	VTAC Admin	N	Administrative Assistant II	-	3,170	(3,170)	H-CC-23-03-29
<b>Paramedic Total</b>				<b>335,886</b>	<b>281,646</b>	<b>54,240</b>	
Public Works	Administration	N	Manager - Infrastructure	-	1,820	(1,820)	2023 Budget Workshop - 2023-PW-01
Public Works	Administration	N	Operations Coordinator	1,820	455	1,365	2023 Budget Workshop - 2023-PW-01
Public Works	Administration	N	Administrative Assistant II	3,640	2,957	683	2023 Budget Workshop - 2023-PW-01
Public Works	Trails	N	Trails Coordinator	1,820	-	1,820	2023 Budget Workshop - 2023-DP-01
Public Works	Construction	N	Engineering Technician	5,460	4,550	910	2023 Budget Workshop - 2023-PW-01
Public Works	Construction	N	Civil Designer	1,820	910	910	2023 Budget Workshop - 2023-PW-01
Public Works	Capital Works	N	Manager - Infrastructure	1,820	-	1,820	2023 Budget Workshop - 2023-PW-01
<b>Public Works Total</b>				<b>16,380</b>	<b>10,692</b>	<b>5,688</b>	
<b>Grand Total</b>				<b>534,339</b>	<b>444,344</b>	<b>89,995</b>	

## County of Renfrew - Enhancements - 2024 Staffing Budget

Department	Division	Union	Job Title	2024	2023	Variance	Business Case Reference #
				Hours	Hours	Hours	
Administration/Corporate Services	Strategic Organizational Review	N	Various	-	-	-	NEW 2024-ADMIN-01
<b>Administration/Corporate Services Total</b>				<b>-</b>	<b>-</b>	<b>-</b>	
Community Services	Homelessness and Housing	U/N	Various	-	-	28,960	NEW 2024-CS-01
Community Services	Child Care	N	Admin Assistant II	-	-	-	NEW 2024-CS-02
<b>Community Services Total</b>				<b>-</b>	<b>-</b>	<b>28,960</b>	
Development & Property	Planning	N	Co-Op Student Planner	1,820	-	1,820	NEW 2024-DP-01
Development & Property	Property	N	Maintenance Person	39,516	39,100	416	NEW 2024-DP-02
<b>Development &amp; Property Total</b>				<b>41,336</b>	<b>39,100</b>	<b>2,236</b>	
Paramedic	Administration	N	Deputy Chiefs/Commander	8,736	7,280	1,456	NEW 2024-EMS-01
<b>Paramedic Total</b>				<b>8,736</b>	<b>7,280</b>	<b>1,456</b>	
<b>Grand Total Enhancements</b>				<b>50,072</b>	<b>46,380</b>	<b>32,652</b>	



## BUSINESS CASE - STAFFING REPORT

Date: January 18, 2024

Department: Finance and Administration

Report Prepared by: Craig Kelley, CAO

<p><b>PROPOSAL</b></p>	<p>That the Treasurer role be transferred to the Manager of Finance position, and that the position be re-evaluated with that provision included, and further that the Director of Corporate Services also includes the duties required of a Deputy-Treasurer.</p> <p>That a Manager of Legislative Services position be created that will also be responsible for the role of Clerk. This position will lead, under the direction of the CAO, all aspects related to reports, agendas, record management and administrative support.</p>
<p><b>POSITIONS</b></p> <p>Union <input type="checkbox"/></p> <p>Non-Union <input checked="" type="checkbox"/></p>	<p>Manager of Finance / Treasurer</p> <p>Director of Corporate Services / Deputy-Treasurer</p> <p>Manager of Legislative Services / Clerk</p>



<p><b>SUMMARY</b></p> <ul style="list-style-type: none"> <li>• <b>Background</b></li> <li>• <b>Discussion</b></li> </ul>	<p><b><u>Background</u></b></p> <p>Based upon a request by the Chief Administrative Officer, as confirmed by County Council, StrategyCorp Inc. completed a review of the Senior Leadership Team in late 2023, spurred by a spate of retirements across the management team.</p> <p>There were 4 recommendations made that could be made in the near term, as follows:</p> <ol style="list-style-type: none"> <li>1. Revise the role of the Director of Corporate Services to drive a service-focused orientation. (including shifting of the Treasurer role to the Manager of Finance);</li> <li>2. Review and transform the Corporate Services operating model to better enable service delivery against current and emerging demands;</li> <li>3. Consolidate legislative support into a full-time Clerk role, with a re-allocation of administrative support; and</li> <li>4. Establish support for strategic enterprise-wide initiatives as a core responsibility within the leadership structure of the organization.</li> </ol> <p><b><u>Discussion</u></b></p> <p>The Corporation has matured to the point that these recommendations are best to be made in 2024, given the current staffing in place, and the potential for a renewed focus during the recruitment stages of the Director of Corporate Services. In essence, the timing is very appropriate for these changes to occur. Other administrative changes, including support to Committee and Council, will be made within the confines and control of the Chief Administrative Officer’s direction.</p> <p>There were future-state recommendations that would best be considered and rolled out after the new Director of Corporate Services was instilled and their feedback obtained.</p>												
<p><b>RECOMMENDATION</b></p>	<p>THAT the Finance and Administration Committee recommend to County Council the following changes:</p> <ol style="list-style-type: none"> <li>1) Re-assigning the role of Treasurer to the Manager of Finance position, thereby The Finance Manager be renamed as Manager of Finance / Treasurer and be placed back on Schedule “A” at Group 12 in the salary grid within Employment By-law #1;</li> <li>2) Re-assigning the duties of the Deputy-Clerk / Executive Assistant to a newly established position / amended position of Manager of Legislative Services / Clerk, thereby adding it to Schedule “A” at Group 9 in the salary grid within Employment By-law #1;</li> <li>3) Assigning the role of Deputy-Treasurer to the Director of Corporate Services; and</li> <li>4) Re-assigning the role of Deputy-Clerk to the Chief Administrative Officer.</li> </ol> <p>AND THAT County Council approve these changes to Employment By-law #1 effective its passing in 2024.</p>												
<p><b>FINANCIAL CONSIDERATIONS</b></p>	<table border="1"> <thead> <tr> <th><b><u>Position</u></b></th> <th><b><u>Non-union Salary Grid</u></b></th> <th><b><u>Salary/Benefits/costs</u></b></th> </tr> </thead> <tbody> <tr> <td>Manager of Finance / Treasurer</td> <td>Group 10 to 12</td> <td>\$18,250</td> </tr> <tr> <td>Manager of Legislative Services/Clerk</td> <td>Group 7 to 9</td> <td><u>\$17,250</u></td> </tr> <tr> <td></td> <td></td> <td>\$35,500</td> </tr> </tbody> </table>	<b><u>Position</u></b>	<b><u>Non-union Salary Grid</u></b>	<b><u>Salary/Benefits/costs</u></b>	Manager of Finance / Treasurer	Group 10 to 12	\$18,250	Manager of Legislative Services/Clerk	Group 7 to 9	<u>\$17,250</u>			\$35,500
<b><u>Position</u></b>	<b><u>Non-union Salary Grid</u></b>	<b><u>Salary/Benefits/costs</u></b>											
Manager of Finance / Treasurer	Group 10 to 12	\$18,250											
Manager of Legislative Services/Clerk	Group 7 to 9	<u>\$17,250</u>											
		\$35,500											



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# County of Renfrew Strategic Organizational Review

January 2024



# Strategic Organizational Review | Executive Summary



## Organizational Review Project Context:

The County of Renfrew retained StrategyCorp to facilitate the undertaking a strategic organizational review of its administrative structure. The objective of this engagement is to ensure the County's top-level structure is aligned with its broader strategic objectives, and that roles and responsibilities are structured to address the realities of the staffing environment it currently faces. In the wake of recent and upcoming retirements in key roles across the leadership team, the County has a key opportunity to restructure itself to both enable more effective management of the organization and address hiring, succession, and capability requirements across its team.



