



## FINANCE AND ADMINISTRATION COMMITTEE

Thursday, April 11, 2024

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A meeting of the Finance and Administration Committee was held on Thursday, April 11, 2024 at 9:30 a.m.

Present were: Chair Jennifer Murphy  
Vice-Chair Valerie Jahn  
Warden Peter Emon  
Councillor James Brose  
Councillor Glenn Doncaster  
Councillor Michael Donohue  
Councillor Anne Giardini  
Councillor David Mayville

Staff Present: Craig Kelley, Chief Administrative Officer/Deputy Clerk  
Gwen Dombroski, Clerk  
Lee Perkins, Director of Public Works and Engineering  
Mike Blackmore, Director of Long-Term Care  
Jason Davis, Director of Development and Property  
Daniel Burke, Treasurer/Manager of Finance  
Greg Belmore, Manager of Human Resources  
Taylor Hanrath, Manager of Capital Works  
Tina Peplinskie, Media Relations and Social Media Coordinator  
Connie Wilson, Administrative Assistant

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Chair Murphy called the meeting to order at 9:30 a.m. The Chair recited the land acknowledgement, identifying that the meeting was being held on the traditional territory of the Algonquin People. The roll was called, and no pecuniary interests were disclosed.

### **RESOLUTION NO. FA-C-24-04-42**

Moved by Councillor Mayville

Seconded by Councillor Doncaster

THAT the minutes of the March 7, 2024 meeting be adopted. CARRIED.

**Administration Department Report**

The Chief Administrative Officer/Deputy Clerk overviewed the Administration Department Report which is attached as Appendix A.

**RESOLUTION NO. FA-C-24-04-43**

Moved by Councillor Giardini

Seconded by Councillor Brose

THAT the Finance and Administration Committee recommends to County Council that the Delegated Authority Policy be approved by Council; AND THAT staff be directed to provide a draft Delegation of Authority By-law to Committee for consideration. CARRIED.

The Chief Administrative Officer/Deputy Clerk overviewed the background and details regarding the delegated authority policy. Committee supported the policy and noted that reports shall be submitted to Council advising of the exercise of a delegated power and confirming compliance with the delegated authority and the policy.

**RESOLUTION NO. FA-C-24-04-44**

Moved by Councillor Mayville

Seconded by Councillor Brose

THAT the Administration Department Report attached as Appendix A be approved. CARRIED.

**Corporate Services Department Report**

The Treasurer/Manager of Finance overviewed the Corporate Services Department Report which is attached as Appendix B.

The Treasurer/Manager of Finance provided a detailed overview of the 2023 Unaudited Financial Statements for the General Revenue Fund, noting that the Homes will receive a substantial increase in the Level of Care funding, as the Province is providing a 6.6% increase and the Homes had only budgeted a 2% increase for 2024-25. The Treasurer/Manager of Finance also confirmed that all eligible Homes funding from 2021, 2022 and 2023 is recorded within the year end totals for 2023.

The Treasurer/Manager of Finance noted that each Committee overviewed their respective Unaudited 2023 Financial Statements and the 2023 Consolidated Audited Financial Report will be brought back to Committee and Council in June and our Auditor's KPMG, will be presenting these statements.

Committee thanked staff for the one-page consolidated accumulated surplus summary, but noted that in prior years, an accumulated surplus page was provided for each Committee along with the unaudited financial statements, and requested that this process continue and be provided for the County Council Report.

Committee welcomed Beverley Zadow, Employee Health Coordinator and thanked her for her 19-year commitment to the County of Renfrew, her dedication and hard work, and wished her health and happiness in retirement!

Committee recessed at 10:24 a.m. and reconvened at 10:34 a.m. with the same persons present.

The Treasurer/Manager of Finance overviewed the Asset Management Plan and Long-Term Financial Plan presentation, which is attached as Appendix C.

**RESOLUTION NO. FA-C-24-04-45**

Moved by Councillor Donohue

Seconded by Councillor Jahn

THAT the Finance and Administration Committee recommends to County Council that consideration be given to coordinate a Special meeting of County Council in May to discuss the financial impact to fund the Asset Management Plan and Long Term Financial Plan. CARRIED.

**RESOLUTION NO. FA-C-24-04-46**

Moved by Councillor Mayville

Seconded by Councillor Jahn

THAT the Finance and Administration Committee recommends that County Council approve the Asset Management Plan and Long Term Financial Plan as presented. TABLED.

**RESOLUTION NO. FA-C-24-04-47**

Moved by Councillor Doncaster

Seconded by Warden Emon

THAT the Finance and Administration Committee recommends to County Council that the second recommendation under item #6 be postponed; AND THAT County Council consider it in conjunction with the first recommendation at the Special meeting of County Council. CARRIED.

**RESOLUTION NO. FA-C-24-04-48**

Moved by Councillor Doncaster

Seconded by Warden Emon

THAT the Finance and Administration Committee recommends that County Council approve the creation of the growth reserve and that contributions to the growth reserve equal to the weighted CVA growth revenue for the 2025 year be included in the draft 2025 budget. POSTPONED.

The Treasurer/Manager of Finance overviewed the tax policy and noted that new Optional Small Scale On-Farm Business Sub-class, will be overviewed again at the Fall Tax Policy Working Group meeting after discussion can take place with our Economic Development Division to determine if this reduction could be considered as incentivization for small business development.

**RESOLUTION NO. FA-C-24-04-49**

Moved by Councillor Jahn

Seconded by Councillor Donohue

THAT the Finance and Administration Committee recommends that County Council adopt a By-law setting the starting 2024 tax ratios for County purposes and lower-tier purposes for the year 2024. CARRIED.

**RESOLUTION NO. FA-C-24-04-50**

Moved by Councillor Mayville

Seconded by Councillor Brose

THAT the Finance and Administration Committee recommends that County Council approve that the 2024 tax ratio By-law include a revenue neutral ratio for the Landfill class at 1.189066. CARRIED.

**RESOLUTION NO. FA-C-24-04-51**

Moved by Councillor Giardini

Seconded by Councillor Donohue

THAT the Finance and Administration Committee recommends that County Council adopt a By-law to Establish the 2024 Tax Rates for County of Renfrew Purposes. CARRIED.

Committee discussed the definition of child contained within the E-05 Bereavement Leave policy, and directed staff to further review this definition within the Employment Standards Act, 2000 prior to returning this policy to Committee.

**RESOLUTION NO. FA-C-24-04-52**

Moved by Councillor Doncaster

Seconded by Councillor Mayville

THAT the Finance and Administration Committee recommends to County Council that Corporate Policy, E-05 Bereavement Leave be tabled. CARRIED.

**RESOLUTION NO. FA-C-24-04-53**

Moved by Councillor Brose

Seconded by Councillor Jahn

THAT the Finance and Administration Committee recommends to County Council the approval of the following amended Corporate Policy, E-05 Bereavement Leave; AND THAT County Council adopt a By-law to amend By-law 63-03, being a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew. TABLED.

**RESOLUTION NO. FA-C-24-04-54**

Moved by Councillor Mayville

Seconded by Councillor Giardini

THAT the Corporate Services Department Report attached as Appendix B be approved. CARRIED.

**RESOLUTION NO. FA-C-24-04-55**

Moved by Councillor Jahn

Seconded by Councillor Donohue

THAT this meeting adjourn and the next regular meeting be held on Thursday, May 16, 2024. Time: 11:58 a.m. CARRIED.

**COUNTY OF RENFREW**

**ADMINISTRATION DEPARTMENT REPORT**

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**TO:** Finance and Administration Committee

**FROM:** Craig Kelley, Chief Administrative Officer

**DATE:** April 11, 2024

**SUBJECT:** Department Report

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**INFORMATION**

**1. Business Case – Bonnechere Manor**

Attached as Appendix I is the Business Case justifying the request to change the full-time unionized position (currently vacant) from Unit Clerk to Staffing Clerk at Bonnechere Manor, effective May 1, 2024, to meet operational needs. The Health Committee will be recommending that County Council approve the Business Case as presented.

**2. One-Time Increase to Long-Term Care Home Funding**

Ontario Health, through Ontario Health East, advised the Corporation of the County of Renfrew, Bonnechere Manor and Miramichi Lodge will receive one-time funding in the amount of \$2,543 per bed in the fiscal year 2023-24 to assist in relieving financial pressures and addressing key priorities related to Ontario Fire Code requirements, addressing deferred maintenance and proceeding with (re)development projects. The Health Committee will be recommending that County Council approve the 2023/24 One-Time Increase to Long-Term Care Home Funding Agreement.

**RESOLUTIONS**

**3. Delegated Authority Policy**

**Recommendation:** THAT the Finance and Administration Committee recommends to County Council that the Delegated Authority Policy be approved by Council; AND THAT staff be directed to provide a draft Delegation of Authority By-law to Committee for consideration.

**Background**

Section 270 of the Municipal Act, 2001, as amended, mandates that all municipalities establish and uphold a policy regarding the delegation of Council's legislative and

administrative powers. The County of Renfrew has not revised or updated this policy (By-law 103-07, see Appendix II) since December 2007, except for sporadic designations of certain authorities during specific periods (e.g., lame duck sessions, summer hiatus, etc.). Moreover, there are numerous by-laws and Council resolutions permitting the delegation of Council's powers to staff. A Delegation of Powers and Duties by-law will consolidate the previous delegations of authority and existing exercises of authority by staff not covered in any Council resolution or by-law. Establishing such a by-law is crucial for fostering accountability and transparency and will be referenced in one document.

It is the intent of the proposed by-law to include appendices that would, i) consolidate all current delegated authority traceable to existing by-laws and/or Council resolutions, and ii) address administrative practices by staff lacking current approval via a by-law or Council resolution.

In the future, as Council approves new delegations of authority or additional by-laws/resolutions are discovered, not currently listed in the appendices, the Clerk will administratively update the schedules to reflect these changes. Additionally, as a process improvement, it is suggested that reports to Committee and Council clearly indicate whether staff are acting under delegated authority and specifically reference the by-law and/or resolution authorizing such delegation.

#### **Delegation of Authority Policy**

Attached as Appendix III is the proposed policy designed to capture the essential requirements of the Municipal Act, 2001, as it relates to Council's ability to delegate its powers and duties to staff.

Some features of the policy include the following:

1. All delegations of Council's powers, duties or functions shall be based upon a by-law, except where deemed minor in nature, in which case the delegation may be authorized by resolution of Council.
2. Unless a power, duty or function of Council has been expressly delegated by by-law, all of the powers, duties and functions of Council remain with Council.
3. A delegation of a power, duty or function under any by-law or resolution to any member of staff includes a delegation to a person who is appointed as the Chief Administrative Officer and to any member of staff selected from time to time by the Chief Administrative Officer or delegate to act in the capacity of the delegate in the delegate's absence.
4. Where a delegation of power, duty or function is to a staff position that no longer exists in title, those delegations shall be deemed transferred to the staff person of similar seniority who is assuming the responsibilities of the obsolete position.

5. Subject to section 3, a person to whom a power, duty, or function has been delegated by by-law has no authority to further delegate to another person any power, duty or function that has been delegated, unless such sub-delegation is expressly permitted.
6. No delegation of a power, duty or function shall be made or shall be made effective where such delegation is prohibited or is not authorized by statute.
7. Legislative powers may be delegated by Council where they are minor in nature or where Council has explicitly provided for the terms and conditions under which the power shall be exercised, and must take into account the limitations set out in the Municipal Act, 2001.
8. Administrative powers may be generally delegated to staff, subject to the conditions set out in the delegation and in this policy, and must take into account the limitations set out in the Municipal Act, 2001.
9. In exercising any delegated power, the delegate shall ensure the following:
  - a. Any expenditure related to the matter shall comply with the County's Procurement By-law, budget approvals and all corporate policies.
  - b. The scope of the delegated authority shall not be exceeded by the delegate.
  - c. Where required by the specific delegated authority, reports shall be submitted to Council advising of the exercise of a delegated power and confirming compliance with the delegated authority and this policy.
  - d. Delegates shall ensure the consistent and equitable application of County policies and guidelines.

### **Strategic Alignment**

While the 2023-2026 Strategic Plan does not specifically identify this as a key priority, Goal #4, Shared Services and Resources suggests that a plan be deployed that would result in efficiencies. Goal #1, Financial Sustainability, lists ongoing monitoring and implementation of measures identified in the recommendations from the 2020 service delivery review(s). In 2023, a review of the 2020 model was completed and it was suggested that "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."

The policy and by-law are intended to streamline and provide greater accountability and transparency to the operation of the County.

A number of municipalities have already adopted policies and by-laws to govern the delegation of authority from Council to staff and committees. In formulating the County's policy and by-law, staff have reviewed other municipal by-laws and policies and incorporated some of the features of these policies and by-laws into the County's proposed policy and by-law.

	<b>Business Case – Staffing Report</b>  Date: March 25, 2024 Department: LTC - Bonnechere Manor Prepared by: Mike Blackmore, DLTC
<b>Proposal</b>	To change the job classification of a full time unionized position (currently vacant) from Unit Clerk to Staffing Clerk at Bonnechere Manor to meet operational needs.
<b>Position</b> <input checked="" type="checkbox"/> <b>Union</b>  <input type="checkbox"/> <b>Non-Union</b>	Rates of pay will reflect the job classification (increase) however; total overall hours for the clerical staff complement remain unchanged (embedding a seven days per week service level).
<b>Summary</b> <ul style="list-style-type: none"> <li>● <b>Background</b></li> <li>● <b>Discussion</b></li> </ul>	<p>The clerical staff (Receptionist, Unit Clerks, Staffing Clerk) all provide essential operational services at the Home to residents and the resident’s home areas, including staffing support for shifts called-in -- unplanned staff’s illness/ emergency leaves (nursing and other staff).</p> <p>The Home has a plan(s) to fill current nursing vacancies. It also has plans to increase direct hours of care. Staffing and scheduling services are critical to increasing direct hours of care.</p> <p>Prior to COVID, staffing support was provided Monday to Friday 8:00 to 16:00 leaving mornings, evenings and weekends to be managed by the RN in Charge. Near the beginning of COVID and subsequently due to staffing shortages, clerical staff support changed to seven days per week (by alternating weekend coverage).</p> <p>Hours of coverage became 6:00 to 16:00 Monday to Friday and 6:00 to 14:00 on weekends. This coverage elevates the pressure on the Charge Nurse (staffing duties) and allows the RN to focus on residents.</p> <p>Currently, the clerical staff complement consists of three (3) full-time positions (Receptionist, Unit Clerk, and Staffing Clerk) and two (2) part-time Unit Clerk positions. By converting one full time position from Unit Clerk to Staffing Clerk the complement of three (3) full-time positions will remain and two (2) part time Unit Clerk positions. Hours of coverage will remain as 6:00 to 16:00 Monday to Friday and 6:00 to 14:00 on weekends.</p> <p>Reliance on a single Staffing Clerk position compromises operational integrity where staffing is concerned. Risks encountered include unplanned illness/ emergency leaves for the incumbent. As unit clerk job duties and training cover only call-ins versus full scheduling duties, the absence of the Staffing Clerk has a significant impact on operations.</p> <p>Currently the Receptionist allocates approximately forty percent (40%) of bi-weekly hours performing staffing duties. In the proposed model, these duties are replaced by clerical duties currently performed by Unit Clerks (considered reception/clerical duties such as booking resident transportation and appointments). In the proposed model, all Receptionist and Unit Clerk services are maintained at current service standards. Staffing Clerk services are enhanced, operational risks are reduced and additional support as required is available during peak times and situational events such as outbreaks.</p> <p>The financial request to support the proposed plan is \$16,700 per year.</p>



## Business Case – Staffing Report

Date: March 25, 2024  
 Department: LTC - Bonnechere Manor  
 Prepared by: Mike Blackmore, DLTC

**Recommendation**

THAT the Health Committee recommend to County Council that the vacant full time Unit Clerk position at Bonnechere Manor be designated as a Staffing Clerk position, effective May 1, 2024, AND FURTHER THAT the Finance and Administration Committee be so advised.

**Financial Considerations**

**Expense:**  
 Below is a summary of hours and cost Budget and Proposed:

Hours Worked	Budget		Proposed	
	Hours	\$	Hours	FTE
Receptionist	1,967	\$63,081	2,204	\$73,109
Staffing Clerk	2,170	\$87,769	3,640	\$143,157
Unit Clerk	3,969	\$152,539	2,262	\$103,891
<b>TOTAL</b>	<b>8,106</b>	<b>\$303,389</b>	<b>8,106</b>	<b>\$320,158</b>

FINANCIAL REQUEST      \$16,700\*

**COUNTY OF RENFREW**

**BY-LAW NUMBER 103-07**

**A BY-LAW TO PROVIDE FOR THE DELEGATION OF AUTHORITY  
FOR THE COUNCIL OF THE COUNTY OF RENFREW**

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WHEREAS Section 270 of the Municipal Act, 2001 requires that all municipalities adopt and maintain a policy with respect to the delegation of Council's legislative and administrative authority;

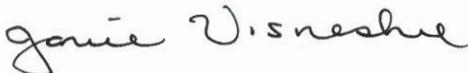
NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the County of Renfrew enacts as follows:

1. THAT Council deems it desirable to delegate administrative duties to ensure effective and efficient municipal operation of the County of Renfrew.
2. THAT Council does not intend to delegate any municipal powers.
3. THAT Council deems it desirable to delegate administrative and quasi-judicial powers to staff such as:
  - Temporary Road Closure
  - Land Severance (undisputed)
  - Official Plan Amendments
  - All delegated authority and powers as defined under the By-law to Appoint a Chief Administrative Officer And To Define The Duties Thereof.
4. THAT Council delegates powers to Local Boards and Corporations.
5. This By-law shall come into force and be effective upon the passing thereof.

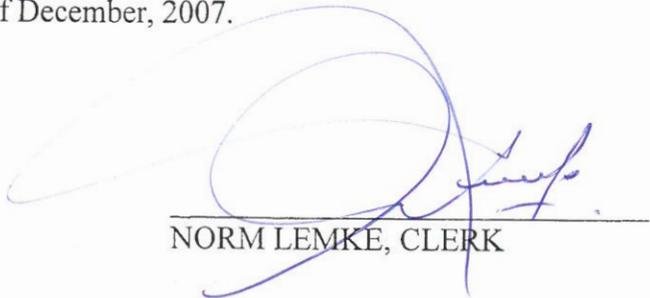
Read a first time this 18th day of December, 2007.

Read a second time this 18th day of December, 2007.

Read a third and finally passed this 18th day of December, 2007.



JANICE VISNESKIE, WARDEN



NORM LEMKE, CLERK

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Corporate Services				<b>POLICY #:</b> GA-14
<b>POLICY:</b> Delegation of Powers and Duties Policy				
<b>DATE CREATED:</b> April 24, 2024	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 1 of 4

## POLICY STATEMENT

The Council of the Corporation of the County of Renfrew is responsible for the exercise of the legislated powers and duties under the *Municipal Act, 2001* or any other Act. In order to manage the business of the municipality, Council may from time to time, delegate certain powers, duties or functions to committees and staff. This delegated authority should be exercised in a manner that is accountable and transparent.

## POLICY PURPOSE

The *Municipal Act, 2001* requires that all municipalities adopt and maintain a policy with respect to the delegation of Council's powers and duties. Council exercises both legislative and administrative powers. The purpose of this policy is to set out the scope of the powers, duties and functions which Council may delegate and to establish principles governing such delegation.

## POLICY DEFINITIONS

**"Administrative Powers"** includes all matters required for the management of the County which do not involve discretionary decision making.

**"Legislative Powers"** includes all matters where Council acts in a legislative and quasi-judicial function, including by-laws, setting policies and exercising decision making authority.

## AUTHORITY

Section 270(1) of the *Municipal Act, 2001* states that:

*"A municipality shall adopt and maintain policies with respect to the following matters:*

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Corporate Services				<b>POLICY #:</b> GA-14
<b>POLICY:</b> Delegation of Powers and Duties Policy				
<b>DATE CREATED:</b> April 24, 2024	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 2 of 4

6. *The delegation of its powers and duties”*

Powers that cannot be delegated pursuant to the *Municipal Act, 2001*, are as follows:

- The power to appoint or remove from office, statutory officers of the municipality whose appointment is required by the *Municipal Act, 2001*.
- The power to pass a by-law for municipal taxation or tax collection.
- The power to incorporate municipal corporations.
- The power to adopt an official plan or an amendment to an official plan under the *Planning Act*.
- The power to pass a zoning by-law under the *Planning Act*.
- The power to pass a by-law related to small business counselling and municipal capital facilities.
- The power to adopt a community improvement plan.
- The power to adopt or amend the budget of the municipality.
- Any other power or duty that may be prescribed.

**POLICY SCOPE**

Council may delegate its administrative powers and duties to a person (including County staff); Committees of Council, local boards and municipal service boards.

Council may delegate its legislative and quasi-judicial powers to:

- One or more members of Council or a Committee of Council.
- A body having at least two members, of which at least half are Council members, individuals appointed by Council, a combination of Council members or Council appointees.
- An individual who is an officer, employee or agent of the municipality, only if in the

Corporate Policies and Procedures				
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opinion of Council, the power being delegated is of a minor nature.

The following are examples of powers which the *Municipal Act, 2001*, considers to be minor in nature:

- The power to close a highway temporarily.
- The power to issue and impose conditions on a licence.
- The powers of Council that are described in paragraphs 107, 108, 109 and 110 of section 210, paragraph 3 of section 308 and subsection 312(2) and clauses 312(4) (a) and (b) of the old *Municipal Act* as those provisions read on December 31, 2002.

## **POLICY**

1. All delegations of Council’s powers, duties or functions shall be based upon a by-law, except where deemed minor in nature, in which case the delegation may be authorized by resolution of Council.
2. Unless a power, duty, or function of Council has been expressly delegated by by-law, all of the powers, duties and functions of Council remain with Council.
3. A delegation of a power, duty or function under any by-law or resolution to any member of staff includes a delegation to a person who is appointed as the Chief Administrative Officer (CAO) and to any member of staff selected from time to time by the CAO or delegated individual to act in the capacity of the delegate in the delegate’s absence.
4. Subject to section 3, a person to whom a power, duty or function has been delegated by by-law has no authority to further delegate to another person any power, duty or function that has been delegated, unless such sub- delegation is expressly permitted.
5. Where a delegation of power, duty or function is to a staff position that no longer exists in title, those delegations shall be deemed transferred to the staff person of similar seniority who is assuming the responsibilities of the obsolete position.

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Corporate Services				<b>POLICY #:</b> GA-14
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<b>DATE CREATED:</b> April 24, 2024	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 4 of 4

6. No delegation of a power, duty or function shall be made or shall be made effective where such delegation is prohibited or is not authorized by statute.
7. Legislative powers may be delegated by Council where they are minor in nature or where Council has explicitly provided for the terms and conditions under which the power shall be exercised, and must take into account the limitations set out in the *Municipal Act, 2001*.
8. Administrative powers may be generally delegated to staff, subject to the conditions set out in the delegation and in this policy, and must take into account the limitations set out in the *Municipal Act, 2001*.
9. In exercising any delegated power, the delegate shall ensure the following:
  - Any expenditure related to the matter shall comply with the County’s Procurement By-law, budget approvals and all corporate policies.
  - The scope of the delegated authority shall not be exceeded by the delegate.
  - Reports shall be submitted to Council advising of the exercise of a delegated power and confirming compliance with the delegated authority and this policy.
  - Delegates shall ensure the consistent and equitable application of County policies and guidelines.

**POLICY COMMUNICATION**

This policy will be communicated to staff via distribution through the Senior Leadership Team, as well as available on the County’s website.

**APPENDIX OR APPENDICES**

**COUNTY OF RENFREW**

**CORPORATE SERVICES DEPARTMENT REPORT**

**TO:** Finance and Administration Committee

**FROM:** Daniel Burke, Treasurer

**DATE:** April 11, 2024

**SUBJECT:** Department Report

**INFORMATION**

**1. Provincial Offences Administration Workload**

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

Month	Charges Received	Trial Notices Issued	Early Resolution Notices	Payments Processed	Payfines Payments Processed	Number of Files Reviewed	Licence Suspensions	Collection Notices	To Collection Agency
Totals 2023	7170	760	830	4085	3348	4830	757	1707	1531
Totals 2022	9723	814	961	4804	4448	5006	886	1038	1513
Variance 2022 to 2023	-2553	-54	-131	-719	-1100	-176	-129	+669	+18
Jan 2024	309	83	37	260	141	405	78	140	129
Feb 2024	312	30	31	288	144	480	115	224	195

**2. Unaudited 2023 Financial Statements**

Attached as Appendix I are the 2023 Unaudited Financial Statements for the Renfrew County Housing Corporation, Bonnechere Manor, Miramichi Lodge and the General Revenue Fund. The Statement of Revenue and Expenditures is presented comparing the actual results for 2023, to the 2023 budget adopted by County Council. These Financial

Statements reflect a total consolidated municipal surplus of \$8,300,566, which comes from the following sources:

General Fund	\$2,281,856
Miramichi Lodge	\$2,127,802
Bonnechere Manor	\$3,208,406
Renfrew County Housing Corporation	\$682,503

3. **Municipal Benefits Committee – Additional Member Municipality – North Algona Wilberforce**

The Municipal Benefits Committee (MBC) is pleased to report that North Algona Wilberforce has been approved as a member.

The MBC is chaired by the County of Renfrew, and consists of lower-tier municipalities and partner agencies. The purpose of the MBC is to optimize the management of employee benefits programs, maximize efficiencies in program administration, share information and implement solutions, and benefit from economies of scale. These economies of scale include lower administration costs, higher breakeven points, improved trend factors, the use of reserves and risk sharing.

This policy contributes to Strategic Plan Goal #4, Shared Services and Resources, and is part of the identified actions to achieve the objectives in 2024.

4. **Retirement – Employee Health Coordinator – Bev Zadow**

Bev Zadow, Employee Health Coordinator provided notice of her retirement effective May 30, 2024. Bev joined the County of Renfrew on March 16, 2005 and has nearly 20 years of service. We would like to extend our thanks to Bev for all her hard work and dedication over the years and we wish her health and happiness as she moves on to this next chapter in her life!

5. **Employee Recognition Q4 2023**

On April 26, 2023, County Council approved Policy J-05 Employee Recognition Program. Employee recognition is the acknowledgement of an individual or team’s behaviour, effort and accomplishments that support the County’s goals and values. The County of Renfrew’s Employee Recognition Program is a way for the County of Renfrew to promote a workplace culture that strives to recognize and appreciate the commitment, dedication and contributions of all employees at the County of Renfrew.

Attached as Appendix II is the bulletin announcing the round of winners and nominees of the County’s Employee Recognition Program for the period of October to December, 2023. Congratulations to all of the winners and nominees and a big thank you to all of those who made nominations! Stay tuned for the Q1 2024 award winners.

This policy contributes to Strategic Plan Goal #2, Workforce Development, and part of the identified actions to achieve the objectives in 2024.

## RESOLUTIONS

### 6. Asset Management Plan and Long Term Financial Plan

**Recommendation:** THAT the Finance and Administration Committee recommends that County Council approve the Asset Management Plan and Long Term Financial Plan as presented.

**Recommendation:** THAT the Finance and Administration Committee recommends that County Council approve the creation of the growth reserve and that contributions to the growth reserve equal to the weighted CVA growth revenue for the 2025 year be included in the draft 2025 budget.

#### **Background**

Attached as Appendix III is the Asset Management Plan and Long Term Financial Plan that meets the County of Renfrew service level targets in all areas except for the Renfrew County Housing Corporation building portfolio. The long-term financial plan will allow the County to meet these expenditures with the following principles:

- Replacing all assets with like assets, presuming cost inflation is 2% per year
- Debenturing all projects with a cost greater than \$4 million at an estimated interest rate of 3%
- Maintaining Provincial/Federal capital funding at \$6.8 million per year for the next ten years (projected at \$7.2 million in 2024)
- Increasing the contribution to capital reserves by \$3 million per year for each year of the 2025-2033 period (reserve contributions rising from \$19.1 million in 2024 to \$46.1 million in 2033)

The long-term financial plan envisions the creation of a growth reserve from the revenue provided by current value assessment growth (increased property taxation from new or improved properties) to provide for the costs of capital asset enhancements. This reserve may also be supplemented by development charges in the future to provide additional funding for growth related capital asset enhancements.

## BY-LAWS

### 7. 2024 Tax Policy

**Recommendation:** THAT the Finance and Administration Committee recommends that County Council adopt a By-law setting the starting 2024 tax ratios for County purposes and lower-tier purposes for the year 2024.

**Recommendation:** THAT the Finance and Administration Committee recommends that County Council approve that the 2024 tax ratio By-law include a revenue neutral ratio for the Landfill class at 1.189066.

**Background - Executive Summary of 2024 Tax Policy Recommendations from the Tax Policy Working Group**

The Treasurer held Tax Policy Working Group meeting Monday, March 4, 2024 at 11:00 a.m. that included the local Municipal Treasurers. The following is an Executive Summary of the recommendations from the Tax Policy Working Group. Attached as Appendix IV is the slide deck that was prepared for the March 4 meeting.

**Ratios** – The Tax Policy Working Group (TPWG) is recommending that we adopt the following tax ratios for 2024.

<b>Tax Ratios – Property Class</b>	<b>2024</b>	<b>2023</b>
Residential/Farm	1.000000	1.000000
Residential/Farm-Farmlands 1	0.350000	0.350000
Multi-Residential	1.943600	1.943600
Multi-Residential – New	1.000000	1.000000
Commercial – Occupied	1.814700	1.814700
Commercial – Vacant	1.814700	1.814700
Commercial – Farmlands 1	0.350000	0.350000
Industrial – Occupied	2.466904	2.466904
Industrial – Vacant	2.466904	2.466904
Large Industrial – Occupied	2.722000	2.782032
Large Industrial – Vacant	2.722000	2.782032
Landfill – New	1.189066	1.189066
Pipelines	1.332800	1.332800
Farmland	0.250000	0.250000
Managed Forest	0.250000	0.250000

**Industrial Ratio Reduction** – At our April 2021 County Council meeting, approval was received to reduce the Broad Industrial Class Ratio down to the Provincial Threshold of 2.63, phased in over a 2-year period, beginning with the 2022 taxation cycle. Now that we have fully implemented this reduction, this change has removed the last tax classes that are subject to levy restriction.

**New Landfill Class and Ratios** – On December 13, 2016, an amendment to Ontario Regulation 282/98 under the Assessment Act was filed, which implements several of the Landfills Assessment Review recommendations. The regulation prescribes the use of the historic valuation methodology to assess landfills for the 2016 reassessment. The historic methodology values landfills as vacant industrial land, with structures assessed based on the replacement cost approach; prescribes the exclusion of environmental protection features from the assessed value of landfills; and establishes a new landfill property class. Municipalities with properties in the Landfill class in their jurisdiction must include a Landfill class tax rate and tax ratio starting in 2017. On April 5, 2017 the Ministry of Finance advised all municipalities that Ontario Regulations 94/17, 95/17, 97/17, 98/17 and 99/17 had been filed to implement the municipal tax policy framework. In 2017, Renfrew County chose a Starting Ratio for the Landfill class to be the same as the 2017 Starting Ratios for the Commercial class at 1.814700.

For the 2024 taxation year, confirmation has been received from the Ministry of Finance that O. Reg 95/17, Section 10.2 will continue to be applied for tax year 2024. Therefore, the transition ratio for the Landfill class is the Revenue Neutral ratio, with the ability to increase it up to 5%. The revenue neutral ratio for 2024 is 1.189066. If this regulation does not change for subsequent years, then the Transition Ratio for the Landfill Class will be recalculated every year since it has to equal the Revenue Neutral Ratio for that class. The Revenue Neutral Ratios are calculated to raise the same proportion of the levy for each class as it paid in the previous tax year. Since there was no reassessment for the 2024 year, **TPWG is recommending that County Council maintain the current revenue neutral ratio for the Landfill class at 1.189066.**

**Multi Residential Ratios** – The TPWG considered a reduction in the Multi-Residential Ratio to match the ratio in the New Multi-Residential Ratio Tax Class. A reduction in the Multi-Residential Ratio to match the ratio in the New Multi-Residential Ratio Tax Class would result in a shift of the property tax burden away from multi residential (47.9%) and onto all other classes (1.17%). This decision has been deferred until after the next market-based reassessment from MPAC and after we survey our peers.

**Discount Rates** – The County has always used the legislated reductions of 30% for Commercial and 35% for Industrial vacant units, vacant land and excess land. The Province began providing municipalities with broad flexibility for 2017 and future years to tailor the programs to reflect community needs and circumstances, while considering the interests of local businesses. Municipalities can implement changes to the existing discount by notifying the Minister of Finance of their intent to utilize this flexibility and provide details of the proposed changes along with a council resolution. In 2018, County Council passed a resolution seeking Ministerial consent to eliminate the vacant and excess land subclasses as well as the vacant building rebate program for the 2019 taxation year and thereafter.

On December 7, 2018, O. Reg. 490/18 was filed amending O. Reg. 580/17 under the Municipal Act, 2001 to implement requested changes to the Vacant and Excess Land Subclasses. For the purposes of subsection 313 (1.3) of the Act, the County of Renfrew is authorized to pass a by-law providing that a tax rate reduction in paragraph 2, 3, 4 or 5 of subsection 313 (1) of the Act does not apply for a taxation year after 2018.

Also, on December 7, 2018, O. Reg. 491/18 was filed amending O. Reg. 325/01 under the Municipal Act, 2001 to implement requested changes to the Vacant Unit Rebate. For the 2019 taxation year and subsequent taxation years, the lower-tier municipalities in the County of Renfrew are not required to have a program to provide tax rebates to owners of property that have vacant portions.

**Optional Small Business Subclass** – TPWG is not recommending the introduction of this new subclass at this time. To date, Toronto and Ottawa are the only two municipalities that have elected to implement this subclass. The new subclass allows for an up to 35% reduction in the commercial and industrial rates, with the Province automatically matching the reduction in the education rate. At the fall 2021 tax policy working group

meeting, it was recommended that this subclass not be adopted for the following reasons:

Municipalities must establish a process for identifying properties and portions of properties eligible for inclusion in the subclass. This can be an application-based process and/or a criteria-based determination process not requiring individual applications by property owners. They may also use both a criteria-based determination process and an application process.

Municipalities opting to use the subclass must appoint a Program Administrator and an Appellate Authority.

The Program Administrator is responsible for providing MPAC with a list of the properties, or portions of properties, that are approved for inclusion in the subclass for a taxation year.

The Appellate Authority is responsible for hearing any appeals of the Program Administrator's eligibility decisions.

This reduction in the tax burden for this new class would result in a shift in taxation onto all other classes.

**Optional Small Scale On-Farm Business Subclass** – TPWG is not recommending the introduction of this new subclass at this time. This subclass, if adopted, provides for a 75% reduction off the commercial or industrial tax rate of the first \$50,000 of applicable assessment. New in 2022, the municipality may opt to apply the reduction on up to the first \$100,000 of assessment. Currently there are 8 properties in Renfrew County that are eligible under this subclass with a combined CVA of only \$272,400. Due to the limited number of properties, it was recommended that this subclass not be adopted at this time, but will continue to be considered at future meetings.

**Tax Relief for Low Income Seniors/Disabled** – TPWG is not recommending any changes to the current policy to **defer** assessment related tax increases for low income and disabled seniors.

**Tax Relief on Eligible Property Occupied by Eligible Charities** – TPWG is not recommending any change to the current by-law establishing a tax rebate program for eligible charities in the amount of 40% of the taxes payable on eligible commercial or industrial properties.

**Deadlines for LTM Tax Rating By-laws** – As we are all using OPTA to create a CD to generate all business class property tax bills, the CD will not be available until **ALL** LTM's complete their budget processes and adopt a rating by-law. TPWG is recommending that all tax rating by-laws should be adopted prior to **June 15, 2024** and all tax rates should be entered by each municipality into the OPTA system by that same date. This process would allow the issuance of property tax bills to the business community before the summer vacation period.

8. **2024 County of Renfrew Tax Rate By-law**

**Recommendation:** THAT the Finance and Administration Committee recommends that County Council adopt a By-law to Establish the 2024 Tax Rates for County of Renfrew Purposes.

**Background**

Committee will recall at the January 25, 2024 Session of County Council, By-law Number 4-24, being 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 was adopted in the amount of Fifty-Seven Million, Four Hundred and Three Thousand, One Hundred and Twenty Dollars (\$57,403,120) as the estimate of the property tax levy required during the year 2024. As a result of our Tax Policy recommendations we are now able to recommend the adoption of the County tax rates for 2024. The following table provides a summary of the 2024 County tax rates with a comparison to the 2023 rates:

Property Class	2024 Tax Rates	2023 Tax Rates
Residential	0.00412365	0.00391501
Residential – FAD (Phase I)	0.00144328	0.00137025
Multi-Residential	0.00801473	0.00760921
New Multi-Residential	0.00412365	0.00391501
Commercial - Occupied	0.00748319	0.00710457
Commercial - Vacant	0.00748319	0.00710457
Commercial – FAD (Phase I)	0.00144328	0.00137025
Industrial - Occupied	0.01017266	0.00965795
Industrial - Vacant	0.01017266	0.00965795
Large Industrial - Occupied	0.01122458	0.01089168
Large Industrial – Vacant	0.01122458	0.01089168
Landfill	0.00490330	0.00465520
Pipelines	0.00549600	0.00521792
Farmlands	0.00103091	0.00097875
Managed Forests	0.00103091	0.00097875

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

**Recommendation:** THAT the Finance and Administration Committee recommends to County Council the approval of the following amended Corporate Policy, E-05 Bereavement Leave; AND THAT County Council adopt a By-law to amend By-law 63-03, being a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew.

**Background**

Attached as Appendix V is the amended By-law 63-03 and the following policy:

a) **E-05 Bereavement Leave**

This policy is updated to align more closely with the Employment Standards Act 2000, and provides clarity on the policy content. Added references to duty to accommodate under the Ontario Human Rights Code, 1990.

2024-03-22

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<b>Municipal Surplus / ( Deficit)</b>	<b>2,281,856</b>	<b>0</b>	<b>2,281,856</b>
<b>add: Surplus Adjustment - Capital</b>	<b>35,091,584</b>	<b>42,034,629</b>	<b>(6,943,045)</b>
<b>add: Surplus Adjustment - To Reserves</b>	<b>22,010,741</b>	<b>20,040,007</b>	<b>1,970,734</b>
<b>less: Surplus Adjustment - From Reserves</b>	<b>(33,549,459)</b>	<b>(34,155,886)</b>	<b>606,427</b>
<b>less: Surplus Adjustment - Depreciation</b>	<b>(12,492,867)</b>	<b>(11,911,200)</b>	<b>(581,667)</b>
<b>add: Surplus Adjustment - Debt Principal Paid</b>	<b>1,113,355</b>	<b>1,113,355</b>	<b>(0)</b>
<b>add: Surplus Adjustment - New Debt Principal</b>	<b>(172,000)</b>	<b>(4,490,190)</b>	<b>4,318,190</b>
<b>PSAB Surplus / ( Deficit)</b>	<b>14,283,209</b>	<b>12,630,715</b>	<b>1,652,494</b>

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u> YTD ACTUAL	<u>YTD BUDGET</u> YTD BUDGET	<u>VARIANCE</u> VARIANCE
PUBLIC WORKS	11,138,550	10,216,019	922,531
<b>Operations Committee</b>	<b>11,138,550</b>	<b>10,216,019</b>	<b>922,531</b>
PROPERTY - Pembroke Admin	113,668	88,576	25,092
PROPERTY - Renfrew County Place	(212,711)	(222,808)	10,097
PROPERTY - Base Stations	0	0	(0)
PROPERTY - Arnprior Office	0	0	0
PROPERTY - Renfrew OPP	(0)	0	0
FORESTRY DEPT.	79,253	76,777	2,476
GIS	160,895	209,880	(48,985)
ECONOMIC DEVELOPMENT	343,182	455,029	(111,847)
ENTERPRISE CENTRE	28,055	28,055	0
OTTAWA VALLEY TOURIST ASSOCIATION	290,275	290,275	(0)
PLANNING DEPARTMENT	558,170	786,947	(228,777)
<b>Development &amp; Property Committee</b>	<b>1,360,788</b>	<b>1,712,731</b>	<b>(351,943)</b>
BONNECHERE MANOR	1,545,131	1,512,178	32,953
MIRAMICHI LODGE	1,293,410	1,265,826	27,584
OTHER LONG TERM CARE	96,501	94,950	1,551
HEALTH SERVICES	1,755,588	1,767,955	(12,367)
OTTAWA VALLEY OHT	(0)	0	(0)
PARAMEDIC - 911	9,712,438	9,958,889	(246,451)
PARAMEDIC - OTHER	0	0	0
EMERGENCY MANAGEMENT	92,368	179,532	(87,164)
<b>Health Committee</b>	<b>14,495,436</b>	<b>14,779,330</b>	<b>(283,894)</b>
ONTARIO WORKS	1,402,730	1,347,203	55,527
CHILD CARE	403,523	448,793	(45,270)
COMMUNITY HOUSING	5,284,156	5,183,055	101,101
<b>Community Services Committee</b>	<b>7,090,409</b>	<b>6,979,051</b>	<b>111,358</b>
MEMBERS OF COUNCIL	590,549	613,829	(23,280)
GENERAL - ADMINISTRATION	1,010,300	989,774	20,526
INFORMATION TECHNOLOGY	389,238	536,587	(147,350)
HUMAN RESOURCES DEPARTMENT	251,365	259,687	(8,322)
Publicity/Public Relations	15,085	15,000	85
AGRICULTURE & REFORESTATION	16,323	20,000	(3,677)
PROVINCIAL OFFENCES ADMINISTRATION	(488,350)	(488,350)	0

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
PROPERTY ASSESSMENT	1,540,415	1,540,414	1
FINANCIAL EXPENSE	21,478,158	20,028,594	1,449,564
<b>Finance &amp; Administration Committee</b>	<b>24,803,084</b>	<b>23,515,535</b>	<b>1,287,549</b>

<b>Total Net Expenses</b>	<b>58,888,266</b>	<b>57,202,666</b>	<b>1,685,600</b>
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<b>County Levy</b>	52,893,886	52,893,896	(10)
<b>Other Revenue</b>	8,276,236	4,308,770	3,967,466
<b>Total Revenue</b>	<b>61,170,122</b>	<b>57,202,666</b>	<b>3,967,456</b>

<b>Municipal Surplus / ( Deficit)</b>	<b>2,281,856</b>	<b>0</b>	<b>2,281,856</b>
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**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<b><u>MEMBERS OF COUNCIL</u></b>	<b><u>590,549</u></b>	<b><u>613,829</u></b>	<b><u>(23,280)</u></b>
Warden's Salary & Per Diem	85,917	80,952	4,965
Council - Salaries	275,900	273,745	2,155
Councillor Ad Hoc Meeting per Diem	15,435	29,160	(13,725)
CPP,UIC,Employer Health Tax	20,780	25,872	(5,092)
Councillor Benefits - EHC/Dental	71,608	78,223	(6,615)
Councillor Group Insurance	7,140	7,677	(537)
Ad Hoc Meeting Expenses	0	0	0
Advocacy	22,135	30,000	(7,865)
AMO Board Expenses	834	10,000	(9,166)
Computer Supplies	0	5,000	(5,000)
Council - Conventions	21,017	30,000	(8,983)
Council - Mileage	50,636	35,000	15,636
Councillor Liability Insurance	10,776	10,200	576
FCM Board Expenses	10,794	10,000	794
EOWC Meetings	179	0	179
Hospitality	21,516	20,000	1,516
Legal	0	2,000	(2,000)
Office Supplies	1,319	5,000	(3,681)
Publicity	15,286	6,000	9,286
Recoveries - County	(65,000)	(65,000)	0
Recoveries - Federal	(4,691)	0	(4,691)
Recoveries - Other	(13,797)	0	(13,797)
Special Projects	887	0	887
Warden's Expenses	18,731	10,000	8,731
Warden's Golf Tournament	9,173	0	9,173
Warden's Banquet Expense	9,647	10,000	(353)
Surplus Adjustment - TRF to Reserves	4,325	0	4,325
<b><u>GENERAL - ADMINISTRATION</u></b>	<b><u>1,010,300</u></b>	<b><u>989,774</u></b>	<b><u>20,526</u></b>
Salaries	1,292,434	1,256,014	36,420
Employee Benefits	383,003	371,110	11,893
Bank Charges - Moneris	4,296	2,300	1,996
Computer Maintenance	46,392	45,000	1,392
Conferences & Conventions	5,893	5,000	893
Depreciation	1,094	1,600	(506)
General Legal & Audit	17,315	25,600	(8,285)
Membership Fees	36,328	36,000	328
Office Expense	28,251	26,000	2,251
Professional Development	8,227	5,000	3,227
Recovery - Other Departments	(1,014,057)	(860,350)	(153,707)
Recruitment	2,555	1,000	1,555
Revenue - Provincial	0	0	0
Revenue - Provincial - One Time	0	0	0
Special Projects - EOWC	22,363	20,100	2,263
Special Projects	12,392	30,000	(17,608)
Surplus Adjustment - Capital	0	0	0
Surplus Adjustment - Depreciation	(1,094)	(1,600)	506
Surplus Adjustment - TRF to Reserves	145,563	0	145,563
Surplus Adjustment - TRF from Reserves	0	0	0

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
Telephone	7,825	5,000	2,825
Travel	11,522	22,000	(10,478)
<b><u>PROPERTY - Pembroke Admin</u></b>	<b><u>113,668</u></b>	<b><u>88,576</u></b>	<b><u>25,092</u></b>
Salaries	175,505	169,011	6,494
Employee Benefits	54,305	50,787	3,518
Advertising	0	1,000	(1,000)
Capital - under threshold	19,029	0	19,029
Depreciation	422,311	408,000	14,311
Elevator Maintenance	7,759	7,949	(190)
Garbage Disposal	7,645	6,355	1,290
Grounds keeping	6,648	5,764	884
Insurance	52,557	44,182	8,375
Janitorial Contract	93,317	89,100	4,217
Legal	0	2,000	(2,000)
Lights, Heat & Power	136,203	126,075	10,128
Mechanical	11,555	22,000	(10,445)
Memberships/Subscriptions	674	1,500	(826)
Miscellaneous	7,404	2,800	4,604
Office Supplies	22,524	17,860	4,664
Professional Development	0	5,000	(5,000)
Recoveries - County	(513,790)	(526,130)	12,340
Recoveries - Other	0	(59,000)	59,000
Recruitment	0	750	(750)
Repairs & Maintenance	30,838	45,000	(14,162)
Revenue - Provincial - One Time	(19,029)	0	(19,029)
Security & Monitoring	9,161	6,273	2,888
Special Projects	0	40,000	(40,000)
Surplus Adjustment - Capital	0	312,000	(312,000)
Surplus Adjustment - Depreciation	(422,311)	(408,000)	(14,311)
Surplus Adjustment - TRF from Reserves	0	(293,000)	293,000
Surplus Adjustment - TRF to Reserves	0	0	0
Telephone	2,717	3,000	(283)
Travel	2,218	4,800	(2,582)
Vehicle Expenses	6,429	3,500	2,929
<b><u>PROPERTY - Renfrew County Place</u></b>	<b><u>(212,711)</u></b>	<b><u>(222,808)</u></b>	<b><u>10,097</u></b>
Salaries & Benefits	80,295	88,027	(7,732)
Capital - Under Threshold	0	0	0
Depreciation	197,806	210,000	(12,194)
Elevator Maintenance	4,524	7,122	(2,598)
Garbage Removal	6,317	4,001	2,316
Grounds keeping	36,944	32,000	4,944
Insurance	23,340	19,495	3,845
Insurance Claim Costs	0	0	0
Janitorial Contract	64,105	66,300	(2,195)
Lease Revenue- Outside	(310,580)	(336,954)	26,374
Lights, Heat & Power	81,076	97,375	(16,299)
Mechanical	46,280	17,478	28,802
Miscellaneous	751	5,046	(4,295)

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
Municipal Taxes	18,480	17,800	680
Office Supplies / Admin Costs	6,792	7,137	(345)
Recoveries - County	(339,790)	(339,790)	0
Recoveries - Outside	(14,385)	(17,800)	3,415
Repairs & Maintenance	18,633	40,356	(21,723)
Revenue - Provincial - One Time	0	0	0
Security & Monitoring	938	6,029	(5,091)
Surplus Adjustment - Capital	400,553	1,049,200	(648,647)
Surplus Adjustment - Depreciation	(197,806)	(210,000)	12,194
Surplus Adjustment - TRF from Reserves	(400,553)	(1,049,200)	648,647
Surplus Adjustment - TRF to Reserves	63,570	63,570	0
<b><u>PROPERTY - Base Stations</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>(0)</u></b>
BLDG - Repairs & Maint	16,218	45,051	(28,833)
Capital Under Threshold	0	0	0
Depreciation	61,570	62,400	(830)
Grounds keeping	36,739	46,979	(10,240)
Internal Charges	0	2,904	(2,904)
Janitorial Contract	22,359	33,173	(10,814)
Lights, Heat & Power	32,317	37,208	(4,891)
Mechanical	7,592	5,000	2,592
Misc. - Building Expenses	13,979	7,346	6,633
Recoveries - County	(339,394)	(339,394)	0
Revenue - Provincial - One Time	0	0	0
Surplus Adjustment - Capital	1,717,212	47,600	1,669,612
Surplus Adjustment - Depreciation	(61,570)	(62,400)	830
Surplus Adjustment - TRF from Reserves	(1,719,087)	(47,600)	(1,671,487)
Surplus Adjustment - TRF to Reserves	212,065	161,733	50,332
<b><u>PROPERTY - Arnprior Office</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
Bldg. - Repairs & Maintenance	5,911	1,322	4,589
Capital Under Threshold	6,309	0	6,309
COVID	0	0	0
Depreciation	38,184	38,400	(216)
Grounds keeping	9,269	4,124	5,145
Insurance	3,758	3,330	428
Janitorial Contract	38,435	30,000	8,435
Legal	0	0	0
Lights, Heat & Power	10,711	13,580	(2,869)
Mechanical	1,740	2,050	(310)
Misc. Bldg. Other	947	500	447
Recoverable County	(132,092)	(139,819)	7,727
Recovery - Outside	(23,180)	0	(23,180)
Revenue - Provincial - One Time	0	0	0
Security	4,480	1,538	2,942
Surplus Adjustment - Capital	0	0	0
Surplus Adjustment - Depreciation	(38,184)	(38,400)	216
Surplus Adjustment - TRF from Reserves	0	0	0
Surplus Adjustment - TRF to Reserves	73,713	83,375	(9,662)

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<b><u>PROPERTY - Renfrew OPP</u></b>	<b><u>(0)</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
Salaries / Benefits	45,744	28,849	16,895
Capital Under Threshold	10,041	0	10,041
Depreciation	115,758	116,400	(642)
Expenses Recoverable from Others	0	0	0
Garbage Removal	2,799	2,153	646
Grounds keeping	29,912	36,000	(6,088)
Insurance	20,853	15,043	5,810
Interest Expense	91,838	95,571	(3,733)
Internal Charges	0	16,300	(16,300)
Mechanical	12,479	0	12,479
Municipal Taxes	47,225	46,000	1,225
Office Expenses	4,125	3,000	1,125
Repairs & Maint	13,843	32,298	(18,455)
Revenue - Lease - Base Rent	(465,134)	(465,134)	0
Revenue - Lease - Expense Recoveries	(133,682)	(172,986)	39,304
Security/Monitoring	4,882	0	4,882
Surplus Adjustment - Capital	0	41,000	(41,000)
Surplus Adjustment - Debt Principal Payments	300,281	300,281	0
Surplus Adjustment - Depreciation	(115,758)	(116,400)	642
Surplus Adjustment - From Reserves	0	(41,000)	41,000
Surplus Adjustment - TRF To Reserves	14,793	62,625	(47,832)
<b><u>INFORMATION TECHNOLOGY</u></b>	<b><u>389,238</u></b>	<b><u>536,587</u></b>	<b><u>(147,350)</u></b>
Salaries	432,850	493,595	(60,745)
Employee Benefits	138,098	152,039	(13,941)
Annual Software Maintenance Fees	110,272	109,900	372
Communication Fees	29,416	29,000	416
Computer Technology Supplies	4,850	7,000	(2,150)
Corporate Software	0	2,000	(2,000)
Depreciation	34,484	38,000	(3,516)
Office Expense	1,079	1,100	(21)
Professional Development	1,850	5,500	(3,650)
Purchased Services	23,125	60,000	(36,875)
Recoveries - County	(346,993)	(338,847)	(8,146)
Recruitment	0	0	0
Revenue - Provincial - One Time	(14,638)	0	(14,638)
Revenue - Provincial - Special Project	0	0	0
Special Project	0	0	0
Surplus Adjustment - Capital	22,519	17,000	5,519
Surplus Adjustment - Depreciation	(34,484)	(38,000)	3,516
Surplus Adjustment - TRF from Reserves	(22,519)	(17,000)	(5,519)
Surplus Adjustment - TRF to Reserves	0	0	0
Telephone Costs	2,557	5,300	(2,743)
Travel	6,769	10,000	(3,231)
<b><u>HUMAN RESOURCES DEPARTMENT</u></b>	<b><u>251,365</u></b>	<b><u>259,687</u></b>	<b><u>(8,322)</u></b>
Salaries	690,906	629,695	61,211
Benefits	183,253	185,580	(2,327)
Conference & Convention	229	4,000	(3,771)

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
COVID	1,730	0	1,730
Depreciation	307	500	(193)
Expenses Recoverable From Others	59,294	10,000	49,294
Legal Fees	3,955	14,500	(10,545)
Membership Fees	4,085	6,000	(1,915)
Office Expense	12,895	25,000	(12,105)
Computer Expense	86,813	0	86,813
Professional Development	6,846	12,000	(5,154)
Purchased Services	102,485	75,000	27,485
Recovery - County Departments	(626,234)	(618,088)	(8,146)
Recovery - Provincial	(54,514)	0	(54,514)
Recovery - Municipal	(154,158)	(95,000)	(59,158)
Recovery - Other	(24)	0	(24)
Recruitment	2,851	1,000	1,851
Revenue - Provincial - One Time	0	0	0
Surplus Adjustment - Capital	0	0	0
Surplus Adjustment - Depreciation	(307)	(500)	193
Surplus Adjustment - TRF from Reserves	(73,799)	0	(73,799)
Travel	4,754	10,000	(5,246)
<b><u>FORESTRY DEPT.</u></b>	<b><u>79,253</u></b>	<b><u>76,777</u></b>	<b><u>2,476</u></b>
Salaries / Benefits	222,895	325,031	(102,136)
Salary Allocations	0	(100,077)	100,077
Advertising	1,484	600	884
Conventions	0	1,800	(1,800)
Depreciation	16,772	16,800	(28)
Legal	10,147	2,500	7,647
Memberships/Subscriptions	8,790	9,123	(333)
Miscellaneous	3,895	1,500	2,395
Office Supplies	7,573	3,000	4,573
Professional Development	421	2,500	(2,079)
Recoveries - Other	(200)	(5,200)	5,000
Revenue - Provincial	(16,161)	0	(16,161)
Revenues - Timber Sales	(431,719)	(180,000)	(251,719)
Small Tools / Supplies	2,368	1,000	1,368
Special Project - Other	474	2,500	(2,026)
Special Project - Well Remediation	3,409	3,600	(191)
Surplus Adjustment - Capital	0	0	0
Surplus Adjustment - Depreciation	(16,772)	(16,800)	28
Surplus Adjustment - TRF from Reserves	(18,448)	(24,100)	5,652
Surplus Adjustment - TRF to Reserves	251,719	0	251,719
Travel	6,001	5,000	1,001
Tree Marking	726	2,000	(1,274)
Tree Planting	14,564	18,000	(3,436)
Vehicle Expenses	11,315	8,000	3,315
<b><u>GIS</u></b>	<b><u>160,895</u></b>	<b><u>209,880</u></b>	<b><u>(48,985)</u></b>
Salaries & Benefits	127,732	198,880	(71,148)
Cell Telephone/Pagers	0	0	0
Computer Supply/Maintenance	79,387	21,000	58,387

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
Conventions	0	500	(500)
Depreciation	5,681	6,000	(319)
Membership	290	0	290
Office Supplies	641	2,000	(1,359)
Professional Development	0	500	(500)
Recoverable Outside	(2,902)	(1,500)	(1,402)
Recoveries - Municipal	(8,493)	(72,000)	63,507
Recoveries - provincial/federal	(56,572)	(75,000)	18,428
Recoveries - internal	0	(15,000)	15,000
Special Projects	20,664	150,000	(129,336)
Surplus Adj - Capital	0	0	0
Surplus Adj - Trf From Reserve	0	0	0
Surplus Adjustment - Depreciation	(5,681)	(6,000)	319
Travel	148	500	(352)
Weed Inspection	0	0	0
<b><u>PUBLIC WORKS</u></b>	<b><u>11,138,550</u></b>	<b><u>10,216,019</u></b>	<b><u>922,531</u></b>
Administration	1,224,147	1,221,535	2,612
Capital Works - Operating Expenses	679,135	695,266	(16,131)
Clearing	0	0	0
Depreciation	10,713,911	9,800,000	913,911
Equipment	1,743,567	1,487,328	256,239
Housing	188,640	162,000	26,640
Maintenance	7,151,356	6,512,490	638,866
Trails	1,392,779	4,270,872	(2,878,093)
Recoveries - Donations	(3,179)	(3,500,000)	3,496,821
Recoveries - Federal	0	(1,470,000)	1,470,000
Recoveries - Municipal	0	0	0
Recoveries - Other	(475,344)	(362,699)	(112,645)
Recoveries - Provincial	(2,821,809)	(2,815,973)	(5,836)
Surplus Adjustment - Capital	31,056,698	37,611,829	(6,555,131)
Surplus Adjustment - Depreciation	(10,713,911)	(9,800,000)	(913,911)
Surplus Adjustment - Temp loan	(172,000)	(4,490,190)	4,318,190
Surplus Adjustment - TRF from Reserves	(28,825,441)	(29,106,439)	280,998
Surplus Adjustment - TRF to Reserves	0	0	0
<b><u>BONNECHERE MANOR</u></b>	<b><u>1,545,131</u></b>	<b><u>1,512,178</u></b>	<b><u>32,953</u></b>
Recoveries - City of Pembroke	(711,852)	(744,805)	32,953
Total Municipal Cost	2,256,983	2,256,983	0
<b><u>MIRAMICHI LODGE</u></b>	<b><u>1,293,410</u></b>	<b><u>1,265,826</u></b>	<b><u>27,584</u></b>
Recoveries - City of Pembroke	(595,883)	(623,467)	27,584
Total Municipal Cost	1,889,293	1,889,293	0
<b><u>OTHER LONG TERM CARE</u></b>	<b><u>96,501</u></b>	<b><u>94,950</u></b>	<b><u>1,551</u></b>
City of Pembroke Share	(44,459)	(46,009)	1,550
North Renfrew Long Term Care	140,959	140,959	0

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<b><u>HEALTH SERVICES</u></b>	<b><u>1,755,588</u></b>	<b><u>1,767,955</u></b>	<b><u>(12,367)</u></b>
Renfrew County & District Health Unit	1,755,588	1,767,955	(12,367)
<b><u>OTTAWA VALLEY OHT</u></b>	<b><u>(0)</u></b>	<b><u>0</u></b>	<b><u>(0)</u></b>
Salaries	334,508	319,801	14,707
Benefits	31,683	37,371	(5,688)
Admin Charges	170,000	0	170,000
Office Supplies/computer	62,875	0	62,875
Purchased Services	443,816	617,828	(174,012)
Recoveries - Provincial	(990,189)	(975,000)	(15,189)
Recoveries - Other	(116,970)	0	(116,970)
Special projects	64,277	0	64,277
<b><u>Publicity/Public Relations</u></b>	<b><u>15,085</u></b>	<b><u>15,000</u></b>	<b><u>85</u></b>
Publicity/Public Relations Service	15,085	15,000	85
Recoveries	0	0	0
<b><u>ECONOMIC DEVELOPMENT</u></b>	<b><u>343,182</u></b>	<b><u>455,029</u></b>	<b><u>(111,847)</u></b>
Salaries	234,282	248,965	(14,684)
Benefits	72,913	78,303	(5,390)
Computer Maintenance	4,152	4,000	152
Conventions	2,259	4,000	(1,741)
Marketing Program	50,173	65,500	(15,327)
Memberships/Subscriptions	3,301	5,000	(1,699)
Office Expense	4,428	6,000	(1,572)
ON Winter Games expenses	1,305,053	1,000,000	305,053
ON Winter Games Recoveries - other	(369,622)	0	(369,622)
ON Winter Games Recoveries - Provincial	(1,035,432)	(1,000,000)	(35,432)
Professional Development/Staff Training	204	750	(546)
Recoveries - Federal	0	0	0
Recoveries-Other	(38,714)	(26,000)	(12,714)
Recoveries-Municipal	(13,000)	0	(13,000)
Recoveries-Provincial	(20,652)	(76,219)	55,567
Recruitment	0	0	0
Special Projects	9,846	0	9,846
Special Projects - Agriculture	22,470	22,470	0
Special Projects - RED	1,853	117,260	(115,407)
Surplus Adjustment - TRF To Reserve	100,000	0	100,000
Travel	9,668	5,000	4,668
<b><u>ENTERPRISE CENTRE</u></b>	<b><u>28,055</u></b>	<b><u>28,055</u></b>	<b><u>0</u></b>
Salaries	147,876	138,359	9,517
Benefits	51,518	47,669	3,849
Marketing	2,658	6,000	(3,342)
Office Expenses	8,969	2,869	6,100
Professional Development	0	700	(700)
Purchased Service	6,393	6,393	0
Recoveries - Municipalities	(9,000)	(6,000)	(3,000)
Recoveries - Other	(3,161)	(10,000)	6,839
Recoveries - Provincial	(188,474)	(171,165)	(17,309)

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
Special Projects - French Langage	17,080	10,000	7,080
Starter Company - Provincial Revenue	(67,833)	(72,000)	4,167
Starter Company - Special Projects	67,833	72,000	(4,167)
Summer Company - Special Projects	16,164	13,200	2,964
Prov Rev - Special Projects	(9,930)	0	(9,930)
Summer Company - Provincial Revenue	(16,164)	(13,200)	(2,964)
Telephone/Internet Access	3,148	2,230	918
Travel	978	1,000	(22)
<b><u>OTTAWA VALLEY TOURIST ASSOCIATION</u></b>	<b><u>290,275</u></b>	<b><u>290,275</u></b>	<b><u>(0)</u></b>
Salaries	180,483	181,904	(1,421)
Benefits	57,384	62,516	(5,132)
Direct Contribution to OVTA (to 2022)	52,408	45,855	6,553
Recoveries	0	0	0
<b><u>PLANNING DEPARTMENT</u></b>	<b><u>558,170</u></b>	<b><u>786,947</u></b>	<b><u>(228,777)</u></b>
Salaries	707,584	773,011	(65,427)
Employee Benefits	212,531	223,283	(10,752)
Computer Supplies / Maintenance	2,933	12,000	(9,067)
Conventions	5,732	5,000	732
Legal Fees	242	1,000	(758)
Memberships	2,966	5,700	(2,734)
Office Expense	10,154	16,913	(6,759)
Professional Development	931	6,000	(5,069)
Purchased Service	0	25,000	(25,000)
Recruitment	2,216	2,040	176
Revenues - Municipal Projects	(11,035)	(40,000)	28,965
Revenues - Other	(145)	(12,000)	11,855
Revenues - Service Charges	(37,176)	(35,000)	(2,176)
Revenues - Severance Applications	(282,045)	(174,000)	(108,045)
Revenues - Subdivision Applications	(76,495)	(50,000)	(26,495)
Special Projects - official plan	3,817	8,000	(4,183)
Travel	15,960	20,000	(4,040)
<b><u>AGRICULTURE &amp; REFORESTATION</u></b>	<b><u>16,323</u></b>	<b><u>20,000</u></b>	<b><u>(3,677)</u></b>
Forest Fire Protection	1,520	5,000	(3,480)
Reforestation - Grants in Lieu	14,804	15,000	(196)
<b><u>ONTARIO WORKS</u></b>	<b><u>1,402,730</u></b>	<b><u>1,347,203</u></b>	<b><u>55,527</u></b>
Depreciation	18,238	9,500	8,738
Municipal Contribution - City of Pembroke	(409,511)	(487,293)	77,782
Ontario Works Program Administration	4,074,191	4,101,566	(27,375)
Other Revenue	(2,404)	0	(2,404)
Provincial Subsidy - Ontario Works Program Admin	(2,275,400)	(2,275,400)	0
Provincial Subsidy - Social Assistance - Benefits	(11,545,330)	(12,620,000)	1,074,670
Social Assistance - Benefits	11,561,185	12,628,330	(1,067,145)
Surplus Adjustment - Capital	0	0	0
Surplus Adjustment - Depreciation	(18,238)	(9,500)	(8,738)
Surplus Adjustment - TRF From Reserve	0	0	0

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<b><u>CHILD CARE</u></b>	<b><u>403,523</u></b>	<b><u>448,793</u></b>	<b><u>(45,270)</u></b>
Administration	185,710	183,695	2,015
Core Programs	(26,238)	314,966	(341,205)
Special Needs Resourcing	0	0	0
Special Purpose	288,416	0	288,416
EarlyON Centres	(0)	0	(0)
Licenced Family Home Day Care	0	0	0
CWELCC (\$10/day Child Care)	0	0	0
Municipal Contribution - City of Pembroke	(44,365)	(49,868)	5,503
<b><u>COMMUNITY HOUSING</u></b>	<b><u>5,284,156</u></b>	<b><u>5,183,055</u></b>	<b><u>101,101</u></b>
Admin Charges	211,105	211,105	0
Affordable Housing - Tax Rebate	17,843	12,500	5,343
HR Charges	79,080	79,080	0
IT Charges	35,622	35,622	0
Legal	0	0	0
Municipal Contribution - City of Pembroke	(580,963)	(552,687)	(28,276)
Non Profit Housing	1,417,531	1,336,574	80,957
Office Supplies	0	1,000	(1,000)
Memberships	46,000	0	46,000
PROV (FED) SUBSIDY -SOCIAL HOUSING	(1,234,012)	(1,234,012)	(0)
PROV REV - COCHI	(720,976)	(574,180)	(146,796)
PROV REV - CMHC	(1,119,191)	0	(1,119,191)
PROV REV - HPP	(2,811,788)	(1,785,700)	(1,026,088)
PROV REV - IAH	(39,250)	(68,000)	28,750
PROV REV - OPHI	(412,538)	(601,100)	188,562
PROV REV - COHB	(17,750)	0	(17,750)
PROV REV - SSRF	(1,294,984)	(2,000,000)	705,016
PROV REV - STRONG COMMUNITY RENT SUP	0	0	0
RCHC TRANSFER - BASE	5,526,873	5,526,873	0
RCHC TRANSFER - COCHI	720,976	574,180	146,796
RCHC TRANSFER - HPP	2,811,788	1,785,700	1,026,088
RCHC TRANSFER - IAH	39,250	68,000	(28,750)
RCHC TRANSFER - OPHI	412,538	601,100	(188,562)
RCHC TRANSFER - SSRF	1,294,984	2,000,000	(705,016)
RCHC TRANSFER - COHB	17,750	0	17,750
RCHC TRANSFER - CMHC	1,119,191	0	1,119,191
OPHI - Direct costs	0	0	0
Recoveries - Outside - RCHC	(235,000)	(235,000)	0
Recoveries - Muncipal	(40,000)	0	(40,000)
Special Projects - Warming Centre	40,000	0	40,000
Surplus Adjustment - Capital	0	0	0
Surplus Adjustment - TRF from Reserves	0	0	0
Surplus Adjustment - TRF To Reserves	0	0	0
Travel	77	2,000	(1,923)
<b><u>PARAMEDIC - 911</u></b>	<b><u>9,712,438</u></b>	<b><u>9,958,889</u></b>	<b><u>(246,451)</u></b>
Admin - Salaries	2,085,062	2,069,671	15,391
Admin - Employee Benefits	645,136	569,529	75,607

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
Paramedic - Salaries	11,605,102	10,520,868	1,084,234
Paramedic - Employee Benefits	3,747,957	4,300,896	(552,939)
Admin Charge	192,891	192,891	0
Base Station Expenses	87,328	64,000	23,328
Capital Under Threshold	3,175	0	3,175
Communication & Computer Expense	380,937	275,000	105,937
Conferences & Conventions	8,509	5,500	3,009
COVID	39,873	0	39,873
Cross Border - Other Municipalities (Recovery)	14,097	20,000	(5,903)
Depreciation	803,204	1,200,000	(396,796)
HR Charge	258,308	258,308	0
Insurance	206,057	194,213	11,844
Insurance Claims Costs	3,371	10,000	(6,629)
IT Charge	50,459	50,459	0
Lease - Base Station - Internal	431,045	431,045	(0)
Lease - Base Station Lease - External	84,840	78,000	6,840
Lease - Admin Office - Internal	113,300	113,300	0
Leased Equipment	0	12,000	(12,000)
Legal	108,906	20,000	88,906
Medication Costs	113,254	125,000	(11,746)
Membership Fees	7,327	0	7,327
Office Expenses	65,374	50,000	15,374
Professional Development	59,306	36,000	23,306
Purchased Service	232,193	197,577	34,616
Recovery - City of Pembroke share	(1,566,213)	(1,697,359)	131,146
Recovery - County	(29,219)	(29,219)	0
Revenue - Donations	(2,000)	(3,000)	1,000
Revenue - Interest	(191,351)	(40,000)	(151,351)
Revenue - Other	(536,620)	(125,000)	(411,620)
Revenue - Provincial - Special	(202,032)	0	(202,032)
Revenue- Provincial Subsidy	(9,666,480)	(9,647,743)	(18,737)
Revenue- Special Project	(378,034)	(50,000)	(328,034)
Small Equipment & Supplies	357,297	390,000	(32,703)
Special Project	385,908	50,000	335,908
Surplus Adjustment - Capital	1,521,972	2,945,000	(1,423,028)
Surplus Adjustment - Depreciation	(803,204)	(1,200,000)	396,796
Surplus Adjustment - TRF from Reserves	(2,143,520)	(3,566,547)	1,423,027
Surplus Adjustment - TRF to Reserves	803,204	1,200,000	(396,796)
Travel	44,492	50,000	(5,508)
Uniform Allowances	4,725	0	4,725
Uniform, Laundry	201,737	150,000	51,737
Vehicle - recovery from other paramedic program	(318,776)	0	(318,776)
Vehicle Operation & Maintenance	883,543	738,500	145,043
<b><u>PARAMEDIC - OTHER</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
Comm Paramedic - Salaries & Benefits	2,636	0	2,636
Comm Paramedic - Expenses	30,000	0	30,000
Comm Paramedic - Provincial Subsidy	(495,414)	(365,000)	(130,414)
LTC - Salaries & Benefits	1,971,558	1,515,276	456,282
LTC - Expenses	691,281	849,724	(158,443)

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
LTC - Provincial Subsidy	(2,155,038)	(2,000,000)	(155,038)
LTC - Surplus Adjustment - Capital	0	0	0
LTC Surplus Adjustment - TRF from Reserves	0	0	0
LTC - Surplus Adjustment - Depreciation	(45,023)	0	(45,023)
Vaccine - Salaries & Benefits	23,237	370,000	(346,763)
Vaccine - Expenses	0	20,000	(20,000)
Vaccine - Provincial Subsidy	(23,237)	(390,000)	366,763
VTAC - Salaries & Benefits	1,990,903	1,807,082	183,821
VTAC - Expenses	1,795,196	157,918	1,637,278
VTAC - Revenue	(3,808,887)	(1,965,000)	(1,843,887)
VTAC - Surplus Adjustment - Capital	37,636	0	37,636
VTAC - Surplus Adjustment - Depreciation	(14,848)	0	(14,848)
<b><u>EMERGENCY MANAGEMENT</u></b>	<b><u>92,368</u></b>	<b><u>179,532</u></b>	<b><u>(87,164)</u></b>
911	49,654	60,000	(10,346)
Admin Charge (Paramedic Service)	29,219	44,219	(15,000)
Depreciation	2,752	0	2,752
Emergency Management	19,950	33,000	(13,050)
Fire Services Charges	131,238	100,000	31,238
Purchased Service	0	47,313	(47,313)
Recoveries - Other	(137,693)	(105,000)	(32,693)
Recoveries - Municipal	(324,319)	0	(324,319)
Surplus Adjustment - Capital	324,319	0	324,319
Surplus Adjustment - Depreciation	(2,752)	0	(2,752)
<b><u>PROVINCIAL OFFENCES ADMINISTRATION</u></b>	<b><u>(488,350)</u></b>	<b><u>(488,350)</u></b>	<b><u>0</u></b>
Salaries	345,869	419,913	(74,044)
Benefits	104,138	131,320	(27,182)
Adjudication	59,823	60,850	(1,027)
Admin Charges	57,258	57,258	0
Bank Charges (Visa/MasterCard)	25,931	31,000	(5,069)
Certificates of Offence	7,948	10,000	(2,052)
City of Pembroke - Share of Net Revenue	21,560	66,633	(45,073)
Collection Costs	21,880	35,000	(13,120)
Computer & Technology	11,317	16,500	(5,183)
Conventions	1,788	2,300	(512)
Court Transcripts	277	1,000	(723)
Depreciation	924	3,600	(2,676)
ICON Charges	14,290	20,000	(5,710)
Interpreter Fees	679	1,500	(821)
IT Charges	18,391	18,140	251
Lease/Building Costs	105,060	105,060	0
Legal Costs	534	2,000	(1,466)
Miscellaneous	333	1,500	(1,167)
Monitoring / Enforcement Fees	7,776	7,776	0
Office Equipment / Furniture	3,052	2,100	952
Office Supplies	5,035	6,500	(1,465)
Part III Prosecution	11,253	1,000	10,253
Postage	2,659	6,800	(4,141)
Purchase of Service - Notice of Fines	3,895	0	3,895

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
Purchase of Service - Prosecution	7,781	5,000	2,781
Recoveries - Provincial - One Time	0	0	0
Revenues - POA Fines	(995,115)	(1,510,000)	514,885
Revenues - POA Recoveries	(1,275)	0	(1,275)
Satellite Courtroom Costs	1,500	0	1,500
Staff Training/Development	0	2,000	(2,000)
Surplus Adjustment - Capital	10,675	11,000	(325)
Surplus Adjustment - Depreciation	(924)	(3,600)	2,676
Surplus Adjustment - TRF from Reserves	(346,093)	(11,000)	(335,093)
Telephone	3,217	8,000	(4,783)
Travel	174	2,500	(2,326)
Witness Fees	41	0	41
<b><u>PROPERTY ASSESSMENT</u></b>	<b><u>1,540,415</u></b>	<b><u>1,540,414</u></b>	<b><u>1</u></b>
MPAC	1,540,415	1,540,414	1
<b><u>FINANCIAL EXPENSE</u></b>	<b><u>21,478,158</u></b>	<b><u>20,028,594</u></b>	<b><u>1,449,564</u></b>
County Share - Taxes Written Off	122,671	300,000	(177,329)
Interest Expense	143,932	146,817	(2,885)
Provision for Unallocated Funds	56,692	300,000	(243,308)
Surplus Adjustment - Debt Principal	813,074	813,074	(0)
Surplus Adjustment - TRF to Reserves	20,341,790	18,468,703	1,873,087
<b><u>TOTAL EXPENSES</u></b>	<b><u>58,888,266</u></b>	<b><u>57,202,666</u></b>	<b><u>1,685,600</u></b>

**REVENUES**

<b><u>COUNTY LEVY</u></b>	<b><u>52,893,886</u></b>	<b><u>52,893,896</u></b>	<b><u>(10)</u></b>
<b><u>PIL ADJUSTMENTS</u></b>	<b><u>1,153,136</u></b>	<b><u>(150,000)</u></b>	<b><u>1,303,136</u></b>
<b><u>WATERPOWER GENERATING STATION</u></b>	<b><u>394,109</u></b>	<b><u>394,109</u></b>	<b><u>0</u></b>
<b><u>RAILWAY/HYDRO RIGHTS-OF-WAY</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b><u>SUPPLEMENTARY REVENUE</u></b>	<b><u>635,426</u></b>	<b><u>500,000</u></b>	<b><u>135,426</u></b>
<b><u>PROVINCIAL SUBSIDIES</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
Ontario Municipal Partnership Fund	0	0	0
Provincial - One Time	0	0	0
<b><u>OTHER REVENUE</u></b>	<b><u>6,093,565</u></b>	<b><u>3,564,661</u></b>	<b><u>2,528,904</u></b>
BM Repayment of Solar Panel Loan	0	0	0
Donations In Kind	0	0	0
Gain / (Loss) - Sale of Assets	120,563	0	120,563
Canada Community Building Fund (Gas Tax)	2,914,661	2,914,661	0
Interest Revenue	3,057,563	650,000	2,407,563
Licenses	580	0	580

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DECEMBER 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
Other Revenue	198	0	198
Proceeds - Sale of Assets	0	0	0
<b><u>CONTRIBUTION FROM RESERVES</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
Surplus Adjustment - TRF From Reserves	0	0	0
<hr/>			
<b>TOTAL REVENUES</b>	<b>61,170,122</b>	<b>57,202,666</b>	<b>3,967,456</b>
<hr/>			
<b>Municipal Surplus / ( Deficit)</b>	<b>2,281,856</b>	<b>0</b>	<b>2,281,856</b>
<hr/>			
add: Surplus Adjustment - Capital	35,091,584	42,034,629	(6,943,045)
add: Surplus Adjustment - To Reserves	22,010,741	20,040,007	1,970,734
less: Surplus Adjustment - From Reserves	(33,549,459)	(34,155,886)	606,427
less: Surplus Adjustment - Depreciation	(12,492,867)	(11,911,200)	(581,667)
add: Surplus Adjustment - Debt Principal Paid	1,113,355	1,113,355	(0)
add: Surplus Adjustment - New Debt Principal	(172,000)	(4,490,190)	4,318,190
<hr/>			
<b>PSAB Surplus / ( Deficit)</b>	<b>14,283,209</b>	<b>12,630,715</b>	<b>1,652,494</b>

**County of Renfrew  
Balance Sheet  
DECEMBER 2023**

	2023	2022
PETTY CASH	900	1,600
BANK ACCOUNT	50,827,723	56,948,931
CERTIFICATES OF DEPOSIT	7,177,033	7,174,057
INVESTMENTS - EOWC BROADBAND	0	0
RECEIVABLES	4,743,368	3,691,551
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0	0
DUE TO/FROM	(6,599,929)	(7,392,360)
PREPAID EXPENSES	1,536,412	1,156,594
INVENTORY	707,529	613,204
LAND	3,738,333	3,667,215
LAND IMPROVEMENT	1,730,736	1,715,230
BUILDING	30,083,856	29,921,156
BUILDING ARO	79,640	0
LEASEHOLD IMPROVEMENT	364,273	459,273
MACHINERY & EQUIPMENT	6,419,844	6,195,486
VEHICLE	17,010,584	16,222,172
LINEAR ASSET	394,902,812	377,466,976
WIP - PUBLIC WORKS - CONSTRUCTION	45,266,886	34,066,177
ROOFING SYSTEM	1,799,636	1,799,636
WIP - PUBLIC WORKS - JOB COST RECONCILED	0	0
WIP - OTHER	52,942,147	50,414,252
FIXED ASSET - CLEARING	501,803	1,151,011
ACCUMULATED DEPRECIATION	(270,696,289)	(261,374,811)
OTHER ASSETS	0	0
<b>ASSETS</b>	<b>342,537,298</b>	<b>323,897,350</b>
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	(15,135,230)	(10,165,188)
WSIB LIABILITY - PARAMEDIC	(9,813,338)	(9,249,316)
SICK LEAVE LIABILITY	(45,470)	(44,281)
WSIB LIABILITY - GENERAL	(118,275)	(97,174)
LONG TERM DEBT	(8,382,083)	(9,495,438)
ACCRUED INTEREST - LONG TERM DEBT	(51,647)	(58,267)
ACCUMULATED SURPLUS	(294,708,046)	(277,799,220)
SURPLUS - CURRENT YEAR	(14,283,209)	(16,988,466)
<b>LIABILITIES AND NET ASSETS</b>	<b>(342,537,298)</b>	<b>(323,897,350)</b>

**COUNTY OF RENFREW  
TREASURER'S REPORT - Operations Committee  
DECEMBER 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<b><u>CAPITAL PROGRAM - EXPENSES</u></b>	<b><u>679,135</u></b>	<b><u>695,266</u></b>	<b><u>(16,131)</u></b>
Salaries	323,408	296,246	27,162
Benefits	91,517	82,020	9,497
Capital Projects - Under Threshold	42,478	0	42,478
COVID	0	0	0
Infrastructure Management	247,321	283,000	(35,679)
Misc	5,332	6,000	(668)
Recoveries	(58,878)	0	(58,878)
Supplies	27,957	28,000	(43)
<b><u>ADMINISTRATION</u></b>	<b><u>1,224,147</u></b>	<b><u>1,221,535</u></b>	<b><u>2,612</u></b>
Salaries	545,697	565,331	(19,634)
Benefits	160,357	157,884	2,473
Advertising	8,421	10,000	(1,579)
Answering Service	4,732	4,600	132
Bank Charges	750	0	750
Cell Telephone/Pager	8,578	13,200	(4,622)
Communications(Radio System)	78,680	72,000	6,680
Computer Hrdwr/Sftwr	53,524	60,000	(6,476)
Conferences & Conventions	9,667	7,500	2,167
Courier	1,043	770	273
COVID	0	0	0
Health & Safety (Protection)	51,499	42,000	9,499
Insurance	155,948	159,500	(3,552)
Insurance Claims Expense	29,394	35,000	(5,606)
Internet	6,379	5,100	1,279
Legal Fees	32,564	20,500	12,064
Membership Fees	10,355	9,000	1,355
Office Equipment	4,038	4,000	38
Office Supplies/Publications/Awards	11,142	10,000	1,142
Photocopier Supplies/Maint	6,050	4,200	1,850
Postage	168	450	(283)
Provincial Grants & Subsidies - COVID	0	0	0
Recruitment	3,042	0	3,042
Staff Training	19,400	20,000	(600)
Surplus Adjustment - Capital	0	0	0
Surplus Adjustment - From Reserves	0	0	0
Telephone	10,846	11,200	(354)
Travel	11,874	9,300	2,574

**COUNTY OF RENFREW**  
**TREASURER'S REPORT - Operations Committee**  
**DECEMBER 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<b><u>TRAILS</u></b>	<b><u>270,207</u></b>	<b><u>321,635</u></b>	<b><u>(51,428)</u></b>
Salaries / Benefits	60,072	0	60,072
Salary Allocations	0	100,077	(100,077)
Algonquin - Rental Recoveries	(49,361)	(30,000)	(19,361)
Algonquin Trail Development	1,304,170	4,148,295	(2,844,125)
Algonquin Trail Donations	(3,079)	(3,500,000)	3,496,921
Algonquin Trail Federal Recoveries	0	(1,470,000)	1,470,000
Algonquin Trail Other Recoveries	(51,782)	0	(51,782)
Algonquin Trail Prov Recoveries	(255,699)	(255,699)	0
Bad Debt Expense	0	0	0
Donations	(100)	0	(100)
K&P Rail Line Development	27,028	22,000	5,028
K&P Rail Recoveries - Provincial	0	(2,000)	2,000
Office Expense	1,452	500	952
Recruitment	0	0	0
Recovery - Provincial	0	0	0
Surplus Adj - Capital	595,468	3,534,000	(2,938,532)
Surplus Adj - Trf From Reserve	(1,358,020)	(2,225,538)	867,518
Surplus Adj - Trf to Reserve	0	0	0
Travel	58	0	58
<b><u>MAINTENANCE</u></b>	<b><u>7,151,356</u></b>	<b><u>6,512,490</u></b>	<b><u>638,866</u></b>
Salaries	2,271,597	2,288,842	(17,245)
Benefits	692,854	660,648	32,206
Bridges and Culverts	71,972	40,000	31,972
Hard Top Maintenance	361,819	385,000	(23,181)
Recoveries	(184,994)	(100,000)	(84,994)
Roadside Maintenance	144,540	150,000	(5,460)
Safety Devices	837,408	798,000	39,408
Winter Control	2,956,160	2,290,000	666,160
<b><u>EQUIPMENT</u></b>	<b><u>1,743,567</u></b>	<b><u>1,487,328</u></b>	<b><u>256,239</u></b>
Salaries	239,680	235,137	4,543
Benefits	76,888	78,300	(1,412)
Salary Allocations	(102,794)	(103,112)	318
COVID	0	0	0
Provincial Grants & Subsidies - COVID	0	0	0

**COUNTY OF RENFREW**  
**TREASURER'S REPORT - Operations Committee**  
**DECEMBER 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
Recoveries	(24,801)	(15,000)	(9,801)
Small Equipment, Misc	44,690	55,600	(10,910)
Surplus Adjustment - Capital Equipment	1,077,125	2,753,073	(1,675,948)
Surplus Adjustment - Trf From Reserves	(1,077,125)	(2,753,073)	1,675,948
Surplus Adjustment - Trf To Reserves	0	0	0
Vehicle Operating Costs - Fuel	639,122	635,000	4,122
Vehicle Operating Costs - Insurance	47,028	51,403	(4,375)
Vehicle Operating Costs - Licence	55,835	65,000	(9,165)
Vehicle Operating Costs - Repairs & Supplies	783,279	500,000	283,279
Vehicle Operating Revenue	(15,360)	(15,000)	(360)
<b><u>HOUSING</u></b>	<b><u>188,640</u></b>	<b><u>162,000</u></b>	<b><u>26,640</u></b>
COVID	0	0	0
Major Repairs	25,864	0	25,864
Operating Expenses	162,776	162,000	776
Surplus Adjustment - Capital	0	317,000	(317,000)
Surplus Adjustment - Trf From Reserves	0	(317,000)	317,000
<b><u>OTHER</u></b>	<b><u>29,384,104</u></b>	<b><u>31,007,756</u></b>	<b><u>(1,623,652)</u></b>
Depreciation	10,713,911	9,800,000	913,911
Surplus Adjustment - Capital Construction	29,384,104	31,007,756	(1,623,652)
Surplus Adjustment - Depreciation	(10,713,911)	(9,800,000)	(913,911)
Surplus Adjustment - TRF to Reserves	0	0	0
<b><u>CONSTRUCTION - LABOUR CLEARING ACCOUNT</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
Salaries	743,663	518,886	224,777
Benefits	151,660	140,070	11,590
Charge to Capital Construction above	(895,323)	(658,956)	(236,367)
<b>TOTAL EXPENDITURES</b>	<b>40,641,156</b>	<b>41,408,010</b>	<b>(766,854)</b>

**COUNTY OF RENFREW  
TREASURER'S REPORT - Operations Committee  
DECEMBER 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<b>REVENUES</b>			
Municipal Contribution	11,138,550	10,216,019	922,531
Misc	118,502	75,000	43,502
Provincial Grants & Subsidies	2,821,809	2,815,973	5,836
Surplus Adjustment - Temp Loan	172,000	4,490,190	(4,318,190)
Surplus Adjustment - TRF from Reserves	26,390,295	23,810,828	2,579,467
<b>TOTAL REVENUES</b>	<b>40,641,156</b>	<b>41,408,010</b>	<b>(766,854)</b>
<b>MUNICIPAL SURPLUS / (DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>