## Key Findings:

This Report presents **four near term priority recommendations** as well as further improvement opportunities for future consideration on current and future trends and opportunities that the County of Renfrew will need to consider on an ongoing basis to ensure that the Municipality's organizational design aligns with its strategy and growth.



## Purpose of this Report:

This document provides:

- Identification of key factors influencing County of Renfrew's SLT capacity and ability to collaborate, and prioritization criteria to **guide organizational design decisions** in the short- and long-term.
- A detailed **overview of priority initiatives** to improve the strategic alignment, and resilience of the County of Renfrew's SLT organizational structure, including implementation considerations such as timing and associated costs.



## Near Term Priority Recommendations:

1. Revise the role of the Director of Corporate Services to drive a service-focused orientation.
2. Review and transform the Corporate Services operating model to better enable service delivery against current and emerging demands.
3. Consolidate legislative support into a full-time Clerk role, with a re-allocation of administrative support.
4. Establish support for strategic enterprise-wide initiatives as a core responsibility with the leadership structure of the organization.

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# Section 1 | Introduction & Project Overview

# Section 1 | Project Overview

## Project Context & Scope

In October 2023, the County of Renfrew (“County”) engaged StrategyCorp to undertake a strategic organizational review of its administrative structure. The objective of this engagement was to ensure the County’s top-level structure is aligned with its broader strategic objectives, and that roles and responsibilities are structured to address the realities of the staffing environment it currently faces. In the wake of recent and upcoming retirements in key roles across the leadership team, the County has a key opportunity to restructure itself to both enable more effective management of the organization and address hiring, succession, and capability requirements across its team.

## County of Renfrew’s Objectives

**Current State:** The objective of this engagement is to ensure the County’s top-level structure is aligned with its broader strategic objectives, and that roles and responsibilities are structured to address the realities of the staffing environment it currently faces. The three main objectives for the analysis are highlighted below:



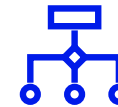
### Pulse Check

A pulse check of the organization and evaluate if the current senior leadership roles and departmental structure, including changes implemented from the 2021 Service Delivery Review, are effective in meeting organizational priorities and demands.



### Strategic Environment

Evaluate if the current model of the organization is set up to meet the needs, or adapt to, the changing strategic environment it is facing, including provincial priorities such as housing, health, and efficiency, and changing demographics and socioeconomic factors.



### Organizational Models

Assess alternative organizational models, including those in place in comparator municipalities, to determine if there are structural changes that would better serve the functions required of the County.

## Areas of Focus for this Review:

1. Corporate Services

2. Community Services

3. Legislative Roles

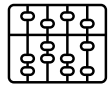
4. Increased Legal Needs

5. Administrative Support

# Section 1 | Process Overview & Report Objectives



StrategyCorp's approach to this Review has included:



Completing a **360° analysis** of the Municipality's current state through research and stakeholder engagement.



**Understanding** the Municipality's strategic objectives, processes and vision, while **identifying best practices**.



**Evaluating** improvement opportunities to align with need.



**Recommending** opportunities for improvement to Renfrew's organizational structure and guidance for the future.

This **Final Recommendations Report** consolidates all the findings and analysis from the interim Current State Report and presents a set of actionable **recommendations** for the near term and future that will support the County of Renfrew in meeting the strategic objective described on the previous slide.

# Section 1 | Project Approach and Methodology

This Organizational Review leveraged multiple sources and inputs to inform the analysis and recommendations:

**Stakeholder Engagement:** StrategyCorp conducted **15 interviews** with senior leadership team, some managers and committee chairs.

**Data & Document Review:** StrategyCorp reviewed **30+ documents**, including job descriptions, organizational charts, service delivery review report, strategic and master plans, municipal budgets, previous organizational review reports, performance management policies, process documents, and more.

**Peer Comparator and Best Practices Research:** StrategyCorp **benchmarked** the County of Renfrew's structure against five municipalities and leveraged desktop research, financial data, and reports to identify best and leading practices to identify trends and possible solutions.

**Current State Comparator Analysis and Opportunity Assessment:** StrategyCorp developed an interim Current State Report that identified:

- Four **opportunities** to guide the evaluation of short-term recommendations, and
- Two **opportunities** for the future that require further investigation.

This **Final Recommendations Report** leverages the research and findings from the **interviews and comparator analysis**, and additional consultation and research to define the four short-term recommendations as well as two additional future recommendations.



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## Section 2 | What We Heard

# Section 2 | What We Heard (1/3)

As part of this organizational review, **15 stakeholder interviews** were conducted with members of Senior Leadership Team and Council Committee Chairs to understand the strengths, weaknesses, gaps and opportunities within the County's SLT structure.

This summary of "What We Heard" highlights the five high level topic areas that were raised by stakeholders:

1. **CAO level and organization-wide opportunities**
2. **Corporate Services**
3. **Senior Leadership Team**
4. **Social Housing**
5. **Departmental Portfolios/Structure.**

With the themes mentioned above in mind, topics such as reporting lines, administrative and legislative support services, and other possible governance models were further considered in the comparator analysis.

## 1. Opportunities to streamline support for administrative and legislative functions for the CAO and across the Organization.

- **Legislative Support:** The CAO's dual role as Clerk represents a significant workload for the County's senior executive officer that may be better served through a separate position.
- **Shared Services:** Broadly speaking, both elected officials and SLT members felt there was both an opportunity and increasing need for the County to play a larger role in shared service delivery, particularly in the wake of growing challenges in finding capable staff to fill similar roles across both upper and lower tiers.
- **Legal Services / County Solicitor:** A business case has been put forward to consider whether an in-house legal resource, or County Solicitor, could offset the County's external legal costs, and also provide services to lower-tier municipalities on a cost-recovery basis.
- **Administrative Support:** Stakeholders noted that the distribution of Council support responsibilities across the Administrative Assistants has created significant inefficiencies with respect to reporting responsibilities and cross-departmental communication. Upcoming retirements represent an opportunity to review the model.

# Section 2 | What We Heard (1/3)

## 2. Effectiveness and potential changes to the consolidated Corporate Services model.

- **Corporate Services Model:** Most stakeholders indicated support for the Corporate Services structure, identifying the benefit of efficiencies realized through amalgamation of HR functions into the expanded portfolio. However, some stakeholders indicated that consolidation of HR under corporate services has created challenges with responsiveness and understanding of departmental nuances.
- **Business Partner Orientation:** Broadly speaking, many felt that Corporate Services exercises too much control without sufficient flexibility to meet the business needs of the department. Staff indicated that decision-making within Corporate Services is centralized at the Manager and Director level, with limited discretion provided to staff providing direct support to departments.
- **Service Levels:** Some stakeholders indicated that service levels within Corporate Services are insufficient to the extent that it creates risks to the corporation. Examples were raised of vendors refusing to provide goods and services to the County resulting from extended payment times and previously unpaid invoices.
- **Finance-first approach:** While Corporate Services includes HR and IT services in addition to Finance, stakeholders noted that the overarching focus of the Department is driven by a Finance-focused approach. This included HR, and IT, which is treated primarily as a cost-center under a “break-fix” / asset management model, that are critical enablers of organizational change.
- **Transparency/centralization of decision-making:** Both staff and elected officials noted that decisions made by Corporate Services with respect to approvals could be done in a transparent manner. In a number of instances, stakeholders noted that decisions they felt confident were approved or would be further discussed were denied or removed from the budget process without communication or consultation with stakeholders.
- **IT is not structured to drive digitization:** There is a wide divide between the demand for greater use of technology to enable more effective and efficient service delivery, and the current role and capability of the County’s IT department. The IT department was noted as reliably supportive, but primarily focused on maintenance and a limited portfolio of IT support requests. Stakeholders indicated they did not feel the IT staff was well-positioned to support digital transformation across the organization. Issues and potential future roles for IT have been further explored in the County’s 2022 *Digital Strategy*.