Project Name	Project Description	Project Location	Project Year	Actual	Estimated	Variance
BONNECHERE RIVER BRIDGE	ON BONNECHERE ROAD	B	2023	\$21,457.11	\$0.00	-\$21,457.11
CR37-CR26 DORAN TO CR51 PET BL	2.2KM TO 3.14KM	0.94	2023	\$4,400.46	\$490,588.00	\$486,187.54
PETER BLACK BRIDGE	ON CR24 AT 1.46KM	B	2023	\$49,463.81	\$180,000.00	\$130,536.19
FOYMOUNT RD-BUELOW TO SILVER	30.91KM TO 37.30KM	6.39	2023	\$1,215,598.55	\$4,490,190.00	\$3,274,591.45
COLES CREEK BRIDGE	ON CR512 AT 0.34KM	B	2023	\$0.00	\$0.00	\$0.00
HARRINGTON CREEK BRIDGE	ON CR512 AT 28.76KM	B	2023	\$0.00	\$800,000.00	\$800,000.00
LOCHIEL CREEK CULVERT NORTH	CR63-MILLER RD-0.2KM W HWY17	C	2023	\$31,778.51	\$40,000.00	\$8,221.49
BROOMES CREEK CULVERT	CR7 FORESTER FALLS RD 10.41KM	C	2023	\$157,100.96	\$200,000.00	\$42,899.04
ALGONQUIN TRAIL - PATCH	0.62KM TO 0.65KM	0.03	2023	\$30.76	\$0.00	-\$30.76
CULVERT REPLACE-FOREST LEA RD	2.11KM - 2.14KM	0.03	2023	\$809,757.25	\$759,352.00	-\$50,405.25
FOREST LEA ROAD			2023	\$0.00	\$0.00	\$0.00
BLACK DONALD ROAD	0.00KM TO 0.75KM	0.75	2023	\$3,076.93	\$0.00	-\$3,076.93
WASHOUT-120M E OF GOSHEN RD	35.61KM TO 35.75KM	0.14	2023	\$1,147,849.66	\$1,251,345.00	\$103,495.34
FRASER RD NORTHERLY 1.8KM	11.36KM TO 13.16KM	1.8	2023	\$21,128.60	\$0.00	-\$21,128.60
ELGIN STREET TO USBORNE STREET	2.62KM TO 3.96KM	1.36	2023	\$6,646.56	\$0.00	-\$6,646.56
CR20 & HWY 60 - IMPROVEMENTS	0.00KM TO 0.10KM	0.1	2023	\$529,859.49	\$539,559.00	\$9,699.51
CR508 TO PUCKER STREET	0.00KM TO 7.48KM	7.48	2023	\$213,212.58	\$0.00	-\$213,212.58
ASPHALT EDGE - CALABOGIE ROAD	22.34KM TO 24.26KM	1.92	2023	\$0.00	\$0.00	\$0.00
CULVERT REPLACEMENT AT LR 0.20	0.15KM TO 0.25KM	0.1	2023	\$363,607.09	\$300,000.00	-\$63,607.09
PETAWAWA RIVER BRIDGE	ON PETAWAWA BOULEVARD	B	2023	\$10,409.12	\$0.00	-\$10,409.12
FOURTH CHUTE BRIDGE	ON FOURTH CHUTE ROAD	B	2023	\$1,700.01	\$0.00	-\$1,700.01
BUCHOLTZ BRIDGE	ON ROUND LAKE ROAD	B	2023	\$7,596.36	\$0.00	-\$7,596.36
ETMANSKIE SWAMP CULVERT	ON JOHN STREET	C	2023	\$525,147.82	\$1,300,000.00	\$774,852.18
LAURENTIAN DR-CIVIC-LIMESTONE	1.95KM TO 2.48KM	0.53	2023	\$6,534.54	\$0.00	-\$6,534.54
OLD RAIL CROSSING REPAIR	0.84KM TO 0.86KM	0.02	2023	\$32.66	\$0.00	-\$32.66
PETAWAWA BLVD-CULVERT LINER	4.55KM TO 4.57KM	0.02	2023	\$12,668.71	\$0.00	-\$12,668.71
TV TOWER ROAD REPAIR	60.08KM TO 60.11KM	0.03	2023	\$451.31	\$0.00	-\$451.31
INDIAN RIVER BRIDGE	ON SANDY BEACH ROAD	B	2023	\$293,390.13	\$0.00	-\$293,390.13
SCOLLARD BRIDGE	ON PUCKER STREET	B	2023	\$29,393.78	\$0.00	-\$29,393.78
MOUNT ST. PATRICK BRIDGE	ON MOUNT ST. PATRICK ROAD	B	2023	\$3,097.16	\$0.00	-\$3,097.16
PILGRIM ROAD BRIDGE	ON PILGRIM ROAD	B	2023	\$444,947.07	\$380,000.00	-\$64,947.07
FARQUHARSON'S CULVERT	ON SOUTH MCNAUGHTON ROAD	C	2023	\$5,979.68	\$0.00	-\$5,979.68
CAMPBELL DRIVE CULVERT	ON CAMPBELL DRIVE	C	2023	\$5,979.67	\$0.00	-\$5,979.67
HANSON CREEK CULVERTS	ON ROBERTSON LANE	C	2023	\$499,124.70	\$600,000.00	\$100,875.30
WADSWORTH LAKE CULVERT	ON OLD BARRY'S BAY ROAD	C	2023	\$5,099.83	\$0.00	-\$5,099.83
BORNE ROAD CULVERT	ON BORNE ROAD	C	2023	\$749,323.70	\$800,000.00	\$50,676.30
JACKS LAKE CULVERTS	ON ROUND LAKE ROAD	C	2023	\$1,169.55	\$0.00	-\$1,169.55
BAGOT CREEK CULVERT	ON LOWER SPRUCE HEDGE ROAD	C	2023	\$4,766.77	\$0.00	-\$4,766.77
HENRY CRES TO LOCHWINNOCH RD	15.12KM TO 17.48KM	2.36	2023	\$2,340.48	\$0.00	-\$2,340.48
MICKSBURG RD TO STAFFORD THIRD	4.27KM TO 7.06KM	2.79	2023	\$1,755.36	\$0.00	-\$1,755.36
BUCHANAN'S PIT TO URBAN BEGIN	5.06KM TO 7.82KM	2.76	2023	\$4,638.88	\$0.00	-\$4,638.88
HWY 17 TO CTY RD 40 GREENWOOD	4.08KM TO 6.55KM	2.47	2023	\$422,077.18	\$0.00	-\$422,077.18
COUNTY LINE TO CLEAR VIEW CRES	0.00KM TO 2.24KM	2.24	2023	\$1,807.53	\$0.00	-\$1,807.53
<b>LAKE DORE RD-HWY60 TO SPERBERG</b>	<b>0.00KM TO 3.26KM</b>	<b>3.26</b>	<b>2023</b>	<b>\$2,891,648.14</b>	<b>\$2,529,548.00</b>	<b>-\$362,100.14</b>
ROBINSON RD TO HWY 148	5.73KM TO 8.27KM	2.54	2023	\$6,361.07	\$0.00	-\$6,361.07
MILL ST TO CR511 LANARK RD	14.3KM TO 16.19KM	1.89	2023	\$1,767.45	\$0.00	-\$1,767.45
MHUSK RD TO GALLAGHER RD	12.57KM TO 15.57KM	2	2023	\$3,856.24	\$0.00	-\$3,856.24
QUEEN ST-COLL ST RETAINING WAL	QUEEN ST NW OF COLL ST	B	2023	\$0.00	\$0.00	\$0.00
OPEONGO RD TO HUBERS RD	14.50KM TO 18.15KM	3.65	2023	\$15,331.97	\$0.00	-\$15,331.97
SERRAN RD TO CR62COMBERMERE RD	5.04KM TO 8.34KM	3.3	2023	\$98,647.60	\$0.00	-\$98,647.60
<b>DEER TRAIL RD TO BONNECHERE BR</b>	<b>18.34KM TO 20.88KM</b>	<b>2.54</b>	<b>2023</b>	<b>\$1,224,315.45</b>	<b>\$1,257,480.00</b>	<b>\$33,164.55</b>
BONNECHERE BR TO RD 58 PICNIC	20.92KM TO 27.48KM	6.58	2023	\$438.90	\$0.00	-\$438.90
GIERMAN RD TO CONSTANT LAKE RD	13.4KM TO 18.9KM	5.5	2023	\$0.00	\$0.00	\$0.00
BLACK DONALD TO DEER MOUNTAIN	14.56KM TO 18.74KM	4.18	2023	\$2,833.20	\$0.00	-\$2,833.20
HARRIET ST WESTERLY 600M	7.88KM TO 8.48KM	5.51	2023	\$4,723.27	\$0.00	-\$4,723.27
BRENNANS CREEK BRIDGE	QUEEN STREET	B	2023	\$17,639.34	\$10,000.00	-\$7,639.34
TRAMORE BRIDGE	TRAMORE ROAD	B	2023	\$0.00	\$20,000.00	\$20,000.00
BURNT BRIDGE	BURNT BRIDGE ROAD	B	2023	\$17,648.38	\$53,000.00	\$35,351.62
COCHRANE CREEK BRIDGE	CEMENT BRIDGE ROAD	B	2023	\$18,732.69	\$50,000.00	\$31,267.31
SKI HILL BRIDGE	ROUND LAKE ROAD	B	2023	\$976,980.00	\$1,200,000.00	\$223,020.00
<b>DOUGLAS BRIDGE</b>	<b>STONE ROAD</b>	<b>B</b>	<b>2023</b>	<b>\$1,012,901.74</b>	<b>\$1,800,000.00</b>	<b>\$787,098.26</b>
BUTLER BRIDGE	BUTLER ROAD	B	2023	\$6,422.56	\$20,000.00	\$13,577.44
BERLANQUET CREEK CULVERT	STONE ROAD	C	2023	\$25,735.27	\$40,000.00	\$14,264.73
DICKS ROAD CULVERT	DICKS ROAD	C	2023	\$125,447.86	\$200,000.00	\$74,552.14
BELLOWES CREEK CULVERT	WESTMEATH ROAD	C	2023	\$27,320.13	\$30,000.00	\$2,679.87
ST. COLUMBKILLE'S CULVERT	ROUND LAKE ROAD	C	2023	\$29,640.91	\$90,000.00	\$60,359.09
NEILSON CREEK CULVERT	CLEAR LAKE ROAD	C	2023	\$159,116.74	\$450,000.00	\$290,883.26
SNAKE RIVER CULVERT	CR8 COBDEN ROAD	C	2023	\$3,070.22	\$25,000.00	\$21,929.78
HARRIS CREEK CULVERT	PROVEN LINE	C	2023	\$10,009.39	\$20,000.00	\$9,990.61
SIGNALS	SIGNALS	S	2023	\$0.00	\$0.00	\$0.00
LOCKWINNOCH RD TO STORIE RD	17.48KM TO 18.71KM	1.23	2023	\$856,077.30	\$1,137,007.00	\$280,929.70
OLD MILL BR RD-WESTMEATH DUMP	4.71KM TO 8.07KM	3.36	2023	\$33,250.62	\$0.00	-\$33,250.62
MOUNTAIN RD-WILBER/STAFF LINE	2.64KM TO 4.27KM	1.63	2023	\$13,519.57	\$0.00	-\$13,519.57
STAFFORD 3RD LINE TO HWY 17	7.06KM TO 11.33KM	4.27	2023	\$6,292.32	\$0.00	-\$6,292.32
MOORE ST TO DOCHART ST	4.59KM TO 6.74KM	2.15	2023	\$5,006.68	\$0.00	-\$5,006.68
CR26 - 0.6 KM S - CULVERT	3.85KM TO 3.95KM	0.1	2023	\$19,887.19	\$0.00	-\$19,887.19
CR24 TO CITY OF PEMBROKE S LIM	0.00KM TO 5.17KM	5.17	2023	\$3,492.79	\$0.00	-\$3,492.79
DANIEL STREET SOUTH	0.91KM TO 1.88KM	0.97	2023	\$696,658.97	\$700,000.00	\$3,341.03
STAFFORD THIRD LINE TO HWY 17	1.46KM TO 4.08KM	2.62	2023	\$1,600.55	\$1,309,911.00	\$1,308,310.45
DORAN ROAD CROSS CULVERT	8.57KM TO 8.63KM	0.06	2023	\$8,514.39	\$0.00	-\$8,514.39
LOOKOUT ROAD	0.00KM TO 6.93KM	6.93	2023	\$18,781.01	\$0.00	-\$18,781.01
<b>HWY 17 TO DORAN ROAD</b>	<b>0.00KM TO 2.20KM</b>	<b>2.2</b>	<b>2023</b>	<b>\$760,484.33</b>	<b>\$1,077,840.00</b>	<b>\$317,355.67</b>
ALEX LANE TO CR653 CHENAUX RD	4.72KM TO 7.52KM	2.8	2023	\$1,336,832.35	\$0.00	-\$1,336,832.35
CR34 TO MILL STREET	12.55KM TO 14.30KM	1.75	2023	\$975,254.46	\$918,160.00	-\$57,094.46



**COUNTY OF RENFREW  
TREASURER'S REPORT - MIRAMICHI LODGE  
DECEMBER 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
			over / (under)
<b><u>CLIENT PROGRAMS &amp; SERVICES</u></b>	<b><u>842,794</u></b>	<b><u>874,247</u></b>	<b><u>(31,453)</u></b>
Salaries	579,861	600,083	(20,222)
Salary Allocations	62,443	62,443	0
Employee Benefits	138,070	140,723	(2,653)
Computer Operation and Maint	1,255	1,645	(390)
COVID	0	0	0
Depreciation	3,782	3,792	(10)
Equipment - Replacements	1,475	3,075	(1,600)
Equipment Operation/Maint.	605	2,460	(1,855)
Hobby Crafts	4,953	5,125	(172)
Purchased Services-Physio	52,771	53,693	(922)
Recoveries	(5,875)	0	(5,875)
Recreation & Entertainment	3,279	5,000	(1,721)
Revenue - Federal	0	0	0
Special Events	3,957	0	3,957
Surplus Adjustment - Depreciation	(3,782)	(3,792)	10
<b><u>NURSING SERVICES</u></b>	<b><u>11,113,431</u></b>	<b><u>11,299,762</u></b>	<b><u>(186,331)</u></b>
Salaries - Administration	453,313	450,186	3,127
Salaries - Direct	8,132,855	8,627,507	(494,652)
Salary Allocations	0	0	0
Employee Benefits - Administration	135,396	134,543	853
Employee Benefits - Direct	1,795,081	1,491,014	304,067
Computer Operation and Maint	9,097	22,264	(13,167)
COVID	18,178	0	18,178
Depreciation	57,227	41,000	16,227
Equipment - Repairs & Maintenance	31	3,940	(3,909)
Equipment - Replacements	0	7,000	(7,000)
Fall Prevention	16,596	16,600	(4)
Fall Prevention - Prov Subsidy	(16,596)	(16,600)	4
High Intensity Needs	62,909	30,000	32,909
High Intensity Needs - Non Claims Based	14,276	39,383	(25,107)
High Intensity Needs - Prov Subsidy	(59,764)	(28,500)	(31,264)
Incontinent Supplies - (Funded at \$1.20 per diem)	131,886	100,985	30,901
IPAC	54,625	117,657	(63,032)
IPAC LEAD	61,083	0	61,083
IPAC MINOR CAPITAL	0	0	0
Lab Fees	7,110	6,500	610
Lab Fees - Prov Subsidy	(7,110)	(6,500)	(610)
Medical Director - (0.30 / day)	18,177	18,177	0
Medical Nursing Supplies	119,156	105,154	14,002
Medication Safety Technology	19,418	0	19,418
Memberships	0	1,000	(1,000)
Nurse Practitioner BM Support	0	0	0
Nurse Practitioner Expenses	180,916	184,639	(3,723)
Nurse Practitioner Provincial Subsidy	(120,857)	(122,844)	1,988

**COUNTY OF RENFREW  
TREASURER'S REPORT - MIRAMICHI LODGE  
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	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
			over / (under)
Phys-On-Call - Funded Exp (\$100 / bed)	17,705	16,600	1,105
Phys-On-Call - Prov Subsidy (\$100 / bed)	(17,706)	(16,600)	(1,106)
Resident Health and Well Being	25,260	0	25,260
PSW Return of Service	10,000	0	10,000
RAI / MDS Expenses	120,931	117,657	3,274
RAI / MDS Prov Subsidy	0	0	0
Recoveries	(29,625)	0	(29,625)
Recoveries - Wages	(38,912)	0	(38,912)
Surplus Adjustment - Depreciation	(57,227)	(41,000)	(16,227)
<b><u>RAW FOOD</u></b>	<b><u>719,783</u></b>	<b><u>666,490</u></b>	<b><u>53,293</u></b>
Dairy	82,705	80,000	2,705
Groceries and Vegetables	394,280	367,990	26,290
Meat	219,966	200,000	19,966
Nutrition Supplements	27,452	20,000	7,452
Recoveries	(4,619)	(1,500)	(3,119)
<b><u>FOOD SERVICES</u></b>	<b><u>1,483,999</u></b>	<b><u>1,487,194</u></b>	<b><u>(3,195)</u></b>
Salaries	1,230,784	1,218,791	11,993
Salary Allocations	(62,443)	(62,443)	(0)
Employee Benefits	257,195	260,000	(2,805)
Café M	1,257	0	1,257
Computer Operation and Maint	0	0	0
COVID	840	0	840
Depreciation	17,096	13,000	4,096
Dietary Supplies	19,204	22,545	(3,341)
Equipment - Operation and Replacement	11,225	10,960	265
Food Wrap & Disposable Items	10,961	11,432	(471)
Purchased Services - BM Staff Support	19,909	19,909	(0)
Recoveries	(6,881)	0	(6,881)
Replacement - Dishes/Cutlery	9,322	10,000	(678)
Surplus Adjustment - Depreciation	(17,096)	(13,000)	(4,096)
Vending - Net Proceeds	(7,373)	(4,000)	(3,373)
<b><u>HOUSEKEEPING SERVICES</u></b>	<b><u>1,036,549</u></b>	<b><u>897,064</u></b>	<b><u>139,485</u></b>
Salaries	798,529	709,842	88,687
Employee Benefits	159,543	124,222	35,321
COVID	0	0	0
Depreciation	3,587	3,000	587
Equipment - Operation/Maint.	191	1,750	(1,559)
Equipment - Replacements	763	5,000	(4,237)
Furniture - Replacements	0	0	0
Housekeeping Supplies	78,031	55,000	23,031
Other	0	1,250	(1,250)

**COUNTY OF RENFREW  
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	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
			over / (under)
Recoveries	(509)	0	(509)
Surplus Adjustment - Depreciation	(3,587)	(3,000)	(587)
<b><u>LAUNDRY AND LINEN SERVICES</u></b>	<b><u>313,563</u></b>	<b><u>289,102</u></b>	<b><u>24,461</u></b>
Salaries	233,234	208,962	24,272
Employee Benefits	48,589	36,360	12,229
COVID	0	0	0
Depreciation	7,991	1,500	6,491
Education	0	0	0
Equipment - Replacements	328	2,500	(2,172)
Equipment Operation/Maint.	1,577	2,500	(923)
Laundry Supplies	20,338	23,690	(3,352)
Recoveries	(3,239)	0	(3,239)
Replacements	12,735	15,090	(2,355)
Surplus Adjustment - Depreciation	(7,991)	(1,500)	(6,491)
<b><u>BUILDINGS AND PROPERTY MAINTENANCE</u></b>	<b><u>1,202,367</u></b>	<b><u>1,184,736</u></b>	<b><u>17,631</u></b>
Salaries	275,533	266,836	8,697
Employee Benefits	56,880	74,032	(17,152)
Comprehensive minor capital	25,330	0	25,330
Computer Operation and Maint	3,205	6,562	(3,357)
COVID	5,739	0	5,739
Depreciation	755,192	795,000	(39,808)
Equipment - Operation/Maint.	702	0	702
Equipment - Replacements	83,505	60,000	23,505
Furniture - Replacements	10,728	40,380	(29,652)
Hydro	219,327	200,000	19,327
Insurance	97,917	83,273	14,644
IPAC minor capital	0	0	0
Natural Gas	80,545	75,000	5,545
Purchased Services	265,259	283,000	(17,741)
Recoveries	(15,436)	0	(15,436)
Repairs/Maint./Bldgs./Grounds	88,791	98,853	(10,062)
Replacements/Capital	0	0	0
Resident - Cable System	22,841	23,500	(659)
Resident - Cable/Phone Recoveries	(64,372)	(83,700)	19,328
Surplus Adjustment - Depreciation	(755,192)	(795,000)	39,808
Water / Wastewater	45,873	57,000	(11,127)
<b><u>GENERAL AND ADMINISTRATIVE</u></b>	<b><u>1,355,279</u></b>	<b><u>1,170,446</u></b>	<b><u>184,833</u></b>
Salaries	471,688	423,732	47,956
Salary Allocations	0	0	0
Employee Benefits	147,126	142,566	4,560
Accreditation	6,988	5,971	1,017

**COUNTY OF RENFREW  
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	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
			over / (under)
Admin Charges	123,128	123,128	0
Advertising/Awards	3,265	5,000	(1,735)
Audit	7,739	10,350	(2,611)
Computer Operation and Maint	69,088	70,400	(1,312)
Conventions	1,616	0	1,616
COVID	4,311	0	4,311
Depreciation	29,956	24,000	5,956
Equipment - Maintenance	7,870	10,392	(2,522)
Health & Safety Program	1,665	1,000	665
HR Charges	106,243	106,243	0
Insurance	80,171	71,046	9,125
Insurance Claim Costs	0	0	0
IT Charges	70,131	70,131	0
Legal & Labour Contract Costs	104,663	50,000	54,663
Loss (gain) of disposal of assets	10,397	0	10,397
Memberships / Subscriptions	17,203	16,770	433
Postage	5,890	6,500	(610)
Printing & Stationery	21,686	16,908	4,778
Purchased Services - From BM	58,390	54,641	3,749
Recoveries - Other	(89,937)	(75,996)	(13,941)
Recruiting	0	0	0
Staff Training	34,342	22,164	12,178
Minor Capital	51,769	0	51,769
Surplus Adjustment - Depreciation	(29,956)	(24,000)	(5,956)
Surplus Adjustment - Disposal of Assets	0	0	0
Telephone	16,222	15,000	1,222
Travel	6,232	8,000	(1,768)
Uniform Allowance	17,395	16,500	895
<b>MIRAMICHI LODGE TOTALS</b>	<b><u>18,067,765</u></b>	<b><u>17,869,041</u></b>	<b><u>198,724</u></b>
<b>RESIDENT DAYS</b>	<b>58,736</b>	<b>60,590</b>	<b>(1,182)</b>
<b>NON-SUBSIDIZABLE EXPENSE</b>	<b><u>619,036</u></b>	<b><u>627,096</u></b>	<b><u>(8,060)</u></b>
Debenture Payment - Interest Only	50,460	58,234	(7,774)
Surplus Adjustment - Debenture Principal	568,575	568,862	(287)
Surplus Adjustment - Transfer to Reserves	0	0	0
Transfer to Bonnechere Manor	0	0	0
<b>SURPLUS ADJUSTMENT</b>	<b><u>537,200</u></b>	<b><u>703,600</u></b>	<b><u>(166,400)</u></b>
Surplus Adjustment - Capital Purchases	537,200	703,600	(166,400)

**COUNTY OF RENFREW  
TREASURER'S REPORT - MIRAMICHI LODGE  
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	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
			over / (under)
<b>GRAND TOTAL EXPENDITURE</b>	<b>19,224,001</b>	<b>19,199,737</b>	<b>24,264</b>
<b><u>MUNICIPAL SUBSIDY</u></b>	<b><u>1,889,293</u></b>	<b><u>1,889,293</u></b>	<b><u>0</u></b>
City of Pembroke -30.63%	595,883	623,467	(27,584)
County of Renfrew - 69.37%	1,293,410	1,265,826	27,584
<b><u>RESIDENTS REVENUE</u></b>	<b><u>4,223,575</u></b>	<b><u>4,064,219</u></b>	<b><u>159,356</u></b>
Bad Debt (Expense) / Recovery	11,446	0	11,446
Basic Accommodation	3,405,365	3,269,000	136,365
Bed retention	0	0	0
Estate Recoveries - Municipal	0	0	0
Estate Recoveries - Provincial	0	0	0
Preferred Accommodation	745,093	791,219	(46,126)
Preferred Accommodation - HIN Claims	45,257	0	45,257
Preferred Accommodation - Prov COVID Reimbursement	0	0	0
Respite Care	16,413	4,000	12,413
<b><u>OTHER REVENUE</u></b>	<b><u>267,265</u></b>	<b><u>49,800</u></b>	<b><u>217,465</u></b>
Donations	0	0	0
Donations In Kind	0	0	0
Interest Income	267,265	49,800	217,465
<b><u>GRANTS &amp; SUBSIDIES</u></b>	<b><u>14,569,624</u></b>	<b><u>12,492,825</u></b>	<b><u>2,076,799</u></b>
Prov Revenue - 4hrs care - Nursing Staff Supplement	2,150,430	1,991,636	158,794
Prov Revenue - 4hrs care - Staff Supp Allied Health	284,181	262,760	21,421
Prov Revenue - Clinical Decision Making	0	0	0
Prov Revenue - COVID - Incremental costs	384,700	0	384,700
Prov Revenue - COVID - Lost Rev Advance	13,951	0	13,951
Prov Revenue - COVID - PSW Wage Enhancement	619,522	521,429	98,093
Prov Revenue - RHWB	25,260	0	25,260
Prov Revenue - Debenture Subsidy	627,096	627,096	0
Prov Revenue - ICIP	60,239	0	60,239
Prov Revenue - Medication Safety	85,277	0	85,277
Prov Revenue - Operating Subsidy - Accreditation	22,266	21,816	450
Prov Revenue - Operating Subsidy - Equalization	174,492	174,492	0
Prov Revenue - Operating Subsidy - Global LOC	453,957	458,333	(4,376)
Prov Revenue - Operating Subsidy - HIN NPC	40,442	39,984	458
Prov Revenue - Operating Subsidy - Nursing & Personal Care	7,480,641	6,517,967	962,674
Prov Revenue - Operating Subsidy - Other Accomodation	231,754	129,837	101,917
Prov Revenue - Operating Subsidy - Pay Equity	22,560	22,560	0
Prov Revenue - Operating Subsidy - Program & Support Service:	752,507	755,591	(3,084)
Prov Revenue - Operating Subsidy - PSW / Behavioural Support	44,040	44,040	0
Prov Revenue - Operating Subsidy - PSW return of service	10,000	0	10,000
Prov Revenue - Operating Subsidy - RAI/MDS	89,823	88,464	1,359
Prov Revenue - Operating Subsidy - Raw Food	715,098	666,480	48,618
Prov Revenue - Operating Subsidy - RN	106,008	106,008	0

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	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
			over / (under)
Prov Revenue - Support Prof Growth	34,342	22,164	12,178
Prov Revenue - Comp Minor Capital	25,330	0	25,330
Prov Revenue - IPAC Lead	61,083	0	61,083
Provincial Revenue - IPAC	54,625	42,168	12,457
<b><u>SURPLUS ADJUSTMENT</u></b>	<b><u>402,046</u></b>	<b><u>703,600</u></b>	<b><u>(301,554)</u></b>
Surplus Adjustment - Trf from Reserves	402,046	703,600	(301,554)
<b><u>GRAND TOTAL REVENUES</u></b>	<b><u>21,351,803</u></b>	<b><u>19,199,737</u></b>	<b><u>2,152,066</u></b>
<b><u>Municipal Surplus / (Deficit)</u></b>	<b><u>2,127,802</u></b>	<b><u>0</u></b>	<b><u>2,127,802</u></b>
less: Depreciation	(874,830)	(881,292)	6,462
add: Transfer to Reserves	0	0	0
less: Transfer from Reserves	(402,046)	(703,600)	301,554
less: Disposal of Assets	0	0	0
add: Capital Purchases	537,200	703,600	(166,400)
add: Debenture Principal	568,575	627,096	(58,521)
<b><u>ADJ Surplus / (Deficit)</u></b>	<b><u>1,956,701</u></b>	<b><u>(254,196)</u></b>	<b><u>2,210,897</u></b>

**Miramichi Lodge**  
**Balance Sheet**  
**DECEMBER 2023**

	<b>2023</b>	<b>2022</b>
PETTY CASH	2,600	2,600
BANK ACCOUNT	5,968,466	4,007,390
CERTIFICATES OF DEPOSIT	0	0
RECEIVABLES	70,495	52,377
DUE TO/FROM	(2,042,700)	(1,880,135)
PREPAID EXPENSES	18,322	18,446
INVENTORY	32,196	33,107
LAND	433,427	433,427
LAND IMPROVEMENT	649,554	630,909
BUILDING	32,535,649	32,404,709
MACHINERY & EQUIPMENT	3,113,137	3,011,859
CAPITAL WORK IN PROGRESS	0	0
ROOFING SYSTEM	401,258	401,258
WORK IN PROGRESS	226,073	50,096
CLEARING - FIXED ASSET CLEARING	191,885	117,690
ACCUMULATED DEPRECIATION	(14,793,047)	(13,943,985)
OTHER ASSETS	0	0
<b>ASSETS</b>	<b>26,807,315</b>	<b>25,339,748</b>
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	(1,283,929)	(1,276,296)
ACCRUED SICK LEAVE LIABILITY	(384,302)	(330,949)
ACCRUED WSIB LIABILITY	(393,622)	(367,393)
LONG TERM DEBT	(601,189)	(1,169,764)
ACCRUED INTEREST ON LTD	(8,221)	(15,995)
SURPLUS - CURRENT YEAR	(1,956,701)	54,098
SURPLUS - ACCUMULATED	(22,179,352)	(22,233,449)
<b>LIABILITIES AND NET ASSETS</b>	<b>(26,807,315)</b>	<b>(25,339,748)</b>

**COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR  
DECEMBER 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>
<b><u>CLIENT PROGRAMS &amp; SERVICES</u></b>	<b><u>904,863</u></b>	<b><u>1,013,827</u></b>	<b><u>(108,964)</u></b>
Salaries	667,393	800,334	(132,941)
Salary Allocations	35,209	34,191	1,018
Employee Benefits	157,272	170,742	(13,470)
Computers Operation and Maintenance	16,992	7,440	9,552
COVID	6	0	6
Depreciation	2,226	2,400	(174)
Equipment - Replacements	596	0	596
Equipment Operation/Maint.	0	670	(670)
Hobby Crafts	93	0	93
Office Supplies / Other	0	0	0
Purchased Services	18,720	5,400	13,320
Recoveries	(18,676)	(9,950)	(8,726)
Recreation & Entertainment	16,452	5,000	11,452
Special Events	10,806	0	10,806
Staff Education	0	0	0
Surplus Adjustment - Depreciation	(2,226)	(2,400)	174
<b><u>NURSING SERVICES</u></b>	<b><u>12,118,811</u></b>	<b><u>11,991,180</u></b>	<b><u>127,631</u></b>
Salaries - Admin	474,825	520,441	(45,616)
Benefits - Admin	130,993	137,923	(6,930)
Salaries - Direct	5,631,868	9,007,952	(3,376,084)
Benefits - Direct	1,555,941	1,876,223	(320,282)
Clinical Decision Support	0	0	0
Computer Operation & Maintenance	3,262	33,704	(30,442)
COVID	426,052	0	426,052
Depreciation	49,709	41,400	8,309
Equipment- Replacement	5,261	7,700	(2,439)
Equipment-Repairs & Maintenance	3,767	6,388	(2,621)
Fall Prevention	2,118	18,000	(15,882)
Fall Prevention - Provincial Subsidy	(2,118)	(18,000)	15,882
Furniture Replacements	0	0	0
High Intensity Needs	152,804	80,000	72,804
High Intensity Needs - Prov Subsidy	(145,164)	(76,000)	(69,164)
High Intensity Needs-Non Claims Based	22,877	43,362	(20,485)
Incontinent Supplies - (Funded at \$1.20 per diem)	126,260	112,500	13,760
IPAC Expenses	49,794	0	49,794
IPAC Lead	61,083	0	61,083
IPAC minor capital	22,549	0	22,549
Lab Fees	8,973	8,000	973
Lab Fees - Provincial Subsidy	(8,973)	(8,000)	(973)
Medical Director - Funded (0.30 / day)	19,710	19,710	0
Medical Supplies & Medication	98,839	92,143	6,696
Medication Safety Technology	0	0	0

**COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR  
DECEMBER 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
			over / (under)
Resident Health and Well Being	27,387	0	27,387
Memberships	275	0	275
Miscellaneous	11,459	1,600	9,859
Nurse Practitioner Expenses	150,076	152,056	(1,980)
Nurse Practitioner Prov Subsidy	(126,362)	(122,844)	(3,518)
Phys-On-Call - Funded Expenses (\$100 / bed)	19,199	19,044	155
Phys-On-Call - Prov Subsidy (\$100 / bed)	(19,199)	(19,044)	(155)
Phys-On-Call - Un-Funded Expenses	0	0	0
Purchased Services	3,067,694	2,400	3,065,294
Purchased Services - Accommodation	352,813	0	352,813
PSW return of Service	5,000	0	5,000
RAI / MDS - Expenses	67,371	95,922	(28,551)
RAI / MDS - Prov Subsidy	0	0	0
Recoveries - Other	(77,935)	0	(77,935)
Staff Education	310	0	310
Surplus Adjustment - Depreciation	(49,709)	(41,400)	(8,309)
<b><u>RAW FOOD</u></b>	<b><u>792,513</u></b>	<b><u>722,700</u></b>	<b><u>69,813</u></b>
Bread	24,783	17,000	7,783
Dairy	104,759	88,120	16,639
Groceries & Vegetables	458,760	442,990	15,770
Meat	191,255	175,990	15,265
Nutrition Supplements	22,220	26,150	(3,930)
Raw Food Recoveries	(9,264)	(27,550)	18,286
<b><u>FOOD SERVICES</u></b>	<b><u>1,664,894</u></b>	<b><u>1,645,751</u></b>	<b><u>19,143</u></b>
Salaries	1,365,842	1,309,909	55,933
Salary Allocations	(68,154)	(34,191)	(33,963)
Employee Benefits	337,482	327,919	9,563
Computers - Operation & Maintenance	2,099	3,000	(901)
COVID	936	0	936
Depreciation	16,611	15,360	1,251
Dietary Supplies	58,340	74,967	(16,627)
Equipment - Operation/Maint.	3,093	6,880	(3,787)
Equipment - Replacements	359	0	359
Other Expenses	949	1,350	(401)
Purchased Services	463	600	(137)
Recoveries	(41,952)	(47,316)	5,364
Replacement - Dishes/Cutlery	5,563	5,133	430
Surplus Adjustment - Depreciation	(16,611)	(15,360)	(1,251)
Vending – Net Proceeds	(126)	(2,500)	2,374

**COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR  
DECEMBER 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>
<b><u>HOUSEKEEPING SERVICES</u></b>	<b><u>959,788</u></b>	<b><u>977,754</u></b>	<b><u>(17,966)</u></b>
Salaries	734,894	745,563	(10,669)
Employee Benefits	164,288	163,260	1,028
COVID	0	0	0
Depreciation	1,055	2,220	(1,165)
Equipment - Operation/Maint.	589	2,500	(1,911)
Equipment - Replacements	2,242	2,100	142
Housekeeping Supplies	68,897	73,670	(4,773)
Recoveries	(11,123)	(9,339)	(1,784)
Surplus Adjustment - Depreciation	(1,055)	(2,220)	1,165
<b><u>LAUNDRY AND LINEN SERVICES</u></b>	<b><u>435,114</u></b>	<b><u>440,198</u></b>	<b><u>(5,084)</u></b>
Salaries	307,700	309,300	(1,600)
Employee Benefits	80,072	85,280	(5,208)
COVID	0	0	0
Depreciation	7,079	7,428	(349)
Equipment Operation/Maint.	6,899	13,800	(6,901)
Laundry Supplies	26,636	22,581	4,055
Recoveries	(3,589)	(3,623)	34
Replacements	17,395	12,860	4,535
Surplus Adjustment - Depreciation	(7,079)	(7,428)	349
<b><u>BUILDINGS AND PROPERTY MAINTENANCE</u></b>	<b><u>1,155,928</u></b>	<b><u>1,152,545</u></b>	<b><u>3,383</u></b>
Salaries	323,840	347,206	(23,366)
Employee Benefits	84,558	91,297	(6,739)
Computers - Operation & Maintenance	1,652	2,900	(1,248)
Depreciation	603,281	576,300	26,981
Capital Below Threshold	2,574	0	2,574
Comprehensive minor capital	35,909	0	35,909
COVID	0	0	0
Equipment - Operation/Maint.	(1,200)	0	(1,200)
Equipment - Replacements	20,217	32,600	(12,383)
Furniture - Replacements	41	20,064	(20,023)
Natural Gas	97,349	107,625	(10,276)
Hydro	202,008	189,625	12,383
Insurance	79,293	76,625	2,668
Cell/Pager	0	0	0
Purchased Services	224,969	186,450	38,519
Resident - Telephone System	30,797	32,000	(1,203)
Resident - Telephone System Recovery	(71,844)	(103,800)	31,956
Recoveries	(30,575)	(27,646)	(2,929)

**COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR  
DECEMBER 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
			<b>over / (under)</b>
IPAC Minor Capital	24,668	0	24,668
Repairs/Maint./Bldgs./Grounds	49,375	67,760	(18,385)
Surplus Adjustment - Depreciation	(603,281)	(576,300)	(26,981)
Travel	291	0	291
Water / Wastewater	82,005	129,839	(47,834)
<b><u>GENERAL AND ADMINISTRATIVE</u></b>	<b><u>1,355,155</u></b>	<b><u>1,146,479</u></b>	<b><u>208,676</u></b>
Salaries	517,048	468,565	48,483
Salary Allocations	(29,195)	(29,195)	0
Employee Benefits	153,233	143,473	9,760
Accreditation	6,988	6,000	988
Admin Charges	123,305	123,305	0
Advertising/Awards Dinner	6,597	5,000	1,597
Audit	7,632	10,350	(2,718)
Computer/Internet Expenses	81,427	75,504	5,923
Conventions	1,321	0	1,321
COVID	1,771	0	1,771
Depreciation	11,849	15,600	(3,751)
Equipment - Operation/Maint.	15,141	11,886	3,255
Equipment - Replacements	0	0	0
Gain / Loss from the Sale of an Asset	88,378	0	88,378
Health & Safety Program	0	0	0
HR Charges	107,451	107,451	0
Insurance	86,475	69,190	17,285
IT Charges	70,131	70,131	0
Legal & Labour Contract Costs	64,117	20,000	44,117
Memberships	18,393	17,885	508
Postage / Courier	3,107	5,374	(2,267)
Printing & Stationery	21,675	18,800	2,875
Purchased Services	44,486	42,715	1,771
Recoveries	(107,033)	(82,641)	(24,392)
Staff Training	34,322	24,036	10,286
Surplus Adjustment - Depreciation	(11,849)	(15,600)	3,751
Surplus Adjustment - Transfer to Reserves	0	0	0
Telephone	14,008	16,650	(2,642)
Travel	9,701	2,000	7,701
Uniform Allowance	14,675	20,000	(5,325)
<b>BONNECHERE MANOR TOTALS</b>	<b><u>19,387,064</u></b>	<b><u>19,090,434</u></b>	<b><u>296,630</u></b>
<b>RESIDENT DAYS</b>	<b><u>64,070</u></b>	<b><u>65,700</u></b>	<b><u>(1,630)</u></b>

**COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR  
DECEMBER 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>
<b><u>NON-SUBSIDIZABLE EXPENSE</u></b>	<b><u>0</u></b>	<b><u>49,024</u></b>	<b><u>(49,024)</u></b>
Temporary Loan and Interest- Solar Project	0	0	0
Surplus Adjustment - Transfer to Reserve	0	49,024	(49,024)
<b><u>SURPLUS ADJUSTMENT</u></b>	<b><u>699,963</u></b>	<b><u>626,500</u></b>	<b><u>73,463</u></b>
Surplus Adjustment - Capital Purchases	699,963	626,500	73,463
<b><u>TOTAL EXPENDITURE</u></b>	<b><u>20,087,027</u></b>	<b><u>19,765,958</u></b>	<b><u>321,069</u></b>
<b><u>MUNICIPAL SUBSIDY</u></b>	<b><u>2,256,983</u></b>	<b><u>2,256,983</u></b>	<b><u>0</u></b>
City of Pembroke -30.63%	711,852	744,805	(32,953)
County of Renfrew - 69.37%	1,545,131	1,512,178	32,953
<b><u>RESIDENTS REVENUE</u></b>	<b><u>4,435,171</u></b>	<b><u>4,056,813</u></b>	<b><u>378,358</u></b>
Bad Debts	(17,935)	0	(17,935)
Basic Accommodation	3,807,542	3,570,000	237,542
Bed retention	0	0	0
Estate Recoveries - Municipal	0	0	0
Estate Recoveries - Provincial	0	0	0
Preferred Accommodation	518,083	486,813	31,270
Preferred Accommodation - HIN Claims	127,481	0	127,481
Preferred Accommodation - Prov COVID Reimbursement	0	0	0
Respite Care	0	0	0
<b><u>OTHER REVENUE</u></b>	<b><u>597,850</u></b>	<b><u>201,000</u></b>	<b><u>396,850</u></b>
Donations	0	0	0
Donations In Kind	0	0	0
Interest Income	496,384	75,000	421,384
Internal Transfer - From ML	0	0	0
Other Revenue - FIT	101,466	126,000	(24,534)
<b><u>GRANTS &amp; SUBSIDIES</u></b>	<b><u>15,560,877</u></b>	<b><u>12,553,390</u></b>	<b><u>3,007,487</u></b>
Federal - ICIP	189,553	0	189,553
Prov Revenue - 4hrs care per day - Allied Health Professional	342,810	284,920	57,890
Prov Revenue - 4hrs care per day - Nursing Staff Supplement	2,331,792	2,159,606	172,186
Prov Revenue - Clinical Decision Support	0	0	0
Prov Revenue - Operating - Global LOC Subsidy	492,249	496,988	(4,739)
Prov Revenue - Operating - HIN NPC	43,850	43,362	488
Prov Revenue - Operating - Nursing & Personal Care	8,234,294	6,702,786	1,531,508

**COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR  
DECEMBER 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
			over / (under)
Prov Revenue - Operating - Other Accomodation	32,513	120,008	(87,495)
Prov Revenue - Operating - Pay Equity	22,860	22,860	0
Prov Revenue - Operating - Program & Support Services	815,977	819,315	(3,338)
Prov Revenue - Operating - RAI/MDS	97,400	95,922	1,478
Prov Revenue - Operating - Raw Food	775,410	722,700	52,710
Prov Revenue - Operating - RN	106,008	106,000	8
Prov Revenue - Operating - Structural Compliance	24,639	24,639	0
Prov Revenue - Operating -Accreditation	24,146	23,652	494
Prov Revenue - Operating -RHWB	27,387	0	27,387
Prov Revenue - COVID - Incremental cost funding	917,800	0	917,800
Prov Revenue - COVID - PSW Return of Service	5,000	0	5,000
Prov Revenue - COVID - PSW Wage Enhancement	541,650	611,614	(69,964)
Prov Revenue - IPAC Lead	61,083	0	61,083
Prov Revenue - Equalization	190,524	190,530	(6)
Prov Revenue - IPAC	67,187	45,724	21,463
Prov Revenue - Medication Safety Training	87,784	0	87,784
Prov Revenue - PSW / Behavioural Support Subsidy	58,728	58,728	0
Prov Revenue -Comp Minor Capital	35,909	0	35,909
Prov Revenue - Support Professional Growth	34,322	24,036	10,286
<b><u>SURPLUS ADJUSTMENT</u></b>	<b><u>444,551</u></b>	<b><u>697,772</u></b>	<b><u>(253,221)</u></b>
Surplus Adjustment - TRF from Reserves	444,551	697,772	(253,221)
<b><u>GRAND TOTAL REVENUES</u></b>	<b><u>23,295,432</u></b>	<b><u>19,765,958</u></b>	<b><u>3,529,474</u></b>
<b><u>Municipal Surplus / (Deficit)</u></b>	<b><u>3,208,406</u></b>	<b><u>0</u></b>	<b><u>3,208,406</u></b>
less: Depreciation - BM	(691,809)	(660,708)	(31,101)
add: Transfer to Reserve	0	49,024	(49,024)
less: Transfer from Reserve	(444,551)	(697,772)	253,221
add: Capital Purchases	699,963	626,500	73,463
<b><u>Accounting Surplus / (Deficit)</u></b>	<b><u>2,772,008</u></b>	<b><u>(682,956)</u></b>	<b><u>3,454,964</u></b>

**Bonnechere Manor**  
**Balance Sheet**  
**DECEMBER 2023**

	2023	2022
PETTY CASH	4,200	4,200
BANK ACCOUNT	11,500,098	7,135,698
CERTIFICATES OF DEPOSIT	0	0
RECEIVABLES	135,628	71,258
DUE TO/FROM	(3,032,517)	(1,715,843)
PREPAID EXPENSES	10,000	10,000
INVENTORY	143,098	143,657
LAND	245,554	245,554
LAND IMPROVEMENT	508,073	508,073
BUILDING	21,067,569	20,468,585
LEASEHOLD IMPROVEMENT	0	0
MACHINERY & EQUIPMENT	3,035,402	2,948,324
VEHICLE	0	0
LINEAR ASSET	0	0
CAPITAL WORK IN PROGRESS	0	0
ROOFING SYSTEM	1,759,708	1,759,708
WORK IN PROGRESS	245,639	783,144
FIXED ASSETS CLEARING	179,558	48,193
ACCUMULATED DEPRECIATION	(13,082,015)	(12,716,095)
OTHER ASSETS	0	0
<b>ASSETS</b>	<b>22,719,994</b>	<b>19,694,456</b>
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	(1,519,886)	(1,416,461)
ACCRUED SICK LEAVE LIABILITY	(231,491)	(290,070)
ACCRUED WSIB LIABILITY	(2,161,970)	(1,953,287)
A/P - DONATIONS	0	0
SURPLUS - CURRENT YEAR	(2,772,008)	(812,388)
SURPLUS - ACCUMULATED	(16,034,639)	(15,222,251)
<b>LIABILITIES AND ACCUMULATED SURPLUS</b>	<b>(22,719,994)</b>	<b>(19,694,456)</b>

**Renfrew County Housing Corporation**  
**Consolidated Treasurer's Report**  
**DECEMBER 2023**

<u>Description</u>	<u>YTD</u> <u>Actual</u>	<u>YTD</u> <u>Budget</u>	<u>Variance</u>
SALARIES	1,981,018	1,934,981	46,037
BENEFITS	509,500	529,213	(19,713)
ADMINISTRATION	1,188,364	1,407,926	(219,562)
BUILDING - HEAT LIGHT POWER	755,468	992,195	(236,727)
BUILDING - CAPITAL REPAIRS - non TCA	989,127	713,000	276,127
BUILDING - ELEVATOR	44,393	68,163	(23,770)
BUILDING - GARBAGE REMOVAL	94,825	78,572	16,253
BUILDING - GROUNDS KEEPING	114,147	72,510	41,637
BUILDING - HEATING & PLUMBING	128,979	142,325	(13,346)
BUILDING - NATURAL GAS	180,042	206,384	(26,342)
BUILDING - PAINTING	117,126	246,913	(129,787)
BUILDING - REPAIRS & MAINTENANCE	860,073	485,327	374,746
BUILDING - SNOW REMOVAL	487,442	440,000	47,442
BUILDING - TAXES	1,729,338	1,787,287	(57,949)
BUILDING - WATER	814,056	791,921	22,135
FINANCIAL - COCHI	0	0	0
FINANCIAL - COHB	6,240	0	6,240
FINANCIAL - DEPRECIATION	1,611,190	1,200,000	411,190
FINANCIAL - HPP	1,647,973	1,551,773	96,200
HOME OWNERSHIP REVOLVING LOANS	212,096	0	212,096
FINANCIAL - IAH HADD	39,250	68,000	(28,750)
FINANCIAL - MORTGAGE - INTEREST	491,223	491,429	(206)
FINANCIAL - ONTARIO RENOVATES (IAH & SIF)	0	0	0
FINANCIAL - OPHI	160,000	321,045	(161,045)
FINANCIAL - RENT SUPPLEMENT	275,773	290,761	(14,988)
FINANCIAL - RENT WAIVER	210,765	150,000	60,765
Surplus Adjustment - Depreciation	(1,611,190)	(1,200,000)	(411,190)
Surplus Adjustment - Mortgage Principal	307,809	307,736	73
Surplus Adjustment - TCA	4,960,717	4,100,200	860,517
Surplus Adjustment - Transfer to Reserves	0	0	0
<b>EXPENSES</b>	<b>18,305,744</b>	<b>17,177,661</b>	<b>1,128,083</b>
COUNTY TRANSFER - BASE	5,526,873	5,526,873	0
COUNTY TRANSFER - COCHI	706,622	546,000	160,622
COUNTY TRANSFER - COCHI Admin	14,355	28,709	(14,355)
COUNTY TRANSFER - COHB	6,240	3,000	3,240
COUNTY TRANSFER - COHB Admin	11,510	0	11,510
COUNTY TRANSFER - SSRF	1,294,984	2,000,000	(705,016)
COUNTY TRANSFER - HPP	2,647,973	1,651,773	996,200
COUNTY TRANSFER - HPP Admin	163,815	133,927	29,888
COUNTY TRANSFER - IAH - HADD	39,250	68,000	(28,750)
COUNTY TRANSFER - IAH - Ontario Renovates	0	0	0
COUNTY TRANSFER - OPHI	400,905	571,045	(170,140)
COUNTY TRANSFER - OPHI Admin	11,633	30,055	(18,422)
COUNTY TRANSFER - CMHC FUNDING	1,119,191	0	1,119,191

GAIN / (LOSS) - DISPOSAL OF ASSETS	(81,768)	0	(81,768)
HOME OWNERSHIP REVOLVING LOANS	212,096	0	212,096
INTEREST ON INVESTMENTS	121,089	75,000	46,089
MISC REVENUE	100,599	65,000	35,599
PROV SUBSIDY - DEBENTURES	474,077	474,077	0
Surplus Adjustment - Transfer from Reserves	1,205,490	1,204,200	1,290
TENANT REVENUE	5,013,314	4,800,002	213,312
<b>REVENUES</b>	<b>18,988,247</b>	<b>17,177,661</b>	<b>1,810,586</b>

<b>Municipal SURPLUS / (DEFICIT)</b>	<b>682,503</b>	<b>0</b>	<b>682,503</b>
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less: Surplus Adjustment - Depreciation	(1,611,190)	(1,200,000)	(411,190)
add: Surplus Adjustment - TCA	4,960,717	4,100,200	860,517
add: Surplus Adjustment - Transfer To Reserves	0	0	0
less: Surplus Adjustment - Transfer From Reserves	(1,205,490)	(1,204,200)	(1,290)
add: Surplus Adjustment - Principal Payments	307,809	307,736	73

<b>Accounting SURPLUS / (DEFICIT)</b>	<b>3,134,349</b>	<b>2,003,736</b>	<b>1,130,613</b>
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**Renfrew County Housing Corporation**  
**Balance Sheet**  
**DECEMBER 2023**

	<b>2023</b>	<b>2022</b>
PETTY CASH	550	550
BANK ACCOUNT	1,723,292	3,640,318
CERTIFICATES OF DEPOSIT	201,017	201,017
RECEIVABLES - OTHER	481,364	452,069
RECEIVABLES - TENANT	109,399	148,187
ALLOWANCE FOR DOUBTFUL ACCOUNTS	(82,661)	(44,838)
DUE TO/FROM	1,837,231	1,190,075
REVOLVING LOAN FUND	(536,132)	(627,770)
PREPAID EXPENSES	235,685	230,863
INVENTORY	0	0
LAND	2,018,776	2,018,776
LAND IMPROVEMENT	3,402,921	3,402,921
BUILDING	35,585,285	34,552,679
MACHINERY & EQUIPMENT	1,002,841	1,046,091
VEHICLE	540,570	534,435
ROOFING SYSTEM	3,291,238	2,113,258
CONSTRUCTION - WIP	2,914,421	388,446
BUILDING ASSET RETIRMENT OBLIGATION	17,179,952	0
FIXED ASSETS CLEARING	0	0
ACCUMULATED DEPRECIATION	(43,531,853)	(26,994,603)
OTHER ASSETS	0	0
<b>ASSETS</b>	<b>26,373,896</b>	<b>22,252,472</b>
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	(594,051)	(1,254,747)
ASSET RETIRMENT OBLIGATION	(17,179,952)	0
ACCRUED SICK LEAVE LIABILITY	(185,955)	(163,454)
ACCRUED WSIB LIABILITY	(24,259)	(23,187)
LONG TERM DEBT	(527,040)	(834,775)
ACCRUED INTEREST ON LTD	(1,158)	(1,827)
SURPLUS - ACCUMULATED	(4,727,134)	(18,964,074)
SURPLUS - CURRENT YEAR	(3,134,349)	(1,010,408)
<b>LIABILITIES AND NET ASSETS</b>	<b>(26,373,896)</b>	<b>(22,252,472)</b>

CONSOLIDATED SURPLUS	Opening	Increase	Decrease	Net Change	& Surplus	Transfer	Closing	capital	shared
Fixed Assets	561,187,302.60	25,840,058.60	(4,126,732.67)	21,713,325.93			582,900,628.53		
Accumulated Depreciation	(330,356,481.94)	(15,676,470.41)	3,929,747.64	(11,746,722.77)			(342,103,204.71)		
Work In Process	87,019,007.71	15,449,404.50	0.00	15,449,404.50			102,468,412.21		
	<b>317,849,828.37</b>	<b>25,612,992.69</b>	<b>(196,985.03)</b>	<b>25,416,007.66</b>			<b>343,265,836.03</b>		
Long Term Debt	(11,499,977.31)	0.00	1,989,665.81	1,989,665.81			(9,510,311.50)		
Temp loan	0.00	(172,000.00)	0.00	(172,000.00)			(172,000.00)		
Sick Leave Liability	(828,753.86)	(54,542.01)	36,078.44	(18,463.57)			(847,217.43)		
Asset Retirement Obligation	(17,259,592.00)	0.00	0.00	0.00			(17,259,592.00)		
WSIB Liability	(11,690,357.00)	(821,107.00)	0.00	(821,107.00)			(12,511,464.00)		
	<b>(41,278,680.17)</b>	<b>(1,047,649.01)</b>	<b>2,025,744.25</b>	<b>978,095.24</b>			<b>(40,300,584.93)</b>		
OVOHT RESERVE	65,000	145,562.50	0.00	145,562.50	0.00	0.00	210,563		
SAFE RESTART (COVID) RESERVE	1,711,768	0.00	(419,892.05)	(419,892.05)	0.00	0.00	1,291,876		
Child Care - Mitigation Reserve	1,534,682	0.00	0.00	0.00	82,872.83	0.00	1,617,555		s
Ec Dev - OSTAR (RED) Reserve	35,000	0.00	0.00	0.00	0.00	0.00	35,000		
Forestry - Reforestation Reserve	237,168	251,719.16	(18,447.54)	233,271.62	19,105.39	0.00	489,545		s
General - Development Reserve	9,013	0.00	0.00	0.00	486.72	0.00	9,500		c
General - Gas Tax Reserve Fund	0	2,914,661.21	(2,914,661.21)	0.00	0.00	0.00	0		
General - Insurance Reserve	150,000	0.00	0.00	0.00	0.00	0.00	150,000		
General - Sick Leave Reserve	69,458	0.00	0.00	0.00	0.00	0.00	69,458		
General - TCA Renewal Reserve	17,940,265	15,554,041.79	(24,575,278.70)	(9,021,236.91)	0.00	0.00	8,919,029		c
General - Working Capital Reserve	19,378,285	1,873,086.67	(1,358,020.25)	515,066.42	2,774,653.44	0.00	22,668,005		c
General - Bldg Reserve	3,508,954	349,347.43	(2,119,639.43)	(1,770,292.00)	141,685.62	0.00	1,880,347		c
General - OPP Building Reserve	863,037	14,792.55	0.00	14,792.55	0.00	0.00	877,830		c
General - Cannabis Reserve	149,979	0.00	0.00	0.00	0.00	0.00	149,979		
Housing - Non Profit Capital Reserve	116,222	0.00	0.00	0.00	0.00	0.00	116,222		s
Housing - Statutory Entitlement	150,903	0.00	0.00	0.00	8,148.74	0.00	159,051		
PS - Equipment Reserve	2,579,908	803,203.77	(1,521,972.32)	(718,768.55)	0.00	0.00	1,861,139		s
PS - Community Paramedic Reserve	626,005	0.00	0.00	0.00	0.00	0.00	626,005		
PS - Severance Reserve	1,378,862	0.00	0.00	0.00	0.00	0.00	1,378,862		s
PW - Capital Works Reserve	0	0.00	0.00	0.00	0.00	0.00	0		c
PW - Winter Control Reserve	250,000	0.00	0.00	0.00	0.00	0.00	250,000		
Social Services - Fiscal Pressure Reserve	339,942	0.00	0.00	0.00	0.00	0.00	339,942		s
Trail - Algonquin Trail Reserve	54,125	0.00	0.00	0.00	0.00	0.00	54,125		
Ontario Winter Games/Legacy Fund	200,000	104,325.49	0.00	104,325.49	0.00	0.00	304,325		
WSIB Reserve - General	621,547	0.00	(621,547.44)	(621,547.44)	0.00	0.00	0		
ML - Sick Leave Reserve	186,402	0.00	0.00	0.00	0.00	0.00	186,402		s
ML - Equipment Reserve	38,782	0.00	0.00	0.00	0.00	0.00	38,782		c
ML - Butterfly	159,419	0.00	0.00	0.00	0.00	0.00	159,419		s
ML - CMI Stabilization reserve	100,614	0.00	0.00	0.00	0.00	0.00	100,614		s
ML - Unallocated	227,835	0.00	(402,045.95)	(402,045.95)	2,217,780.94	0.00	2,043,570		c
ML - WSIB Reserve	228,442	0.00	0.00	0.00	0.00	0.00	228,442		s
BM - CMI Stabilization Reserve	248,242	0.00	0.00	0.00	0.00	0.00	248,242		s
BM - Equipment Reserve	100,000	0.00	0.00	0.00	0.00	0.00	100,000		c
BM - Butterfly	149,318	0.00	0.00	0.00	0.00	0.00	149,318		s
BM - Unallocated	3,140,157	0.00	(444,551.25)	(444,551.25)	3,452,662.80	0.00	6,148,269		c
BM - WSIB Reserve	594,792	0.00	0.00	0.00	0.00	0.00	594,792		s
RCHC - WSIB Reserve	148,483	0.00	0.00	0.00	0.00	0.00	148,483		s
RCHC - Working Capital Reserve	50,000	0.00	0.00	0.00	0.00	0.00	50,000		c
RCHC - Capital Reserve	3,735,413	0.00	(1,205,489.77)	(1,205,489.77)	646,130.03	0.00	3,176,054		c
	<b>61,078,021.64</b>	<b>22,010,740.57</b>	<b>(35,601,545.91)</b>	<b>(13,590,805.34)</b>	<b>9,343,526.51</b>	<b>0.00</b>	<b>56,830,742.81</b>		
Unallocated Surplus	0.00			9,343,526.51	(9,343,526.51)		0.00		
<b>Totals</b>	<b>337,649,169.84</b>	<b>46,576,084.25</b>	<b>(33,772,786.69)</b>	<b>22,146,824.07</b>	<b>0.00</b>	<b>0.00</b>	<b>359,795,993.91</b>		

GEN	2,282,412.92
ML	2,127,801.70
BM	3,208,405.77
BM - ADULT DAY	5,774.74
RCHC	682,575.78
INCOME STATEMENT MUNICIPAL SURPLUS	<b>8,306,970.91</b>
ASSETS DISPOSED - THROUGH INC STMT ALREADY	196,985.03
LIABILITY CHANGE THROUGH INC STMT ALREADY	839,570.57
CHANGE IN MUNICIPAL SURPLUS EXPLAINED	<b>9,343,526.51</b>

	Opening	Increase	Decrease	Net Change	& Surplus	Transfer	Closing
OPERATING	8,960,467	3,164,549	-3,956,101	-791,552	91,022	0	8,259,937
CAPITAL	52,117,555	18,846,191	-31,645,445	-12,799,254	9,252,505	0	48,570,806
	61,078,022	22,010,741	-35,601,546	-13,590,805	9,343,527	0	56,830,743

# Employee Recognition Results

## October to December – 2023

On April 26, 2023, the County of Renfrew approved Policy J-05 Employee Recognition Program. Employee recognition is the acknowledgement of an individual or team's behaviour, effort and accomplishments that support the County's goals and values. The County of Renfrew's Employee Recognition Program is a way for us to promote a workplace culture that strives to recognize and appreciate the commitment, dedication and contributions of all employees at the County of Renfrew.

Below you will find the winners and nominees from the nomination period, which ran October through December of 2023.

### Winners:

#### **Honesty & Integrity – Roger Clarke**

Roger is an Advanced Care Paramedic for the Department of Emergency Services. Roger was nominated in 4 of the 5 categories with their Honesty & Integrity standing out. Roger demonstrates honesty and professionalism working as a Community Paramedic. Roger is a dedicated employee working everyday to make a difference in each and every patient's lives.

#### **Professionalism – Mireya Moreno**

Mireya is a Personal Support worker with Bonnechere Manor. Mireya was nominated in all 5 categories with their Professionalism standing out. Mireya demonstrates an unwavering dedication to the well-being of the residents at the Manor. She is consistently surpassing expectations, going above and beyond her assigned duties every day.

#### **Client Service Orientation – Tyson Hilts**

Tyson is a Systems Analyst for the Department of Corporate Services. Tyson was nominated in 2 of the 5 categories with their Client Service Orientation standing out. Tyson is often called to assist technical challenges in emergency situations. He remains calm, professional and patient under stressful situations to resolve the problem with the unique equipment in various departments.

#### **Focus on Results – Glenn Villeneuve**

Glenn is a Mechanic for the Department of Public Works & Engineering. Glenn was nominated in 4 of the 5 categories with Focus on Results standing out. Glenn consistently goes above and beyond to ensure that emergency services vehicles are maintained and repaired as quickly as possible to avoid any disruptions in business operations.

### **Teamwork – Marie Quinn-Leblanc**

Marie is an Inclusion Coordinator with the Department of Community Services. Marie was nominated in 3 of the 5 categories with their Teamwork standing out. As a bilingual employee, Marie is able to support the entire Community Services department with translation of materials as well as supporting the francophone clients that visit the office seeking services.

### **Nominated Employees:**

Bernadette Plummer

Jayde Turgeon

Nancy Lemire

We thank all nominators for nominating these employees this quarter. Please continue to nominate your colleagues for January to March. Nomination forms are available on the County Website, Staff Intranet or from Human Resources.



# COUNTY OF RENFREW

## ASSET MANAGEMENT PLAN AND LONG TERM FINANCIAL PLAN

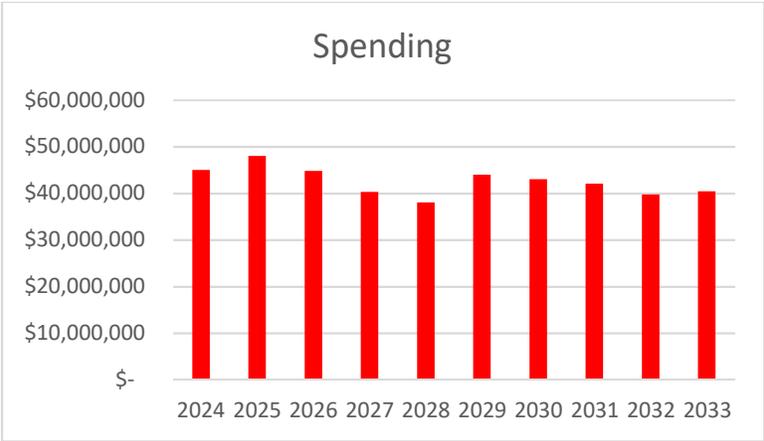
VERSION 3.0  
APRIL 24, 2024

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# Executive Summary

This Asset Management Plan (AMP) meets the County of Renfrew service level targets in all areas except for the Renfrew County Housing Corporation building portfolio. It envisions spending \$425,596,023 (inflation adjusted) over the next 10 years.



The long term financial plan will allow the County to meet these expenditures with the following principles:

- Replacing all assets with like assets, presuming cost inflation is 2% per year
- Debenturing all projects with a cost greater than \$4 million at an estimated interest rate of 3%
- Maintaining Provincial/Federal capital funding at \$6.8 million per year for the next ten years (projected at \$7.2 Million in 2024)
- Increasing the contribution to capital reserves by \$3 million per year for each year of the 2025-2033 period (reserve contributions rising from \$19.1 million in 2024 to \$46.1 million in 2033)

As the County looks to the future with growth in population and increasing needs of our residents, it is becoming apparent that not all assets can be replaced with like assets. Some assets should be replaced with a view to provided enhanced services or greater capacity. To that end, the long-term financial plan envisions the creation of a growth reserve from the revenue provided by current value assessment growth (increased property taxation from new or improved properties) to provide for the costs of capital asset enhancements. This reserve may also be supplemented by development charges in the future to provide additional funding for growth related capital asset enhancements.

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Craig Kelley  
Chief Administrative Officer

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Peter Emon  
Warden

## Introduction

In January of 2023, County Council gathered to review the vision, agree on priorities, and identify key objectives for the next four years. The culmination of this process resulted in the County of Renfrew 2023-2026 Strategic Plan, as approved by Resolution No. FA-CC-23-02-15. The Strategic Plan identifies six priorities, one of which is financial sustainability. One of the two objectives to achieve financial sustainability for the County of Renfrew is the review and update Asset Management Plan (AMP) and Long Term Financial Plan (LTFP) 3.0 version using new assumptions and baselines.

The first AMP for the County of Renfrew was adopted in November of 2014. In April 2015 a LTFP was agreed to by County Council. In each subsequent years the plan was updated annually to ensure it was projecting the capital costs for the next 10 years, in current year prices. The general principals of the plan were:

- All assets will be replaced with like assets, there is no provision for expanding our capital assets to accommodate growth of new properties or population.
- The County will maintain a fully funded plan to finance all capital purchases, using the following funding principals:
  - All projects and purchases with a cost greater than \$3 million will be debt financed;
  - The county levy will increase by 3% per year, of which no more than 2.5% will be allocated to operating expenses (a 0.5% per year growth in funding dedicated to capital renewal);
  - All growth in the weighted current value assessment of properties (additional levy dollars raised from property taxes on new construction) will be contributed to capital renewal;
  - The federal government will contribute at least \$2.6 million per year (what was at the time gas tax funding) and the provincial government will provide no less than \$500,000 in revenue annually to contribute to capital maintenance; and
  - A minimum capital reserve balance of \$2 million be maintained.

In the 2023 update of the AMP, largely due to the COVID-19 inflation, for the first time the plan failed to be fully funded. The County of Renfrew would no longer have enough money to complete the work envisioned in its AMP over the next 10 years with the current financing strategy.

In addition, there have been significant legislative changes that have been introduced since the plan was originally made. The Infrastructure for Jobs and Prosperity Act 2015, provides the legal requirement for a County of Renfrew asset management policy and plan. The regulations to that Act (O. Reg. 588/17) prescribe the framework and minimum requirements of asset management for municipalities. In summary, these requirements are:

- Every municipality shall prepare a Strategic Asset Management Policy – The County of Renfrew policy is attached as Appendix A for reference.
- Every municipality shall prepare an AMP in respect of its core municipal infrastructure assets on or before July 1, 2022, and in respect of all of its other municipal infrastructure assets on or before July 1, 2024.

- A municipality's AMP must include the following:
  - The current replacement costs of the assets;
  - The average age of the assets;
  - The current levels of service being provided, determined in accordance with the following qualitative descriptions and technical metrics as prescribed:
    - For paved roads in the municipality, the average Pavement Condition Index (PCI) value;
    - For unpaved roads in the municipality, the average surface condition (e.g. excellent, good, fair or poor);
    - For bridges in the municipality, the average bridge condition index value;
    - For structural culverts in the municipality, the average bridge condition index value; and
    - For all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.
  - The service levels the Municipality proposes to provide for the next 10 years and an explanation of why those service levels are appropriate;
  - The lifecycle activities that would need to be undertaken to maintain the proposed levels of service for each of the next 10 years and the costs of providing those activities;
  - The funding projected to be available to the Municipality to meet the costs of providing those lifecycle activities identified over the next 10 years; and
  - The population and employment forecasts for the municipality that are set out in its official plan. For each of the next 10 years, the estimated capital expenditures and significant operating costs related to the lifecycle activities required to maintain the proposed levels of service in order to accommodate projected increases in demand caused by growth.
- A municipality shall review and update its asset management at least every five years. Every update shall be endorsed by the executive lead of the municipality and approved by a resolution of council.
- A municipal council shall conduct an annual review of its asset management progress on or before July 1 in each year.
- A municipality shall post its current Strategic Asset Management Policy and AMP on a website that is available to the public.

This update of the AMP will ensure the County of Renfrew has chosen an appropriate level of service to provide its residents, there is a plan of activities that will enable the County to meet those levels of service, and the cost of undertaking those activities are affordable for County ratepayers.

## Scope of Asset Management Plan

The AMP is restricted to planning the lifecycle activities related to capital assets. The County of Renfrew defines capital assets via the Corporate Policies:

- FIN-01 Tangible Capital Assets – General Definitions;
- FIN-02 Tangible Capital Assets – Asset Categories; and
- FIN-03 Tangible Capital Assets – Thresholds.

For ease of reference, these policies can be summarized to define capital assets as:

- All land and road allowances;
- Land improvements (parking lots, retaining walls, etc.) with a unit cost of \$25,000 or greater;
- Buildings with a unit cost of \$25,000 or greater;
- Leasehold improvements with a unit cost of \$25,000 or greater;
- Linear assets (roads, bridges, culverts) with a unit cost of \$25,000 or greater;
- Roofing systems (HVAC) with a unit cost of \$15,000 or greater;
- Machinery and equipment with a unit cost of \$15,000 or greater;
- Vehicles and rolling stock with a unit cost of \$15,000 or greater; and
- Any subsequent expenditure that increases the original assets output or service capacity, lowers operating costs, extends the assets useful life, or improves that quality of outputs will be treated as capital subject to the thresholds identified.

## Level of Service Defined

O. Reg. 588/17 prescribes the metrics that will be used to measure the level of service for water, wastewater, storm water, roads, bridges and culverts. The metrics for all other assets can be defined by the Municipality.

### Roads:

Roads are measured in lane km (number of lanes x length in km). A standard lane is 7m wide.

The level of service is described using Paving Condition Index (PCI). PCI is a numerical index between 0 and 100, which is used to indicate the general condition of a pavement section, with 100 being perfect condition and 0 being completely failed. Calculation of a PCI involves manually sampling a section of pavement using the survey process and calculation methods as standardized by the American Society Testing and Materials.

The following table illustrates the service level that can be expected when roads are maintained at different PCI levels.

Pavement Condition Index (PCI)	Surface Quality	Economic Impact	Safety	Traffic Flow & Travel Time	Maintenance Impact
< 30%	Very poor or uneven surface, with continuous cracks and potholes and other defects.	Vehicles will experience accelerated wear and tear. Properties on these roadways will experience reduced property values and commercial activities will decline.	Large potholes pose safety risks to pedestrians, cyclists, motorcyclists, and can even pose a risk to vehicles moving at high speeds.	Travelling will be time consuming, as drivers may need to navigate around obstacles and slow down to avoid damage to their vehicles.	Staff maintenance time will be consumed by reactive emergency repairs to the most damaged sections.
30% - 59%	Poor or uneven surface, with numerous cracks and frequent potholes and other defects.	Vehicles will experience accelerated wear and tear. Road conditions may negatively influence property values.	Large potholes pose safety risks to pedestrians, cyclists and motorcyclists.	Travelling will be time consuming, as drivers may need to navigate around obstacles and slow down to avoid damage to their vehicles.	Maintenance will focus on reactive emergency repairs to the most damaged sections
60% - 75%	Some surface cracks and potholes, with some surface defects.	Vehicles will experience some minor wear and tear.	Minimal risks to safety.	Vehicles will be able to travel at the posted speed limit in most areas.	Maintenance will focus on planned maintenance, with only minor emergency repairs.
76% - 90%	Surface is smooth in most areas, with only infrequent cracks or uneven surface.	Road will not cause any negative economic impact.	No safety risks will be present.	Vehicles will move at the posted speed limit without issue.	Only planned maintenance activities will be required.
> 90%	Surface is new or like new. No defects are visible.	Road may positively influence property values and commercial activities.	No safety risks will be present.	Vehicles will move at the posted speed limit without issue.	No maintenance activities are required.

## Bridges & Culverts:

Bridges and culverts are treated as unique assets that are named and identified individually. They can be measured in square meters of deck area (for bridges) or in cubic meters, being the volume of space inside the culvert (for culverts).

The level of service is described using a Bridge Condition Index (BCI). BCI is a numerical index between 0 and 100, which is used to indicate the general state of repair. A rating of 100 is perfect and a rating of 0 is poor, or in need of repair in the short term. BCI does not necessarily reflect safety or unsuitable for use. Each bridge undergoes a routine inspection every two years and any safety issues will be addressed immediately.

The following table illustrates the service level that can be expected when bridges are maintained at different BCI levels.

Bridge Condition Index	Surface Quality	Safety	Traffic Flow & Travel Time	Maintenance Impact
< 30%	Very poor or uneven surface, with major visible defects (holes and patches) appearing in structure.	Bridge is reaching end of life. Structure may degrade to the point where pieces begin to fall off, which could risk injury. Surface of bridge has large potholes causing risks to motorists and pedestrians.	Travelling will be time consuming, as drivers may need to navigate around obstacles, and slow down to avoid damage to their vehicles.	Staff maintenance time will be consumed by reactive emergency repairs to the most damaged sections.
30% - 59%	Poor or uneven surface, with visible defects in structure.	Surface of bridge has large potholes, posing safety risks to pedestrians, cyclists and motorcyclists.	Travelling will be time consuming, as drivers may need to navigate around obstacles and slow down to avoid damage to their vehicles.	Maintenance will focus on reactive emergency repairs to the most damaged sections.
60% - 75%	Some surface cracks and potholes, with some surface defects.	Minimal risks to safety.	Vehicles will be able to travel at the posted speed limit in most areas.	Maintenance will focus on planned maintenance, with only minor emergency repairs.
76% - 90%	Surface is smooth in most areas with only infrequent cracks or uneven surface.	No safety risks will be present.	Vehicles will move at the posted speed limit without issue.	Only planned maintenance activities will be required.
> 90%	Bridge is new or like new. No defects are visible.	No safety risks will be present.	Vehicles will move at the posted speed limit without issue.	No maintenance activities are required.

## Buildings:

Buildings are measured in square feet.

The preferred level of service used to describe a building is a Facility Condition Index (FCI). FCI is expressed as a percentage with 0% being good and 100% being a poor or critical rating. FCI is calculated by dividing a buildings capital and repair costs for the next 10 years (those costs required to maintain the building in good condition) by the replacement value of the building. In order to express an FCI rating, a Building Condition Assessment (BCA) study of the building, or sample of representative buildings is preferred. A BCA study measures the condition of a building based on standardized inspection observations of the in-service condition of the various components of building. A BCA study will also detail the required work needed to maintain or improve the condition rating of a building over the next 10 years.

The following table illustrates the types of risks and trade offs that can be expect when building are maintained at different condition ratings or FCI ratings.

Condition Rating or FCI level	Impact to Buildings and Components	Examples of Component Issues	Resident/User Complaints and Morale	Maintenance Staff Impact
Very poor FCI >30%	Facilities will look worn with obvious deterioration. Equipment failure occurring frequently. Occasional building shut down will likely occur. Management risk is high. - Health and safety issues figure prominently.	Replacement of multiple systems required (i.e. Mechanical, Electrical, Architectural and Structural - Building heating system failure). Evacuation of upper floor due to unaddressed roof leakage. - Structural issues including envelope replacement.	Complaints will be very high with an unmanageable level of frequency. Lack of maintenance will affect resident and user attitudes and morale.	Staff will not be able to provide regular scheduled maintenance due to high level of "reactive" calls.
Poor FCI 11%-30%	Facilities will look worn, with apparent and increasing deterioration Frequent component and equipment failure may occur. Occasional building shut down could occur.	Replacement of specific major systems required, such as heating and plumbing systems, complete interior renovations, building envelope restoration. Shut down may affect some units (i.e. roof or pipe leakage).	Complaints will be high, with increased level of frequency. Concern about negative resident and user morale will be raised and become evident.	Facilities staff time will likely be diverted from regular scheduled maintenance and forced into "reactive" mode.

Condition Rating or FCI level	Impact to Buildings and Components	Examples of Component Issues	Resident/User Complaints and Morale	Maintenance Staff Impact
Fair FCI 6%-10%	Facilities are beginning to show signs of wear. More frequent component and equipment failure will occur.	Repairs and replacement of specific systems, i.e. boiler, window replacements, interior renovations.	Complaints will occur, with higher level of frequency. Residents and user morale may be affected.	Facilities staff time may at times be diverted from regular scheduled maintenance.
Good FCI 2% to 5%	Facilities will look clean and functional. Limited and manageable component and equipment failure may occur.	Repairs and replacement of more of an aesthetic or general nature, such as wall painting, carpet replacement, roof repair, window caulking.	Complaints will be low and manageable. Residents and user morale will be positive and evident.	Facilities staff time will be devoted to regular scheduled maintenance.
Very Good FCI <2%	Facilities are new or like new.	No component issues are present.	No complaints are received.	Facilities staff time will be devoted to regular scheduled maintenance.

**Machinery, Equipment, Vehicles, Rolling Stock, Leasehold and Land Improvements**

All remaining assets of the County of Renfrew will be assessed by condition ratings, being very good, good, fair, poor, and very poor.

The following table illustrates the service level that can be expected when other assets are maintained at different condition ratings.

Condition Rating	Performance Criteria	
Very poor	Does not meet performance criteria requirements. Requires continuous and cost prohibitive maintenance. Has significant effects on the provision of services. Asset may appear worn, degraded, and damaged.	Has exceeded its lifespan by more than 15%.
Poor	Partially meets the performance criteria. Requires maintenance efforts to be diverted from regular scheduled maintenance and forced to “reactive” mode. Minor to moderate effects on the provision of services. Assets appear worn.	Has exceeded its expected lifespan.

<b>Condition Rating</b>	<b>Performance Criteria</b>	
Fair	Meets the performance criteria with some limitations. More frequent maintenance is required, as failures and breakdowns become more common. Minor or non-critical effects on the provision of services. Assets are beginning to show signs of wear.	Within the last 50% of its lifespan.
Good	Meets the performance criteria. Requires regular scheduled maintenance and minor or cosmetic repairs only. Service requirements are met. Asset will look in good condition.	Within the first 50% of its lifespan.
Very Good	Exceeded the performance criteria. Requires regular scheduled maintenance only. Service requirements are met or exceeded. Asset is new or like new.	Within the first 7% of its lifespan.

Where specific information is available on a unique asset, that information will be used to access its condition. In lieu of specific information, the age of the asset will be used as a proxy for its general condition. See the table below for expected lifespan of assets.

<b>Asset type</b>	<b>Lifespan</b>
Heavy Duty Truck	14 years/300,000km
Medium Duty Truck	10 years/300,000km
Light Duty Truck	6 years/300,000km
Tractor/ Backhoe/Loader	15 years/10,000 hours
Grader	20 year/10,000 hours
Trailers	15 years
Ambulances	5 years/300,000km
Paramedic Emergency Response Vehicle (ERV)	5 years/300,000km
Small Equipment	10 years
Computer Hardware	5 years
Kitchen/Laundry Equipment	15 years
Medical Equipment	5 years

### Mandated Levels of Service

There are a number of legislative requirements such as codes, standards, etc. that must be adhered to by a municipality. The most prevalent regulations that were identified as being relevant to the County of Renfrew assets are:

- Ontario Building Code;
- Ontario Fire Code;
- Highway Minimum Maintenance Standards;
- Housing Services Act;
- Accessibility for Ontarians with Disabilities Act; and
- Ambulance Act.

While not specified, the level of service, both current and service level targets entail 100% compliance with all legislated requirements.

## Risk Assessment Defined

Risk is a critical component of the AMP. It identifies the consequences, severity, and likelihood of a failure, as a result of an assets level of service. An objective of this AMP is to reduce risk levels where they are deemed to be too high, as well as ensure assets are maintained in a way that maintains risk at acceptable levels.

The risk of an asset failing is defined by the following calculation:

$$\text{Risk of Asset Failure} = \text{Probability of Failure} \times \text{Consequence of Failure}$$

Probability of failure has been linked to the condition assessment for each of the assets, assuming that an asset with a condition rating of “good” would have a “rare: probability of failure. The following table outlines the probability factor tied to each rating:

Condition Description	FCI Rating	BCI Rating	PCI Rating	Probability of Failure
Good	<10%	>80%	>80%	Rare
Fair	10%-25%	60%-80%	60%-80%	Unlikely
Poor	25%-60%	40%-60%	40%-60%	Likely
Now Needs	>60%	<40%	<40%	Almost Certain

Consequence of failure has been determined by examining each asset type separately. Consequence refers to the impact on the County if a particular asset were to fail. Types of impacts include the following:

- **Cost Impacts:** the cost of failure to the County (i.e. capital replacement, rehabilitation, fines and penalties, damages, etc.);
- **Social Impacts:** potential injury or death to residents or County staff;
- **Environmental Impacts:** the impact of the asset failure on the environment;
- **Service delivery Impacts:** the impact of the asset failure on the County’s ability to provide services at desired levels; and
- **Location Impacts:** the varying impact of asset failure based on the asset’s location within the County.

Each type of impact was discussed with County staff and consequence of failure for each asset type was determined by using the information contained in table below as a guide to assess the level of impact. Levels of impact were documented as ranging from “catastrophic” to “insignificant”.

Consequence of Failure	Cost	Social	Environmental	Service Delivery
Insignificant	Negligible or Insignificant Cost	No Injury	No Impact	No Interruptions
Minor	Small/ Minor Cost within Budget Allocations	Minor Injury	Short-term/Minor Impact - Fixable	Minor Interruptions
Moderate	Considerable Cost Requires Revisions to Budget	Moderate Injury	Medium-term Impact- Fixable	Moderate Interruptions
Major	Substantial Cost Multi-year Budget Impact	Major Injury	Long-term Impact- Fixable	Significant Interruptions
Catastrophic	Significant Cost Difficult to Recover	Death, Serious Injury	Long-term Impact- Permanent	Major Interruptions

Both probability of failure and consequence of failure was determined using the matrix contained in table below. Total risk has been classified under the following categories:

- **Extreme Risk (E)** : risk well beyond acceptable levels;
- **High Risk (H)** : risk beyond acceptable levels;
- **Medium Risk (M)**: risk at acceptable levels, monitoring required to ensure risk does not become high; and
- **Low Risk (L)**: risk at or below acceptable levels.

Probability of Failure	Consequence of Failure				
	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	M	M	H
Unlikely	L	M	M	M	H
Possible	L	M	M	H	E
Likely	M	M	H	H	E
Almost Certain	M	H	H	E	E

Risk Levels can be reduced or mitigated through planned maintenance, rehabilitation and/or replacement.

## Current Level of Service and Replacement Cost

### Roads:

The County of Renfrew road network consists of 1,630 lane km of roads. This system has the highest replacement value of any County asset. Currently, the network has (see Appendix B for full listing):

- Average PCI of 72% or fair;
- Average risk assessment of low;
- Average age of 27; and
- Total replacement cost of \$715 million.

The total replacement costs are based on the full reconstruction of a road. In many cases the road will undergo numerous rehabilitations and partial reconstructions before a full reconstruction is required. The replacement costs is based off a standard per km rate for type of road reconstruction. This rate is based off the actual construction values as experienced in the 2022 tenders. The current PCI ratings are based on the most recent road inspection, which is preformed by County staff.

### Bridges and Culverts:

The County of Renfrew manages 75 bridges, 177 culverts, and 47 trail structures (see Appendix B for full listing):

- Average BCI of 68% or fair
- Average risk assessment of low
- Average age of 68
- Total replacement cost of \$308 million.

As each bridge and culvert is a unique structure, the replacement value is estimated by staff using the original construction costs and applying a reasonable inflationary increase. The current BCI ratings are based off the most recent inspection.

### Buildings:

The County of Renfrew manages a building portfolio of approximately 1.2 million square feet, with a total replacement cost of approximately \$500M. The average age of the buildings is 50 years old, although this average is heavily weighted due to the large number of older buildings in the social housing portfolio. Currently, no buildings in the portfolio have a recent BCA study, therefore the current level of service expressed in an FCI rating has a low accuracy. It is expected that a full BCA study will be available in late 2024. The average FCI rating of the portfolio is 6%, or fair, however there are a number of buildings that are in fair or poor rating, particularly within the social housing area. The risk assessment across the portfolio averages a low risk, however, there are a number of buildings with medium and high risk assessments particularly in the social housing area. The replacement costs of buildings have been determined using a standard per square foot costs for each type of structure. The standard costs have been provided by both the Housing Services Corporation and the Altus Group Canadian Cost Guide. Based on the experience with a new build in the Renfrew County Housing Corporation portfolio in 2022, these costs appear relatively accurate.

Summary:

DEPARTMENT	AGE (YEARS, AVERAGE)	SIZE (SQUARE FOOT)	REPLACEMENT COST	FCI RATING	RISK ASSESSMENT
DEVELOPMENT AND PROPERTY	15	111,036	\$59,312,391	5%	L
AMBULANCE BASE	14	12,605	\$9,062,995	9%	L
LONG-TERM CARE	19	295,337	\$148,355,997	4%	L
PUBLIC WORKS	32	76,764	\$28,362,559	9%	L
RENFREW COUNTY HOUSING CORPORATION	54	751,791	\$243,914,603	15%	M
<b>GRAND TOTAL</b>	<b>50</b>	<b>1,247,533</b>	<b>\$488,691,145</b>	<b>6%</b>	<b>L</b>

Full listing of building information is attached as Appendix B.

Vehicles:

The County of Renfrew manages a portfolio of 153 vehicles. This consists of:

- 9 maintenance vans;
- 3 ATVs;
- 46 light trucks;
- 25 Heavy trucks;
- 4 medium trucks;
- 19 trailers;
- 11 large tractors;
- 5 graders;
- 1 loader;
- 1 excavator;
- 7 backhoes; and
- 22 ambulances.

This fleet is maintained by a three full time mechanics, with support from local repair facilities when required. All condition assessments have been based on age, assuming a uniform level of usage for each class of vehicle, age is a reasonable proxy for mileage and hours of use, and therefore general condition. The replacement value of each vehicle has been assessed based on the most recent historical purchase of a similar type of vehicle plus an inflation amount. In most cases the replacement costs are current (within one year), and therefore highly accurate.

DEPARTMENT	AGE (YEARS, AVERAGE)	COUNT	REPLACEMENT COST	CONDITION	RISK ASSESSMENT
DEVELOPMENT AND PROPERTY	6	6	\$360,000	FAIR	L
PARAMEDIC SERVICE	5	41	\$7,970,000	FAIR	L
PUBLIC WORKS	9	92	\$19,222,000	FAIR	L
RENFREW COUNTY HOUSING CORPORATION	7	14	\$1,095,000	FAIR	L
<b>GRAND TOTAL</b>	<b>8</b>	<b>153</b>	<b>\$28,647,000</b>	<b>FAIR</b>	<b>L</b>

Full listing of vehicle information is attached as Appendix B.

### Equipment:

The County of Renfrew currently has 285 unique pieces of equipment that meet the capital definition. Given the individual and specialized nature of the items, replacement costs are based on the original purchase price plus inflation, or actual quotes where available.

DEPARTMENT	AGE (YEARS, AVERAGE)	COUNT	REPLACEMENT COST	CONDITION	RISK ASSESSMENT
COMMUNITY SERVICES	6	1	\$18,600	FAIR	L
CORPORATE SERVICES	8	13	\$200,600	FAIR	L
DEVELOPMENT AND PROPERTY	12	28	\$1,963,400	FAIR	L
LONG-TERM CARE	12	125	\$6,217,600	FAIR	L
PARAMEDIC SERVICE	11	62	\$1,965,500	FAIR	L
PUBLIC WORKS	15	42	\$2,043,500	POOR	L
RENFREW COUNTY HOUSING CORPORATION	7	14	\$676,000	FAIR	L
<b>GRAND TOTAL</b>	<b>12</b>	<b>285</b>	<b>\$13,085,200</b>	<b>FAIR</b>	<b>L</b>

Full listing of equipment information is attached as Appendix B.

## Growth Related Pressures

The County of Renfrew Official Plan forecasts growth from 2023-2036 (13 years) of:

- Population growth: 10,093;
- Residential unit increase: 5,789; and
- Non-residential square footage increase: 2,540,100.

See Appendix C for Official Plan growth projection.

Historically, the County of Renfrew AMP has been based on replacing all assets with like assets, and therefore major growth related expenses are not reported in the 10-year capital plan or financing plans. A decision not to proceed with growth will entail a lower level of service for residents and congestion beginning to effect certain services provided by the County. Such congestion may eventually rise to the level of a safety concern.

The County does not have a current estimate of growth related pressures. A revised estimate of the projects reviewed due to growth should be available in late 2024.

## Service Level Targets

The service level targets for the County of Renfrew were originally set in the 2014 AMP. In the previous plan, certain levels of service were measured using different metrics:

- Bridges and culverts used system adequacy as a level of service. This service level target has been converted to an equivalent BCI target (prescribed level of service in the regulation).
- Buildings were measured as the percentage of the building components in good condition. This has been converted to an equivalent average FCI rating, which is now the industry standard.
- Fleet used an operational compliance metric, which is now converted to a condition rating.
- Equipment previously did not have a level of service measurement, the service targets for equipment are the same as for fleet.

ASSET CLASS	PERFORMANCE MEASURE	DEPARTMENT	CURRENT LEVEL OF SERVICE	TARGET LEVEL OF SERVICE
ALL	LEGISLATIVE COMPLIANCE	ALL	100% COMPLIANCE WITH ALL LEGISLATION	100% COMPLIANCE WITH ALL LEGISLATION
ROADS	AVERAGE PCI	PUBLIC WORKS	72%	60%
BRIDGES AND CULVERTS	AVERAGE BCI	PUBLIC WORKS	68%	68%
BUILDINGS	FCI	DEVELOPMENT AND PROPERTY	5%	6%
		AMBULANCE BASE	9%	6%
		LONG-TERM CARE	4%	4%
		PUBLIC WORKS	9%	10%
		RENFREW COUNTY HOUSING	15%	10%
FLEET	AVERAGE CONDITION RATING	DEVELOPMENT AND PROPERTY	FAIR	FAIR
		PARAMEDIC SERVICE	FAIR	FAIR
		PUBLIC WORKS	FAIR	FAIR
		RENFREW COUNTY HOUSING CORPORATION	FAIR	FAIR
EQUIPMENT	AVERAGE CONDITION RATING	COMMUNITY SERVICES	FAIR	FAIR
		CORPORATE SERVICES	FAIR	FAIR
		DEVELOPMENT AND PROPERTY	FAIR	FAIR
		LONG-TERM CARE	FAIR	FAIR
		PARAMEDIC SERVICE	FAIR	FAIR
		PUBLIC WORKS	POOR	FAIR
		RENFREW COUNTY HOUSING CORPORATION	FAIR	FAIR

# Lifecycle Activities Required to Meet Service Level Targets for the Next 10 Years

In order to meet the service level targets, the County of Renfrew plans to spend \$390 million over the next 10 years (2024-2033) on items that meet the capitalization threshold. These expenditures are expressed in current (2024) prices and will allow the County to meet the service level target in all cases, except for Renfrew County Housing Corporation buildings. Given the age and original construction quality of these social housing buildings, there is no practical way to improve their FCI rating to an average of 10% short of major rehabilitation of a substantial part of the portfolio. Such an activity is not included in the current 10 year capital plan, and therefore, despite the spending on the social housing buildings, they will continue to have an average FCI rating below the target.

These expenditures are summarized in the table below, and listed in full in Appendix D.