# Section 2 | What We Heard (1/3)

## 3. Structure and function of the Senior Leadership Team

- **Formalized collaboration between Senior Leadership Team:** Stakeholders universally noted the strong working relationship and supportive culture across the County's Senior Leadership Team. However, it was noted that cross-departmental planning and collaboration largely occurs on an **ad-hoc basis**, and there was a noted desire for **more channels for formalized collaboration and knowledge-sharing** than are currently facilitated by the current regular meeting schedule.

## 4. Cross-departmental responsibility for Social Housing assets

- **Split responsibilities for social housing assets:** While D&P has taken responsibility for maintenance of Renfrew Community Housing assets, there is a reported disconnect between tenant management, maintenance, and asset management functions. Community Services staff generate maintenance demands in conjunction with tenants, over which D&P indicates it has limited control or oversight. As a result, D&P is overwhelmed with service requests, not all of which may be appropriate. An asset management approach that considers maintenance activities in the context of asset lifecycles and replacement/redevelopment could lead to cost efficiencies. Further, clearer oversight over maintenance requests (including assessing appropriateness of work orders) could reduce workloads and decrease costs.

## 5. Potential changes to departmental portfolios


- **Portfolio Consolidation:** A number of stakeholders noted the potential for further consolidation of portfolios in the wake of SLT retirements. Options that were suggested included:
  - **Development and Property + Public Works:** Consolidation of asset management and planning functions
  - **Community Services + EMS:** Integration of human and social services functions with EMS; D&P would take end-to-end responsibility for social housing infrastructure.
  - **Public Health + EMS:** Integration of Public Health functions with EMS
- **Corporate Services Disaggregation:** Complaints about service levels and decision-making within Corporate Services led to some stakeholders indicating a preference to reverse the decision to amalgamate HR into Corporate Services. Various models for the dissolution of Corporate Services were suggested, and included:
  - **Distributed HR Resources within Departments:** intended to increase understanding and responsiveness related to unique departmental needs.
  - **Shift IT to Development and Property:** Regarding IT, in its current role, as an asset to maintained like real property and thus similar in functionality to D&P's other functions. Benefits of integrating GIS and IT were also suggested.

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## Section 3 | Comparator Analysis

# Section 3 | Comparator Analysis | Selected Comparators

To inform this review, five municipalities were selected to form a baseline for a comparison of organizational structures. These municipalities were chosen based on similarity of population, staff complement, financial capacity, and number of lower-tier municipalities.

Comparator Municipalities	Municipality	Lower Tier Count	Population	Full-Time FTEs	Seasonal FTEs	Consolidated Revenue
	Renfrew Co	17	75,251.00	1,541.00	593	\$158,910,865.00
	Bruce Co	8	72,017.00	1,280.48	61	\$129,063,474.00
	Northumberland Co	7	92,718.00	1,294.58	90.3	\$145,118,810.00
	Leeds and Grenville UCo	12	56,033.00	1,344.55	78	\$119,070,182.00
	Muskoka D	6	64,717.00	1,679.79	184	\$223,978,910.00
	Hastings Co	15	41,580.00	1,690.00	66	\$163,237,229.00

# Section 3 | Comparator Analysis | Benchmarking Insights

In conducting this analysis, we compared high level structural elements while specifically investigating a number of opportunities suggested through stakeholder engagement. The findings below provide an overview of direct reporting relationships for similar departments, as well as the number of in-scope FTEs per department.

## Direct Reports



**Renfrew has an average number of direct reports to the CAO.**

Variances are driven by both the degree of portfolio consolidation at the Director level, as well as the support roles directly reporting into the CAO. In Bruce County, a Deputy CAO has oversight of six directors, and reports into the CAO along with the Director of Corporate Services, a Clerk, and a number of lower-level resources. In Leeds and Grenville and Muskoka, there is a greater degree of portfolio consolidation amongst SLT members.



**Corporate Services' structure is aligned with comparators.**

The average number of direct reports was 4; The size of the County's Corporate Services portfolio is broadly aligned with comparators. The makeup of corporate services portfolios varies – in two instances, fleet and facilities were bundled under corporate services.



**Community Services has the fewest number of direct reports across comparators.**

This is largely due to selective splitting of responsibilities of the manager level, and the addition, in some cases, of additional human services beyond those mandated through Provincial delegation (e.g., Food Security).

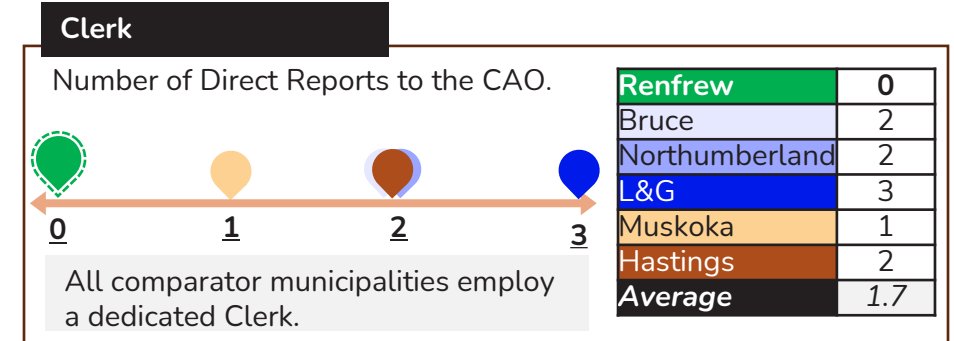
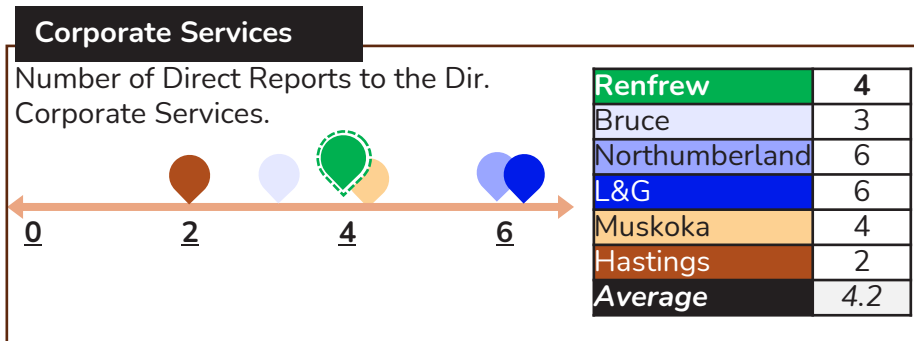
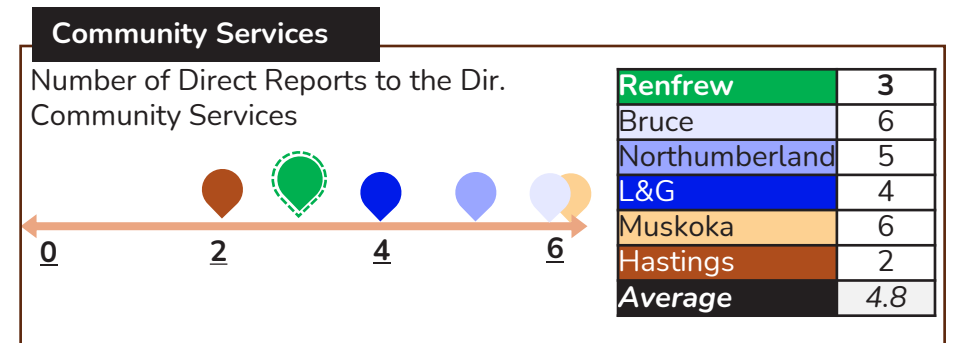
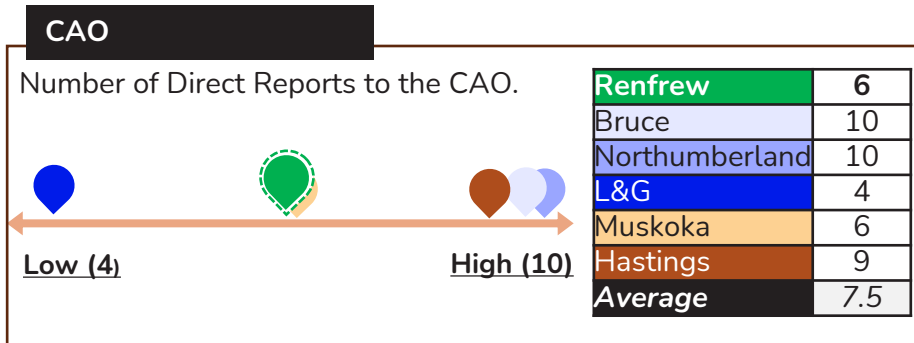


**There are a wide range of models for Planning's reporting relationship.**

The pairing of Planning and GIS functions is standard across the majority of comparators, but multiple other models are employed beyond that. Planning is variously grouped with Economic Development, as in Renfrew, as well as with Public Works and with Community Services.