10 YEAR CAPITAL PLAN	DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
CORPORATE SERVICES	EQUIPMENT	\$ 25,000	\$ 40,000	\$ 100,000	\$ 77,000	\$ 40,000	\$ 25,000	\$ 25,000	\$ 115,000	\$ 77,000	\$ 25,000	\$ 549,000
	BUILDING	\$ 736,048	\$ 459,503	\$ 329,735	\$ 259,907	\$ 133,632	\$ 389,861	\$ 196,939	\$ 112,094	\$ 272,980	\$ -	\$ 2,890,699
DEVELOPMENT AND PROPERTY	BUILDING - AMBULANCE	\$ 18,565	\$ -	\$ 37,130	\$ -	\$ 74,259	\$ -	\$ 74,259	\$ 25,743	\$ -	\$ 18,565	\$ 248,521
	BUILDING - OPP BASE	\$ -	\$ -	\$ -	\$ 39,705	\$ -	\$ 40,755	\$ -	\$ -	\$ 58,825	\$ -	\$ 139,285
	VEHICLES	\$ 60,000	\$ 60,000	\$ 60,000	\$ 20,000	\$ 40,000	\$ -	\$ 60,000	\$ 60,000	\$ 85,000	\$ 60,000	\$ 505,000
LONG TERM CARE - BM	BUILDING	\$ 390,000	\$ 489,000	\$ 287,855	\$ 364,255	\$ 312,090	\$ 243,010	\$ 337,090	\$ 358,010	\$ 290,000	\$ 875,000	\$ 3,946,310
	EQUIPMENT	\$ 525,000	\$ 155,000	\$ 141,140	\$ 345,000	\$ 15,000	\$ -	\$ 50,000	\$ 75,000	\$ 80,000	\$ -	\$ 1,386,140
LONG TERM CARE - ML	BUILDING	\$ 277,000	\$ 1,257,000	\$ 518,921	\$ 422,000	\$ 515,176	\$ 1,011,211	\$ 676,080	\$ 440,570	\$ 35,420	\$ 275,000	\$ 5,428,378
	EQUIPMENT	\$ 75,000	\$ 55,000	\$ 80,060	\$ 160,000	\$ 70,000	\$ -	\$ 70,000	\$ 96,140	\$ 70,000	\$ 75,000	\$ 751,200
PARAMEDIC SERVICE	EQUIPMENT	\$ 1,089,000	\$ -	\$ -	\$ 15,000	\$ -	\$ 1,089,000	\$ -	\$ -	\$ 15,000	\$ -	\$ 2,208,000
	VEHICLES	\$ 1,315,000	\$ 1,515,000	\$ 1,990,000	\$ 1,545,000	\$ 1,920,000	\$ 1,615,000	\$ 1,750,000	\$ 1,705,000	\$ 1,260,000	\$ 2,205,000	\$ 16,820,000
PUBLIC WORKS	BRIDGE	\$ 5,525,000	\$ 4,709,500	\$ 8,180,500	\$ 5,582,000	\$ 4,177,000	\$ 5,093,000	\$ 4,668,000	\$ 4,412,000	\$ 2,358,000	\$ 3,075,000	\$ 47,780,000
	CULVERT	\$ 5,788,000	\$ 7,681,000	\$ 3,867,000	\$ 3,904,000	\$ 2,784,000	\$ 3,171,000	\$ 3,842,000	\$ 3,474,000	\$ 3,133,000	\$ 2,757,000	\$ 40,401,000
	EQUIPMENT	\$ 290,000	\$ 200,000	\$ 40,000	\$ 55,000	\$ 396,000	\$ 105,000	\$ 270,000	\$ 240,000	\$ 145,000	\$ 270,000	\$ 2,011,000
	ROAD	\$ 24,872,405	\$ 24,551,590	\$ 22,872,707	\$ 20,238,488	\$ 19,700,965	\$ 22,084,609	\$ 21,724,323	\$ 21,460,662	\$ 20,725,076	\$ 19,662,858	\$ 217,893,684
RENFREW COUNTY HOUSING	VEHICLES	\$ 1,175,000	\$ 1,235,000	\$ 1,400,000	\$ 1,368,000	\$ 1,245,000	\$ 1,365,000	\$ 1,400,000	\$ 1,575,000	\$ 1,765,000	\$ 1,575,000	\$ 14,095,000
	TRAILS - BRIDGE	\$ 728,000	\$ 2,178,000	\$ 1,099,000	\$ 1,498,000	\$ 1,934,500	\$ 1,884,500	\$ 1,023,000	\$ 690,000	\$ 1,467,500	\$ 1,087,500	\$ 13,590,000
	BUILDING	\$ 2,104,375	\$ 2,390,867	\$ 2,017,818	\$ 2,015,359	\$ 1,667,190	\$ 1,699,125	\$ 1,990,598	\$ 1,754,982	\$ 2,024,250	\$ 1,825,625	\$ 19,490,188
TOTAL	VEHICLES	\$ 60,000	\$ 90,000	\$ 60,000	\$ 65,000	\$ 125,000	\$ 65,000	\$ 60,000	\$ 60,000	\$ 65,000	\$ 60,000	\$ 710,000
	ALL	\$ 45,053,393	\$ 47,066,460	\$ 43,081,865	\$ 37,965,714	\$ 35,149,812	\$ 39,881,072	\$ 38,217,289	\$ 36,654,201	\$ 33,927,052	\$ 33,846,548	\$ 390,843,405

## Financing Strategy

This 10 year plan is based upon County responsibilities at the present time and does not include any speculation based on increased program responsibilities in the future, nor does this plan include additional revenues from senior levels of government that have not been announced to date. It will enable the County to pay for all capital spending provided certain assumptions are met and the strategy is followed.

### Assumptions:

Level of capital investment – In the 2024 approved budget, the County of Renfrew plans to invest \$19,122,367 in capital related activities. This level of capital investment forms the starting point for building the LTFP. These consist of:

- \$20,000 in Renfrew County Place building reserve contributions
- \$291,257 in Ambulance base building reserve contributions
- \$83,375 in 80 McGonigal building reserve contributions
- \$58,513 in OPP Station building reserve contributions
- \$1,044,000 in Paramedic Service equipment reserve contributions (\$1.2 million less City of Pembroke share)
- \$6,024,200 in tangible capital asset renewal reserve contributions
- \$9,515,996 in Public Works capital reserve contributions
- \$466,473 in service delivery review savings contributions
- \$1,618,553 in weighted CVA growth revenue dedicated to reserves

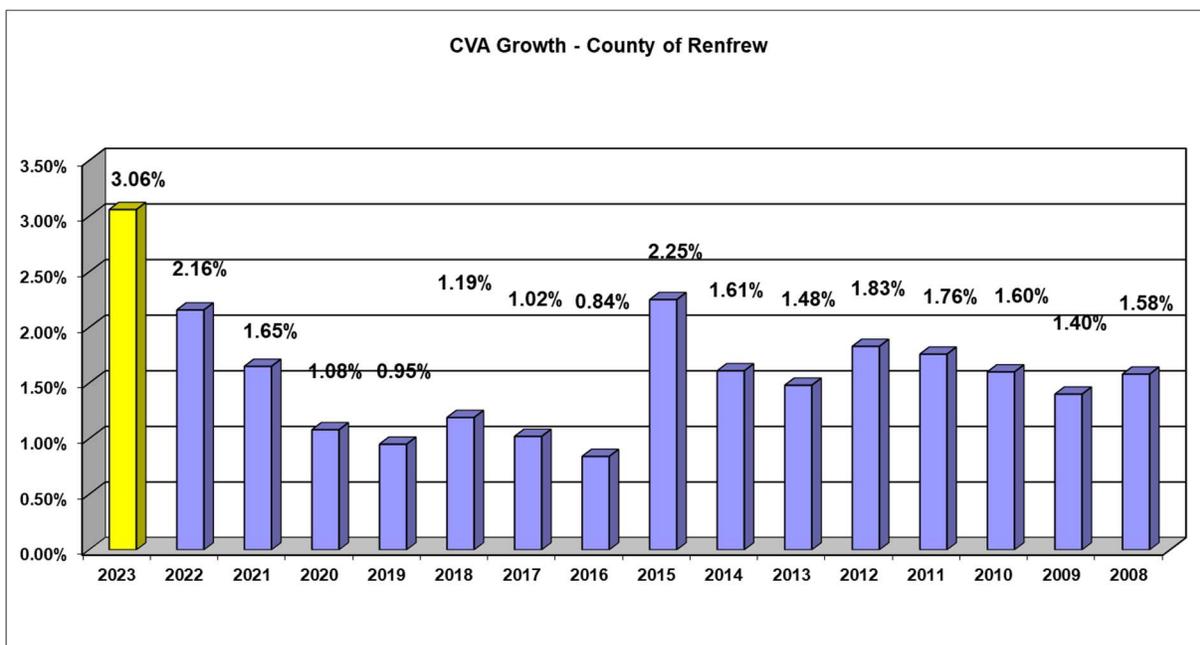
Provincial / Federal Revenue – In the 2024 approved budget, the County of Renfrew plans to receive approximately \$7.2 million dollars for capital renewal funding from several different sources. The LTFP envisions that these funding sources remain stable over the 10 year planning horizon

- Canada Community Building Fund (CCBF, formerly Federal Gas Tax) forms the major source of stable, predictable senior government funding available to assist with capital renewal plans. The current funding agreement of 2019-2023 provided \$2,914,661. While not confirmed, the CCBF is assumed to provide funding at or near the 2023 level of funding in perpetuity.
- Ontario Community Infrastructure Fund (OCIF) formula based funding will transfer \$2,398,538 to the County in 2024. However, the fund formula for OCIF is uncertain, and large changes do occur year over year. We estimate \$2,800,000 in OCIF funding for all future unconfirmed years.
- Miramichi Lodge receives \$626,819 in capital funding from the Ministry of Health and Long Term Care to offset the debenture costs for the redevelopment of the site in 2004. This funding will end in 2024, when the debenture is fully repaid.
- The County, as the service manager responsible for low income housing under the Housing Services Act, receives two streams of funding for the capital upkeep of its housing stock. The first is the Ontario Priorities Housing Initiative (OPHI) which provided \$574,180 in the 2022/23 fiscal year. The second funding stream is the Canada-Ontario Community Housing Initiative (COCHI) which provided \$601,100 in the 2022/23 fiscal year. Together these two programs provide approximately \$1.1M (after administration allocations) that can be used for capital

repairs to the Renfrew County Housing buildings. We estimate this funding will continue for the 10 year planning horizon.

Reserves - The County of Renfrew will begin the 10-year financial plan with an estimated capital reserve balance of \$48,497,675. This balance is based on the unaudited 2023 ending capital reserve balance. Reserves specifically for Long Term Care, Paramedic Service, and Renfrew County Housing Corporation are shared with the City of Pembroke. Historically, many Federal and Provincial capital subsidy programs require a cost sharing arrangement with the municipality. Without a base level of reserve funds, the County of Renfrew may not be in a position to leverage senior government capital subsidies. Therefore, a floor of no less the \$2,000,000 in reserves at any year in the 10-year plan is desirable.

Weighted Current Value Assessment (CVA) - Historically, County wide weighted CVA growth has averaged 1.58% over the last 10 years.



Inflation - The Bank of Canada’s target range for inflation is 1% to 3% with the monetary policy aimed at the 2% target midpoint. Staff assumed this level of inflation for the purpose of the long term plan. Historically, the actual inflation rate has aligned very closely with Bank of Canada monetary policy over the long term. The 10-year capital plan is based on the current prices, which are assumed to remain accurate in the first year of the plan, therefore no inflation is applied to 2024 costs.

Interest on New Debt - Our LTFP anticipates new borrowing from the Infrastructure Ontario loan program for municipalities at 3% over a 10-year term. Existing debt is priced into the LTFP at known interest and repayment terms.

City of Pembroke Cost Share – Long term care homes, Paramedic Service, and Social Housing are cost shared with the separated City of Pembroke. The LTFP envisions that, where required (after existing shared reserves are exhausted) investment in capital purchased in those areas will be cost shared.

## Strategy:

Debt: All projects with a cost greater than \$4 million will be debt financed. Under the plan, this would entail debentures for seven projects for a combined total of \$36,678,000. Total debt servicing costs over the 10 year planning timeline are estimated at \$40,902,877 (known existing debt plus new debt estimated at 3%, 10 year repayment terms).

Funding and Grants: Capital funding received from the Provincial/Federal government over ten years is required to be \$68,463,765, principally consisting of:

- CCBF \$2,900,000 per year
- OCIF \$2,800,000 per year
- OPHI/COCHI \$1,100,000 per year

City of Pembroke Cost Share: the City of Pembroke will be required to contribute \$4,541,000 in capital funding over 10 years on the basis of the existing cost sharing agreements. This will entail an increase from the current level of \$156,000 per year to a peak of \$906,000 in the 2033 year.

Levy Contributions to Capital Reserves: levy contribution to capital reserves of \$326,223,670 over ten years. This would entail increasing the 2024 contribution approved in the budget of \$19,122,367 by \$3 million for each of the next nine years of the plan, reaching \$46,122,367 in 2033. This increase could be offset by:

- Weighted CVA growth diverted toward Capital Reserves
- Any prior year surplus, including one partially generated from the interest earned on carrying large reserve balances, accepting that subsequent years will have to meet the targeted reserve contribution
- Any new external funding sources

Capital Spending: Capital spending over ten years of \$390,843,405 based on late 2023 actual costs. These costs are expected to increase by inflation at a rate of 2% per year, resulting in a total capital spend of \$425,596,023 adjusted for inflation. This spending plan entails replacing all assets with like assets.

Growth Reserve: Contribute all weighted CVA growth new revenue in the year it occurs to a newly created growth reserve. The projects allocations will be decided at a future date.

### Summary:

OPENING RESERVE	\$48,497,675
PROCEEDS FROM DEBENTURES	\$36,678,000
DEBT SERVICING COSTS	(\$40,902,877)
FUNDING AND GRANTS	\$68,463,765
CITY OF PEMBROKE COST SHARE	\$4,541,000
LEVY CONTRIBUTIONS	\$326,223,670
CAPITAL SPENDING - 10 YEAR PLAN	(\$425,596,023)
<b>CLOSING RESERVE BALANCE</b>	<b>\$17,905,210</b>

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
OPENING RESERVE	\$48,497,675	\$ 37,582,668	\$ 21,517,317	\$ 13,500,384	\$ 7,569,304	\$ 6,213,832	\$ 5,699,097	\$ 2,014,413	\$ 2,600,610	\$ 8,831,100	\$48,497,675
PROCEEDS FROM DEBENTURES	\$10,028,000	\$5,700,000	\$8,100,000	\$3,500,000	\$2,500,000	\$6,850,000	\$0	\$0	\$0	\$0	\$36,678,000
DEBT SERVICING COSTS	(\$2,431,746)	(\$2,835,929)	(\$3,453,927)	(\$4,444,928)	(\$4,163,552)	(\$4,581,176)	(\$5,222,176)	(\$4,961,515)	(\$4,502,928)	(\$4,305,000)	(\$40,902,877)
FUNDING AND GRANTS	\$7,263,765	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$68,463,765
CITY OF PEMBROKE COST SHARE	\$156,000	\$156,000	\$237,000	\$381,000	\$433,000	\$326,000	\$654,000	\$729,500	\$562,000	\$906,500	\$4,541,000
LEVY CONTRIBUTIONS	\$19,122,367	\$22,122,367	\$25,122,367	\$28,122,367	\$31,122,367	\$34,122,367	\$37,122,367	\$40,122,367	\$43,122,367	\$46,122,367	\$326,223,670
CAPITAL SPENDING - 10 YEAR PLAN	(\$45,053,393)	(\$48,007,789)	(\$44,822,373)	(\$40,289,519)	(\$38,047,287)	(\$44,031,925)	(\$43,038,875)	(\$42,104,156)	(\$39,750,948)	(\$40,449,758)	(\$425,596,023)
CLOSING RESERVE BALANCE	\$ 37,582,668	\$ 21,517,317	\$ 13,500,384	\$ 7,569,304	\$ 6,213,832	\$ 5,699,097	\$ 2,014,413	\$ 2,600,610	\$ 8,831,100	\$ 17,905,210	\$17,905,210

# Appendix A

## County of Renfrew Strategic Asset Management Corporate Policy

**COUNTY OF RENFREW**

**BY-LAW NUMBER 43-19**

**A BY-LAW TO AMEND BY-LAW 59-02 CORPORATE POLICIES AND PROCEDURES FOR THE COUNTY OF RENFREW TO APPROVE A STRATEGIC ASSET MANAGEMENT POLICY**

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WHEREAS on November 27, 2002 the Corporation of the County of Renfrew enacted By-law No. 59-02, a By-law to establish Corporate Policies and Procedures for the County of Renfrew;

AND WHEREAS it is deemed desirable and expedient to amend the said By-law for the purpose of adding a strategic asset management policy;

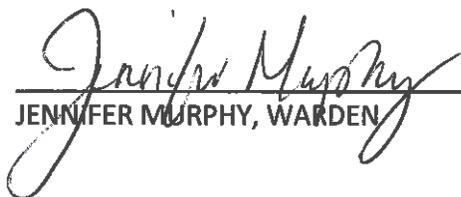
NOW THEREFORE the Council of the Corporation of the County of Renfrew hereby enacts as follows:

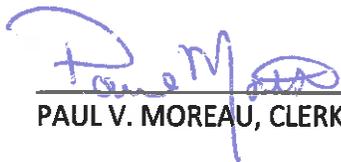
1. That the following Policy attached to this By-law be hereby enacted as an amendment and included as part of the said By-law 59-02:
  - Policy GA-11 – Strategic Asset Management.
2. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 29th day of May, 2019.

READ a second time this 29th day of May, 2019.

READ a third time and finally passed this 29th day of May, 2019.

  
\_\_\_\_\_  
JENNIFER MURPHY, WARDEN

  
\_\_\_\_\_  
PAUL V. MOREAU, CLERK

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

**VISION:**

Our vision to maintain a safe community with sustainable growth, requires alignment of the many initiatives underway in our organization at any given time in order for it to be achieved. This alignment is necessary to properly consider whether the level of service provided by our existing and planned assets is congruent and supports our vision.

**GOVERNANCE AND CONTINUOUS IMPROVEMENT:**

The Council of the Corporation of the County of Renfrew is entrusted with the responsibility of overseeing a large range of services provided through a diverse portfolio of assets. Council, having stewardship responsibility, is the final decision maker on all matters related to Asset Management. The Council and the Chief Administrative Officer/Clerk are committed to the success of asset management planning.

Provincial Regulation (O.Reg. 588/17 – Asset Management Planning for Municipal Infrastructure) requires the County of Renfrew to prepare, and Council to approve a Strategic Asset Management Policy by July 1, 2019 under the *Infrastructure for Jobs and Prosperity Act, 2015, S.O. 2015, c. 15*. This regulation requires that the County of Renfrew review this policy every five years thereafter.

Within asset management planning, Council is responsible for:

- Approving by resolution the asset management plan and its updates every five years;
- Conducting annual reviews of the asset management plan implementation progress on or before July 1 of every year; and
- Supporting ongoing efforts to improve and implement the asset management plan.

The Chief Administrative Officer/Clerk is ultimately responsible for asset management planning across the County of Renfrew and maintaining compliance with the regulation. Directors are responsible for asset management planning activities that fall within their service area and in support of others.

CORPORATE POLICIES AND PROCEDURES			
<b>SECTION:</b> General Administration			<b>POLICY</b> GA-11
<b>POLICY:</b> Strategic Asset Management			
<b>DATE:</b> May 2019	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 2 of 6

The budget process is the basis of the County’s approach for continually improving its methods and adopting appropriate practices. The annual review will be completed in consultation with the Renfrew County Green Operations and Asset Management Committee and it will include:

- Progress on ongoing efforts to implement the asset management plan;
- Consideration of the asset management policy;
- Any factors affecting the ability of the County of Renfrew to implement its asset management plan;
- Consultation with Directors; and
- A strategy to address these factors including the adoption of appropriate practices.

**STRATEGIC ALIGNMENT:**

Asset management planning will not occur in isolation from other County of Renfrew goals, plans, and policies. An integrated approach will be followed to successfully develop practical asset management plans that align with the overarching accountabilities and aspirations of our community. The elements of our asset management planning approach keep us mindful of the goals described in our Strategic Plan, Official Plan, and Purchasing Policy, as they influence our Asset Management Plan and Long Term Financial Plan.

**GUIDING PRINCIPLES:**

The *Infrastructure for Jobs and Prosperity Act, 2015* sets out key guiding principles for infrastructure priority setting, planning, and investment of the asset management policy and the County of Renfrew will strive to incorporate the following principles whenever possible.

**Forward Looking:** The County of Renfrew will make the appropriate decisions and provisions to better enable its assets to meet future challenges, including changing demographics and populations, council adopted service levels, legislative requirements, technological and environmental factors.

CORPORATE POLICIES AND PROCEDURES			
<b>SECTION:</b> General Administration			<b>POLICY</b> GA-11
<b>POLICY:</b> Strategic Asset Management			
<b>DATE:</b> May 2019	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 3 of 6

**Budgeting and Planning:** The County of Renfrew shall take into account any applicable budgets or fiscal plans, such as fiscal plans released under the following:

1. *Fiscal Transparency and Accountability Act, 2004*; and
2. Budgets adopted under Part VII of the *Municipal Act, 2001*.

**Prioritizing:** The County of Renfrew shall clearly identify infrastructure priorities which will drive investment decisions. The County of Renfrew Asset Management Plan utilizes a risk indicator matrix based on a determination of the probability an asset will fail and the consequences of the asset failure.

**Economic Development:** The County of Renfrew shall promote economic competitiveness, productivity, job creation, and training opportunities as identified in the Economic Development Strategic Plan.

**Transparency:** Asset management decisions shall be evidence-based and transparent. Additionally, subject to any prohibitions under an Act or otherwise by law on the collection, use, or disclosure of information, the County of Renfrew shall:

1. Make decisions with respect to infrastructure based on information that is publicly available or made available to the public; and
2. Share information with implications on infrastructure and investment decisions with the Government and broader public sector entities.

**Consistency:** The County of Renfrew shall ensure the continued provision of public services within our community.

**Environmentally Conscious:** The County of Renfrew shall minimize the impact of infrastructure on the environment by:

1. Respecting and helping maintain ecological and biological diversity;
2. Augmenting resilience to the effects of climate change; and
3. Endeavouring to make use of acceptable recycled aggregates.

**Health and Safety:** The County of Renfrew shall ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.

CORPORATE POLICIES AND PROCEDURES			
<b>SECTION:</b> General Administration			<b>POLICY</b> GA-11
<b>POLICY:</b> Strategic Asset Management			
<b>DATE:</b> May 2019	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 4 of 6

**Community Focused:** The County of Renfrew shall promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as:

1. Local job creation and training opportunities (including for apprentices, within the meaning of section 9 of the *Infrastructure for Jobs and Prosperity Act, 2015*);
2. Improvement of public space within the community; and
3. In co-operation with the County of Renfrew's Accessibility Advisory Committee, promote accessibility for persons with disabilities.

**Innovation:** The County of Renfrew shall create opportunities to make use of innovative technologies, services, and practices, particularly where doing so would utilize technology, techniques, and practices developed in Ontario.

**Integration:** The County of Renfrew shall where relevant and appropriate, be mindful and consider the principles and content of non-binding provincial or municipal plans and strategies established under an Act or otherwise, in planning and making decisions surrounding the infrastructure that supports them.

**CAPITALIZATION THRESHOLDS:**

The capitalization threshold policy (FIN-03 - Tangible Capital Assets – Thresholds) developed for financial reporting will be the initial guide in selecting the assets covered by asset management planning processes. However, there are some larger assets that have many sub components that do not, on their own, qualify for capitalization based on a dollar threshold. The service-focus intent of this policy differentiates its requirements for identifying assets from the capitalization thresholds which are developed for the purposes of financial reporting. Therefore, additional items may be managed by this policy that are not also on the financial asset listings.

CORPORATE POLICIES AND PROCEDURES			
<b>SECTION:</b> General Administration			<b>POLICY</b> GA-11
<b>POLICY:</b> Strategic Asset Management			
<b>DATE:</b> May 2019	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 5 of 6

**BUDGETING:**

The asset management plans and progress made on the plans, will be considered annually in the creation of the County of Renfrew’s 10 year capital budgets, operating budgets, and long-term financial plans. Directors are responsible to reference the asset management plan for their area in order to:

- Confirm spending needs identified in the plan;
- Verify progress made on the plan to identify potential gaps; and
- Prioritize spending needs, across the gap identified in the plan and recent developments, for the years to be budgeted for.

The budgets prepared by each department will then be processed in accordance with the broader municipal budgeting process.

The Treasurer will be involved in asset management planning to facilitate the bridge between:

- The 10 year capital plans;
- The annual budget submissions of each department;
- The financial strategy developed in the asset management plan(s); and
- The Long Term Financial Plan.

**COMMUNITY PLANNING:**

The County of Renfrew will align asset management planning with the Province of Ontario’s land use planning framework, including any relevant policy statements issued under section 3 (1) of the *Planning Act*; shall conform with the provincial plans that are in effect on that date; and shall be consistent with the County of Renfrew’s Official Plan.

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

#### **CLIMATE CHANGE:**

Climate change will be considered as part of the County of Renfrew’s risk management approach embedded in local asset management planning methods. This approach will balance the potential cost of vulnerabilities to climate change impacts and other risks with the cost of reducing these vulnerabilities. The balance will be struck in the levels of service delivered through operations, maintenance schedules, emergency response plans, contingency funding, and capital investments. The County of Renfrew’s contribution to climate change through greenhouse gas emissions will be mitigated in accordance with its local reduction targets, financial capacity, and stakeholder support.

#### **STAKEHOLDER ENGAGEMENT:**

The County of Renfrew will coordinate planning for interrelated municipal capital infrastructure assets and projects by pursuing collaborative opportunities with neighbouring and local municipalities and regulated utilities wherever viable and beneficial.

#### **RELATED DOCUMENTS:**

Asset Management is multi-faceted and impacts all areas of the organization. The following policies, frameworks and plans are impacted by, or impact, the Policy:

- Strategic Plan
- Official Plan
- Asset Management Plan
- Long Term Financial Plan
- 10 Year Capital Plan
- Emergency Response Plan
- Economic Development Strategic Plan
- Energy Management Plan
- GA-01 – Procurement of Goods and Services
- GA-02 – Disposal of Corporate Assets
- GA-07 – Debt Management Policy
- FIN-01 – Tangible Capital Assets – General Definitions
- FIN-02 – Tangible Capital Assets – Asset Categories
- FIN-03 – Tangible Assets – Thresholds
- Annual Capital and Operating Budgets

# Appendix B

## Current Service Level and Replacement Cost

Current Service Level Replacement Cost - Roads

ROAD	SEGMENT	CLASS	AGE	LANE KM	REPLACEMENT VALL	PCI	RISK ASSESSMENT
Algonquin Reserve CR70	Shingwak Inamo (Reserve Boundary)-to-Golden Lake Bdge S Exp Jnt		U	4.61	\$ 1,860,942		
Anderson Rd CR63	Cty Rd 508 (Calabogie Rd)-to-Hwy 17	Local	U	3.00	\$ 1,383,429	82	L
B031 CR511	Madawaska River Bridge S Jnt-to-Madawaska River Bridge N Jnt		U	-	\$ -		
B032 CR511	Calabogie Bridge S Exp Jnt-to-Calabogie Bridge N Exp Jnt		U	-	\$ -		
B096 CR65	Centennial Lake Bdge N Exp Jnt-to-Centennial Lake Bdge S Exp Jnt		U	0.30	\$ 121,050		
B100 CR58	Sherwood River Bdge W Exp Jnt-to-Sherwood River Bdge E Exp Jnt		U	-	\$ -		
B101 CR58	Bonnechere R Bdge W Exp Jnt-to-Bonnechere R Bdge E Exp Jnt		U	-	\$ -		
B110 CR1	Castleford Bdge S Exp Jnt-to-Castleford Bdge N Exp Jnt		60		\$ -		
B120 CR2	Claybank Bdge E Exp Jnt-to-Claybank Bdge W Exp Jnt		U	-	\$ -		
B123 CR52	Burnstown Bdge S Exp Jnt-to-Burnstown Bdge N Exp Jnt		18	-	\$ -		
B143 CR19	McDonnell Bdge S Exp Jnt-to-McDonnell Bdge N Exp Jnt		U	-	\$ -		
B145 CR62	Combermere Bdge S Exp Jnt-to-Combermere Bdge N Exp Jnt		U	-	\$ -		
B153 CR515	Jewelville Bdge S Exp Jnt-to-Jewelville Bdge N Exp Jnt		U	-	\$ -		
B173 CR58	Byers Creek Bdge N Exp Jnt-to-Byers Creek Bdge S Exp Jnt		34	-	\$ -		
B179 CR70	Golden Lake Bdge S Exp Jnt-to-Golden Lake Bdge N Exp Jnt		U	-	\$ -		
B203 CR51	Petawawa River Bdge S Exp Jnt-to-Petawawa River Bdge N Exp Jnt		23	-	\$ -		
B233 CR515	Latchford Bdge S Exp Jnt-to-Latchford Bdge N Exp Jnt		17	-	\$ -		
B258 CR1	B258 E Exp Jnt-to-B258 W Exp Jnt		U		\$ -		
Barron Canyon Rd CR28	McKay/Petawawa Township Line-to-Smith Lane	Local	11	3.28	\$ 1,418,014	87	L
Barron Canyon Rd CR28	Priebe Rd-to-Cty Rd 26 (Doran Rd)	Local	17	3.88	\$ 1,576,763	54	L
Barron Canyon Rd CR28	Smith Lane-to-Priebe Rd	Local	13	9.48	\$ 4,125,730	65	L
Baskin Drive West CR10	CR 2(Daniel Street)-to-Division Street	Collector	10	2.42	\$ 1,164,789	82	L
Bay St. CR62	Barry's Bay South Limit-to-Hwy 60	Collector	U	0.84	\$ 846,075	69	L
Beachburg Rd CR21	Buchannan's Pit Entrance (1046)-to-Pappin Rd	Collector	51	2.25	\$ 908,682	97	L
Beachburg Rd CR21	Cemetery Rd-to-Cty Rd 40 (Greenwood Rd)	Collector	34	4.06	\$ 1,895,643	85	L
Beachburg Rd CR21	Cty Rd 12 (Westmeath Rd)-to-Finchley Rd	Collector	14	4.98	\$ 2,124,255	84	L
Beachburg Rd CR21	Cty Rd 49 (Lapasse Rd)-to-Davidson Rd	Collector	37	2.65	\$ 1,098,996	80	L
Beachburg Rd CR21	Cty Rd 7 (Foresters Falls Rd-to-Fletcher Rd)	Collector	26	6.03	\$ 2,832,829	87	L
Beachburg Rd CR21	Davidson Rd-to-Zion Line	Collector	37	3.98	\$ 1,653,474	80	L
Beachburg Rd CR21	Finchley Rd-to-Cemetery Rd	Collector	14	2.62	\$ 1,079,824	85	L
Beachburg Rd CR21	Fletcher Rd-to-Buchannan's Pit Entrance (1046)	Collector	53	4.15	\$ 1,948,686	87	L
Beachburg Rd CR21	Hila Rd-to-Cty Rd 12 (Westmeath Rd)	Collector	54	3.34	\$ 1,424,701	62	L
Beachburg Rd CR21	Little St-to-Cty Rd 49 (Lapasse Rd)	Collector	37	1.74	\$ 1,788,844	86	L
Beachburg Rd CR21	Pappin Rd-to-Watchorn Dr	Collector	54	2.12	\$ 989,843	97	L
Beachburg Rd CR21	Urban Beginning-to-Little St	Collector	38	1.74	\$ 1,788,844	87	L
Beachburg Rd CR21	Valleyview Rd-to-Hila Rd	Collector	54	4.65	\$ 1,902,260	84	L
Beachburg Rd CR21	Watchorn Dr-to-Urban Beginning	Collector	38	0.67	\$ 272,276	97	L
Beachburg Rd CR21	Zion Line-to-Valleyview Rd	Collector	61	4.24	\$ 1,710,033	71	L
Black Donald Rd CR508	Cty Rd 65 (Centennial Lake Rd)-to-Cty Rd 508 (Calabogie Local	Local	3	1.50	\$ 605,250	95	L
Boundary Rd East CR35	Cty Rd 35 (Boundary Rd E)-to-Trafalgar Rd	Collector	45	1.08	\$ 1,065,304	68	L
Bruce St CR20	Cobus Rd-to-Hwy 17	Arterial	35	2.62	\$ 1,283,706	73	L
Bruce St CR20	Hwy 60-to-Urban Limit	Collector	35	0.96	\$ 1,267,029	67	L
Bruce St CR20	Urban Limit-to-Cobus Rd	Arterial	35	2.50	\$ 1,152,857	69	L
Brudenell Rd CR512	Brudenell Village North Limit-to-Renfrew County Road 6	Local	15	1.04	\$ 419,640	73	L
Brudenell Rd CR512	Brudenell Waste Disposal Site-to-Brudenell Village North	Local	15	5.00	\$ 2,017,500	62	L
Brudenell Rd CR512	Killaloe South Town Limit-to-Mountain View Rd	Local	13	2.52	\$ 1,016,820	65	L
Brudenell Rd CR512	Mountain View Rd-to-Stack Rd	Local	14	1.74	\$ 712,120	75	L
Brudenell Rd CR512	Rochefort Rd-to-Brudenell Waste Disposal Site	Local	U	6.52	\$ 2,649,612	64	L
Brudenell Rd CR512	Stack Rd-to-Rochefort Rd	Local	14	5.54	\$ 2,251,357	67	L
Bruham Ave CR58	Lorne St East-to-Boundary Rd	Collector	U	0.74	\$ 740,211	74	L
Bruham Ave CR58	TV Tower Rd-to-Lorne St East	Collector	U	1.96	\$ 977,277	81	L
Bulger Rd CR9	Agnew Rd-to-McGaghran Rd	Local	25	5.18	\$ 2,090,130	64	L
Bulger Rd CR9	Hwy 60/Cty Rd 8 (Cobden Rd)-to-Agnew Rd	Local	6	3.96	\$ 1,597,860	94	L
Bulger Rd CR9	McGaghran Rd-to-Stone Hedges Rd	Local	23	5.00	\$ 2,017,500	62	L
Bulger Rd CR9	Stone Hedges Rd-to-Hwy 41	Local	21	8.68	\$ 3,502,380	65	L
Burnstown Rd CR52	870 Burnstown Rd-to-McLeod Rd	Collector	18	5.92	\$ 2,405,782	64	L
Burnstown Rd CR52	Burnstown Bdge N Exp Jnt-to-Cty Rd 508 (Calabogie Rd)	Collector	44	0.46	\$ 185,610	68	L
Burnstown Rd CR52	Canaan Rd-to-Fraser Rd (McNab/Horton Line)	Collector	5	1.94	\$ 894,617	96	L
Burnstown Rd CR52	Cty Rd 2 (White Lake Rd)-to-Waba Cr Bdge W Exp Jnt	Collector	44	1.48	\$ 1,439,300	90	L
Burnstown Rd CR52	Cty Rd 508 (Calabogie Rd)-to-Picket Hill Lane S Jct	Collector	44	0.66	\$ 641,850	67	L
Burnstown Rd CR52	Fraser Rd (McNab/Horton Twp)-to-Lime Kiln Rd	Collector	4	6.12	\$ 2,822,194	97	L
Burnstown Rd CR52	Lime Kiln Rd-to-Pucker St	Arterial	U	2.44	\$ 1,125,189	97	L
Burnstown Rd CR52	McLachlan Rd-to-870 Burnstown Rd	Collector	18	5.98	\$ 2,430,165	60	L
Burnstown Rd CR52	McLeod Rd-to-Burnstown Bdge S Exp Jnt	Collector	18	1.54	\$ 630,267	54	L
Burnstown Rd CR52	Picket Hill Lane N Jct-to-Canaan Rd	Collector	5	8.02	\$ 3,698,366	97	L
Burnstown Rd CR52	Picket Hill Lane S Jct-to-Picket Hill Lane N Jct	Collector	5	1.42	\$ 654,823	95	L
Burnstown Rd CR52	Pucker St-to-Graham Ave	Collector	U	1.24	\$ 225,000	97	L
Burnstown Rd CR52	Waba Cr Bdge W Exp Jnt-to-McLachlan Rd	Collector	18	1.02	\$ 432,149	66	L
Calabogie Rd CR508	6761 Calabogie Road-to-Barrett Chute Road	Local	U	7.40	\$ 2,985,900	78	L
Calabogie Rd CR508	Barrett Chute Rd-to-Cty Rd 34 (Norton Rd)	Local	19	5.62	\$ 2,267,670	58	L
Calabogie Rd CR508	Brydges Rd-to-Fleming Rd	Collector	U	1.58	\$ 637,530	63	L
Calabogie Rd CR508	Cty Rd 34 (Norton Rd)-to-Mill St	Collector	U	3.68	\$ 1,484,880	98	L
Calabogie Rd CR508	Cty Rd 508 (Black Donald Rd)-to-Ferguson's Trailer Park	Local	15	9.76	\$ 3,938,160	90	L
Calabogie Rd CR508	Cty Rd 511 (Lanark Rd)-to-Kubiseski Rd	Collector	U	2.82	\$ 1,137,870	63	L
Calabogie Rd CR508	Cty Rd 52 (Burnstown Rd)-to-Dickson Rd	Collector	U	3.12	\$ 1,276,905	59	L
Calabogie Rd CR508	Cty Rd 63 (Stewartville Rd)-to-Hwy 17	Collector	U	2.78	\$ 1,145,767	97	L
Calabogie Rd CR508	Dickson Rd-to-Hutson Rd	Collector	U	2.64	\$ 1,080,458	67	L
Calabogie Rd CR508	Ferguson's Trailer Park-to-6761 Calabogie Road	Local	U	1.46	\$ 589,110	74	L
Calabogie Rd CR508	Fleming Rd-to-Fraser Rd	Collector	U	2.46	\$ 992,610	66	L

Current Service Level Replacement Cost - Roads

ROAD	SEGMENT	CLASS	AGE	LANE KM	REPLACEMENT VALL	PCI	RISK ASSESSMENT
Calabogie Rd CR508	Fraser Rd-to-Riopelle Rd	Collector	U	6.10	\$ 2,461,350	64	L
Calabogie Rd CR508	Goshen Rd-to-Nabarr Rd	Collector	U	3.00	\$ 1,227,793	97	L
Calabogie Rd CR508	Hutson Rd-to-Goshen Rd	Collector	U	2.80	\$ 1,186,290	71	L
Calabogie Rd CR508	Kubiseski Rd-to-Public Picnic Area N. Ent. (CA 4099)	Collector	U	3.06	\$ 1,234,710	73	L
Calabogie Rd CR508	Mill St-to-Cty Rd 511 (Lanark Rd)	Collector	U	3.88	\$ 1,565,580	97	L
Calabogie Rd CR508	Nabarr Rd-to-Cty Rd 63 (Stewartville Rd)	Collector	U	2.94	\$ 1,194,764	97	L
Calabogie Rd CR508	Norway Lake Rd-to-Brydges Rd	Collector	U	3.90	\$ 1,573,650	55	L
Calabogie Rd CR508	Public Picnic Area N. Entrance-to-Norway Lake Rd	Collector	U	6.68	\$ 2,695,380	66	L
Calabogie Rd CR508	Riopelle Rd-to-Cty Rd 52 (Burnstown Rd)	Collector	U	2.76	\$ 1,113,660	58	L
Castleford Rd CR20	Collins Rd-to-Eady Rd	Collector	28	3.74	\$ 1,530,648	27	M
Castleford Rd CR20	Eady Rd-to-Ferguson Rd	Collector	28	2.54	\$ 1,024,890	48	L
Castleford Rd CR20	Ferguson Rd-to-Humphries Rd	Collector	29	3.10	\$ 1,250,850	42	L
Castleford Rd CR20	Humphries Rd-to-Cty Rd 1 (River Rd)	Collector	29	2.74	\$ 1,105,590	33	L
Castleford Rd CR20	Hwy 17-to-Collins Rd	Collector	25	2.92	\$ 1,195,052	32	L
Centennial Lake Rd CR65	2872 Centennial Lake Rd-to-Black Donald Access Point	Local	22	3.26	\$ 1,315,410	98	L
Centennial Lake Rd CR65	4126 Centennial Lake Rd-to-Matawatchan/Brougham Twp	Local	32	7.74	\$ 3,123,090	42	L
Centennial Lake Rd CR65	Black Donald Access Point-to-Deer Mountain Rd	Local	U	8.58	\$ 3,462,030	97	L
Centennial Lake Rd CR65	Centennial Lake Bdge S Exp Jnt-to-Morrow Lake Rd	Local	30	4.02	\$ 1,622,070	52	L
Centennial Lake Rd CR65	Chimo Rd North-to-Black Donald Rd	Local	3	8.02	\$ 890,930	96	L
Centennial Lake Rd CR65	Deer Mountain Rd-to-Chimo Rd North	Local	U	8.20	\$ 3,308,700	97	L
Centennial Lake Rd CR65	Matawatchan Rd-to-Centennial Lake Bdge N Exp Jnt	Local	30	7.20	\$ 2,905,200	91	L
Centennial Lake Rd CR65	Matawatchan/Brougham Twp Line-to-2872 Centennial L	Local	22	4.52	\$ 1,823,820	45	L
Centennial Lake Rd CR65	Morrow Lake Rd-to-4126 Centennial Lake Rd	Local	30	3.44	\$ 1,388,040	42	L
Chenau Rd CR653	Berts Rd-to-Queens Line	Collector	U	3.01	\$ 1,294,330	55	L
Chenau Rd CR653	Camp Galilee Lane-to-Service Rd	Collector	U	3.50	\$ 1,473,617	64	L
Chenau Rd CR653	Cty Rd 48 (Magnesium Rd)-to-Camp Galilee Lane	Collector	U	1.33	\$ 557,493	51	L
Chenau Rd CR653	Hwy 17-to-Cty Rd 48 (Magnesium Rd)	Collector	U	1.06	\$ 447,401	56	L
Chenau Rd CR653	Kerr Line-to-County/Quebec Boundary	Collector	U	1.76	\$ 755,813	66	L
Chenau Rd CR653	Queens Line-to-Kerr Line Rd	Collector	U	2.90	\$ 1,246,233	62	L
Chenau Rd CR653	Service Rd-to-Berts Rd	Collector	U	3.07	\$ 1,298,988	64	L
Cobden Rd CR8	Barr Line-to-McPeak Line	Collector	63	5.26	\$ 2,274,011	77	L
Cobden Rd CR8	Behm Line-to-Cobden Urban Beginning	Collector	31	1.08	\$ 466,907	76	L
Cobden Rd CR8	Cobden Urban Beginning-to-Hwy 17	Collector	26	2.00	\$ 2,639,643	88	L
Cobden Rd CR8	Hwy 60/Cty Rd 9 (Bulger Rd)-to-Pine Valley Rd	Collector	63	6.02	\$ 2,602,575	79	L
Cobden Rd CR8	McPeak Line-to-Behm Line	Collector	63	5.56	\$ 2,403,707	72	L
Cobden Rd CR8	Pine Valley Rd-to-Barr Line	Collector	63	5.06	\$ 2,187,546	72	L
Combermere Rd CR62	Chapeskie Rd-to-Kingdom Hall Rd	Collector	U	6.90	\$ 2,784,150	69	L
Combermere Rd CR62	Chippewa Rd-to-Chapeskie Rd	Collector	U	5.72	\$ 2,357,478	64	L
Combermere Rd CR62	Combermere Bdge S Exp Jnt-to-CR 515 (Palmer Rd)	Collector	U	1.04	\$ 425,635	75	L
Combermere Rd CR62	Combermere North Urban Limit-to-Cty Rd 517 (Dafoe R	Collector	U	0.30	\$ 127,103	81	L
Combermere Rd CR62	Combermere S Urban Lt-to-Combermere N Urban Lt	Collector	U	0.50	\$ 489,723	88	L
Combermere Rd CR62	Cty Rd 515 (Palmer Rd)-to-Pine Cliff Rd	Collector	U	4.14	\$ 1,682,422	71	L
Combermere Rd CR62	Cty Rd 517 (Dafoe Rd)-to-Combermere Bdge S Exp Jnt	Collector	U	0.18	\$ 90,787	83	L
Combermere Rd CR62	Hastings County Line-to-Combermere South Urban Lt.	Collector	U	3.52	\$ 1,521,771	63	L
Combermere Rd CR62	Kingdom Hall Rd-to-County Picnic Area Rd	Collector	U	4.26	\$ 1,768,022	66	L
Combermere Rd CR62	Long Lake Rd-to-Chippewa Rd	Collector	U	3.34	\$ 1,386,195	59	L
Combermere Rd CR62	Pine Cliff Rd-to-Long Lake Rd	Collector	U	4.12	\$ 1,674,294	67	L
Dafoe Rd CR517	Lower Craigmont Rd-to-Cty Rd 62 (Combermere Rd)	Collector	U	3.32	\$ 1,339,620	97	L
Dafoe Rd CR517	Peplinskie Rd-to-Serran Rd	Local	U	1.06	\$ 427,710	47	L
Dafoe Rd CR517	Radcliffe Twp (Coulas Rd)-to-Peplinskie Rd	Local	U	4.40	\$ 1,775,400	45	L
Dafoe Rd CR517	Raglan Twp Boundary West-to-Raglan Twp Boundary Nc	Local	U	3.40	\$ 1,371,900	51	L
Dafoe Rd CR517	Serran Road-to-Lower Craigmont Rd	Local	U	3.12	\$ 1,258,920	97	L
Daniel St. North CR2	Arthur Street-to-CR 10 (Baskin Drive W)	Maj. Arterial	39	0.69	\$ 575,164	75	L
Daniel St. North CR2	Baskin Dr-to-Hwy 17	Maj. Arterial	21	1.62	\$ 1,350,386	90	L
Daniel St. North CR2	Madawaska St-to-Michael St (left)	Min. Arterial	39	1.80	\$ 2,188,125	70	L
Daniel St. North CR2	Michael St-to-Arthur Street	Maj. Arterial	39	1.08	\$ 1,312,875	70	L
Deep River Road CR73	Champlain St/ Glendale Ave-to-Ridge Road/Hillcrest Ave	Collector	U	0.38	\$ 498,893	59	L
Deep River Road CR73	Huron St/Algonquin St-to-Champlain St	Collector	U	0.70	\$ 831,488	37	L
Deep River Road CR73	Hwy 17-to-Huron/Algonquin St	Collector	U	0.28	\$ 355,935	80	L
Division St CR10	Alexandra Street-to-Cty Rd 1 (River/Elgin)	Collector	10	0.82	\$ 1,082,254	77	L
Division St CR10	Baskin Drive West-to-Alexandra Street	Collector	10	1.46	\$ 715,348	84	L
Doran Rd CR26	Airport Rd-to-Black Bay Rd	Collector	39	4.02	\$ 1,842,208	86	L
Doran Rd CR26	Black Bay Rd-to-Cty Rd 37 (Murphy Rd)	Collector	56	3.98	\$ 1,846,820	61	L
Doran Rd CR26	Cty Rd 14 (Witt Rd)-to-Zanders Rd	Local	17	4.10	\$ 1,654,350	63	L
Doran Rd CR26	Cty Rd 28 (Barron Canyon Rd)-to-Hwy 17	Collector	24	0.58	\$ 254,090	66	L
Doran Rd CR26	Cty Rd 37 (Murphy Rd)-to-Herman St	Collector	29	0.76	\$ 739,100	62	L
Doran Rd CR26	Cty Rd 58 (Round Lake Rd)-to-Lubitz Rd	Collector	25	3.96	\$ 1,609,273	59	L
Doran Rd CR26	Forest Lea Rd-to-Cty Rd 28 (Barron Canyon Rd)	Collector	24	4.02	\$ 1,703,174	49	L
Doran Rd CR26	Herman St-to-Cty Rd 51 (Petawawa Blvd)	Collector	29	1.30	\$ 1,264,250	64	L
Doran Rd CR26	Hwy 17-to-Airport Rd	Collector	56	3.62	\$ 1,460,670	91	L
Doran Rd CR26	Lubitz Rd-to-Forest Lea Rd	Collector	24	3.98	\$ 1,628,872	52	L
Doran Rd CR26	Sandy Beach Rd-to-Cty Rd 58 (Round Lake Rd)	Local	16	4.00	\$ 1,614,000	72	L
Doran Rd CR26	Zanders Rd-to-Sandy Beach Rd	Local	16	4.06	\$ 1,638,210	73	L
Drive-In Rd CR29	City of Pembroke (South Limits)-to-Wilson Rd	Collector	49	2.12	\$ 855,420	95	L
Drive-In Rd CR29	Clearview Crescent-to-Spruce St East	Collector	49	0.84	\$ 387,360	74	L
Drive-In Rd CR29	Elm St-to-Hwy 148	Collector	49	0.46	\$ 447,350	79	L
Drive-In Rd CR29	Wilson Rd-to-Clearview Crescent	Collector	49	2.18	\$ 879,630	95	L
Dunn St CR69	Biernacki St-to-Wilno St	Collector	19	1.02	\$ 1,190,340	75	L
Dunn St CR69	Wilno St-to-Hwy 60	Collector	9	1.00	\$ 1,090,589	91	L

Current Service Level Replacement Cost - Roads

ROAD	SEGMENT	CLASS	AGE	LANE KM	REPLACEMENT VALL	PCI	RISK ASSESSMENT
Elgin Street West CR1	Madawaska & Elgin-to-Cty Rd 10 (Division St)	Collector	30	1.72	\$ 2,090,875	92	L
Flatt Rapids Rd CR63	Cty Rd 45 (Russet Rd)-to-Mill Ridge Rd	Collector	17	3.01	\$ 1,301,288	69	L
Flatt Rapids Rd CR63	Mill Ridge Rd-to-Watts Line	Collector	10	4.17	\$ 1,814,799	69	L
Flatt Rapids Rd CR63	Stewartville Urban Begins-to-Stewartville Urban Ends	Collector	10	0.64	\$ 332,023	73	L
Flatt Rapids Rd CR63	Watts Line-to-Stewartville Urban Begins	Collector	10	0.60	\$ 259,393	82	L
Forest Lea Rd CR42	B Line Rd-to-Meadowbrook Dr West Junction	Collector	32	2.84	\$ 1,309,646	85	L
Forest Lea Rd CR42	Hwy 17-to-B Line Rd	Collector	32	4.34	\$ 2,001,360	85	L
Forest Lea Rd CR42	Meadowbrook Dr West Junction-to-Cty Rd 51 (Pembrok	Collector	32	1.26	\$ 581,040	85	L
Foresters Falls Rd CR7	Beginning of rural-to-Grants Settlement Rd	Local	43	2.16	\$ 871,560	50	L
Foresters Falls Rd CR7	Beginning of semi-urban-to-Beginning of rural	Collector	43	1.10	\$ 443,850	50	L
Foresters Falls Rd CR7	Cty Rd 21 (Beachburg Rd)-to-Government Rd	Local	23	4.12	\$ 1,899,909	92	L
Foresters Falls Rd CR7	Cty Rd 4 (Queens Line)-to-Cty Rd 21 (Beachburg Rd)	Collector	27	1.17	\$ 440,622	92	L
Foresters Falls Rd CR7	Government Road-to-Harriet Street (urban begins)	Local	43	0.58	\$ 235,702	92	L
Foresters Falls Rd CR7	Gypsy Lane-to-Marjorie Rd	Collector	23	3.32	\$ 1,530,994	88	L
Foresters Falls Rd CR7	Harriet Street (urban begins)-to-Beginning of semi-urban	Collector	1	1.30	\$ 1,264,250	95	L
Foresters Falls Rd CR7	Hwy 17-to-Gypsy Lane	Collector	23	2.08	\$ 959,177	88	L
Foresters Falls Rd CR7	Marjorie Rd-to-Zion Line	Collector	3	3.60	\$ 1,660,114	91	L
Foresters Falls Rd CR7	Zion Line-to-Cty Rd 4 (Queens Line)	Collector	3	4.66	\$ 2,148,926	88	L
Foymount Rd CR512	B257-to-Lake Clear Rd	Local	U	2.56	\$ 1,032,960	2	M
Foymount Rd CR512	Brudenell Village East Limit-to-Lorwell Lake Drive	Collector	U	5.06	\$ 2,333,383	98	L
Foymount Rd CR512	Buelow Rd-to-Verch Rd	Local	U	3.98	\$ 1,605,930	98	L
Foymount Rd CR512	County Road 66-to-Brudenell East Limit	Collector	U	0.76	\$ 350,469	98	L
Foymount Rd CR512	Cty Rd 515 (Quadeville Rd)-to-Sebastopol Dr	Local	U	1.90	\$ 766,650	68	L
Foymount Rd CR512	Cty Rd 64 (Opeongo Rd)-to-McCauley Mountain Rd	Local	U	4.80	\$ 1,936,800	52	L
Foymount Rd CR512	Donegal Rd-to-Spring Creek Rd	Collector	17	2.50	\$ 1,008,750	48	L
Foymount Rd CR512	Hubers Rd-to-McCauley Mountain Rd	Local	U	5.10	\$ 2,057,850	44	L
Foymount Rd CR512	Lake Clear Rd-to-Buelow Rd	Local	U	2.86	\$ 1,154,010	98	L
Foymount Rd CR512	Lorwell Lake Drive-to-Hubers Rd	Local	U	1.54	\$ 710,160	98	L
Foymount Rd CR512	McCauley Mountain Rd-to-B257	Local	5	4.84	\$ 1,980,839	92	L
Foymount Rd CR512	McCauley Mountain Rd-to-Cty Rd 515 (Quadeville Rd)	Local	U	1.44	\$ 581,040	38	L
Foymount Rd CR512	Miller Rd (Heidemans Lumber)-to-Silver Lake Rd	Collector	3	5.06	\$ 2,333,383	95	L
Foymount Rd CR512	Sand Rd-to-HWY 41	Collector	14	3.34	\$ 1,347,690	60	L
Foymount Rd CR512	Sebastopol Dr-to-Cty Rd 64 (Opeongo Rd)	Local	U	1.84	\$ 742,440	43	L
Foymount Rd CR512	Silver Lake Rd-to-Donegal Rd	Collector	17	4.88	\$ 1,969,080	66	L
Foymount Rd CR512	Spring Creek Rd-to-Sand Rd	Collector	9	4.58	\$ 1,848,030	73	L
Foymount Rd CR512	Verch Rd-to-Miller Rd (Heidemans Lumber)	Local	U	3.74	\$ 1,509,090	98	L
Gillan Rd CR6	Hwy 60 (O'Brien Rd)-to-Jamieson Lane	Collector	48	2.24	\$ 968,400	77	L
Gillan Rd CR6	Jamieson Lane-to-Lime Kiln Rd	Collector	48	3.38	\$ 1,461,246	76	L
Gillan Rd CR6	Lime Kiln Rd-to-Hwy 17	Collector	48	1.68	\$ 677,880	62	L
Godfrey Rd CR61	Haley Rd-to-Hwy 17	Collector	12	1.75	\$ 710,356	68	L
Gore Line CR50	Canola Rd-to-Nicolai Rd	Local	28	4.66	\$ 1,893,741	83	L
Gore Line CR50	Cty Rd 12 (Westmeath Rd)-to-Jessie St	Collector	45	0.22	\$ 244,514	91	L
Gore Line CR50	Hawthorne Rd-to-Canola Rd	Local	28	3.34	\$ 1,366,943	85	L
Gore Line CR50	Jessie St-to-Wright Rd	Local	45	2.60	\$ 1,064,087	76	L
Gore Line CR50	Nicolai Rd-to-Cty Rd 49 (Lapasse Rd)	Local	30	3.78	\$ 1,536,125	64	L
Gore Line CR50	Wright Rd-to-Hawthorne Rd	Local	28	3.98	\$ 1,628,872	78	L
Grattan Rd CR22	Bromley/Grattan Twp Line-to-Gallagher Rd	Local	10	1.42	\$ 581,155	72	L
Grattan Rd CR22	Gallagher Rd-to-Cty Rd 5 (Stone Rd)	Local	10	4.26	\$ 1,743,466	69	L
Grattan Rd CR22	Hwy 41-to-Perrault Rd	Local	12	3.96	\$ 1,597,860	59	L
Grattan Rd CR22	Perrault Rd-to-Scotch Bush Rd	Local	11	7.80	\$ 3,147,300	60	L
Grattan Rd CR22	Scotch Bush Rd-to-Bromley/Grattan Twp Line	Local	10	4.22	\$ 1,727,095	85	L
Greenwood Rd CR40	Cemetery Rd-to-Cty Rd 21 (Beachburg Rd)	Collector	22	2.66	\$ 1,103,976	55	L
Greenwood Rd CR40	Cty Rd 21 (Beachburg Rd)-to-Cty Rd 24 (White Water Rd Arterial	Arterial	21	1.68	\$ 871,560	89	L
Greenwood Rd CR40	Cty Rd 24 (White Water Rd)-to-Robinson Rd	Arterial	21	2.18	\$ 1,030,424	89	L
Greenwood Rd CR40	Hwy 17-to-Meath Hill Rd	Collector	22	1.66	\$ 717,654	68	L
Greenwood Rd CR40	Meath Hill Rd-to-Cemetery Rd	Collector	22	5.00	\$ 2,089,554	69	L
Greenwood Rd CR40	Robinson Rd-to-HWY 148	Arterial	21	3.24	\$ 1,354,031	38	L
Haley Rd CR61	Hwy 60-to-Orin Rd	Collector	42	4.05	\$ 1,681,696	69	L
Haley Rd CR61	Orin Rd-to-Godfrey Rd	Collector	12	7.61	\$ 3,156,707	57	L
Hastings County CR517	Raglan Twp Boundary North-to-Radcliffe Twp (Coulas Rd)	Local	U	1.00	\$ 403,500		
Highland Rd CR23	Frank St-to-Cty Rd 2 (White Lake Rd)	Local	43	3.52	\$ 1,420,320	59	L
Highland Rd CR23	Renfrew/Lanark Line-to-Sawmill Road	Local	43	3.02	\$ 1,392,651	95	L
Highland Rd CR23	Sawmill Rd-to-Frank St	Local	43	1.00	\$ 403,500	46	L
Jean Ave CR35	Beginning of Urban-to-Boundary Rd E	Collector	45	0.44	\$ 501,254	86	L
Jean Ave CR35	Cty Rd 36 (TV Tower Rd)-to-Beginning of Urban	Collector	26	1.70	\$ 685,950	55	L
John St. CR62	County Picnic Area Rd-to-Barry's Bay South Limit	Collector	U	3.52	\$ 1,643,513	67	L
Lake Dore Rd CR30	Biederman Rd-to-Scheuneman Rd	Collector	17	8.57	\$ 3,555,135	91	L
Lake Dore Rd CR30	Black Creek Rd-to-Limestone Rd	Collector	29	4.02	\$ 1,692,429	82	L
Lake Dore Rd CR30	Hwy 60-to-St. John's Church Steps	Collector	21	0.81	\$ 326,028	98	L
Lake Dore Rd CR30	Limestone Rd-to-Biederman Rd	Collector	32	1.95	\$ 803,686	84	L
Lake Dore Rd CR30	Lovers Lane-to-Sperberg Rd	Collector	27	3.34	\$ 1,346,076	98	L
Lake Dore Rd CR30	Scheuneman Rd-to-Hwy 41	Collector	34	2.30	\$ 933,866	71	L
Lake Dore Rd CR30	Sperberg Rd-to-Trail Blazers Rd	Collector	21	4.56	\$ 1,839,153	33	L
Lake Dore Rd CR30	St. John's Church Steps-to-Lovers Lane	Collector	54	2.38	\$ 961,944	98	L
Lake Dore Rd CR30	Trail Blazers Rd-to-Black Creek Rd	Collector	20	4.21	\$ 1,699,542	52	L
Lanark Road CR511	Bagot Long Lake Rd-to-Dolans Lane	Local	U	5.24	\$ 2,114,340	45	L
Lanark Road CR511	Barryvale Rd-to-Grassy Bay Rd	Collector	U	4.42	\$ 1,783,470	44	L
Lanark Road CR511	Calabogie Bridge N Exp Jnt-to-K&P Trail	Collector	U	0.88	\$ 855,800	79	L
Lanark Road CR511	Dolans Lane-to-Frost Lane	Local	U	2.82	\$ 1,137,870	44	L

Current Service Level Replacement Cost - Roads

ROAD	SEGMENT	CLASS	AGE	LANE KM	REPLACEMENT VALL	PCI	RISK ASSESSMENT
Lanark Road CR511	Frost Lane-to-Stones Lake Rd	Local	U	2.02	\$ 815,070	44	L
Lanark Road CR511	Grassy Bay Rd-to-Madawaska River Bridge S Jnt	Collector	U	2.10	\$ 847,350	44	L
Lanark Road CR511	K&P Trail-to-CR 508 (Calabogie Rd)	Collector	U	1.62	\$ 705,030	62	L
Lanark Road CR511	Lanark/Renfrew County Line-to-Bagot Long Lake Rd	Local	U	2.80	\$ 1,129,800	53	L
Lanark Road CR511	Madawaska River Bridge N Jnt-to-Calabogie Bridge S Exp	Collector	U	0.38	\$ 160,997	53	L
Lanark Road CR511	Stones Lake Rd-to-Barryvale Rd	Local	U	2.12	\$ 855,420	48	L
Lapasse Rd CR49	Cty Rd 21 (Beachburg Rd)-to-Glen Rd	Collector	27	1.26	\$ 515,673	56	L
Lapasse Rd CR49	Cty Rd 31 (Lookout Rd)-to-Pleasant Valley Rd	Local	16	3.02	\$ 1,401,356	93	L
Lapasse Rd CR49	Glen Rd-to-Cty Rd 31 (Lookout Rd)	Local	27	5.34	\$ 2,154,690	57	L
Lapasse Rd CR49	Grants Settlement Rd-to-Cty Rd 50 (Gore Line)	Collector	15	7.06	\$ 3,276,017	84	L
Lapasse Rd CR49	Hawthorne Rd-to-Grants Settlement Rd	Local	16	4.26	\$ 1,976,747	95	L
Lapasse Rd CR49	Pleasant Valley Rd-to-Hawthorne Rd	Local	16	2.76	\$ 1,280,709	94	L
Laurentian Dr CR25	Civic Centre Rd-to-Dundonald Dr	Collector	61	1.06	\$ 427,710	58	L
Laurentian Dr CR25	Cty Rd 51 (Petawawa Blvd)-to-Silke Dr	Collector	61	2.76	\$ 1,113,660	58	L
Laurentian Dr CR25	Dundonald Dr-to-CR 16 (Victoria St)	Collector	61	0.92	\$ 503,799	58	L
Laurentian Dr CR25	Silke Dr-to-Civic Centre Rd	Collector	61	2.10	\$ 847,350	58	L
Letterkenny Rd CR68	Rockingham Rd-to-Cty Rd 66 (Opeongo Rd N)	Local	11	10.01	\$ 4,037,421	67	L
Lochwinnoch Rd CR6	Hwy 17-to-Thomson Rd	Local	48	4.18	\$ 1,867,340	70	L
Lochwinnoch Rd CR6	Thomson Rd-to-Yantha Rd	Local	48	5.50	\$ 2,377,768	76	L
Lochwinnoch Rd CR6	Yantha Rd-to-Miller Rd	Local	48	2.26	\$ 977,046	81	L
Lookout Rd CR31	Cty Rd 49 (Lapasse Rd)-to-Desjardins Rd	Local	9	6.22	\$ 2,832,455	66	L
Lookout Rd CR31	Desjardins Rd-to-Lovers Lane	Local	9	6.24	\$ 2,679,701	62	L
Lookout Rd CR31	Lovers Lane-to-Cty Rd 12 (Westmeath Rd)	Local	9	1.20	\$ 515,327	66	L
Madawaska Blvd CR1	Arnprior Town Line-to-B258 E Exp Jnt	Maj. Arterial	34	4.64	\$ 3,577,689	78	L
Madawaska Blvd CR1	B258 W Exp Jnt-to-Daniel St	Maj. Arterial	28	0.20	\$ 152,821	93	L
Madawaska Blvd CR1	Connifer Lane-to-Herrick Drive	Arterial	34	0.20	\$ 83,582	85	L
Madawaska Blvd CR1	Daniel St-to-Elgin St	Collector	28	0.84	\$ 1,137,825	92	L
Madawaska Blvd CR1	Herrick Drive-to-Arnprior Town Limit (4 Lanes Begin)	Arterial	34	0.88	\$ 367,761	82	L
Magnesium Rd CR48	Hwy 653-to-Mine View Rd	Local	44	3.88	\$ 1,611,141	83	L
Magnesium Rd CR48	Mine View Rd-to-Cty Rd 4 (Queens Line)	Local	41	5.35	\$ 2,188,745	83	L
Matawatchan Rd CR71	4882 Matawatchan Rd-to-Cty Rd 65	Local	11	6.38	\$ 2,592,718	61	L
Matawatchan Rd CR71	5266 Matawatchan Rd-to-4882 Matawatchan Rd	Local	16	3.96	\$ 1,609,273	92	L
Matawatchan Rd CR71	5655 Matawatchan Rd-to-5266 Matawatchan Rd	Local	16	3.78	\$ 1,525,230	88	L
Matawatchan Rd CR71	Hwy 41-to-5655 Matawatchan Road	Local	13	4.98	\$ 2,023,783	92	L
McLean Dr CR54	1887 McLean Dr	Local	38	1.30	\$ 532,044	92	L
McLean Dr CR54	Hwy 17-to-1887 McLean Dr	Local	38	1.46	\$ 597,526	41	L
McLean Dr CR54	Libbys Rd-to-Scheel Dr	Local	38	2.74	\$ 1,121,384	84	L
McLean Dr CR54	Scheel Dr-to-Cty Rd 3 (Usborne St)	Local	38	4.62	\$ 1,890,801	84	L
Miller Rd CR63	Clifford Sideroad-to-Cty Rd 6 (Lochwinnoch Rd)	Local	45	1.90	\$ 876,171	78	L
Miller Rd CR63	Hwy 17-to-Clifford Sideroad	Local	45	5.70	\$ 2,628,514	70	L
Mountain Rd CR13	Hwy 41-to-Wilberforce/Stafford Line	Collector	4	5.14	\$ 2,103,618	91	L
Mountain Rd CR13	Micksburg Rd-to-Soike Rd	Local	32	2.72	\$ 1,097,520	87	L
Mountain Rd CR13	Snake River Line-to-Hwy 17	Local	21	2.84	\$ 1,145,940	71	L
Mountain Rd CR13	Soike Rd-to-Stafford Third Line	Local	26	2.72	\$ 1,097,520	90	L
Mountain Rd CR13	Stafford Second Line-to-Snake River Line	Local	21	2.68	\$ 1,081,380	60	L
Mountain Rd CR13	Stafford Third Line-to-Stafford Second Line	Local	21	2.68	\$ 1,081,380	66	L
Mountain Rd CR13	Wilberforce/Stafford Line-to-Micksburg Rd	Collector	47	3.18	\$ 1,283,130	74	L
Mud Lake Rd CR19	Cty Rd 24 (White Water Rd)-to-Robinson Rd	Local	43	2.50	\$ 1,160,063	84	L
Mud Lake Rd CR19	McDonnell Bdge N Exp Jnt-to-Sawmill Rd	Collector	43	2.24	\$ 1,116,888	86	L
Mud Lake Rd CR19	Robinson Rd-to-McDonnell Bdge S Exp Jnt	Collector	43	1.78	\$ 820,834	88	L
Mud Lake Rd CR19	Sawmill Rd-to-City of Pembroke South Limit	Collector	8	2.98	\$ 1,511,266	84	L
Murphy Rd CR37	Cty Rd 26 (Doran St)-to-Cty Rd 51 (Petawawa Blvd)	Collector	36	1.86	\$ 793,396	29	M
Murphy Rd CR37	Hwy 17-to-Cty Rd 26 (Doran St)	Collector	36	4.32	\$ 1,743,120	90	L
Norton Road CR34	60 km/h Ends-to-927 Whelan Rd	Local	11	6.50	\$ 2,885,025	70	L
Norton Road CR34	927 Whelan Rd-to-Pucker St	Local	11	6.14	\$ 2,796,024	70	L
Norton Road CR34	Cty Rd 508 (Calabogie Rd)-to-60 km/h Ends	Local	11	2.56	\$ 1,040,338	65	L
Norton Road CR34	Pucker St-to-English Rd	Local	9	3.88	\$ 1,722,138	75	L
Opeongo Rd CR64	Baptist Church Rd-to-Wieland Shore Rd	Local	12	5.00	\$ 2,248,071	61	L
Opeongo Rd CR64	Constant Lake Rd-to-Hwy 41	Local	U	10.66	\$ 4,792,888	56	L
Opeongo Rd CR64	Cty Rd 512 (Foymount Rd)-to-Raddatz Rd	Local	U	7.44	\$ 3,345,130	57	L
Opeongo Rd CR64	Gierman Rd-to-Sebastopol/Grattan Township Line	Local	12	8.00	\$ 3,619,971	59	L
Opeongo Rd CR64	Lake Clear Rd-to-Baptist Church Rd	Local	54	3.28	\$ 1,493,642	60	L
Opeongo Rd CR64	Raddatz Rd-to-Lake Clear Rd	Local	54	6.26	\$ 2,796,543	57	L
Opeongo Rd CR64	Sebastopol/Grattan Township Line-to-Constant Lake Rd	Local	U	3.26	\$ 1,475,138	67	L
Opeongo Rd CR64	Wieland Shore Rd-to-Gierman Rd	Local	12	5.12	\$ 2,316,782	47	L
Opeongo Rd CR66	Copp Rd-to-Cty Rd 68 (Letterkenny Rd)	Local	22	4.54	\$ 1,831,890	62	L
Opeongo Rd CR66	Cty Rd 68 (Letterkenny Rd)-to-Cty Rd 512 (Foymount Rd)	Local	U	4.34	\$ 1,751,190	57	L
Opeongo Rd CR66	Doyle Mountain Rd-to-Renfrew County Forest Entrance	Local	20	5.70	\$ 2,299,950	52	L
Opeongo Rd CR66	Hopefield Rd-to-Doyle Mountain Rd	Local	12	3.62	\$ 1,460,670	55	L
Opeongo Rd CR66	Opeongo Rd N-to-Hopefield Rd	Local	12	1.60	\$ 645,600	48	L
Opeongo Rd CR66	Renfrew County Forest Entrance-to-Copp Rd	Local	20	4.60	\$ 1,856,100	55	L
Palmer Rd CR515	Cty Rd 514 (Schutt Rd)-to-Wingle Rd	Local	17	4.94	\$ 1,993,290	91	L
Palmer Rd CR515	Cty Rd 62 (Combermere Rd)-to-Riverside Dr	Collector	U	4.56	\$ 1,866,245	78	L
Palmer Rd CR515	Eneas Creek Rd-to-Quadeville W Urban Limit	Local	17	6.50	\$ 2,622,750	93	L
Palmer Rd CR515	Finch Rd-to-Palmer Rapids Dam Rd	Local	14	3.62	\$ 1,585,870	43	L
Palmer Rd CR515	Guiney Rd-to-Eneas Creek Rd	Local	17	3.38	\$ 1,363,830	94	L
Palmer Rd CR515	Jewelville Bdge N Exp Jnt-to-Palmer Rapids S Urban Lmt	Local	U	3.56	\$ 1,436,460	50	L
Palmer Rd CR515	Latchford Bdge N Exp Jnt-to-Guiney Rd	Local	3	4.66	\$ 1,934,033	94	L
Palmer Rd CR515	McPhee Bay Rd-to-Finch Rd	Collector	14	4.14	\$ 1,694,354	58	L

Current Service Level Replacement Cost - Roads

ROAD	SEGMENT	CLASS	AGE	LANE KM	REPLACEMENT VALL	PCI	RISK ASSESSMENT
Palmer Rd CR515	Palmer Rapids Dam Rd-to-Jewellville Bdge S Exp Jnt	Local	U	2.52	\$ 1,096,713	82	L
Palmer Rd CR515	Palmer Rapids N Urban Lmt-to-Cty Rd 514 (Schutt Road)	Local	U	2.20	\$ 887,700	98	L
Palmer Rd CR515	Palmer Rapids S Urban Lmt-to-Palmer Rapids N Urban L	Collector	U	1.10	\$ 1,069,750	98	L
Palmer Rd CR515	Riverside Dr-to-McPhee Bay Rd	Collector	14	4.38	\$ 1,792,578	54	L
Palmer Rd CR515	Wingle Rd-to-Latchford Bdge S Exp Jnt	Local	17	0.84	\$ 348,624	58	L
Paquette Rd CR55	Cty Rd 51 (Petawawa Blvd)-to-Hwy 417	Collector	38	4.64	\$ 2,153,076	74	L
Pembroke West CR51	City of Pembroke West Limits-to-Cty Rd 42 (Forest Lea R	Freeway	27	1.80	\$ 1,053,135	47	L
Pembroke West CR51	Cty Rd 42 (Forest Lea Rd)-to-Meadowbrook Dr	Freeway	26	1.83	\$ 791,148	76	L
Pembroke West CR51	Meadowbrook Dr-to-B Line Rd	Freeway	25	4.32	\$ 2,116,646	75	L
Petawawa Blv CR51	Airport Rd-to-Cty Rd 25 (Laurentian Dr)	Freeway	18	5.10	\$ 2,185,241	78	L
Petawawa Blv CR51	B Line Rd-to-Sharon Street	Freeway	24	3.87	\$ 1,606,161	65	L
Petawawa Blv CR51	Cty Rd 16 (Victoria St)-to-Petawawa River Bdge S Exp Jn	Maj. Arterial	26	0.48	\$ 120,000	89	L
Petawawa Blv CR51	Cty Rd 25 (Laurentian Dr)-to-Limestone Dr	Maj. Arterial	18	5.58	\$ 2,348,024	78	L
Petawawa Blv CR51	Cty Rd 26 (Doran St)-to-Cty Rd 16 (Victoria St)	Maj. Arterial	21	1.68	\$ 600,000	89	L
Petawawa Blv CR51	Cty Rd 37 (Murphy Rd)-to-Cty Rd 26 (Doran St)	Maj. Arterial	20	0.66	\$ 571,552	59	L
Petawawa Blv CR51	Limestone Dr-to-Cty Rd 37 (Murphy Rd)	Maj. Arterial	23	6.54	\$ 2,739,419	79	L
Petawawa Blv CR51	Petawawa River Bdge N Exp Jnt-to-Military Camp Rd	Maj. Arterial	23	0.78	\$ 80,000	89	L
Petawawa Blv CR51	Sharon Street-to-Airport Road	Maj. Arterial	24	3.81	\$ 1,566,618	75	L
Quadeville Rd CR515	Jessup Rd-to-Kargus Rd	Local	U	4.72	\$ 1,986,142	64	L
Quadeville Rd CR515	Kargus Rd-to-Sacred Heart Rd	Local	U	5.24	\$ 2,114,340	97	L
Quadeville Rd CR515	Quadeville E Urban Limit-to-Jessup Rd	Collector	U	4.26	\$ 1,915,357	51	L
Quadeville Rd CR515	Quadeville W Urban Limit-to-Quadeville E Urban Limit	Collector	U	0.78	\$ 969,860	56	L
Quadeville Rd CR515	Sacred Heart Rd-to-Yukes Dr.	Local	4	10.40	\$ 4,196,400	96	L
Quadeville Rd CR515	Yukes Dr-to-Cty Rd 512 (Foymount Rd)	Local	18	9.20	\$ 4,162,967	59	L
Queens Line CR4	1890 Queens Line-to-Magnesium Rd (CR 48)	Collector	42	4.40	\$ 2,054,391	79	L
Queens Line CR4	Acres Rd-to-Kohlsmith Rd	Collector	38	6.18	\$ 2,903,298	78	L
Queens Line CR4	Cty Rd 48 (Magnesium Rd)-to-Acres Rd	Collector	38	6.60	\$ 3,081,587	80	L
Queens Line CR4	Cty Rd 653 (Chenau Rd)-to-CA 1890	Collector	42	4.20	\$ 1,888,380	67	L
Queens Line CR4	Kohlsmith Rd-to-Cty Rd 7 (Foresters Falls Rd)	Collector	38	5.10	\$ 2,351,829	89	L
Queens St CR512	Hwy 60 (Killaloe Beginning)-to-Killaloe North Urban Limi	Collector	U	1.12	\$ 451,920	76	L
Queens St CR512	Killaloe North Urban Limit-to-Killaloe South Urban Limit	Collector	U	2.72	\$ 2,645,200	83	L
Queens St CR512	Killaloe South Urban Limit-to-Killaloe South Town Limit	Local	13	2.48	\$ 1,043,566	76	L
Raglan St S CR52	Graham Ave-to-Hwy 60 (Coubes St)	Collector	40	2.44	\$ 557,217	94	L
Ridge Road CR72	Avon Road-to-Dalton St	Collector	U	0.80	\$ 334,329	78	L
Ridge Road CR72	Champlain St-to-Deep River Road	Collector	U	0.34	\$ 392,056	31	L
Ridge Road CR72	Dalton St-to-Champlain St	Collector	U	1.26	\$ 1,444,163	63	L
Ridge Road CR72	Hwy 17-to-Avon Road	Collector	U	0.60	\$ 250,746	78	L
River Road CR1	Braeside West Limit-to-Toner Road	Collector	56	3.58	\$ 1,444,530	83	L
River Road CR1	Castleford Bdge N Exp Jnt-to-Cty Rd 20 (Castleford Rd)	Collector	60	4.96	\$ 2,287,269	95	L
River Road CR1	County CP Trail-to-Castleford Bdge S Exp Jnt	Collector	60	4.32	\$ 1,768,022	68	L
River Road CR1	County Road 20-to-Grantham Road	Local	59	1.32	\$ 608,709	71	L
River Road CR1	Cty Rd 10 (Division St)-to-Usborne St	Collector	60	0.96	\$ 1,146,994	95	L
River Road CR1	Cty Rd 3 (Usborne St)-to-Braeside West Limit	Collector	56	1.16	\$ 518,209	85	L
River Road CR1	Dochart St-to-Cty Rd 3 (Usborne St)	Collector	38	2.36	\$ 2,655,759	82	L
River Road CR1	Grantham Road-to-Mullins Road	Local	59	6.90	\$ 3,181,886	89	L
River Road CR1	Henry Crescent-to-Lochwinnoch Rd	Collector	61	4.64	\$ 2,139,703	97	L
River Road CR1	Lochwinnoch Rd-to-Storie Rd	Collector	60	2.38	\$ 1,097,520	98	L
River Road CR1	Mast Rd-to-Henry Crescent	Collector	61	3.56	\$ 1,641,669	96	L
River Road CR1	Moore St-to-Dochart St	Collector	60	4.06	\$ 1,638,210	31	L
River Road CR1	Mullins Rd-to-Rex Lane	Local	3	4.90	\$ 2,259,600	95	L
River Road CR1	Rex Lane-to-Cty Rd 4 (Storyland Rd)	Local	3	2.28	\$ 1,051,406	97	L
River Road CR1	Storie Rd-to-County CP Trail	Collector	60	2.14	\$ 863,490	98	L
River Road CR1	Toner Road-to-Mast Rd	Collector	4	5.60	\$ 2,259,600	96	L
River Road CR1	Usborne St-to-Moore St	Collector	60	1.22	\$ 502,819	68	L
Rockingham Rd CR68	2356 Rockingham-to-Diamond Lake Rd	Local	10	6.03	\$ 2,626,018	64	L
Rockingham Rd CR68	Cty Rd 515 (Palmer Rd)-to-2356 Rockingham	Local	10	7.12	\$ 3,160,212	63	L
Rockingham Rd CR68	Diamond Lake Rd-to-Dovetail Rd	Local	10	7.26	\$ 3,118,588	92	L
Rockingham Rd CR68	Dovetail Rd-to-Guiney Rd	Local	10	4.10	\$ 1,700,787	66	L
Rockingham Rd CR68	Guiney Rd-to-Letterkenny Rd	Local	10	5.13	\$ 2,068,341	37	L
Round Lake Rd CR58	1922 Round Lake Rd-to-John St North	Local	U	2.12	\$ 928,742	68	L
Round Lake Rd CR58	800 Round Lake Road Sign-to-Long Meadows Rd	Collector	U	2.96	\$ 1,364,983	79	L
Round Lake Rd CR58	8266 Round Lake Rd-to-Kelly Lake Rd	Collector	U	2.80	\$ 1,129,800	55	L
Round Lake Rd CR58	B Line Rd-to-TV Tower Rd	Collector	U	4.92	\$ 2,141,202	82	L
Round Lake Rd CR58	Bonnechere R Bdge E Exp Jnt-to-Dunnes Bay Lane	Collector	U	2.22	\$ 895,770	39	L
Round Lake Rd CR58	Bucholtz Rd-to-Rahns Rd	Collector	U	4.44	\$ 1,842,727	63	L
Round Lake Rd CR58	Byers Creek Bdge S Exp Jnt-to-Round Lake CenterUrban	Local	34	2.18	\$ 973,876	71	L
Round Lake Rd CR58	C309 (Garipey Creek Culvert)-to-Pakotina Trail	Collector	U	6.90	\$ 2,823,924	61	L
Round Lake Rd CR58	Cty Rd 26 (Doran Rd)-to-Henan Road	Collector	U	4.04	\$ 1,676,715	68	L
Round Lake Rd CR58	Cty Rd 67 (Simpson Pit Rd)-to-Round Lake Center N Bou	Collector	34	1.08	\$ 1,050,300	73	L
Round Lake Rd CR58	Dabers Rd-to-Bucholtz Rd	Collector	23	4.16	\$ 1,738,509	58	L
Round Lake Rd CR58	Deer Trail Rd-to-Turners Rd	Collector	U	3.06	\$ 1,234,710	98	L
Round Lake Rd CR58	Dunnes Bay Lane-to-Red Rock Rd	Collector	U	5.90	\$ 2,380,650	32	L
Round Lake Rd CR58	Foy Park Corridor-to-Laurentian Valley Boundary	Collector	U	9.18	\$ 3,704,130	71	L
Round Lake Rd CR58	Henan Road-to-Hwy 17	Collector	U	1.52	\$ 630,843	76	L
Round Lake Rd CR58	Hwy 17-to-B Line Rd	Collector	U	2.52	\$ 1,096,713	75	L
Round Lake Rd CR58	Hwy 60-to-Mask Rd	Collector	U	4.84	\$ 2,217,982	76	L
Round Lake Rd CR58	John St North-to-Byers Creek Bdge N Exp Jnt	Local	U	2.38	\$ 1,035,785	54	L
Round Lake Rd CR58	Kelly Lake Rd-to-Long Lake Rd	Collector	U	4.60	\$ 1,856,100	51	L
Round Lake Rd CR58	Lakeview Dr West End-to-Sherwood River Bdge W Exp J	Collector	U	2.66	\$ 1,088,643	79	L

Current Service Level Replacement Cost - Roads

ROAD	SEGMENT	CLASS	AGE	LANE KM	REPLACEMENT VALL	PCI	RISK ASSESSMENT
Round Lake Rd CR58	Laurentian Valley Bndry-to-C309 (Gariepy Creek Culvert	Collector	U	9.28	\$ 3,797,973	76	L
Round Lake Rd CR58	Long Lake Rd-to-Dabers Rd	Collector	23	4.00	\$ 1,637,057	66	L
Round Lake Rd CR58	Long Meadows Rd-to-Tramore Rd	Collector	U	2.06	\$ 908,394	78	L
Round Lake Rd CR58	Mask Rd-to-800 Round Lake Road Sign	Collector	U	3.00	\$ 1,383,429	68	L
Round Lake Rd CR58	Pakotina Trail-to-8266 Round Lake Rd	Collector	U	3.36	\$ 1,384,812	74	L
Round Lake Rd CR58	Rahns Rd-to-Cty Rd 26 (Doran Rd)	Collector	U	3.84	\$ 1,593,710	54	L
Round Lake Rd CR58	Red Rock Rd-to-Foy Park Corridor	Collector	U	2.18	\$ 879,630	48	L
Round Lake Rd CR58	Round Lake Center N Boundary-to-Lakeview Dr West En	Collector	U	4.24	\$ 1,747,501	79	L
Round Lake Rd CR58	Round Lake Center S Boundary-to-Cty Rd 67 (Simpson Pi	Collector	34	0.40	\$ 389,000	79	L
Round Lake Rd CR58	Sherwood River Bdge E Exp Jnt-to-Deer Trail Rd	Collector	U	2.66	\$ 1,096,310	75	L
Round Lake Rd CR58	Tramore Rd-to-1922 Round Lake Rd	Local	U	5.86	\$ 2,533,404	58	L
Round Lake Rd CR58	Turners Rd-to-Bonnechere R Bdge W Exp Jnt	Collector	U	1.98	\$ 798,930	98	L
Ruby Rd CR70	Cty Rd 512 (Brudenell Rd)-to-Gorman Rd	Local	8	8.57	\$ 4,198,014	52	L
Ruby Rd CR70	Golden Lake Bdge N Exp Jnt-to-Hwy 60	Collector	U	1.22	\$ 583,692	59	L
Ruby Rd CR70	Gorman Rd-to-Wolfe Rd	Local	11	6.39	\$ 2,726,553	62	L
Ruby Rd CR70	Hoffman Rd-to-Shingwak Inamo (Reserve Boundary)	Local	9	1.88	\$ 823,601	68	L
Ruby Rd CR70	Hoffman Rd-to-Zadow Rd	Local	10	4.08	\$ 1,740,353	56	L
Ruby Rd CR70	Wolfe Rd-to-Hoffman Road	Local	10	4.32	\$ 1,743,120	51	L
Ruby Rd CR70	Zadow Rd-to-Hoffman Rd	Local	9	4.38	\$ 1,918,815	64	L
Russett Dr CR45	Nieman Dr-to-Scheel Dr	Collector	53	3.58	\$ 1,444,530	75	L
Russett Dr CR45	Scheel Dr-to-Cty Rd 63 (Miller Rd)	Collector	53	2.98	\$ 1,202,430	77	L
Russett Dr CR45	Vanjumar Rd-to-Nieman Dr	Collector	53	3.82	\$ 1,541,370	58	L
Schutt Rd CR514	Cedar Grove Rd-to-Raglan White Lake Rd	Local	U	6.04	\$ 2,489,364	68	L
Schutt Rd CR514	Genricks Rd-to-Walters Rd	Local	U	4.98	\$ 2,023,783	66	L
Schutt Rd CR514	Hwy 28-to-Genricks Rd	Local	U	2.02	\$ 832,536	68	L
Schutt Rd CR514	Moccasin Lake Rd-to-Cedar Grove Rd	Local	U	3.48	\$ 1,574,688	71	L
Schutt Rd CR514	Raglan Twp Dump-to-Cty Rd 515 (Palmer Rd)	Local	U	0.32	\$ 132,809	67	L
Schutt Rd CR514	Raglan White Lake Rd-to-Raglan Twp Dump Rd	Local	U	6.20	\$ 2,573,177	67	L
Schutt Rd CR514	Walters Rd-to-Moccasin Lake Rd	Local	U	1.86	\$ 830,922	69	L
Siberia Rd CR69	710 Siberia Rd-to-Kartuzy Rd	Collector	U	2.00	\$ 807,000	60	L
Siberia Rd CR69	Babinski Rd-to-Pipedream Lane	Local	U	4.08	\$ 1,646,280	44	L
Siberia Rd CR69	Bark Lake Dam Rd-to-Sunny Hill Rd	Local	16	4.90	\$ 1,977,150	39	L
Siberia Rd CR69	End of HMA-to-Bark Lake Dam Rd	Local	U		\$ 371,220	78	L
Siberia Rd CR69	Kartuzy Rd-to-Trader Lane	Collector	18	2.92	\$ 1,178,220	57	L
Siberia Rd CR69	Pipedream Lane-to-Yakabuski Rd	Local	U	2.68	\$ 1,096,828	58	L
Siberia Rd CR69	River Rd-to-End of HMA	Local	U	2.90	\$ 1,170,150	50	L
Siberia Rd CR69	Sunny Hill Rd-to-Babinski Rd	Local	U	3.42	\$ 1,389,827	49	L
Siberia Rd CR69	Trader Lane-to-Biernacki St	Collector	19	1.28	\$ 1,253,691	58	L
Siberia Rd CR69	Yakabuski Rd-to-710 Siberia Rd	Collector	U	2.36	\$ 952,260	64	L
Simpson Pit Rd CR67	Buck Hill Rd-to-Cty Rd 58 (Round Lake Rd)	Collector	U	3.18	\$ 1,466,434	97	L
Simpson Pit Rd CR67	Byers Creek Rd-to-Buck Hill Rd	Collector	U	4.78	\$ 1,956,283	97	L
Simpson Pit Rd CR67	Hwy 60-to-Scenic Rd	Collector	5	4.04	\$ 1,653,428	97	L
Simpson Pit Rd CR67	Mask Rd-to-Byers Creek Rd	Collector	3	4.14	\$ 1,694,354	97	L
Simpson Pit Rd CR67	Scenic Rd-to-Mask Rd	Collector	4	4.02	\$ 1,645,242	97	L
Stewartville Rd CR63	Flatt Rapids Rd-to-Maple Bend Rd	Local	6	2.58	\$ 1,189,749	85	L
Stewartville Rd CR63	Maple Bend Rd-to-Cty Rd 508 (Calabogie Rd)	Local	6	3.60	\$ 1,660,114	86	L
Stone Road CR5	1574 Stone Rd-to-Fulton Rd	Local	28	1.42	\$ 577,063	84	L
Stone Road CR5	Berlanquet Rd-to-Culhane Rd	Collector	35	3.92	\$ 1,581,720	95	L
Stone Road CR5	Cty Rd 22 (Hyndford Rd)-to-Hwy 60	Collector	24	0.60	\$ 242,100	31	L
Stone Road CR5	Culhane Rd-to-1574 Stone Rd	Local	28	2.86	\$ 1,154,010	95	L
Stone Road CR5	Foy Rd-to-Berlanquet Rd	Collector	3	2.84	\$ 1,145,940	97	L
Stone Road CR5	Fulton Rd-to-Kennelly Rd	Local	28	5.08	\$ 2,049,780	85	L
Stone Road CR5	Gallagher Rd-to-Cty Rd 22 (Hyndford Rd)	Local	24	3.54	\$ 1,428,390	33	L
Stone Road CR5	Hwy 132-to-Foy Rd	Collector	4	5.74	\$ 2,316,090	97	L
Stone Road CR5	Kennelly Rd-to-Mhusk Rd	Local	24	2.76	\$ 1,121,615	85	L
Stone Road CR5	Mhusk Rd-to-Gallagher Rd	Local	24	6.12	\$ 2,469,420	39	L
Storyland Road CR4	Alex Lane-to-CR 653 (Chenau Rd)	Collector	34	5.68	\$ 2,308,251	98	L
Storyland Road CR4	Cty Rd 1 (River Rd)-to-Alex Lane	Collector	34	2.58	\$ 1,130,261	58	L
Storyland Road CR4	Eady Rd-to-Cty Rd 1 (River Rd)	Collector	19	2.80	\$ 1,234,710	60	L
Storyland Road CR4	Hwy 17-to-Eady Rd	Collector	4	3.50	\$ 1,422,338	86	L
Swisha Rd CR635	Hwy 17-to-Interprovincial Bdge S Exp Jnt	Local	U	5.16	\$ 300,000	72	L
TV Tower Road CR36	CPR Crossing-to-Cty Rd 42 (Forest Lea Rd)	Collector	36	2.14	\$ 900,497	29	M
TV Tower Road CR36	Cty Rd 35 (Jean Ave)-to-CPR Crossing	Collector	36	2.72	\$ 1,136,717	35	L
Usborne Street CR3	Braeside West Limits-to-Carlea Rd	Local	60	0.92	\$ 371,220	71	L
Usborne Street CR3	Carlea Rd-to-Carmichael Sideroad	Local	60	4.04	\$ 1,630,140	76	L
Usborne Street CR3	Carmichael Sideroad-to-Cty Rd 54 (McLean Dr)	Local	60	3.30	\$ 1,331,550	79	L
Usborne Street CR3	Cty Rd 1 (River Rd)-to-Braeside West Limits	Collector	45	0.68	\$ 290,059	41	L
Vanjumar Rd CR45	Cty Rd 2 (White Lake Rd)-to-Russett Dr	Collector	5	1.08	\$ 435,780	93	L
Victoria St CR16	Armstrong Rd-to-CR 25 (Laurentian Drive)	Collector	11	0.74	\$ 339,113	81	L
Victoria St CR16	Cty Rd 51 (Petawawa Blvd)-to-Wolfe Ave	Collector	10	1.74	\$ 1,692,150	74	L
Victoria St CR16	Wolfe Ave-to-Armstrong Rd	Collector	11	1.78	\$ 1,965,978	72	L
Westmeath Rd CR12	Cty Rd 21( Beachburg Rd)-to-Moores Beach Rd	Collector	26	3.02	\$ 1,218,570	90	L
Westmeath Rd CR12	Lovers Lane-to-Urban beginning	Collector	25	2.14	\$ 863,490	77	L
Westmeath Rd CR12	Moores Beach Rd-to-Sand Point Rd	Collector	25	2.96	\$ 1,194,360	93	L
Westmeath Rd CR12	Old Mill Bridge Rd-to-Westmeath Twp Dump	Collector	25	6.44	\$ 2,598,540	53	L
Westmeath Rd CR12	Sand Point Rd-to-Old Mill Bridge Rd	Collector	25	3.32	\$ 1,339,620	92	L
Westmeath Rd CR12	Urban Beginning-to-Cty Rd 50 (Gore Line)	Collector	45	1.32	\$ 1,485,424	91	L
Westmeath Rd CR12	Westmeath Twp Dump-to-Lovers Lane	Collector	25	2.18	\$ 879,630	66	L
Whelan Rd CR34	English Rd-to-Kenopic Rd	Local	18	2.60	\$ 1,049,100	40	L