# Section 3 | Comparator Analysis | Data

The scales below provide a breakdown of the numerical differences in the comparators for direct reports and the inclusion of a separate clerk role.





# Section 3 | Comparator Analysis | Other Findings

As part of the comparator review, the findings below summarize aspects of the organizational structures that were identified through stakeholder engagement as areas of interest. Including opportunities to add more administrative and legislative support to increase the capacity of the CAO for strategic objectives.

## Opportunities



**Renfrew County is the only comparator without a dedicated Clerk Role.**

No other municipality maintains a joint Clerk/CAO role. In a number of other municipalities, there is both a Clerk and Deputy Clerk providing administrative and legislative support to Council.



**Some Counties do employ in-house legal resources.**

Muskoka and Northumberland both employ in-house legal counsel. Northumberland recently implemented the role as a result of a 2021 Service Delivery Review, based on similar rationale to what Renfrew is considering: to offset external legal costs, and to serve in an oversight role for POA.



**Commissioner Models are rare amongst comparators.**

Only the District of Muskoka formally employs Commissioners; however, they are functionally equivalent to Directors in terms of the breadth of portfolio responsibilities. Leeds and Grenville is noteworthy as a model for greater portfolio consolidation into Divisions headed by Directors, and Bruce County employs a Deputy CAO model that functions as a second layer of management overseeing Directors.



**The placement of HR varies across municipalities, direct reporting to CAO is rare.**

HR forms a part of a similar Corporate Services portfolio in two comparators but it reports into SLT members other than the CAO in all comparators except Hastings County.



**The role and position of IT varies widely.**

IT is grouped into Corporate Services in two comparators but is seen linked to other services or reporting to the CAO across others. Bruce County groups IT and GIS together, a model seen in other municipalities as well. Northumberland County has a Director of IT that reports directly to the CAO and has expanded its role to include shared services and cyber security as part of its portfolio.



**Renfrew's approach to Long Term Care is standard.**

Only one comparator, Muskoka, has grouped long-term care with other portfolio services, where it reports to the District's Commissioner of Health.

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## Section 4 | Recommendations

# Section 4 | Recommendation Summary

These recommendations were developed in discussion with the County of Renfrew, on the basis of the findings shared in the Comparator Analysis and Opportunities memo completed earlier in the engagement. They are broken out into two-time horizons for implementation: (1) those recommended to be implemented in the near term, and (2) those for future consideration after implementation of the first tranche. These were developed in discussion with the County of Renfrew, on the basis of the findings shared in the Comparator Analysis and Opportunities memo completed earlier in the engagement.

## Near Term Recommendations

- 1. Revise the role of the Director of Corporate Services to drive a service-focused orientation.**
- 2. Review and transform the Corporate Services operating model to better enable service delivery against current and emerging demands.**
- 3. Consolidate legislative support into a full-time Clerk role, with a re-allocation of administrative support.**
- 4. Establish support for strategic enterprise-wide initiatives as a core responsibility within the leadership structure of the organization.**

## Future Considerations

- 5. Consider further portfolio consolidation or reallocation driven by clear strategic objectives.**
- 6. Expand corporate services capabilities and portfolio to address emerging demands.**

# Section 4 | Recommendation 1 | Director of Corporate Services

## 1 Revise the role of the Director of Corporate Services to drive a service-focused orientation.

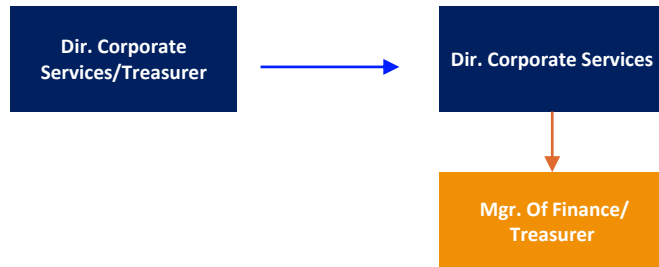
### Actions:

1. Revise the roles, responsibilities, and required skills and capabilities for the Director of Corporate Services to drive service model transformation
2. Evaluate the Manager-level roles within the context of revised Director responsibilities
3. Remove Treasurer from the responsibilities of the Director and add Treasurer to the Manager of Finance role.

### Rationale

- **The Corporate Services structure has broad-based support and is aligned with standard practice.** The core rationale underpinning the consolidation of HR into Corporate Services remains valid and aligned with the structure of comparable municipalities, with the majority of stakeholders indicating support for the revised structure.
- **Emerging demands and pressures for the services within Corporate Services reinforce the need for integration, standardization, and modernization.** The core functions housed within Corporate Services are each subject to emerging demands, pressures, and opportunities that increase the need for, and benefits of, a clear service management and governance framework and approach that is applicable across services provided to other departments and municipalities. These are further outlined and addressed in Recommendation 2.
- **However, the current management approach has led to dissatisfaction with service levels and does not provide enough focus on service management and improvement.** Stakeholders across SLT and elected officials identified a number of areas where service levels and transparency in decision-making were insufficient. Given the evolution of Corporate Services as a consolidation of services under the Treasurer, the orientation is reportedly one more driven by compliance and enforcement than service provision. These issues can be addressed through changes to the mandate and responsibilities of the Director role, rather than disaggregating Corporate Services.
- **There is no requirement that the Treasurer function needs to be performed by the Director, and there is flexibility to define the role to better suit the organization's needs.** While the current role evolved through the amalgamation of HR under the Director of Finance/Treasurer, there is no requirement that the Treasurer role needs to be filled by the Director directly. The head of the finance function, reporting into the Director, can fulfill the responsibilities of Treasurer, while the Director role can be given a broader mandate to address service delivery.

### Organizational Change



(see Slide 26 for full org chart.)

# Section 4 | Recommendation 2 | Corporate Services Operating Model

## 2 Review and transform the Corporate Services operating model to better enable service delivery against current and emerging demands.

### Actions:

1. Conduct a thorough, process-based operating model review of Corporate Services
2. Redefine and elevate the role of IT function in alignment with a service and solution delivery organization, rather than an infrastructure support organization

### Rationale:

- **There are significant opportunities, gaps, and emerging demands that Corporate Services is positioned to address:** Across Finance, IT, and HR, there are significant opportunities and demands that the current operating model is not ideally structured to address. These include:
  - **Increasing demand and opportunity for shared services:** Elected officials and staff indicated an increasing interest in expanded shared service support to address growing labour challenges and cost pressures. This includes across administrative support, IT, legal services, and procurement.
  - **Opportunities for greater service consolidation:** Renfrew County is relatively unique in its lack of a centralized procurement function. This often leads to suboptimal pricing and a failure to realize economies of scale through strategic sourcing and category management. As an example, the County reportedly has four separate office supply vendors.
  - **Increasing demands for expanded service capabilities, especially for IT:** There is an increasing demand for more proactive and strategic support across the Corporate Services portfolio. This is particularly apparent in IT, where the County's *Digital Strategy* highlighted the insufficiency of the IT function's "break-fix" support model, and the need for more proactive support for digital enablement. This was further highlighted through stakeholder engagement, and a review of current processes, where the demands and opportunities for greater digitization of services are substantial but require more robust support and leadership to deliver.

# Section 4 | Recommendation 2 | Corporate Services Operating Model (cont'd)

## 2 Review and transform the Corporate Services operating model to better enable service delivery against current and emerging demands.