Current Service Level Replacement Cost - Roads

ROAD	SEGMENT	CLASS	AGE	LANE KM	REPLACEMENT VALL	PCI	RISK ASSESSMENT
Whelan Rd CR34	Kenopic Rd-to-HWY 132	Local	18	9.82	\$ 4,018,975	39	L
White Lake Road CR2	Campbell Dr-to-Claybank Bdge E Exp Jnt	Collector	27	2.44	\$ 1,153,318	68	L
White Lake Road CR2	Claybank Bdge W Exp Jnt-to-Young Rd	Collector	25	2.50	\$ 1,181,679	67	L
White Lake Road CR2	Cty Rd 23 (Highland Rd)-to-Waba Creek Bdge E Exp Jnt	Collector	23	1.90	\$ 876,171	96	L
White Lake Road CR2	Cty Rd 45 (Vanjumar Dr)-to-Campbell Dr	Collector	27	0.64	\$ 309,888	82	L
White Lake Road CR2	Hwy 17-to-Cty Rd 45 (Vanjumar Dr)	Min. Arterial	27	1.88	\$ 704,396	71	L
White Lake Road CR2	Mountain View Rd-to-Robertson Line	Collector	25	2.60	\$ 1,198,971	96	L
White Lake Road CR2	Robertson Line-to-Cty Rd 23 (Highland Rd)	Collector	23	6.34	\$ 2,923,646	96	L
White Lake Road CR2	Waba Creek E Exp Jnt-to-Cty Rd 52 (Burnstown Rd)	Collector	44	0.76	\$ 739,100	91	L
White Lake Road CR2	Young Rd-to-Mountain View Rd	Collector	25	5.44	\$ 2,195,040	63	L
White Water Rd CR24	Hwy 17-to-Cty Rd 40 (Greenwood Rd)	Collector	24	4.90	\$ 2,033,640	91	L
White Water Rd CR24	Hwy 41-to-Stafford Third Line	Collector	25	2.80	\$ 1,154,010	57	L
White Water Rd CR24	Stafford Third Line-to-Hwy 17	Collector	24	5.10	\$ 2,072,549	52	L
Wilno South Rd CR66	Hwy 60-to-Mountain View Rd	Local	U	3.92	\$ 1,581,720	30	L
Wilno South Rd CR66	Inukshuk Rd-to-Opeongo Rd N	Local	12	4.80	\$ 1,964,469	39	L
Wilno South Rd CR66	Mountain View Rd-to-Inukshuk Rd	Local	U	1.94	\$ 816,338	43	L
Witt Rd CR14	Cty Rd 56 (Woitto Station Rd)-to-Locksley Rd	Local	46	4.36	\$ 1,797,783	50	L
Witt Rd CR14	Locksley Rd-to-Cty Rd 26 (Doran Rd)	Local	47	4.51	\$ 1,833,596	50	L
Woitto Station Rd CR56	Alice Twp Dump (Gate 3)-to-B Line Rd	Local	18	5.73	\$ 2,312,055	58	L
Woitto Station Rd CR56	B Line Rd-to-Hwy 41	Local	17	4.76	\$ 1,948,098	66	L
Woitto Station Rd CR56	Cty Rd 14 (Witt Rd)-to-Alice Twp Dump (Gate 3)	Local	18	2.59	\$ 1,045,065	65	L
			<b>27</b>	<b>1,626.78</b>	<b>714,868,142</b>	<b>72</b>	

Current Service Level Replacement Cost - Bridges Culverts

BRIDGE/CULVERT	LOCATION	TYPE	AGE	REPLACEMENT COST	BCI	RISK ASSESSMENT
Addington Road Culvert	Addington Road-0.2 Km South of County	Steel on Concrete	11	\$ 239,800	75	L
Agnew Culvert (South Fork)	Agnew Road-2 km NE of County Road 9	Steel	41	\$ 329,400	53	M
Alan James Culvert	4-0.1 km S of County Road 7	Steel	36	\$ 442,400	62	L
Alexander Street/Pembroke Alg	0.2 kms east of College Way	Steel I Beam Deck	41	\$ 289,000	63	L
Armstrongs Culvert	Russett Drive-3.5 km N of CR 45	Poly Coated Steel	8	\$ 432,700	91	L
Arnprior CPR Overhead	1-0.01 km S of Lot 6 Con B-McNab	Concrete	52	\$ 1,998,497	74	L
Augsburg Road Twin Pipes	Augsburg Road-0.3 km W of Klingbeil St	Steel	40	\$ 499,900	69	L
Bagot Creek Culvert	Lower Spruce Hedge Road-2 km E of Co	PC Concrete	1	\$ 500,500	98	L
Balaclava Bridge	Scotch Bush Road-2.6 km N of Hwy 132	Concrete	10	\$ 1,081,122	72	L
Balmers Bay Twin Pipes	Balmer Bay Road-3.5 km SE of Highway	PC Concrete	16	\$ 493,400	70	L
Banting Culvert	Banting Road-0.5 km N of Highway 17	Steel	16	\$ 197,100	75	L
Barbut Creek Algonquin Trail Str	4.8 kms west of Dunlop Crescent	CIP Concrete Fran	76	\$ 680,000	54	M
Beanpot Creek Culvert	62-1.4 N of Chippawa Lodge Rd	Poly Coated Steel	14	\$ 554,200	75	L
Bellows Creek Culvert	12-4.5 km E of County Road 21	CIP Concrete	32	\$ 1,073,300	42	M
Bennetts Culvert	Kerr Line Road-3.3 km S of Grant Settler	Steel	20	\$ 471,800	71	L
Berlanquet Creek Culvert	Culhane Road-0.1 km E of Foy Road	Steel	3	\$ 439,200	98	L
Berlanquet Creek Culvert	5-4 km W of HWY 132	Steel	35	\$ 555,500	68	L
Big Black Donald Creek Culvert	65-26 km W of Junction of County Road	PC Concrete	28	\$ 1,555,000	74	L
Bissett Creek & Hwy 17 Algonqu	0.6 kms west of Crossing Road	Rail style I Girder/	115	\$ 4,320,000	47	M
Black Bay Creek Culvert	Black Bay Road-0.3 km W of HWY 17	Steel	48	\$ 247,000	59	M
Black Bay Culvert	Black Bay Road-2 km W of Highway 17	Steel	14	\$ 224,100	71	L
Black Creek Bridge	Black Creek Rd-3.2 km N of County Roa	Precast Concrete	29	\$ 500,973	95	L
Black Creek Culvert	30-6.7 km W of HWY 41	Steel	18	\$ 324,700	72	L
B-Line Culvert	B-Line Road-0.5 km S of County Road 42	Steel	6	\$ 416,600	75	L
Bonnechere River Bridge	58-21 km N of Highway 60 on County Rc	Cast in Place	56	\$ 3,153,150	66	L
Bonnechere River Bridge	Bonnechere Rd-1.1 km S of Highway 60	Precast Concrete	47	\$ 3,248,700	76	L
Bonnechere River Lower Bridge	John Street-0.65 km E of Bridge St (HWY	Precast Concrete	38	\$ 2,905,518	71	L
Bonnechere River/Renfrew Alg	0.5 kms west of June street	Rail style I Girder/	119	\$ 4,938,000	62	L
Borne Road Culvert	Borne Road-0.75 km W of CR 58	CIP Concrete	66	\$ 520,200	30	M
Bradley East Culvert	64-2.5 km W of Highway 41	CIP Concrete	46	\$ 334,800	71	L
Bradley West Culvert	64-3 km W of Highway 41	CIP Concrete	46	\$ 381,600	72	L
Brennans Creek Bridge	512-1.45 km S of Hwy 60	Concrete	63	\$ 1,353,336	64	L
Brennans Creek Culvert	512-1.2 km N of Opeongo Road	Steel	60	\$ 1,837,900	69	L
Bromley Culvert	Foy Road-0.5 km E of Culhane Road	Steel	37	\$ 260,700	95	L
Broomes Creek Culvert	7-0.1 km E of Foresters Falls	CIP Concrete	88	\$ 710,500	19	H
Broomes Creek Culvert	Grant's Settlement Road-1.3 km N of Co	Steel	33	\$ 2,136,000	70	L
Bruceton Bridge	Keller Road-5.5 km N of Highway 28	30' Lessard Bridge	8	\$ 470,182	66	L
Bucholts Culvert	Stafford Third Line-0.25 km NW of Coun	Poly Coated Steel	8	\$ 544,300	75	L
Bucholtz Bridge	58-0.1 km N of Bucholtz Rd	Concrete	39	\$ 2,760,835	75	L
Bulmers Culvert	Kohlsmith Road-0.25 km S of County Ro	Steel	20	\$ 377,100	71	L
Burnstown Bridge	52-0.3 km E of County Road 508	Concrete	49	\$ 8,472,750	73	L
Burnt Bridge	Burnt Bridge Road-0.35 km N of CR 9	Timber	53	\$ 160,200	46	M
Burnt Bridge	Burnt Bridge Road-11 km S of County Rc	Precast Concrete	48	\$ 866,250	64	L
Butler Bridge	Butler Road-1 km S of Highway 60	Concrete	47	\$ 2,700,000	74	L
Byers Creek Bridge	58-13 km N of Jct. Highway 60	Precast	42	\$ 1,524,750	74	L
Byers Creek Culvert	67-1.5 km S of County Road 58	PC Concrete	6	\$ 594,600	75	L
Calabogie Bridge	511-1.3 km S of County Road 508	Concrete	51	\$ 2,593,437	74	L
Cameron Culvert	Osborne Road-0.3 km N of CR 1	PC Concrete	4	\$ 1,625,400	95	L
Cameron Street Bridge	Cameron Street-0.5 km S of CR 512	Precast	73	\$ 1,557,248	85	L
Campbell Drive Culvert	Campbell Drive-2 km W of Highway 17	Steel	43	\$ 779,100	42	M
Captain Christopher Bell Bridge	1-2.6 km E of County Road 20	Cast in Place	58	\$ 4,500,000	75	L
Castleford Culvert	1-4.7 km E of County Road 20	Steel	14	\$ 566,400	85	L
Centennial Lake Bridge	65-4 km E of Camel Chute	Concrete	57	\$ 5,545,540	75	L
Chalk River Algonquin Trail Stru	1.6 kms north of Deluthier Road	Steel I-Girder Brid	?	\$ 356,000	69	L
Chapeskie Culvert	Chapeski Mill Dr-.51 km N from Paugh L	Steel	15	\$ 300,600	61	L
Cheese Factory Culvert	Cheese Factory Road-0.5 km E of Barr Li	Steel	32	\$ 582,000	70	L
Clara Creek Algonquin Trail Stru	4.6 kms east of Dunlop Crescent	CIP Box Culvert	110	\$ 288,000	62	L
Clara Creek Mouth Algonquin Ti	0.9 kms east of Dunlop Crescent	CIP 3x 24" culvert	?	\$ 1,324,000		
Clay Bank Bridge	2-1.9 km South of HWY 417	Cast in Place Con	48	\$ 17,500,000	75	L
Cliché Culvert	Sandy Beach Road-1.5 km W of County I	Steel	38	\$ 1,323,700	67	L
Cobden Lake Cuvert	7-0.3 km N of Hwy 17	PC Concrete	23	\$ 419,300	73	L
Cochrane Creek Bridge	Cement Bridge Road-200 m West of Bur	Cast in Place Con	93	\$ 456,228	40	M
Coles Creek Bridge	512-0.3 km S of Highway 60 in Killaloe	Concrete	3	\$ 1,287,194	75	L
Colterman Bridge	Colterman Road-0.9 km E of Flat Road	50' Lessard Bridge	17	\$ 507,870	70	L
Colton Creek Bridge	Matawatchan Road-5.6 km S of CR 65 (	Steel on Concrete	2	\$ 257,900	98	L
Colton Creek Culvert	Government Road-1.6 km S of Matawat	Steel	24	\$ 218,800	56	M
Combermere Bridge	62-0.5 km S of County Road 515	Steel	47	\$ 4,697,600	68	L
Constant Creek Bridge	Ferguson Lake Road-.5.3 km N of County	Lessard bridge	97	\$ 755,142	51	M
Constant Creek Bridge	508-4 km W of Junction of County Road	Precast Concrete	22	\$ 1,697,850	74	L
Constant Creek Culverts	Ferguson Lake Road-6.5 km N of County	PC Concrete	2	\$ 1,523,600	98	L
Coulas Bay's Bridge	Bear Trail Road-1.5 km W of County Roa	30' Lessard Bridge	13	\$ 328,434	71	L

Current Service Level Replacement Cost - Bridges Culverts

BRIDGE/CULVERT	LOCATION	TYPE	AGE	REPLACEMENT COST	BCI	RISK ASSESSMENT
CPR Overhead	42-0.1 km E B Line Rd	Cast in Place	54	\$ 2,318,000	72	L
Crutch Creek Culvert	64-1.7 km W of Highway 41	CIP Concrete	46	\$ 640,600	74	L
Culhane Culvert	Culhane Road-0.5 km W of McNaughton	Steel	45	\$ 538,900	52	M
Dam Lake Bridge	Stanley Olsheski Rd-11.5 km of County 160'	Lessard Bridge	61	\$ 764,408	72	L
Danny Constant Bridge	Constant Lake Road-1.5 km W of Highway	Steel	41	\$ 576,730	71	L
Davis Mills Bridge	26-3.1 km S of Round Lake Rd (CR 58)	Concrete/Steel	60	\$ 2,750,000	74	L
De Haans Culvert	40-0.2 km E of Beachburg Turn CR21	CIP Concrete	48	\$ 902,600	61	L
Dellaires Culvert	Constant Lake Road-4.5 km W of Scotch	Steel	33	\$ 291,200	53	M
Deux Rivières Creek Algonquin	10.7 kms east of Dunlop Crescent	CIP Concrete Ope	115	\$ 1,117,000	64	L
Devine Creek Tri Pipes	512-1.38 N of Junction CR 512 & CR 66	Steel	41	\$ 481,200	71	L
Devines Creek Culvert	512-1.8 km N of Brudenell	Steel	60	\$ 465,100	66	L
Dicks Road Culvert	Dicks Road-0.8 km N of Micksburg Road	Steel	36	\$ 202,200	21	H
Dochart Creek Culvert	Stevenson Drive-2.81 km S of McLean D	Steel on Concrete	23	\$ 179,500	72	L
Dochart Creek Culvert	1-0.02 km N of Moore Street	CIP Concrete	57	\$ 1,167,600	73	L
Dochart Creek/Arnprior Algonq	1 km north of Division street	Rail style I Girder/	110	\$ 754,000	68	L
Douglas Bridge	5-0.3 km E of Highway 60 in Douglas	Cast in Place	63	\$ 1,661,198	68	L
Drive In Theatre Culvert	42-0.2 km E of B-Line Road	Steel	46	\$ 646,300	72	L
Drohan Creek Culverts	62-1.2 km N of Chippawa	Poly Coated Steel	14	\$ 554,200	75	L
Dunlop Crescent Culvert	Dunlop Crescent-0.2 km N of Highway 1	Steel	2	\$ 772,800	98	L
Dunlop Crescent Dual Culvert	Dunlop Crescent-0.1 km N of Highway 1	Steel	24	\$ 413,400	40	M
Dunmore Culvert	Barr Line-1.5 km S of Dunmore	Steel	26	\$ 328,000	64	L
Eady Culvert	Snake River Road-1.5 km E of Highway 1	Steel	36	\$ 381,600	60	L
Egan Culvert	Egan Line Road-3.2 km SE of County Roa	Steel	3	\$ 242,900	95	L
Eichstaedt Culvert	Eichstaedt Road-0.3 km N of Black Bay R	Steel	19	\$ 283,900	67	L
Elm Creek Culverts	Snake River Line-1 km N of Waterview R	Steel	46	\$ 179,400	27	H
Elm Creek Tri Pipes	Waterview Road-1 km SW of Highway 1	Steel	46	\$ 385,000	57	M
Eneas Creek Culvert	515-17.6 km S of County Road 512	CIP Concrete	34	\$ 654,200	74	L
Eneas Road Culvert	Eneas Creek Rd-0.2 km S of County Roa	Steel	36	\$ 388,500	54	M
Esmond Culvert	64-4 km W of Highway 41	Poly Coated Steel	14	\$ 408,300	75	L
Etmanskie Swamp Culvert	62-0.6 km S of HWY 60	CIP Concrete	38	\$ 1,485,000	45	M
Farquharson's Culvert	S. McNaughton Road-0.75 km N of High	Steel	37	\$ 433,000	55	M
Fire Tower Creek Bridge	Fire Tower Road-1 km E of County Road 30'	Lessard Bridge	15	\$ 342,000	67	L
Forest Lea Culvert	42-0.06 km E of B-Line Road	PC Concrete	15	\$ 1,048,100	72	L
Fourth Chute Bridge	Fourth Chute Road-2.7 km N of County 1	Precast Concrete	39	\$ 1,925,000	80	L
Foy Park Culverts	Foy Park Corridor-0.5 km S of CR 58 (Ro	Steel	6	\$ 592,200	75	L
Funnucane Creek Culverts	O'Connor Road-3.3 km S of Ruby Rd (CR	Steel	53	\$ 237,900	95	L
Gariepy Creek Culvert	58-9 km W of Stencells Road	CIP Concrete	2023	\$ 464,600	58	M
Gervais Creek Culvert	49-1.5 km S of Lapasse	Steel	34	\$ 722,100	72	L
Glenfield Creek Bridge	71-11 km S of Highway 41 Between Grif	Cast in Place Con	24	\$ 1,875,874	74	L
Godin Creek Culvert	Flying Club Road-1 km S of Highway 41	Steel	43	\$ 183,800	55	M
Golden Lake Reserve Bridge	70-0.7 km S of Highway 60 at Golden Lal	Precast Concrete	54	\$ 3,612,840	75	L
Gould's Creek Algonquin Trail St	0.5 kms south of Astrolabe Road	CIP Concrete Box	102	\$ 271,000	53	M
Grants Creek Algonquin Trail Str	2.5 kms west of Yates Road	Twin CIP Boxes	?	\$ 858,000	70	L
Greenwood Road Algonquin Tra	0.2 kms south of Traxton Way	Underpass, PC bo	?	?	74	L
Guiney Road Culvert	Guiney Road-2.5 km N CR 515	Steel	23	\$ 173,100	65	L
Gutz Culvert	7-0.1 km W of County Road 4	Poly Coated Steel	3	\$ 477,600	98	L
Hales Creek Algonquin Trail Stru	1.5 kms west of TV Tower Road	Stone Masonry Oj	?	\$ 1,120,000	72	L
Hales Creek Bridge	Golf Course Road-0.5 km S of County Ro	Concrete	36	\$ 1,018,228	74	L
Hales Creek Culvert	B-Line Road-0.4 km N of County Road 42	Poly Coated Steel	11	\$ 514,600	72	L
Hales Creek Culvert	51-0.6 km W of County Road 42	CIP Concrete	36	\$ 3,225,600	61	L
Haley's Gulley Algonquin Trail St	0.2 kms east of highway 17 near Olmste	Rail style I Girder/	117	\$ 156,000	45	M
Halfway Creek Culvert	Old Barrys Bay Road-7 km N of County R	Steel	24	\$ 439,500	58	M
Halliday Creek Culvert	Halliday Creek Road-40 m S of Brydges	F Steel	3	\$ 380,800	75	L
Hallidays Creek K&P Trail Struct	0.5 kms north of Ashdad Road	Rail style I Girder/	100	\$ 406,000	73	L
Hanson Creek Culverts	Robertson Line-2 km W of County Road	Steel	31	\$ 324,200	57	M
Harold's Culvert	English Road-1 km W of County Road 34	Steel	6	\$ 210,200	84	L
Harrington Creek Bridge	512-2.5 km E of Cormac Road	Cast in Place	93	\$ 370,500	26	H
Harris Creek Culvert	Proven Line-0.5 km N of Barr Line	Steel	36	\$ 210,800	27	H
Harvey Creek Algonquin Trail St	1.5 kms south of Ashport Road	Stone Masonry Oj	?	\$ 1,892,000	71	L
Hila Road Culvert	Hila Road-1.5 km E of County Road 21	Steel	35	\$ 503,900	95	L
Hoffmans Box Culvert	58-0.4 km W of Borne Rd	CIP Concrete	43	\$ 1,373,400	54	M
Holden Lake Algonquin Trail Str	0.5 kms east of Mackey Creek Road	CIP Twin Concrete	?	\$ 3,969,000	71	L
Homestead Creek Culvert	Homestead Road-0.5 km S of County Ro	Steel	36	\$ 558,800	63	L
Hopefield Culvert	66-0.130 m E of Wilno South Rd.	Steel	12	\$ 194,500	75	L
Hurds Creek Bridge	South Algona/Grattan Line-1 km N of CR	Precast Concrete	86	\$ 603,402	85	L
Hurds Creek Culverts	Wittkie Road-1km S of Foymount Road	Steel	36	\$ 662,600	58	M
Hwy 17 Algonquin Trail Structur	1.3 kms south of Pine Valley Road	Rail style Pony I G	76	\$ 1,982,000	72	L
Hwy 17 O/H Algonquin Trail Str	1.4 kms south of Daniel street	MTO structure	?	?	75	L
Hwy 17 O/H Algonquin Trail Str	1.3 kms south of Daniel street	MTO structure	?	?	75	L
Hwy 17 O/H Algonquin Trail Str	0.7 kms west of Goshen Road	MTO structure	?	?	50	M
Hwy 17 O/H Algonquin Trail Str	2.2 kms south of Greenwood Road	MTO structure	?	?	74	L

Current Service Level Replacement Cost - Bridges Culverts

BRIDGE/CULVERT	LOCATION	TYPE	AGE	REPLACEMENT COST	BCI	RISK ASSESSMENT
Hwy 17 OH/Deux-Rivieres Algor	0.2 kms east of Dunlop crescent	Underpass of MTC	?	?	75	L
Hyland Creek Bridge	Hyland Creek Road-4 km N of Highway 4	Timber/wood	43	\$ 722,250	61	L
Hyndford-Caldwell Culvert	Scotch Bush Road-0.05 km N of County 1	Steel	47	\$ 617,600	73	L
Indian River - B-Line Bridge	B-Line Road-1.5 km N of Witt Road	Cast in Place	65	\$ 3,043,040	71	L
Indian River Bridge	58-2.4 km W of Stencells Rd	Precast Concrete	86	\$ 1,067,154	74	L
Indian River Bridge	Sandy Beach Rd-0.5 km W of Highway 4	Precast Concrete	37	\$ 1,559,310	75	L
Indian Road Culvert	21-0.003 km E of Indian Road	FRR	13	\$ 395,700	60	L
Jacks Lake Culverts	58-1.7 km E of Jacks Lake Picnic Site	Steel	1	\$ 131,400	98	L
Jeffreys Creek Algonquin Trail S	0.2 kms west of highway 17 in Haley sta	SPCSPA	7	?	14	H
Jewellville Bridge	515-3.7 km W of Jct County Road 514/Ci	Precast Concrete	55	\$ 3,467,500	73	L
John Watson Culvert 1	John Watson Road-12 km E of County Rc	Steel	24	\$ 242,600	72	L
John Watson Culvert 2	John Watson Road-3.3 km SW of CR 66	Steel	58	\$ 382,300	31	M
John Watson Culvert 3	John Watson Road-13.5 km S of County	Steel	24	\$ 297,800	69	L
Johnsons Creek Culvert	62-50 m E of Ohio Rd	CIP Concrete	56	\$ 623,100	67	L
Johnston Bridge	19-0.8 km S of Olympic Drive (formerly I	Precast Concrete	38	\$ 1,624,549	72	L
Kargus Creek Bridge	Kargus Road-1.2 km S of CR 515 (Quade	30' Lessard Bridge	1	\$ 520,980	75	L
Kauffeldt's Culvert	515-0.7 km W of Letterkenny Rd	Steel	7	\$ 439,500	75	L
Kenny's Culvert	Pleasant Valley Road-0.5 km N of Count	Steel	36	\$ 164,200	54	M
Kenny's Culvert	Stafford Third Line-0.4 km E of Cty Rd 24	Steel	56	\$ 210,800	61	L
Kohlsmith Culvert	Kohlsmith Road-1.5 km S of County Roa	Poly Coated Steel	14	\$ 613,600	91	L
Labombard Culvert	Chris Ruddy Road-0.5 km S of County Ro	Steel	41	\$ 209,200	44	M
Lake Clear Tri Culverts	Lake Clear Road-1.7 km S of County Roa	Steel	43	\$ 379,400	64	L
Latchford Bridge	515-2.8 km E of Jct County Road 514/Co	Precast Concrete	41	\$ 2,851,750	75	L
Latchford Church Pipes	515-0.62 km E of Lacharty Rd	Steel	19	\$ 491,700	67	L
Lochiel Creek Culvert	Milton Stewart Avenue-3 km S of Lochw	CIP Concrete	36	\$ 314,100	74	L
Lochiel Creek Culvert North	Brae-Loch Road-2.5 km S of Lochwinnoc	Steel on Concrete	20	\$ 245,400	77	L
Lochiel Creek Culvert North	63-0.2 km W of Highway 17	Steel	41	\$ 394,600	32	M
Mackays Culvert	21-0.3 km W of Zion Line	Steel lined Concre	22	\$ 559,900	69	L
Mackey Creek Bridge	Mackey Creek Rd-6.2 km S of Highway 1	Hybrid	37	\$ 428,640	67	L
Madawaska River 1 K&P Trail St	0.1 kms north of Generating Station Lan	Rail style I Girder/	124	\$ 1,812,000	69	L
Madawaska River 2 K&P Trail St	0.1 kms south of Lanark Road	Rail style I Girder/	124	\$ 1,794,000	68	L
Madawaska River Algonquin Tr	0.3 kms south of Daniel street	Rail style Steel I G	103	\$ 4,316,000	51	M
Madawaska River Bridge	511-1.8 km S of County Road 508	Precast Concrete	51	\$ 2,598,000	72	L
Madawaska River Bridge	1-0.1 km E of CR 2 (Daniel St. N.)	Precast Concrete	47	\$ 18,371,375	75	L
Madawaska River Culvert	508-17.1 km S of Highway 17	CIP Concrete	39	\$ 1,034,700	72	L
Mally's Culvert	Cormac Road-1.6 km S of Rochefort Rd.	Steel	46	\$ 147,100	64	L
Manning Road Creek Culvert	Manning Road-1 km S of County Road 5	Steel	38	\$ 467,300	60	L
McDonnells Bridge	19-2.2 km N of County Road 24	Precast Concrete	36	\$ 4,450,730	74	L
McGregor Culvert	Lochwinnoch Road-2.3 km S of County R	Steel	13	\$ 692,700	56	M
McLeads Culvert	52-100m S of McLeod Rd on CR 52	Steel	28	\$ 274,500	48	M
McPhee Road Culvert	McPhees Bay Road-0.5 km S of County F	Steel	24	\$ 141,600	49	M
Meilleurs Bridge	Meilleurs Road-0.9 km S of Highway 17	Cast in Place Con	42	\$ 288,420	66	L
Mick's Culvert	S. McNaughton Road-3.4 km W of Culha	Steel	37	\$ 816,900	58	M
Mill Creek Bridge	21-0.2 km E of County Road 49	Precast Concrete	51	\$ 1,552,998	74	L
Mill Creek Pipes	Zion Line-2 km N of County Road 21	Steel	44	\$ 383,000	54	M
Millars Culvert	Kerr Line Road-0.1 km SE of County Roa	Steel	31	\$ 535,100	75	L
Mink Creek Box Culvert	8-0.08 km E of Junction of Highway 60 &	CIP Concrete	17	\$ 698,600	75	L
Mink Creek Culvert	9-0.6 km N of Highway 60	CIP Concrete	6	\$ 323,400	75	L
Mink Creek Culvert	8-2.1 km E of Highway 60	Steel	32	\$ 588,200	68	L
Moffat Canal Bridge	Forest Park Road-1 km N of County Roar	Cast in Place	20	\$ 1,345,696	74	L
Moore's Creek Culvert	5-4.8 km W of Culhane Road	Steel on Concrete	26	\$ 281,000	75	L
Mount St. Patrick Bridge	Mount St Patrick Rd-5 km S of Highway1	Cast in Place	99	\$ 1,027,200	75	L
Mountain Chute Bridge	Hydro Dam Road-5.5 km S of County Ro	Precast Concrete	35	\$ 2,348,913	72	L
Mud Creek Culvert	Stafford Second Line-4 km NW of Count	Steel	43	\$ 416,600	49	M
Mundt's Culvert	Roesler Road-3.0 km N of Highway 60	PC Concrete	2	\$ 571,400	74	L
Muskrat River Algonquin Trail S	0.1 kms north of highway 17 near Suthe	Rail style I Girder/	39	\$ 1,164,000	74	L
Muskrat River Pembroke Algon	0.1 kms west of Mackay street	Rail style Pony I G	45	\$ -	72	L
Nagels Culvert	49-0.1 km N of Pleasant Valley Road	Poly Coated Steel	6	\$ 615,600	70	L
Neilson Creek Culvert	Lake Clear Road-2.2 km S of Foymount F	Steel	40	\$ 283,100	21	H
Neumans Culvert	515-9.6 km SE of CR 62	PC Concrete	15	\$ 772,800	75	L
O/H Bridge - Decosta street Algor	0.9 kms South of Daniel street	OPG structure	?	?	75	L
OCR OH Algonquin Trail Structu	1.2 kms south of Greenwood Road	Underpass below	?	?	73	L
O'Grady Bridge	O'Grady Settlement Road-4.5 km from C	Wood/Steel	42	\$ 441,294	56	M
Old Hwy 62 Bridge	Borne Road-2 km N of CR-58	Cast in Place	97	\$ 765,050	68	L
Olsheskie Creek Culvert	Stan Olsheskie Road-8 km N of County R	Steel	24	\$ 397,800	47	M
O'Mearas Creek Box Culvert	58-1.2 km S of TV tower road	CIP Concrete	36	\$ 594,000	70	L
O'Neil Culvert (South Fork)	Pine Valley Road-1.5 km S of McGaghrar	Poly Coated Steel	3	\$ 988,100	95	L
Osceola Culvert	Micksburg Road-Northwest end of Osce	Steel on Concrete	41	\$ 1,044,100	74	L
Ott Culvert	McGaghran Road-2.5 km N of County Rc	Steel	6	\$ 825,300	93	L
Paugh Lake Road Bridge	Paugh Lake Road -12 km N of Wilno Nor	Timber/wood	43	\$ 981,712	68	L
Paugh Lake Road Culvert	Paugh Lake Road-7 km N of Highway 60	Poly Coated Steel	36	\$ 265,900	75	L

Current Service Level Replacement Cost - Bridges Culverts

BRIDGE/CULVERT	LOCATION	TYPE	AGE	REPLACEMENT COST	BCI	RISK ASSESSMENT
Peever Culvert	McGuinity Road-0.6 km S of Snake River	Steel	46	\$ 232,800	64	L
Peplinskie Homestead Culvert	Peplinskie Homestead Rd-9 km NW Hwy	Steel on Concrete	23	\$ 423,500	75	L
Perrault Creek Wooden Culvert	34-0.9 km N of Bagot Townline	Steel on Concrete	9	\$ 977,200	88	L
Petawawa River Bridge	51-0.3 km S of CR 55 (Paquette Road)	Precast Concrete	50	\$ 4,939,020	75	L
Petawawa River/Petawawa Algr	0.4 kms north of Portage Road	Rail style I Girder/	114	\$ 2,202,000	67	L
Peter Black Bridge	24-1.5 km E of Highway 41	Precast Concrete	49	\$ 2,014,782	65	L
Peter Black Culvert	24-400m from Stafford 3rd Line	Steel	43	\$ 539,100	57	M
Pilgrim Road Bridge	Pilgrim Road-0.5 km East of Guiney Rd	Steel-Bally Br	24	\$ 553,318	66	L
Pleasant Valley Culvert	Pleasant Valley Road-0.25 km N of Coun	Steel	32	\$ 245,100	38	M
Pleasant Valley Culvert	Grants Settlement Road-1.4 km S of Lap	Steel on Concrete	34	\$ 982,100	67	L
Pleasant Valley Steel Arch	Pleasant Valley Road-0.6 km N of Count	Poly Coated Steel	2	\$ 364,000	98	L
Pleasant Valley Twin Pipes	Pleasant Valley Road-1.25 km S of Coun	Steel	24	\$ 373,700	66	L
Quade Creek Culvert	Burchat Road-3 km N of County Road 3C	Poly	2	\$ 245,500	98	L
Quinn's Creek Algonquin Trail St	1.3 kms west of River Road	Lessard Bridge	?	\$ 288,000	72	L
Randy's Culvert	Pleasant Valley Road-1.5 km N of Count	Steel	43	\$ 224,300	65	L
Rath's Culvert	S. McNaughton Road-1.5 km E of Culhar	Steel	36	\$ 693,700	58	M
Raycroft Culvert	64-7.6 km W of Highway 41	CIP Concrete	46	\$ 1,201,200	74	L
Red Rock Tri Pipes	Red Rock Road-1 km S of CR 58	Steel	16	\$ 386,000	70	L
Reid Lake K&P Trail Structure	1.4 kms south of Ferguslea Road	CIP Concrete Ope	102	\$ 670,000	60	L
Riopelle's Culvert	Ferguslea Road-1.5 km S of Highway 13	Steel	31	\$ 404,400	71	L
Robertson Twin Pipes	Robertson Line-1.5 km E of County Roac	Steel	33	\$ 607,800	49	M
Rockingham Creek Box Culvert	62-at Martin Recoskie Rd	CIP Concrete	43	\$ 1,276,800	71	L
Rockingham Creek Culvert	68 - Rockingham Rd-10 km S of County F	Steel	7	\$ 540,200	75	L
Rook Culvert	Burwell Road-1 km NE of Micksburg Roa	Aluminum	10	\$ 698,800	85	L
Ross Road Double Cell	Ross Road-0.15 km S of Micksburg Road	Timber	53	\$ 284,500	74	L
Ross Road Triple Cell	Ross Road-1.2 km NE of County Road 11	Timber	53	\$ 262,400	66	L
Rox Siding Culvert	Rox Siding Road-0.6 km S of HWY17	Poly Coated Steel	16	\$ 323,100	66	L
Royal Pines Culvert	Royal Pines Road-1.2 km S of CR 30	PC Concrete	5	\$ 397,500	75	L
Ryan Creek Culvert	Campbell Drive-3.5 km W of Highway 17	Steel	33	\$ 441,100	69	L
Sand Road Twin Pipes	Sand Road-0.5 km W of County Road 51	Steel	36	\$ 431,200	63	L
Schimmins Creek Bridge	Welk Road-2.3 km N of County Road 51'	30' Lessard Bridge	19	\$ 470,182	70	L
Scollard Bridge	Pucker Street-3 km E of County Road 34	Hybrid	95	\$ 790,944	75	L
Sheedys Creek 1 Algonquin Trail	14.3 kms east of Dunlop Crescent	Concrete Rigid Fra	?	\$ 196,000	49	M
Sheedys Creek 2 Algonquin Trail	13.1 kms east of Dunlop Crescent	CIP Box Culvert	115	\$ 229,000	74	L
Sheedys Creek 3 Algonquin Trail	12.4 kms east of Dunlop Crescent	Rail style I Girder/	?	\$ 111,000	66	L
Sheedys Creek 4 Algonquin Trail	11.8 kms east of Dunlop Crescent	CIP Rigid Frame	?	\$ 268,000	56	M
Sheedys Creek 5 Algonquin Trail	9.6 kms east of Dunlop Crescent	CIP Box Culvert	?	\$ 377,000	75	L
Sheedys Creek 6 Algonquin Trail	8.5 kms east of Dunlop Crescent	CIP Concrete Fran	?	\$ 262,000	46	M
Sherwood River Bridge	58-17 km N of Highway 60	Precast Concrete	56	\$ 1,886,500	69	L
Sherwood River Culvert	Paugh Lake Road-6 km N of Highway 60	PC Concrete	34	\$ 438,900	64	L
Siberia Twin Pipes	69-4.9 km W of Hwy 60 @ Niagara Cresc	Steel	17	\$ 318,600	74	L
Sicards Creek Culvert	512-10.4 km N of Brudenell	Steel	14	\$ 367,600	73	L
Silver Creek Culverts	Silver Lake Road-1.1 km W of Wolfe Rd	Steel	53	\$ 209,700	58	M
Ski Hill Bridge	58-3.2 km W of Stencells Rd.	Cast in Place	86	\$ 1,053,531	69	L
Snake River Algonquin Trail Stru	0.5 kms north of Poff Road	Rail style I Girder/	114	\$ 1,084,000	61	L
Snake River Bridge	Snake River Road-2.3 km S of County Ro	Cast in Place	24	\$ 2,073,803	74	L
Snake River Culvert	8-2 km E of Micksburg Road	CIP Concrete	41	\$ 530,000	70	L
Springtown Bridge	Springtown Bridge Rd-0.3 km S of Count	Concrete/Steel	21	\$ 3,116,000	74	L
St. Columbkille's Culvert	58-50 m S of TV Tower Rd	CIP Concrete	63	\$ 1,935,000	62	L
Stencell's Culvert	Stencells Road-0.3 km N of County Road	Steel	33	\$ 704,600	57	M
Stewartville Bridge	Stewartville Road-0.2 km S of Stewartv	Concrete	39	\$ 3,823,750	73	L
Stoppas Culvert	Stoppa Road-1 km SW of Highway 17	Steel	4	\$ 311,400	95	L
Stream LH/Wylie Creek 2 Algon	3 kms north of Wylie Road	Concrete I Girder	1	\$ 756,000	95	L
Sylvester Power's Bridge	Kennelly Road-1 km N of County Road 5	Steel/Timber	83	\$ 1,114,344	75	L
Third Line Bridge	Stafford Third Line-3.5 km NW of CR 13	Precast Concrete	18	\$ 1,569,797	75	L
Thompson Hill Culvert	52-0.6 km S of Pucker St	Steel	32	\$ 685,800	64	L
Thompson Road Culvert	Thompson Road -2.5 km S of River Road	Poly Coated Steel	14	\$ 1,349,900	73	L
Tims Waba Creek Bridge	23-2.3 km S of County Road 2	Steel	32	\$ 367,900	69	L
Tomisini's Culvert	58-0.3 km W of Red Rock Road	Steel	21	\$ 314,500	63	L
Townline Culvert	512-0.1 km W of Silver Lake Road	Steel	43	\$ 614,300	75	L
Tramore Bridge	Tramore Road-0.25 km N of County Roa	Bailey Bridge	18	\$ 1,196,000	74	L
Tucker Creek Algonquin Trail Str	0.1 kms south of Deluthier Road	Steel I-Girder Brid	?	\$ 394,000	65	L
Turcotte Bridge	Code Road-2.2 km NE of Micksburg Rd	Cast in Place Con	103	\$ 384,209	27	H
Turner's Bridge	Turners Road-5 km W of County Road 51	Precast	42	\$ 1,233,733	72	L
Turners Creek Culvert	58-1 km W of Jack Chute Rd	CIP Concrete	2023	\$ 440,600	73	L
Turtle Culverts (aka Callaghan C	68-6.2 km East of CR 515	Steel on Concrete	10	\$ 457,200	75	L
Vanderploegs Culvert	Russett Drive-4.8 km N of CR 45	CIP Concrete	87	\$ 295,700	52	M
Voldeeks Culvert	Letterkenny Road-8.5 km S of County Rc	Steel	46	\$ 205,900	62	L
Waba Creek Bridge	52-0.7 km N of CR 2	Concrete	39	\$ 1,292,025	70	L
Waba Creek Bridge	2-0.8 km W of County Road 23	Cast In Place	51	\$ 1,457,929	67	L
Wadsworth Creek Culvert	Vistula Road-9 km N of County Road 62	PC Concrete	8	\$ 425,300	75	L

Current Service Level Replacement Cost - Bridges Culverts

BRIDGE/CULVERT	LOCATION	TYPE	AGE	REPLACEMENT COST	BCI	RISK ASSESSMENT
Wadsworth Lake Culvert	Old Barry's Bay Road-10 km N of County	Poly Coated Steel	1	\$ 303,500	98	L
Water St/Pembroke Algonquin	0.3 kms west of College Way	Rail style I Girder	50	\$ 404,000	68	L
Westmeath Culvert	12-0 km of Village of Westmeath	CIP Concrete	103	\$ 316,800	75	L
Wilderness Arch	Rafting Road-0.4 km E of Grant Settlement	Steel on Concrete	38	\$ 250,200	81	L
Wilno Road Culvert	Wilno Road North-11.5 km N of Hwy 60	Steel	36	\$ 404,400	75	L
Wilson Lake Culvert	65-6.5 km E of Camel Chute	CIP Concrete	31	\$ 651,900	74	L
Wingle Creek Twin Culverts	Rochfort Road-4.1 km S of Ruby Rd (CR 70)	Steel	1	\$ 209,200	98	L
Wolf Road Twin pipes	Wolfe Road-3.2 Km S of CR 70 (Ruby Rd)	Steel	2	\$ 134,400	98	L
Worms Culvert	20-0.5 km N of Highway 17	Steel	25	\$ 313,300	49	M
Wren Drain Box Culvert	22-0.5 km W of County Road 5	PC Concrete	34	\$ 789,400	75	L
Wylie Creek 1 Algonquin Trail St	0.4 kms north of Wylie Road	CIP Concrete Ope	?	\$ 536,000	58	M
Wylie Creek 3 Algonquin Trail St	8.5 kms north of Wylie Road	Stone Masonry Oj	?	\$ 536,000	66	L
Young Creek Algonquin Trail Str	0.1 kms north of Deluthier Road	Steel I-Girder Brid	?	\$ 398,000	69	L
Zanders Bridge	Zanders Rd-2 km E of County Road 26	Precast Concrete	35	\$ 1,638,945	71	L
Zienans Culvert	Roesler Road-1.6 Km N of Burchat Road	PC Concrete	5	\$ 278,100	95	L
			<b>53</b>	<b>\$ 308,289,955</b>	<b>68</b>	<b>L</b>