### Actions:

1. Conduct a thorough, process-based operating model review of Corporate Services.
2. Redefine and elevate the role of IT function in alignment with a service and solution delivery organization, rather than an infrastructure support organization

### Rationale:

- **An end-to-end review of core service processes related to the functions within the Corporate Services portfolio is needed.** This will help to identify opportunities to rationalize and optimize processes, increase collaboration and communication, and provide the basis for a revised operating model that enables more effective service delivery and broader service reform. A LEAN approach and value chain analysis can be utilized to address issues, maximize value, and minimize waste.
- **Reported issues with service delivery, communications, and transparency are rooted in process deficiencies:** A number of stakeholders reported specific issues with the quality and level of services provided by Corporate Services, the transparency of decision-making, and the communications between departments. In some instances, this led to calls for an abandonment of the consolidated Corporate Services model.
  - **Each of these issues is better conceived of as rooted in processes and personnel, rather than organizational structure.** While interpersonal and personnel issues are not within the scope of this review, they can to some extent be addressed through process re-engineering to address areas where gaps influence outcomes.
- Conversely, changes to organizational structure do not address root causes, while still requiring significant process change to be effective.

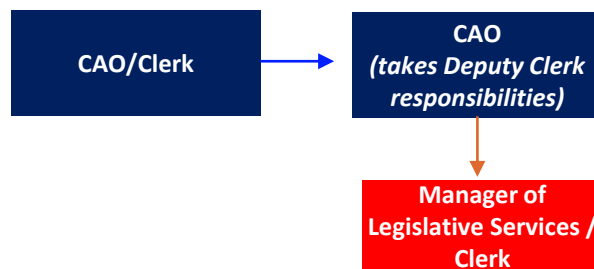
# Section 4 | Recommendation 3 | Clerk and Administrative Support

## 3 Consolidate legislative support into a full-time Clerk role, with a re-allocation of administrative support.

### Actions:

1. Create a full-time Clerk role to take on responsibilities currently undertaken by CAO, and expand legislative and strategic support capacity
2. Review and revise allocation of responsibilities across the Administrative Assistants in alignment with Clerk role

### Organizational Change



(see Slide 26 for full org chart.)

### Rationale:

- **Renfrew County's dual CAO/Clerk role is non-standard.** The combination of Clerk responsibilities with the CAO role adds additional workload onto the CAO that is not typical of other municipalities of the size and complexity of Renfrew County. The complexities of managing the County organization, as well as the significant workload associated with providing legislative support to Council, are each likely to benefit from splitting these responsibilities and expanding the capacity available for each.
- **Legislated support functions are distributed throughout the organization, leading to inefficiencies and placing pressure on other responsibilities.** The current shared administrative support model leads to a lack of standardization and inefficiencies in the consolidation and sharing of information across departments. Attendance at Council committees and related reporting requirements are split across different Administrative Assistants, employing different departmental processes and formats, and reportedly create significant pressure that detracts from support to departmental administration.

### Additional Considerations:

- **Job Classifications:** Changes in responsibilities may have implications on the current job classifications associated with Administrative Assistants. This will need to be considered as part of work re-allocation but was not within the scope of this review.
- **Potential synergies within the Clerk position:** The addition of a Clerk role creates the opportunity to consider other functions and responsibilities. This could include supporting strategic initiatives, as outlined in Recommendation 4, or a joint role, such as a Solicitor/Clerk which is employed in some other municipalities, that could address other service demands as well.

# Section 4 | Recommendation 4 | Strategic Enterprise-Wide Initiatives

## 4 Establish support for strategic enterprise-wide initiatives as a core responsibility within the leadership structure of the organization.

### Actions:

1. Establish a role that has a clear responsibility for supporting strategic initiatives across the corporation, reporting directly to the CAO.

### Additional Considerations:

- **Changes to the Clerk role could enable this.** A Clerk role that reports directly into the CAO could provide the basis for these responsibilities, or – through the reallocation of administrative responsibilities – free up capacity to take on these responsibilities.

### Rationale:

- **Decision-making across Departments is highly decentralized.** Each Department has a high degree of autonomy in decision-making, service delivery, and expenditures. While this enables organizational agility and autonomy, to maximize effectiveness it requires a clear approach to the identification of opportunities and issues that cross departmental boundaries, and the management and delivery of initiatives that address them.
- **Persistent cross-departmental, service-related issues have been identified.** In specific instances, pain points and issues with the integration and communication related to interdepartmental service delivery were noted. Issues like this require the capacity and responsibility to address operational issues that are rooted in more than one department.
- **There is a significant opportunity to enhance service integration, collaboration, and strategic execution without structural changes to departments.** While perspectives on inter-departmental and leadership collaboration indicated high performance across the organization, it was noted that this is largely driven by team dynamics, and that processes and capabilities that focus on driving cross-departmental processes and initiatives are lacking. There are significant opportunities for service integration and collaboration at various levels of the organization which do require a re-allocation of services and functions across portfolios to realize.
- **Instead, a dedicated responsibility, reporting directly into the CAO, for strategic initiatives and cross-departmental collaboration could enhance the ability for the organization to deliver on its strategic objectives and address issues and opportunities that cross departmental responsibilities.**



# Section 4 | Recommendation 5 | Potential Portfolio Realignment *(Future Consideration)*

## 5 Consider further portfolio consolidation or reallocation driven by clear strategic objectives.

- A number of opportunities and suggestions related to changes to Departmental portfolios were identified, some of which be may feasible and have merit, depending on the strategic intent of the County. In many instances, however, the proposed changes were raised as proposed solutions to issues where the root cause is driven by process or personnel, rather than the structure of the organization itself.
- **Considerations of further portfolio reallocation should be undertaken after addressing process issues and implementing previous recommendations**, considering the capacity and capability of Director roles at that point. Portfolio reallocations can then be assessed on the basis of cost efficiency or service outcomes driven by strategic objectives.

### Possible Actions:

- **Consider further portfolio consolidation or reallocation driven by clear strategic objectives. Ideas raised include:**
  - A. *EMS/LTC/Community Services/Public Health*
  - B. *Consolidation of lifecycle asset management responsibilities*
  - C. *Reallocation of IT*

### Rationale:

- **EMS/LTC/Community Services/Public Health:** Possible service integration through human and health services to better provide “wrap around” services was identified as a possible change in the future, in alignment with the broader approach to public health being undertaken by EMS, the ongoing reforms to social service supports being undertaken by the Provincial government, and the changes to the funding and structure of Public Health Units in addition to previously identified issues related to Renfrew’s current Public Health administration.
- **Consolidation of lifecycle asset management responsibilities:** Development and Property is currently responsible for the County’s real estate assets, but maintenance and relationship management functions for assets in Social Housing and Long-Term Care. Greater consolidation of these responsibilities could potentially enable the County to better tie service delivery and maintenance with asset management.
- **Reallocation of IT:** To support the shift in the role of IT, as noted above, there is the potential opportunity to reallocate responsibility for the service into another area of the organization as a means of increasing the focus and changing the orientation of the service. Development and Property was identified as one area on the basis of IT’s similarities and relationship with GIS functions, and on the rationale that IT can be viewed as an “asset”. However, it will be important to consider – similar to the changes recommended to the Corporate Services model above – that effective elevation of IT responsibilities will require significant changes to the Department it is situated within regardless of which department that falls under.

# Section 4 | Recommendation 6 | Expanded Corporate Services *(Future Consideration)*

## 6 Expand corporate service capabilities and portfolio to address emerging demands.

• There are a number of areas where a clear demand for expanded service offerings exists. For the most part, these services fit within a shared services portfolio, with benefits that could accrue to both internal departments and local municipalities, and for which service expansion could be financed through shared service arrangements.

### Possible Actions:

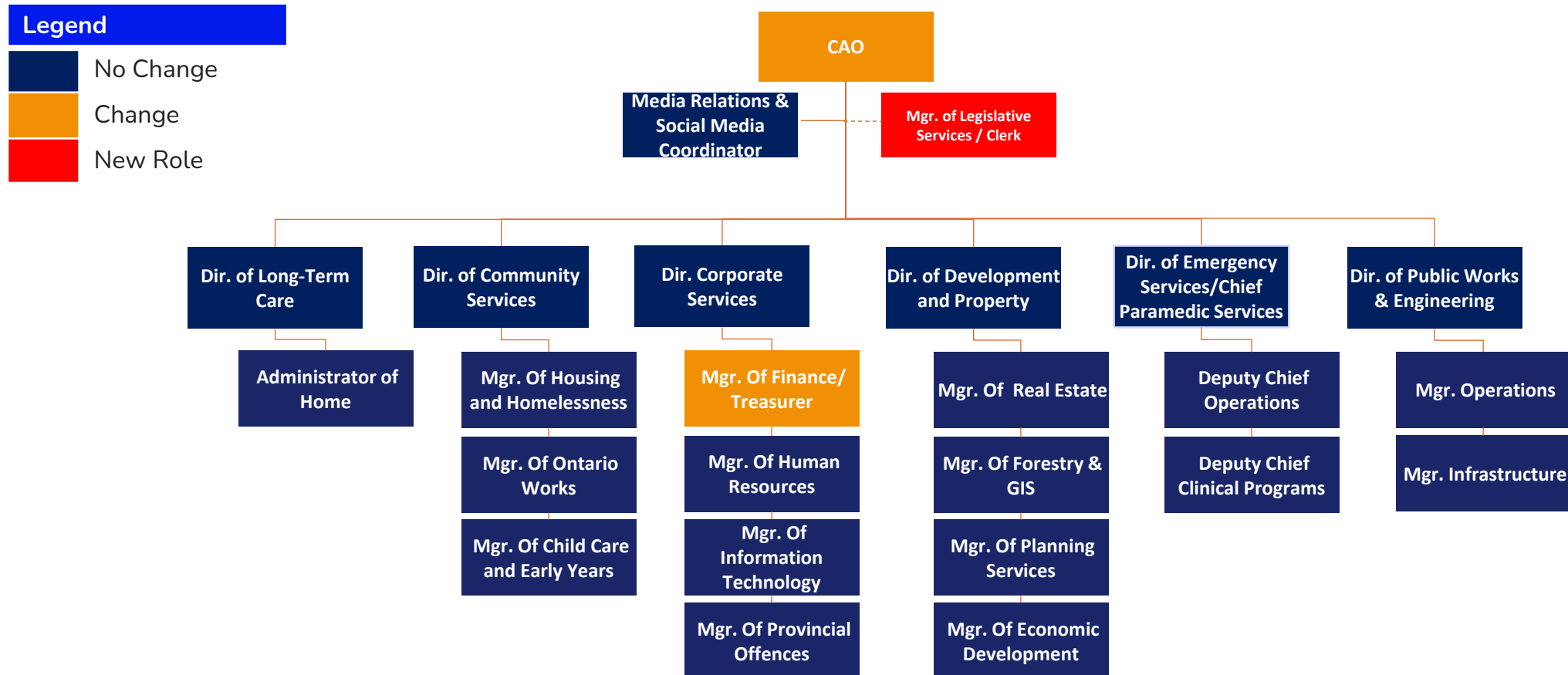
- **Expand corporate services capabilities and portfolio to address emerging demands:**
  - *Legal Services*
  - *Procurement*
  - *Shared Service Model for Existing Services*

### Rationale:

- **Legal Services:** There is an existing business case the County has considered to bring in in-house legal expertise to help offset and manage external legal costs. While an in-house legal resource will not offset the need for external legal services in specialized areas or to support litigation, there are a significant number of non-specialized tasks that an in-house legal resource could manage, including the supervision of paralegal resources in the prosecution of POA matters, standard employment and procurement matters, and negotiations. An in-house legal resource would also be able to better manage external legal costs and identify needs. Lower-tier municipalities also indicated that this was an area where they would have an interest in procuring services from the County to offset external legal costs, and so costs could be defrayed through shared service provision.
- **Procurement:** The County of Renfrew is relatively unique in its lack of a centralized procurement and purchasing function. There are benefits to a centralized model that takes a strategic procurement and category management approach to leverage economies of scale and drive down unit costs for purchases, increases the efficiency of procurement processes, as well as supporting vendor management activities to maximize value for money. The benefits of a centralized approach are greatly expanded through the exploration of collaborative procurement with lower-tier municipalities across the County, including high-cost capital projects that have yielded highly significant cost savings in other jurisdictions. Lower-tier municipalities further indicated an interest in procurement support as a direct shared service.
- **Shared Service Model for Existing Services:** Elected officials broadly indicated a desire for greater shared service provision as a means of offsetting local cost pressures, increasing efficiencies, and addressing labour market constraints. These included in areas where the County does not currently have capabilities in place, as above, as well as for services the County provides but for which there is no shared service arrangement. IT was most prominent among these, but other areas outside of the Corporate Services portfolio such as road maintenance were identified as options as well.

# Section 4 | Recommended Organizational Chart Changes

This slide illustrates the proposed changes to Renfrew's organizational structure at the management-level and above, including the addition of a County Clerk. It also includes the addition of the treasurer responsibilities to the Manager of Finance Role.



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## Section 5 | Summary and Next Steps

# Section 5 | Summary and Next Steps

## Summary

- The findings of this review highlight the **overall good health and satisfaction with the leadership and direction of the organization**, but also point to organizational design elements that are unique to Renfrew County:
  - A lean top-level organizational structure
  - Lack of dedicated resources focused on some core organizational processes, including procurement and legislative support
- Satisfaction with the amalgamated corporate services model is mixed: while the rationale remains valid, process and personnel are not structured in a formal customer-service model aligned with leading practice
- Recent and upcoming retirements at the senior leadership level are both a challenge and an opportunity to transform

## Next Steps

1. **Recruitment of a Director of Corporate Services** to lead on the implementation of a revised operating model for the department, oriented around a “business partner” model, will allow the County to evaluate the department more effectively.
2. **A process review** of Corporate Services will enable process transformation to support that model, along with the opportunity to address other organizational gaps identified.
3. **Reorganizing and elevating legislative support** will free up capacity at the senior leadership level to **focus on strategic efforts**
4. Addressing these immediate efforts will provide the basis for **effective further transformation, and service expansion, in the future.**



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## BUSINESS CASE - STAFFING REPORT



**Date:** January 17, 2024

**Department:** Community Services/Emergency Services/Development and Property

**Report Prepared by:** Andrea Patrick

<p><b>PROPOSAL</b></p>	<p>To assist with the Housing, Homelessness, Mental Health and Addictions crisis in Renfrew County staff have grouped together a number of related proposals.</p>
<p><b>POSITIONS</b></p> <p><b>Union</b> <input checked="" type="checkbox"/></p> <p><b>Non-Union</b> <input checked="" type="checkbox"/></p>	<ul style="list-style-type: none"> <li>• Community Housing Co-ordinator (non-union)</li> <li>• Homelessness Co-ordinator (non-union)</li> <li>• Reclassify RCHC custodians to Maintenance staff and adjust workload to match (union)</li> <li>• Two additional RCHC maintenance staff (union)</li> <li>• Administrative Assistant I for housing capital, R&amp;M assistance (non-union)</li> <li>• Building Infrastructure Co-ordinator (non-union)</li> <li>• 8760 Paramedic hours (12hr/day/365 days) (union)</li> <li>• 8760 Crisis Worker hours (12hr/day/365 days) (non-union)</li> </ul>
<p><b>SUMMARY</b></p> <ul style="list-style-type: none"> <li>• <b>Background</b></li> <li>• <b>Discussion</b></li> </ul>	<p><b><u>Background</u></b></p> <p>Levels of homelessness, mental health challenges, and addiction issues are rising in our communities. The positions identified above would provide greater capacity to address this complex issue from a multi-pronged approach. The proposed staffing changes will directly address several key objectives including repairing vacant Community Housing units more quickly to get people housed, providing the necessary administrative support for housing capital projects, addressing the backlog of cases in front of the Landlord and Tenant Board, and providing outreach mobile services to support individuals experiencing homelessness, mental health, and addictions.</p> <p><b><u>Discussion</u></b></p> <p><b><u>Housing</u></b></p> <p><b>Reclassify RCHC custodians to Maintenance staff and adjust workload to match (union)</b></p> <p><b>Two additional RCHC maintenance staff (union)</b></p> <p><b>Administrative Assistant 1 for housing capital, R&amp;M assistance (non-union)</b></p> <p><b>Building Infrastructure Co-ordinator (non-union)</b></p>

The Building Infrastructure Coordinator/Inspector will spearhead strategic planning, expediting infrastructure projects to enhance property readiness. Two (2) additional full-time Maintenance Repairpersons will fortify our workforce, accelerating maintenance tasks. Moving the Administrative Assistant 1 position (one year contract) to full time permanent with benefits and reclassifying Custodial staff to Maintenance Repairpersons will optimize their contributions to meet urgent housing needs.

Key Justifications for Hiring:

1. Accelerated Unit Availability:

Streamlining infrastructure projects and bolstering maintenance capacity will expedite unit readiness, aligning with the County's urgency to assist the homeless population.

2. Efficient Resource Utilization:

The proposed staffing changes maximize workforce capabilities, ensuring optimal use of resources and timely completion of maintenance tasks, thereby increasing housing unit turnover.

3. Enhanced Property Conditions:

Improved maintenance through staffing enhancements will elevate property conditions, providing habitable units for homeless individuals at a quicker pace.

4. Enhanced Infrastructure Management:

The Building Infrastructure Coordinator/Inspector will streamline project oversight, ensuring efficient execution and timely completion, optimizing asset performance, and potentially reducing project-related costs.

5. Increased Maintenance Capacity:

Two (2) additional full-time Maintenance Repairpersons will bolster our workforce, allowing for more proactive and comprehensive maintenance measures, mitigating potential issues before they escalate.

6. Improved Property Conditions:

The combined efforts of these staffing changes will elevate property conditions, enhancing tenant satisfaction and potentially reducing turnover costs.

**Mobile Health/Homelessness Response Team**

**8760 Paramedic hours (12hr/day/365 days) (union)**

**8760 Crisis worker hours (12hr/day/365 days) (non-union)**

**Homelessness Co-ordinator (non-union)**



The Mental Health Commission of Canada claims that improved mental health care depends on providing access to the right combination of services, treatments and supports, when and where people need them. One of the most notable recommendations from the Mental Health Commission of Canada is the introduction of community-based rapid response teams, which have been implemented by organizations across the world and have yielded impressive results. Each year, the County of Renfrew Paramedic Service responds to approximately 900 calls related to mental health and substance use. It is important to note that these numbers only include calls where the paramedic has documented mental health and/or substance use as the primary health issue. In response to an increase in mental health and substance use related emergencies across the County of Renfrew and the need for systemic changes in how mental health crises are managed. Locally, we are recommending the implementation of a Response Team. This recommendation comes from extensive research into crisis response services provincially, nationally, and internationally.

A Response Team would be available to reach any person in his or her home, workplace, or any community-based location in a timely manner; and provide short-term observation and crisis stabilization services to referrals in a non-hospital environment.

The response team pairs a specially trained paramedic with a registered social worker who together, respond to the client in need for service where mental health issues and substance use are contributing and/or complicating factors. This specialty response team would provide mobile crisis services to clients when and where they need them. The homelessness coordinator would manage and oversee the response team.

**Community Housing Coordinator (non-union)**

The Ontario Budget for 2023 announced a \$24 million dollar investment over three years to clear long-standing backlogs at the Landlord and Tenant Board (LTB) and to streamline the process to resolve disputes faster. The number of LTB cases has grown, and the volume of hearings has increased. As the LTB moves forward in clearing long-standing backlogs, workload regarding LTB has also increased for Renfrew County Housing Corporation (RCHC). LTB notices, hearings, and arrears tracking causes a significant draw on staff resources, especially since hearings are scheduled for a full day and case participants are required to be on standby as cases are not heard in order. A contract position for a Community Housing Coordinator was introduced in the summer of 2023 to complete LTB and arrears recovery work and it is recommended that this position be continued.

**RECOMMENDATION**

That the proposals related to housing, homelessness, mental health, and addictions be considered, in whole, in part, or on a trial basis along with possible funding options.

<b>FINANCIAL CONSIDERATIONS</b>		<b><u>Hours</u></b>	<b><u>Salary/Benefits/costs</u></b>
	Study for shovel ready housing development		\$150,000
	Community Housing Co-ordinator	1820	90,166
	Pembroke Share		(9,017)
	RCHC maintenance staff hours and classification		94,369
	Pembroke Share		(9,437)
	Homelessness Co-ordinator	1820	90,166
	HPP funding		(90,166)
	RCHC Maintenance staff increase	4160	144,972
	Pembroke Share		(14,497)
	Administrative assistant 1 for housing capital, R&M assistance	1820	66,522
	Pembroke Share		(6,652)
	Building infrastructure co-ordinator	1820	98,135
	Pembroke Share		(9,814)
	Paramedic 12 x 365	4380	322,860
	Crisis Worker	4380	266,538
	Vehicle		120,000
	Capital		75,000
	Material & supplies		50,000
	Pembroke Share		(109,807)
	Paramedic 12 x 365	4380	322,860
	Crisis Worker	4380	266,538
	Vehicle		120,000
	Capital		75,000
	Material & supplies		50,000
	Pembroke Share		(109,807)
	<b>Total</b>	<b>28,960</b>	<b>\$2,043,929</b>



## BUSINESS CASE - STAFFING REPORT

**Date:** January 17, 2024

**Department:** Community Services

**Report Prepared by:** Margo Smith, Manager of Child Care and Early Years

<p><b>PROPOSAL</b></p>	<p>To move the FTE permanent Administrative Assistant I (Group 2) position in the Child Care and Early Years Division to an Administrative Assistant II (Group 3).</p> <p>Reporting to the Manager of Child Care and Early Years, the Administrative Assistants support the Community Services Department with clerical and other administrative duties as assigned.</p>
<p><b>POSITIONS</b></p> <p><b>Union</b> <input type="checkbox"/></p> <p><b>Non-Union</b> <input checked="" type="checkbox"/></p>	<p>Movement of the existing FTE permanent Administrative Assistant I position to FTE permanent Administrative Assistant II.</p>

<p><b>SUMMARY</b></p> <ul style="list-style-type: none"> <li>• <b>Background</b></li> <li>• <b>Discussion</b></li> </ul>	<p><u><b>Background</b></u></p> <p>The Child Care and Early Years Division within the Community Services Department has two FTE permanent Administrative Assistant positions existing within the current structure. One is designated as an Administrative Assistant I and the other as an Administrative Assistant II.</p> <p><u><b>Discussion</b></u></p> <p>The Community Services Department has seen change in its administrative structure over the past few years. There were five administrative staff within the three divisions (Ontario Works, Renfrew County Housing Corporation and Child Care and Early Years) but with the moves to integrated spaces and recent budgetary changes, there has been a reduction to the number of administrative staff down to two FTE Administrative Assistants, one in Pembroke and one in Renfrew.</p> <p>The Administrative Assistant II position has higher levels of responsibility within the office than an Administrative Assistant I, which allows for greater support to the department. With the reduction of the number of administrative staff from five to two, these two FTE positions are supporting the full Community Services Department, and the intention is to have the positions at the same level (Group 3) in order to complete the duties as required.</p>
<p><b>RECOMMENDATION</b></p>	<p>THAT the Community Services committee recommend to County Council the approval of the transition of the Administrative Assistant I position within the Child Care and Early Years Division to an Administrative Assistant II.</p>
<p><b>FINANCIAL CONSIDERATIONS</b></p>	<p>The total cost of moving the Administrative Assistant I to an Administrative Assistant II is \$13,297, including benefits. This is the difference between a position in Group 2 and a position in Group 3 on the County of Renfrew Non-Union staff salary grid. This increased staffing expense will be offset by an adjustment to the special needs program expenses.</p>



## BUSINESS CASE - STAFFING REPORT

Date: January 16, 2024

Department: Development and Property

Report Prepared by: Bruce Howarth

<p><b>PROPOSAL</b></p>	<p>University Co-op Student Planner, year-round (3 work terms) – increase in planning staff capacity</p>
<p><b>POSITIONS</b>                  Union                  Non-Union X</p>	<p>To assist in Planning Division.</p>
<p><b>SUMMARY</b></p> <ul style="list-style-type: none"> <li>• <b>Background</b></li> <li>• <b>Discussion</b></li> </ul>	<p>A common challenge across Ontario is to recruit and retain planning staff. The County of Renfrew has to date been unsuccessful in finding a suitable candidate since February. In addition, planning position advertisements have gone unfilled in the Town of Renfrew, Town of Petawawa, Town of Arnprior, Greater Madawaska and so far the Township of Laurentian Valley.</p> <p>In addition to the vacancy issue, the Planning Division is experiencing a significant increase in planning activity, much of it stemming from much more complicated files. There is increased pressure on our limited staffing resources to review planning applications and to keep up with changing Provincial requirements.</p> <p>University students bring new ideas and innovative solutions to existing planning challenges. Their academic experience, combined with a fresh outlook, can help departments approach urban and regional planning in creative ways or take advantage of new or emerging technology.</p> <p>Bringing in students will provide the full-time county planners with some assistance on processing planning files. However, it should be noted that the training and overview of the students by the full-time staff counter-act much of the “workload production” of the student. The larger benefit of the proposal is to introduce potential new planners to the Renfrew County area and provide a base level of training. Hosting co-op planners is a great opportunity to transfer institutional knowledge. They can learn from experienced planning professionals and, in turn, help bridge the gap when experienced employees retire or transition to other roles. Hopefully after a couple of years, and upon the completion of their degrees, there will be a “planner pipeline” to Renfrew County. The County of Renfrew or local municipalities would have the opportunity to hire</p>

	<p>permanently a planner that is familiar with the area and the opportunities and challenges presented with planning in our areas.</p> <p>The student planner would assist in areas of:</p> <ul style="list-style-type: none"> <li>• The triage of General Inquiries</li> <li>• Consent Applications, Zoning applications, site plans, subdivision etc.</li> <li>• Scanning/digitizing of older plans;</li> <li>• Data analysis and research for land use and development projects.</li> <li>• Organizing files, where necessary, including database development and archiving;</li> </ul> <p>While it is anticipated that the student will provide only limited assistance to the overall workload of the department, it is a strategy that eventually one (or some) of the Co-op student planners will play a very important role in succession planning for the County of Renfrew and/or a local municipalities. Co-op student planners receive practical, hands-on experience that complements their academic knowledge. This investment can lead to a pool of skilled planning professionals familiar with the county's unique planning needs.</p>									
<p><b>RECOMMENDATION</b></p>	<p>THAT the Development &amp; Property Committee recommends that County Council approves the additional position of a Co-op Student Planner.</p>									
<p><b>FINANCIAL CONSIDERATIONS</b></p>	<table border="0"> <thead> <tr> <th></th> <th style="text-align: center;"><u>HRS</u></th> <th style="text-align: center;"><u>Salary/Benefits</u></th> </tr> </thead> <tbody> <tr> <td>Student Planner</td> <td style="text-align: center;">1,820</td> <td style="text-align: center;">\$48,129</td> </tr> <tr> <td><b>Total Planning Budget Change</b></td> <td style="text-align: center;"><b>1,820</b></td> <td style="text-align: center;"><b>\$48,129</b></td> </tr> </tbody> </table>		<u>HRS</u>	<u>Salary/Benefits</u>	Student Planner	1,820	\$48,129	<b>Total Planning Budget Change</b>	<b>1,820</b>	<b>\$48,129</b>
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**BUSINESS CASE - STAFFING REPORT**

**Date:** January 16, 2024

**Department:** Development & Property  
- Real Estate Division

**Report Prepared by:** K. Raddatz

<p><b>PROPOSAL</b></p>	<p>Increase hours for part-time Maintenance Person by 1 extra day per week reporting to the Manager of Real Estate. Part-Time: Group 2 (\$24.54 - \$27.73)</p>
<p><b>POSITIONS</b>                  Union                  Non-Union X</p>	<p>Part-Time Maintenance Person assigned to OPP Lease agreement for the Facility in Renfrew.</p>
<p><b>SUMMARY</b></p> <ul style="list-style-type: none"> <li>● <b>Background</b></li> <li>● <b>Discussion</b></li> </ul>	<p><b>Background</b>                  Currently the part-time Maintenance Person position is assigned to the OPP facility in Renfrew at 2 days per week (16 hours/week) which is funded via the Lease Agreement .The part-time Maintenance Person assists in the maintenance duties at the OPP facility in Renfrew, in addition to providing backup relief for Maintenance Staff in Renfrew and Pembroke as needed to ensure facilities are operated and maintained properly.</p> <p><b>Discussion</b>                  The request for the one extra day (8 hours) a week for the part-time Maintenance Person is to accommodate the increased work load due to the additional maintenance requirements for the new /future Paramedic Base in Eganville.</p> <p>Note: Also the part-time Maintenance person is currently utilized to back fill for vacation or sick leave replacement.</p>
<p><b>RECOMMENDATION</b></p>	<p>THAT the Development and Property Committee recommends to County Council the approval of one additional day (8hours) per week for the part time Maintenance Person for the Real Estate Division of the Development &amp; Property Department .</p>
<p><b>FINANCIAL CONSIDERATIONS</b></p>	<p>The additional one day - 8 hours per week (416 hours annually) is \$15,500 to be funded via Paramedic Service internal charge.</p>



# BUSINESS CASE - STAFFING REPORT

Date: January 17, 2024

Department: Emergency Services

Report Prepared by: Michael Nolan

<b>PROPOSAL</b>	The Emergency Department recommends an increase and associated funding for hours of the Emergency Services/Paramedic Service non-union administrative organizational structure budget.
<b>POSITIONS</b> Union <input type="checkbox"/> Non-Union <input checked="" type="checkbox"/>	Increase in hours for Deputy Chiefs and Administrative Commander
<b>SUMMARY/ANALYSIS</b> <ul style="list-style-type: none"> <li><b>Background</b></li> </ul>	<p><b>Background</b></p> <p>The County of Renfrew Paramedic Service has been a leader in innovation locally and provincially. The Service operates a wide range of programs to the community with increasing demands for Paramedic Services over the last few years. The needs in every community have become more complex with the system facing pressures from hospital overcrowding, long-term care wait lists, increasing homelessness, the opioid crisis, access to primary care, and more. To continue to respond to community needs and identified healthcare gaps, the Service needs to keep responding with a new level of sophistication, and innovative solutions to address the healthcare needs of the people served. As a result, the Service has responded through the expansion of community programs and a 38.7% increase in Paramedic staff since January 2020 to manage call volume, transfers for 911 operations and patient interventions in the community. With the extraordinary growth in the delivery of services to the public this has created the requirement to expand the resources of the administrative organizational structure of the Department to facilitate the expansion in scope.</p>



<b>#1. PROPOSAL</b>	<p>Addition of 364 hours for each Deputy Chief, from 1,820 to 2,184 annually due to increased workload and Service growth.</p> <p>Addition of 364 Administrative Commander hours from 1,820 to 2,080 annually due to increased workload and Service growth.</p>												
<b>SUMMARY</b> <ul style="list-style-type: none"> <li>• <b>Background</b></li> <li>• <b>Discussion</b></li> </ul>	<p>These positions currently follow non-union administrative hours, while the position required to be responsive to on-road Commanders who work 2,184 hours. This conflict compounds workload, increased overtime, and affects work/life balance.</p>												
<b>RECOMMENDATION</b>	<p>THAT the Health Committee recommend to County Council, the approval of an increase of 364 hours annually for the three Deputy Chiefs, and 364 hours annually for the Administrative Commander position, within the Emergency Services Department/Paramedic Service.</p>												
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