Current Service Level Replacement Costs - Buildings

DEPARTMENT DIVISION	DESCRIPTION	LOCATION	AGE	SIZE (SQUARE FOOT)	REPLACEMENT COST	FCI RATING	RISK ASSESSMENT
AMBULANCE BASE	AMBULANCE BASE	BUILDING ARNPRIOR BASE STATION	17	2,885	\$2,074,315.00	10%	L
AMBULANCE BASE	AMBULANCE BASE	BUILDING BARRY'S BAY BASE STATION	14	3,240	\$2,329,560.00	9%	L
AMBULANCE BASE	AMBULANCE BASE	BUILDING DEEP RIVER BASE STATION	10	3,240	\$2,329,560.00	8%	L
AMBULANCE BASE	AMBULANCE BASE	BUILDING EGANVILLE BASE STATION (UN	12	1,615	\$1,600,000.00		
AMBULANCE BASE	AMBULANCE BASE	BUILDING PETAWAWA BASE STATION	14	3,240	\$2,329,560.00	10%	L
DEVELOPMENT AND PROPERTY	80 MCGONIGAL ARNPRIOR	BUILDING 80 MCGONIGAL ARNPRIOR	10	5,300	\$2,681,800.00	2%	L
DEVELOPMENT AND PROPERTY	COUNTY ADMIN BUILDING	BUILDING COUNTY ADMIN - STORAGE	14	861	\$155,841.00	0%	L
DEVELOPMENT AND PROPERTY	COUNTY ADMIN BUILDING	BUILDING COUNTY ADMINISTRATION	31	49,500	\$25,047,000.00	7%	L
DEVELOPMENT AND PROPERTY	OPP STATION RENFREW	BUILDING OPP STATION RENFREW	6	16,000	\$11,504,000.00	4%	L
DEVELOPMENT AND PROPERTY	RENFREW COUNTY PLACE	BUILDING RENFREW COUNTY PLACE	16	39,375	\$19,923,750.00	10%	L
DEVELOPMENT AND PROPERTY	RENFREW COUNTY PLACE	BUILDING RENFREW COUNTY PLACE STORAGE #2 (UNDER CONSTRUCTION)					
DEVELOPMENT AND PROPERTY	RENFREW COUNTY PLACE	BUILDING RENFREW COUNTY PLACE STORAGE #2 (UNDER CONSTRUCTION)					
LONG TERM CARE	BONNECHERE MANOR	BUILDING SUPERSTRUCTURE	28	138,000	\$69,828,000.00	5%	L
LONG TERM CARE	BONNECHERE MANOR	GARAGE STORAGE SHED	28	1,615	\$292,315.00	0%	L
LONG TERM CARE	MIRAMICHI LODGE	GARAGE STORAGE SHED	4	861	\$155,841.00	0%	L
LONG TERM CARE	MIRAMICHI LODGE	GARAGE STORAGE SHED	18	861	\$155,841.00	0%	L
LONG TERM CARE	MIRAMICHI LODGE	MIRAMICHI LODGE SUPERSTRUCTURE	18	154,000	\$77,924,000.00	3%	L
PUBLIC WORKS	HOUSING	BUILDING - COBDEN PATROL	71	6,000	\$3,636,000.00	11%	M
PUBLIC WORKS	HOUSING	BUILDING - GOSHEN PATROL	61	7,100	\$4,302,600.00	13%	M
PUBLIC WORKS	HOUSING	BUILDING - PEM PATROL	33	9,320	\$5,647,920.00	8%	L
PUBLIC WORKS	HOUSING	BUILDING - PEM PATROL COLD STORAGE	33	1,615	\$292,315.00	25%	M
PUBLIC WORKS	HOUSING	DOME SALT 21M COBDEN PATROL	36	1,615	\$292,315.00	14%	M
PUBLIC WORKS	HOUSING	DOME SALT 24M GOSHEN PATROL	29	1,615	\$292,315.00	10%	L
PUBLIC WORKS	HOUSING	DOME SALT 80F PEM PATROL	33	1,615	\$292,315.00	9%	L
PUBLIC WORKS	HOUSING	DOME SAND 24M COBDEN PATROL	36	1,615	\$292,315.00	0%	L
PUBLIC WORKS	HOUSING	DOME SAND 24M GOSHEN PATROL	37	1,615	\$292,315.00	10%	L
PUBLIC WORKS	HOUSING	DOME SAND 80F PEM PATROL	33	1,615	\$292,315.00	9%	L
PUBLIC WORKS	HOUSING	LEASEHOLD IMPROVEMENTS - CALABOGIE BLDG	6,000		\$3,636,000.00	9%	L
PUBLIC WORKS	HOUSING	LEASEHOLD IMPROVEMENTS - CALABOGIE SALT DOM	7,854		\$1,421,574.00	2%	L
PUBLIC WORKS	HOUSING	LEASEHOLD IMPROVEMENTS - CALABOGIE SAND DOM	7,854		\$1,421,574.00	2%	L
PUBLIC WORKS	HOUSING	LEASEHOLD IMPROVEMENTS - SWP BLDG	4	5,623	\$3,407,538.00	16%	M
PUBLIC WORKS	HOUSING	LEASEHOLD IMPROVEMENTS - SWP SALT	2	7,854	\$1,421,574.00	2%	L
PUBLIC WORKS	HOUSING	LEASEHOLD IMPROVEMENTS - SWP SAND	2	7,854	\$1,421,574.00	2%	L
RENFREW COUNTY HOUSING	1 Mackercher Drive COBDEN	BUILDING 1 MACKERCHER	37	19,755	\$6,499,395.00	10%	L
RENFREW COUNTY HOUSING	1030 - 1106 Lea Street PEMBR	BUILDING 1030-1046 LEA	50	6,182	\$2,009,150.00	15%	M
RENFREW COUNTY HOUSING	1030 - 1106 Lea Street PEMBR	BUILDING 1050-1066 LEA	50	6,182	\$2,009,150.00	15%	M
RENFREW COUNTY HOUSING	1030 - 1106 Lea Street PEMBR	BUILDING 1070-1084 LEA	50	5,495	\$1,785,875.00	15%	M
RENFREW COUNTY HOUSING	1030 - 1106 Lea Street PEMBR	BUILDING 1090-1106 LEA	50	6,182	\$2,009,150.00	15%	M
RENFREW COUNTY HOUSING	1030 - 1106 Lea Street PEMBR	BUILDING P07 MAINTENANCE	50	2,700	\$488,700.00	7%	L
RENFREW COUNTY HOUSING	1030 - 1106 Lea Street PEMBR	LEA & DOUGLAS NEW BUILD (UNDER CONSTRUCTION)					
RENFREW COUNTY HOUSING	1110 - 1144 Lea Street PEMBR	BUILDING 1110-1124 LEA	50	7,260	\$2,359,500.00	21%	M
RENFREW COUNTY HOUSING	1110 - 1144 Lea Street PEMBR	BUILDING 1130-1144 LEA	50	7,260	\$2,359,500.00	21%	M
RENFREW COUNTY HOUSING	1110 - 1144 Lea Street PEMBR	BUILDING P08 GARBAGE ENCLOSURE	50	720	\$130,320.00	7%	L
RENFREW COUNTY HOUSING	150 Elizabeth St. N. PEMBROK	BUILDING 150 ELIZABETH	50	26,256	\$8,638,224.00	12%	M
RENFREW COUNTY HOUSING	172 - 202 Cecil Street PEMBR	BUILDING 172/174 CECIL	48	2,000	\$650,000.00	7%	L
RENFREW COUNTY HOUSING	172 - 202 Cecil Street PEMBR	BUILDING 202 CECIL (UNDER CONSTRUCTION)					
RENFREW COUNTY HOUSING	19 Smith Street BEACHBURG	BUILDING 19 SMITH	47	8,159	\$2,684,311.00	9%	L
RENFREW COUNTY HOUSING	19 Smith Street BEACHBURG	BUILDING 19 SMITH - MAINTENANCE	47	432	\$78,192.00	7%	L
RENFREW COUNTY HOUSING	200 Caruso ARNPRIOR	BUILDING 200 CARUSO 11-14	34	4,000	\$1,300,000.00	18%	M
RENFREW COUNTY HOUSING	200 Caruso ARNPRIOR	BUILDING 200 CARUSO 15-17	34	3,000	\$975,000.00	18%	M
RENFREW COUNTY HOUSING	200 Caruso ARNPRIOR	BUILDING 200 CARUSO 1-6	34	6,000	\$1,950,000.00	18%	M
RENFREW COUNTY HOUSING	200 Caruso ARNPRIOR	BUILDING 200 CARUSO 18-21	34	4,000	\$1,300,000.00	18%	M
RENFREW COUNTY HOUSING	200 Caruso ARNPRIOR	BUILDING 200 CARUSO 22-25	34	4,000	\$1,300,000.00	18%	M
RENFREW COUNTY HOUSING	200 Caruso ARNPRIOR	BUILDING 200 CARUSO 7-10	34	4,000	\$1,300,000.00	18%	M
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 204/206 CECIL	53	2,066	\$671,450.00	8%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 208/210 CECIL	53	2,066	\$671,450.00	10%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 211/213 CECIL	53	2,066	\$671,450.00	9%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 212/214 CECIL	53	2,066	\$671,450.00	8%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 215/217 CECIL	53	2,066	\$671,450.00	9%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 216/218 CECIL	53	2,066	\$671,450.00	9%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 219/221 CECIL	53	2,066	\$671,450.00	8%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 220/222 CECIL	53	2,066	\$671,450.00	9%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 223/225 CECIL	53	2,066	\$671,450.00	9%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 224/226 CECIL	53	2,066	\$671,450.00	10%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 227/229 CECIL	53	2,066	\$671,450.00	8%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 228/230 CECIL	53	2,066	\$671,450.00	10%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 231/233 CECIL	53	2,066	\$671,450.00	8%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 232/234 CECIL	53	2,066	\$671,450.00	9%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 235/237 CECIL	53	2,066	\$671,450.00	9%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 236/238 CECIL	53	2,066	\$671,450.00	9%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 239/241 CECIL	53	2,066	\$671,450.00	9%	L
RENFREW COUNTY HOUSING	204 - 242 Cecil Street PEMBR	BUILDING 240/242 CECIL	53	2,066	\$671,450.00	10%	L
RENFREW COUNTY HOUSING	228 Edward Street ARNPRIOR	BUILDING 228 EDWARD	45	900	\$292,500.00	8%	L
RENFREW COUNTY HOUSING	229-231 Albert Street ARNPRIOR	BUILDING 229/231 ALBERT	53	15,000	\$4,875,000.00	15%	M
RENFREW COUNTY HOUSING	229-231 Albert Street ARNPRIOR	BUILDING 229/231 ALBERT - MAINTENAN	53	432	\$140,400.00	4%	L
RENFREW COUNTY HOUSING	236 Hall Avenue RENFREW	BUILDING 236 HALL	46	57,460	\$18,904,340.00	9%	L
RENFREW COUNTY HOUSING	26 Spruce ARNPRIOR	BUILDING 26 SPRUCE 1-16	31	12,077	\$3,973,333.00	11%	M
RENFREW COUNTY HOUSING	26 Spruce ARNPRIOR	BUILDING 26 SPRUCE 17-20	31	3,832	\$1,245,400.00	14%	M
RENFREW COUNTY HOUSING	26 Spruce ARNPRIOR	BUILDING 26 SPRUCE 21-26	31	5,748	\$1,868,100.00	14%	M
RENFREW COUNTY HOUSING	26 Spruce ARNPRIOR	BUILDING 26 SPRUCE 27-32	31	5,748	\$1,868,100.00	14%	M
RENFREW COUNTY HOUSING	260 Elizabeth St. N. PEMBROK	BUILDING 260 ELIZABETH	44	42,770	\$14,071,330.00	18%	M
RENFREW COUNTY HOUSING	400 Nelson Street PEMBROKE	BUILDING 400 NELSON	53	9,000	\$2,961,000.00	13%	M
RENFREW COUNTY HOUSING	41 Vimy Boulevard RENFREW	BUILDING 41 VIMY	48	28,300	\$9,310,700.00	16%	M
RENFREW COUNTY HOUSING	425 Nelson Street PEMBROKE	BUILDING 425 NELSON	48	11,700	\$3,849,300.00	51%	M
RENFREW COUNTY HOUSING	435 - 481 Nelson Street PEMBR	BUILDING 435-441 NELSON	51	3,450	\$1,121,250.00	45%	M
RENFREW COUNTY HOUSING	435 - 481 Nelson Street PEMBR	BUILDING 443-449 NELSON	51	3,450	\$1,121,250.00	45%	M
RENFREW COUNTY HOUSING	435 - 481 Nelson Street PEMBR	BUILDING 451-457 NELSON	51	3,450	\$1,121,250.00	45%	M
RENFREW COUNTY HOUSING	435 - 481 Nelson Street PEMBR	BUILDING 459-465 NELSON	51	3,450	\$1,121,250.00	45%	M
RENFREW COUNTY HOUSING	435 - 481 Nelson Street PEMBR	BUILDING 467-473 NELSON	51	3,450	\$1,121,250.00	45%	M
RENFREW COUNTY HOUSING	435 - 481 Nelson Street PEMBR	BUILDING 475-481 NELSON	51	3,450	\$1,121,250.00	45%	M

Current Service Level Replacement Costs - Buildings

DEPARTMENT DIVISION	DESCRIPTION	LOCATION	AGE	SIZE (SQARE FOOT)	REPLACEMENT COST	FCI RATING	RISK ASSESSMENT
RENFREW COUNTY HOUSING	44 Lorne Street RENFREW	BUILDING 44 LORNE	51	7,400	\$2,434,600.00	19%	M
RENFREW COUNTY HOUSING	44 Lorne Street RENFREW	BUILDING 44 LORNE - MAINTENANCE	51	720	\$130,320.00	7%	L
RENFREW COUNTY HOUSING	510 McKay/515 River PEMBRO	BUILDING 510 MCKAY	47	23,000	\$7,567,000.00	14%	M
RENFREW COUNTY HOUSING	510 McKay/515 River PEMBRO	BUILDING 515 RIVER	47	13,800	\$4,540,200.00	12%	M
RENFREW COUNTY HOUSING	55 Poplar Avenue DEEP RIVER	BUILDING 55 POPLAR	47	19,000	\$6,251,000.00	8%	L
RENFREW COUNTY HOUSING	59 Wallace Street EGANVILLE	BUILDING 59 WALLACE	53	19,800	\$6,514,200.00	11%	M
RENFREW COUNTY HOUSING	59 Wallace Street EGANVILLE	BUILDING P05 STORAGE	53	650	\$213,850.00	4%	L
RENFREW COUNTY HOUSING	5967 Palmer Road PALMER RA	BUILDING 5967 PALMER RAPIDS	44	14,461	\$4,757,669.00	46%	M
RENFREW COUNTY HOUSING	5967 Palmer Road PALMER RA	BUILDING 5967 PALMER STORAGE	44	384	\$69,504.00	7%	L
RENFREW COUNTY HOUSING	63 Russell Street ARNPRIOR	BUILDING 63 RUSSELL	43	33,515	\$11,026,435.00	11%	L
RENFREW COUNTY HOUSING	72 Sullivan Crescent ARNPRIOR	BUILDING 44/46 SULLIVAN	55	1,800	\$585,000.00	12%	L
RENFREW COUNTY HOUSING	72 Sullivan Crescent ARNPRIOR	BUILDING 45/47 SULLIVAN	55	1,800	\$585,000.00	16%	L
RENFREW COUNTY HOUSING	72 Sullivan Crescent ARNPRIOR	BUILDING 48/50 SULLIVAN	55	1,800	\$585,000.00	14%	L
RENFREW COUNTY HOUSING	72 Sullivan Crescent ARNPRIOR	BUILDING 49/51 SULLIVAN	55	1,800	\$585,000.00	14%	L
RENFREW COUNTY HOUSING	72 Sullivan Crescent ARNPRIOR	BUILDING 52/54 SULLIVAN	55	1,800	\$585,000.00	12%	L
RENFREW COUNTY HOUSING	72 Sullivan Crescent ARNPRIOR	BUILDING 56/58 SULLIVAN	55	1,800	\$585,000.00	12%	L
RENFREW COUNTY HOUSING	72 Sullivan Crescent ARNPRIOR	BUILDING 60/62 SULLIVAN	55	1,800	\$585,000.00	14%	L
RENFREW COUNTY HOUSING	72 Sullivan Crescent ARNPRIOR	BUILDING 64/66 SULLIVAN	55	1,800	\$585,000.00	12%	L
RENFREW COUNTY HOUSING	72 Sullivan Crescent ARNPRIOR	BUILDING 70/72 SULLIVAN	55	1,800	\$585,000.00	14%	L
RENFREW COUNTY HOUSING	75 Stafford Street BARRYS BAY	BUILDING 75 STAFFORD	47	23,232	\$7,643,328.00	12%	L
RENFREW COUNTY HOUSING	75 Stafford Street BARRYS BAY	BUILDING 75 STAFFORD - STORAGE	47	320	\$57,920.00	7%	L
RENFREW COUNTY HOUSING	8 Burwash Street ARNPRIOR	BUILDING 8 BURWASH	45	39,325	\$12,937,925.00	13%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 174/178 MASSEY	49	1,800	\$585,000.00	12%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 202 MASSEY	49	900	\$292,500.00	20%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 220/224 AIRTH	49	1,800	\$585,000.00	20%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 257/259 AIRTH	49	1,800	\$585,000.00	22%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 266/268 AIRTH	49	1,800	\$585,000.00	20%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 267/269 AIRTH	49	1,800	\$585,000.00	26%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 275/279 AIRTH	49	1,800	\$585,000.00	22%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 283/287 AIRTH	49	1,800	\$585,000.00	22%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 291/295 AIRTH	49	1,800	\$585,000.00	18%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 298/300 AIRTH	49	1,800	\$585,000.00	16%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 308/310 AIRTH	49	1,800	\$585,000.00	18%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 318/320 AIRTH	49	1,800	\$585,000.00	22%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 328/330 AIRTH	49	1,800	\$585,000.00	26%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 338/340 AIRTH	49	1,800	\$585,000.00	26%	L
RENFREW COUNTY HOUSING	Airth Blvd./Massey Cres. RENF	BUILDING 348/350 AIRTH	49	1,800	\$585,000.00	26%	L
RENFREW COUNTY HOUSING	Bronx St./Reynolds Ave. PEMB	BUILDING 200-206 REYNOLDS	46	4,760	\$1,547,000.00	13%	L
RENFREW COUNTY HOUSING	Bronx St./Reynolds Ave. PEMB	BUILDING 208-212 REYNOLDS	46	3,570	\$1,160,250.00	13%	L
RENFREW COUNTY HOUSING	Bronx St./Reynolds Ave. PEMB	BUILDING 214-222 REYNOLDS	46	5,950	\$1,933,750.00	13%	L
RENFREW COUNTY HOUSING	Bronx St./Reynolds Ave. PEMB	BUILDING 224-228 REYNOLDS	46	3,570	\$1,160,250.00	13%	L
RENFREW COUNTY HOUSING	Bronx St./Reynolds Ave. PEMB	BUILDING 230-236 REYNOLDS	46	4,760	\$1,547,000.00	13%	L
RENFREW COUNTY HOUSING	Bronx St./Reynolds Ave. PEMB	BUILDING 238/240 REYNOLDS	46	3,570	\$1,160,250.00	13%	L
RENFREW COUNTY HOUSING	Bronx St./Reynolds Ave. PEMB	BUILDING 966-974 BRONX	46	5,950	\$1,933,750.00	13%	L
RENFREW COUNTY HOUSING	Bronx St./Reynolds Ave. PEMB	BUILDING 976/978 BRONX	46	2,380	\$773,500.00	13%	L
RENFREW COUNTY HOUSING	Bronx St./Reynolds Ave. PEMB	BUILDING 980/982 BRONX	46	2,380	\$773,500.00	13%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 103 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 107 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 113 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 119 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 123 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 127 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 131 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 41 FOURTH	69	900	\$270,000.00	10%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 47 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 48 THIRD	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 53 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 54 THIRD	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 59 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 62 THIRD	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 65 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 74 RIVERVIEW	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 78 RIVERVIEW	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 82 RIVERVIEW	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 85 BRIDGE	69	900	\$270,000.00	10%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 86 LAIRD	69	900	\$270,000.00	10%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 86 RIVERVIEW	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 87 RIVERVIEW	69	900	\$270,000.00	10%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 89 FOURTH	69	900	\$270,000.00	10%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 95 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	McLachlin Heights ARNPRIOR	BUILDING 99 FOURTH	69	900	\$270,000.00	9%	L
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 110 MCLEAN	70	900	\$270,000.00	10%	L
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 111 FRANCIS	70	900	\$270,000.00	14%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 135 FRANCIS	70	900	\$270,000.00	15%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 136 MCLEAN	70	900	\$270,000.00	11%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 149 FRANCIS	70	900	\$270,000.00	15%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 332 GEORGE	70	900	\$270,000.00	15%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 333 ALLAN	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 334 ALLAN	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 334 ARCHIBALD	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 335 GEORGE	70	900	\$270,000.00	11%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 337 ALLAN	70	900	\$270,000.00	12%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 338 ALLAN	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 338 ARCHIBALD	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 343 GEORGE	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 344 GEORGE	70	900	\$270,000.00	15%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 345 ALLAN	70	900	\$270,000.00	12%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 346 ALLAN	70	900	\$270,000.00	12%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 347 GEORGE	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 351 ALLAN	70	900	\$270,000.00	13%	M

Current Service Level Replacement Costs - Buildings

DEPARTMENT DIVISION	DESCRIPTION	LOCATION	AGE	SIZE (SQARE FOOT)	REPLACEMENT COST	FCI RATING	RISK ASSESMENT
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 352 ALLAN	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 361 ALLAN	70	900	\$270,000.00	12%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 362 ALLAN	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 369 ALLAN	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 370 ALLAN	70	900	\$270,000.00	12%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 373 ALLAN	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 374 ALLAN	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 375 GEORGE	70	900	\$270,000.00	12%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 53 FRANCIS	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 57 FRANCIS	70	900	\$270,000.00	13%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 67 FRANCIS	70	900	\$270,000.00	11%	M
RENFREW COUNTY HOUSING	Moran Heights RENFREW	BUILDING 95 FRANCIS	70	900	\$270,000.00	14%	M
RENFREW COUNTY HOUSING	Nelson/Fraser/Arnolds PEMBR	BUILDING 130-144 FRASER	46	6,800	\$2,210,000.00	12%	M
RENFREW COUNTY HOUSING	Nelson/Fraser/Arnolds PEMBR	BUILDING 135-147 ARNOLD	46	5,950	\$1,933,750.00	12%	M
RENFREW COUNTY HOUSING	Nelson/Fraser/Arnolds PEMBR	BUILDING 520-526 NELSON	46	3,400	\$1,105,000.00	12%	M
RENFREW COUNTY HOUSING	Nelson/Fraser/Arnolds PEMBR	BUILDING 528-532 NELSON	46	2,550	\$828,750.00	12%	M
RENFREW COUNTY HOUSING	Nelson/Fraser/Arnolds PEMBR	BUILDING 534-538 NELSON	46	2,550	\$828,750.00	12%	M
RENFREW COUNTY HOUSING	Nelson/Fraser/Arnolds PEMBR	BUILDING 540-546 NELSON	46	3,400	\$1,105,000.00	12%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 206/208 OAK	53	1,800	\$585,000.00	20%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 207/209 OAK	53	1,800	\$585,000.00	16%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 216/218 OAK	53	1,800	\$585,000.00	17%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 217/219 OAK	53	1,800	\$585,000.00	17%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 224/226 OAK	53	1,800	\$585,000.00	17%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 225/227 OAK	53	1,800	\$585,000.00	16%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 230/232 OAK	53	1,800	\$585,000.00	20%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 233/235 OAK	53	1,800	\$585,000.00	16%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 238/240 OAK	53	1,800	\$585,000.00	16%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 241/243 OAK	53	1,800	\$585,000.00	17%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 248/250 OAK	53	1,800	\$585,000.00	14%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 249/251 OAK	53	1,800	\$585,000.00	17%	M
RENFREW COUNTY HOUSING	Oak Cres./Frank Dench St. REN	BUILDING 596/598 FRANK DENCH	53	1,800	\$585,000.00	20%	M
RENFREW COUNTY HOUSING	Vimy former "Opeongo" RENF	BUILDING 136-144 VIMY (OPEONGO)	35	4,600	\$1,495,000.00	8%	L
RENFREW COUNTY HOUSING	Vimy former "Opeongo" RENF	BUILDING 143-157 VIMY (OPEONGO)	35	7,600	\$2,470,000.00	7%	L
RENFREW COUNTY HOUSING	Vimy former "Opeongo" RENF	BUILDING 158-172 VIMY (OPEONGO)	35	7,400	\$2,405,000.00	5%	L
RENFREW COUNTY HOUSING	Vimy former "Opeongo" RENF	BUILDING 190-204 VIMY (OPEONGO)	35	7,600	\$2,470,000.00	5%	L
RENFREW COUNTY HOUSING	Vimy former "Opeongo" RENF	BUILDING 205-219 VIMY (OPEONGO)	35	7,600	\$2,470,000.00	5%	L
RENFREW COUNTY HOUSING	Vimy former "Opeongo" RENF	BUILDING 214-222 VIMY (OPEONGO)	35	4,500	\$1,462,500.00	5%	L
RENFREW COUNTY HOUSING	Vimy former "Opeongo" RENF	BUILDING 224 VIMY (OPEONGO) - OFFICE	35	1,248	\$405,600.00	7%	L
RENFREW COUNTY HOUSING	Wilfred Cres./Edward St. ARNP	BUILDING 199/201 WILFRED	50	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred Cres./Edward St. ARNP	BUILDING 208/210 EDWARD	50	1,800	\$585,000.00	18%	M
RENFREW COUNTY HOUSING	Wilfred Cres./Edward St. ARNP	BUILDING 263/265 EDWARD	50	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred Cres./Edward St. ARNP	BUILDING 269/271 EDWARD	50	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred Cres./Edward St. ARNP	BUILDING 275/277 EDWARD	50	1,800	\$585,000.00	27%	M
RENFREW COUNTY HOUSING	Wilfred Cres./Edward St. ARNP	BUILDING 281/283 EDWARD	50	1,800	\$585,000.00	27%	M
RENFREW COUNTY HOUSING	Wilfred Cres./Edward St. ARNP	BUILDING 287/289 EDWARD	50	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred Cres./Edward St. ARNP	BUILDING 293/295 EDWARD	50	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred Cres./Edward St. ARNP	BUILDING 299/301 EDWARD	50	1,800	\$585,000.00	27%	M
RENFREW COUNTY HOUSING	Wilfred Cres./Edward St. ARNP	BUILDING 305/307 EDWARD	50	1,800	\$585,000.00	18%	M
RENFREW COUNTY HOUSING	Wilfred/Allan ARNPRIOR	BUILDING 177/179 ALLAN	56	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred/Allan ARNPRIOR	BUILDING 178/180 WILFRED	56	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred/Allan ARNPRIOR	BUILDING 181/183 ALLAN	56	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred/Allan ARNPRIOR	BUILDING 182/184 WILFRED	56	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred/Allan ARNPRIOR	BUILDING 208/210 WILFRED	56	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred/Allan ARNPRIOR	BUILDING 211/213 ALLAN	56	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred/Allan ARNPRIOR	BUILDING 212/214 WILFRED	56	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred/Allan ARNPRIOR	BUILDING 226/228 WILFRED	56	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred/Allan ARNPRIOR	BUILDING 230/232 WILFRED	56	1,800	\$585,000.00	22%	M
RENFREW COUNTY HOUSING	Wilfred/Allan ARNPRIOR	BUILDING 242/244 WILFRED	56	1,800	\$585,000.00	22%	M
				<b>1,321,590</b>	<b>\$514,188,563.00</b>	<b>6%</b>	<b>L</b>



Current Service Level Replacement Cost - Equipment

DEPARTMENT DIVISION	DESCRIPTION	AGE	REPLACEMENT VALUE	CONDITION	RISK ASSESSMENT
LONG TERM CARE - BM	LIFT TUB ARJO AMBULIFT	22	\$ 15,300.00	very poor	M
LONG TERM CARE - BM	LIFT TUB ARJO AMBULIFT	22	\$ 15,300.00	very poor	M
LONG TERM CARE - BM	LIFT TUB ARJO MAXIMOVE	22	\$ 15,300.00	very poor	M
LONG TERM CARE - BM	MIXER HOBART 0380	28	\$ 17,900.00	very poor	M
LONG TERM CARE - BM	NURSE CALL SYSTEM	15	\$ 296,600.00	poor	M
LONG TERM CARE - BM	NURSE CAREPOINT KIOSKS SYSTEM	13	\$ 80,200.00	poor	M
LONG TERM CARE - BM	PHONE SYSTEM NEC SPECTRALINK	11	\$ 112,100.00	poor	M
LONG TERM CARE - BM	RESPIRATORY FIT TESTER	4	\$ 17,500.00	fair	L
LONG TERM CARE - BM	RESPIRATORY FIT TESTER	1	\$ 16,000.00	very good	L
LONG TERM CARE - BM	SECURITY SYSTEM - WIRELESS RNA	11	\$ 40,300.00	poor	M
LONG TERM CARE - BM	SERVER HP PROLIANT DL380 GEN9	7	\$ 20,000.00	poor	M
LONG TERM CARE - BM	SERVER PROLIANT HP DL380 GEN 10	1	\$ 20,000.00	good	L
LONG TERM CARE - BM	SERVER PROLIANT ML370 G4	17	\$ 20,000.00	very poor	M
LONG TERM CARE - BM	SEWAGE PUMPING STATION CONTROL	6	\$ 27,600.00	fair	L
LONG TERM CARE - BM	SOFTWARE CLIMATE CONTROL MONIT	8	\$ 47,600.00	fair	L
LONG TERM CARE - BM	SOFTWARE IDT SCHEDULING	24	NA	NA	
LONG TERM CARE - BM	SOFTWARE PM WORX SNYCHRONIZAT	16	\$ 16,900.00	poor	M
LONG TERM CARE - BM	SOFTWARE SYNERGY PLATINUM	18	\$ 16,000.00	poor	M
LONG TERM CARE - BM	SOLAR PANELS ROOFTOP	9	\$ 796,700.00	fair	L
LONG TERM CARE - BM	STEAMER CONVECTION GARLAND	12	\$ 17,300.00	poor	M
LONG TERM CARE - BM	TUB HYDROMASSAGE ARJO	19	\$ 19,000.00	poor	M
LONG TERM CARE - BM	TUB RHAPSODY HS ARJO	7	\$ 19,000.00	fair	L
LONG TERM CARE - BM	TUB RHAPSODY HS ARJO	8	\$ 19,000.00	fair	L
LONG TERM CARE - BM	TUB RHAPSODY HS ARJO	9	\$ 19,000.00	fair	L
LONG TERM CARE - BM	TUB RHAPSODY HS ARJO	10	\$ 19,000.00	fair	L
LONG TERM CARE - BM	TUB RHAPSODY HS ARJO	11	\$ 19,000.00	poor	M
LONG TERM CARE - BM	TUB RHAPSODY HS ARJO	12	\$ 19,000.00	poor	M
LONG TERM CARE - BM	TUB RHAPSODY HYDRO SOUND ARJO	13	\$ 19,000.00	poor	M
LONG TERM CARE - BM	TUB RHAPSODY SONIC ARJO	14	\$ 19,000.00	poor	M
LONG TERM CARE - BM	TUB SPA ARJO RH23	3	\$ 19,000.00	good	L
LONG TERM CARE - BM	TUB SPA ARJO RH23	3	\$ 19,000.00	good	L
LONG TERM CARE - BM	TV SYSTEM RESIDENT	11	\$ 56,300.00	poor	M
LONG TERM CARE - BM	WASHING MACHINE MILNOR 135LB	32	\$ 38,800.00	very poor	M
LONG TERM CARE - BM	WASHING MACHINE MILNOR 60 LB	12	\$ 24,200.00	fair	L
LONG TERM CARE - BM	WASHING MACHINE MILNOR 60 LB	12	\$ 24,200.00	fair	L
LONG TERM CARE - BM	WASHING MACHINE MILNOR 60 LB	12	\$ 24,200.00	fair	L
LONG TERM CARE - BM	WASHING MACHINE MILNOR 60 LB	14	\$ 24,200.00	fair	L
LONG TERM CARE - BM	WHEELCHAIR ELECTRIC W/BICYCLE	2	\$ 16,600.00	good	L
LONG TERM CARE - ML	AQUARIUM 8 FOOT 1A	19	\$ 15,000.00	poor	M
LONG TERM CARE - ML	AQUARIUM 8 FOOT 1B	19	\$ 15,000.00	poor	M
LONG TERM CARE - ML	AUDIO VISUAL SYSTEM - ML	3	\$ 26,700.00	good	L
LONG TERM CARE - ML	AUTOMATED DISPENSING CABINET	0	\$ 65,900.00	very good	L
LONG TERM CARE - ML	BAS - CONTROL SYSTEM	3	\$ 54,600.00	good	L
LONG TERM CARE - ML	CARPET EXTRACTOR AQUAPLUS	3	\$ 19,500.00	good	L
LONG TERM CARE - ML	DISHWASHER HOBART AM15 GAS	3	\$ 17,800.00	good	L
LONG TERM CARE - ML	DISHWASHER HOBART AM16	1	\$ 17,800.00	very good	L
LONG TERM CARE - ML	DISHWASHER HOBART AM16	1	\$ 17,800.00	very good	L
LONG TERM CARE - ML	FLOOR SCRUBBER FOCUS II AUTOSCR	1	\$ 15,800.00	very good	L
LONG TERM CARE - ML	FRYER GARLAND M35SS	18	\$ 15,600.00	poor	M
LONG TERM CARE - ML	GENERATOR CUMMINS 450DFEJ	18	\$ 358,000.00	fair	L
LONG TERM CARE - ML	GENERATOR CUMMINS 500 KW	17	\$ 657,600.00	poor	M
LONG TERM CARE - ML	HOOD EXHAUST SPRING AIR REVLOW	18	\$ 45,000.00	poor	M
LONG TERM CARE - ML	ICE CREAM SOFT SERVE & CART	14	\$ 15,600.00	fair	L
LONG TERM CARE - ML	KETTLE TILTING CLEVELAND KGL-40-T	18	\$ 34,000.00	poor	M
LONG TERM CARE - ML	LIFT CITADEL PLUS	1	\$ 15,300.00	very good	L
LONG TERM CARE - ML	LIFT HANDICAP TO STAGE	18	\$ 26,600.00	poor	M
LONG TERM CARE - ML	LIFT TUB ARJO ALENTI	1	\$ 15,300.00	very good	L
LONG TERM CARE - ML	LIFT TUB ARJO ALENTI	1	\$ 15,300.00	very good	L
LONG TERM CARE - ML	LIFT TUB ARJO ALENTI	1	\$ 15,300.00	very good	L
LONG TERM CARE - ML	LIFT TUB ARJO ALENTI	1	\$ 15,300.00	very good	L
LONG TERM CARE - ML	LIFT TUB ARJO ALENTI	1	\$ 15,300.00	very good	L
LONG TERM CARE - ML	LIFT TUB ARJO ALENTI	1	\$ 15,300.00	very good	L
LONG TERM CARE - ML	MIXER HOBART D-300T	18	\$ 15,700.00	poor	M
LONG TERM CARE - ML	MONITOR DOOR SYSTEM	18	\$ 198,900.00	poor	M
LONG TERM CARE - ML	NURSE CALL SYSTEM	18	\$ 316,200.00	poor	M
LONG TERM CARE - ML	NURSE CAREPOINT KIOSKS SYSTEM	12	\$ 95,500.00	poor	M
LONG TERM CARE - ML	OUTDOOR DIGITAL ILLUMINATED SIGN	0	\$ 37,600.00	very good	L
LONG TERM CARE - ML	OVEN/STEAMER COMBI	6	\$ 26,600.00	fair	L
LONG TERM CARE - ML	PHONE SYSTEM NURSE PANASONIC	6	\$ 68,600.00	fair	L
LONG TERM CARE - ML	PHONE SYSTEM PANASONIC (FMR TOS	18	\$ 311,700.00	poor	M
LONG TERM CARE - ML	RADIO ALVARION BREEZE BUNDLE	18	\$ 18,900.00	poor	M
LONG TERM CARE - ML	SERVER HP DL380 G6	13	\$ 20,000.00	very poor	M

Current Service Level Replacement Cost - Equipment

DEPARTMENT DIVISION	DESCRIPTION	AGE	REPLACEMENT VALUE	CONDITION	RISK ASSESSMENT
LONG TERM CARE - ML	SERVER HP PROLIANT DL380 GEN 10	1	\$ 20,000.00	good	L
LONG TERM CARE - ML	SERVER HP PROLIANT DL380 GEN9	7	\$ 20,000.00	fair	L
LONG TERM CARE - ML	SHOWER ARJO BBA125004	18	\$ 18,700.00	poor	M
LONG TERM CARE - ML	SHOWER ARJO BBA125004	18	\$ 18,700.00	poor	M
LONG TERM CARE - ML	SOFTWARE BUILDING AUTOMATION	9	\$ 23,600.00	fair	L
LONG TERM CARE - ML	SOFTWARE PM WORX SYNCHRONIZAT	19	\$ 25,400.00	poor	M
LONG TERM CARE - ML	STEAMER CONVECTION CLEVELAND 24	18	\$ 17,300.00	poor	M
LONG TERM CARE - ML	STEAMER CONVECTION CLEVELAND 24	6	\$ 17,300.00	fair	L
LONG TERM CARE - ML	SURVEILLANCE SYSTEM	7	\$ 49,800.00	fair	L
LONG TERM CARE - ML	TUB SPA ARJO RH23	4	\$ 19,000.00	fair	L
LONG TERM CARE - ML	TUB SPA ARJO RH23	4	\$ 19,000.00	fair	L
LONG TERM CARE - ML	TUB SPA ARJO RH23	4	\$ 19,000.00	fair	L
LONG TERM CARE - ML	TUB SPA ARJO RH23	3	\$ 19,000.00	good	L
LONG TERM CARE - ML	TUB SPA ARJO RH23	3	\$ 19,000.00	good	L
LONG TERM CARE - ML	TUB SPA ARJO RH23	3	\$ 19,000.00	good	L
LONG TERM CARE - ML	WASHING MACHINE UNIMAC 100LB	1	\$ 38,800.00	very good	L
LONG TERM CARE - ML	WASHING MACHINE UNIMAC 65LB	1	\$ 24,200.00	very good	L
LONG TERM CARE - ML	WASHING MACHINE UNIMAC 65LB	1	\$ 24,200.00	very good	L
LONG TERM CARE - ML	WHEELCHAIR ELECTRIC W/BICYCLE	4	\$ 16,600.00	fair	L
LONG TERM CARE - ML	WIRELESS MERU GATEWAY/CONTROLLI	13	\$ 75,900.00	very poor	M
LONG TERM CARE - ML	WIRELESS NETWORK	5	\$ 38,600.00	fair	L
PARAMEDIC SERVICES	BARCODE READING SYSTEM	10	\$ 42,100.00	fair	L
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	13	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	13	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	13	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	13	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	14	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	14	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	14	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	14	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	14	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	15	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	15	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	15	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	15	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	15	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	15	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	17	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	17	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	17	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	18	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	18	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	18	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	19	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	19	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	19	\$ 33,000.00	poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	20	\$ 33,000.00	very poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	20	\$ 33,000.00	very poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	21	\$ 33,000.00	very poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	21	\$ 33,000.00	very poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	21	\$ 33,000.00	very poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 12	21	\$ 33,000.00	very poor	M
PARAMEDIC SERVICES	DEFIBRILLATOR LP 15	2	\$ 33,000.00	good	L
PARAMEDIC SERVICES	DEFIBRILLATOR LP 15	2	\$ 33,000.00	good	L
PARAMEDIC SERVICES	DEFIBRILLATOR LP 15	2	\$ 33,000.00	good	L
PARAMEDIC SERVICES	DEFIBRILLATOR LP 15	2	\$ 33,000.00	good	L
PARAMEDIC SERVICES	DEFIBRILLATOR LP 15	2	\$ 33,000.00	good	L
PARAMEDIC SERVICES	DEFIBRILLATOR LP 15	2	\$ 33,000.00	good	L
PARAMEDIC SERVICES	RESPIRATORY FIT TESTER	2	\$ 16,500.00	good	L
PARAMEDIC SERVICES	SIMULATOR/MANIKIN ADULT	13	\$ 19,000.00	fair	L
PARAMEDIC SERVICES	SIMULATOR/MANIKIN BABY	13	\$ 21,300.00	fair	L
PARAMEDIC SERVICES	SOFTWARE - IMEDIC PARAMEDIC	15	NA	NA	
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO W/	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO W/	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO W/	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO XT	6	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO XT	6	\$ 32,400.00	fair	L

Current Service Level Replacement Cost - Equipment

DEPARTMENT DIVISION	DESCRIPTION	AGE	REPLACEMENT VALUE	CONDITION	RISK ASSESSMENT
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO XT	7	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO XT	7	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO XT	7	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO XT	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO XT	8	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO XT	9	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO XT	9	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO XT	9	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO XT	9	\$ 32,400.00	fair	L
PARAMEDIC SERVICES	STRETCHER - STRYKER POWER PRO XT	2	\$ 32,400.00	good	L
PUBLIC WORKS	BOOM BRUSH CUTTER	6	\$ 23,100.00	fair	L
PUBLIC WORKS	BOOM FLAIL	6	\$ 25,000.00	fair	L
PUBLIC WORKS	BOOM MOWER	6	\$ 108,800.00	fair	L
PUBLIC WORKS	BOOM MOWER	10	\$ 15,400.00	fair	L
PUBLIC WORKS	PLATE PACKER BOMAG	10	\$ 17,800.00	fair	L
PUBLIC WORKS	RETROREFLECTOMETER HANDHELD	4	\$ 16,100.00	fair	L
PUBLIC WORKS	SERVER HP PROLIANT DL380 GEN9	6	\$ 20,000.00	fair	L
PUBLIC WORKS	TANK WATER SLIP-ON	9	\$ 30,900.00	fair	L
PUBLIC WORKS	BOOM FLAIL MOWER	2	\$ 15,400.00	good	L
PUBLIC WORKS	BOOM FLAIL MOWER	3	\$ 15,300.00	good	L
PUBLIC WORKS	BOOM FLAIL MOWER	3	\$ 15,300.00	good	L
PUBLIC WORKS	PRESSURE WASHER	2	\$ 17,800.00	good	L
PUBLIC WORKS	RETROREFLECTOMETER HANDHELD	2	\$ 16,100.00	good	L
PUBLIC WORKS	SWEEPER PEMBROKE	3	\$ 27,400.00	good	L
PUBLIC WORKS	WORK MANAGER - PW	23	NA	NA	
PUBLIC WORKS	BUSH HOG/DITCH MOWER-GOSHEN	19	\$ 15,000	poor	M
PUBLIC WORKS	BUSH HOG/DITCH MOWER-PEMBROKE	19	\$ 15,000	poor	M
PUBLIC WORKS	BUSH HOG/DITCH MOWER-SW	19	\$ 15,000	poor	M
PUBLIC WORKS	BOOM MOWER	11	\$ 15,400.00	poor	L
PUBLIC WORKS	BOOM MOWER	12	\$ 15,400.00	poor	L
PUBLIC WORKS	CRASH CUSHION	18	\$ 51,000.00	poor	L
PUBLIC WORKS	FIRE DISPATCH CONSOLE	15	\$ 78,600.00	poor	L
PUBLIC WORKS	GENERATOR - 100 KW	23	\$ 89,500.00	poor	L
PUBLIC WORKS	RWIS STATION - FOYMOUNT	20	\$ 298,800.00	poor	L
PUBLIC WORKS	RWIS STATION - KILLALOE	20	\$ 217,800.00	poor	L
PUBLIC WORKS	SERVER HP DL380R05 - PW	15	\$ 20,000.00	poor	L
PUBLIC WORKS	STEAMER THOMPSON W/HOSE	11	\$ 17,300.00	poor	L
PUBLIC WORKS	STEAMER THOMPSON W/HOSE	13	\$ 17,300.00	poor	L
PUBLIC WORKS	TOTAL SURVEY STATION	16	\$ 31,700.00	poor	L
PUBLIC WORKS	PW-SWEEPER ATTACHMENTGOSHEN	0	\$ 29,200.00	very good	L
PUBLIC WORKS	BRUSH CHIPPER	24	\$ 65,200.00	very poor	M
PUBLIC WORKS	PAVEMENT MARKER - COBDEN / GOSH	45	\$ 29,600.00	very poor	M
PUBLIC WORKS	PAVEMENT MARKER - PEMBROKE / SO	22	\$ 19,300.00	very poor	M
PUBLIC WORKS	PRESSURE WASHER	22	\$ 17,800.00	very poor	M
PUBLIC WORKS	REPEATER FIRE DISPATCH ARNPRIOR	24	\$ 101,600.00	very poor	M
PUBLIC WORKS	REPEATER FIRE DISPATCH ROLPHTON	24	\$ 101,600.00	very poor	M
PUBLIC WORKS	REPEATER FIRE DISPATCH FOYMOUNT	24	\$ 101,600.00	very poor	M
PUBLIC WORKS	REPEATER PW RADIO SYSTEM ARNPRIOR	23	\$ 92,800.00	very poor	M
PUBLIC WORKS	REPEATER PW RADIO SYSTEM BISSET C	23	\$ 92,800.00	very poor	M
PUBLIC WORKS	REPEATER PW RADIO SYSTEM FOYMOI	23	\$ 92,800.00	very poor	M
PUBLIC WORKS	SERVER HP PROLIANT DL380 G7	11	\$ 20,000.00	very poor	M
PUBLIC WORKS	SHOULDER RECLAIMER PEMBROKE	20	\$ 17,000.00	very poor	M
RENFREW COUNTY HOUSING	BAS - CONTROL SYSTEM	4	\$ 87,700.00	fair	L
RENFREW COUNTY HOUSING	BAS - CONTROL SYSTEM	4	\$ 58,500.00	fair	L
RENFREW COUNTY HOUSING	FIRE ALARM SYSTEM - CONTROL PANEL	6	\$ 21,500.00	fair	L
RENFREW COUNTY HOUSING	FIRE ALARM SYSTEM - CONTROL PANEL	6	\$ 34,000.00	fair	L
RENFREW COUNTY HOUSING	FIRE ALARM SYSTEM - CONTROL PANEL	7	\$ 18,100.00	fair	L
RENFREW COUNTY HOUSING	FIRE ALARM SYSTEM - CONTROL PANEL	7	\$ 22,200.00	fair	L
RENFREW COUNTY HOUSING	FIRE ALARM SYSTEM - CONTROL PANEL	8	\$ 34,300.00	fair	L
RENFREW COUNTY HOUSING	FIRE ALARM SYSTEM - CONTROL PANEL	2	\$ 15,200.00	good	L
RENFREW COUNTY HOUSING	FIRE ALARM SYSTEM - CONTROL PANEL	2	\$ 15,000.00	good	L
RENFREW COUNTY HOUSING	GENERATOR - 75 STAFFORD	9	\$ 60,400.00	fair	L
RENFREW COUNTY HOUSING	GENERATOR - PALMER RAPIDS	11	\$ 172,300.00	fair	L
RENFREW COUNTY HOUSING	GENERATOR KOHLER	6	\$ 93,900.00	fair	L
RENFREW COUNTY HOUSING	SECURITY SYSTEM - CAMERA	12	\$ 15,300.00	poor	L
RENFREW COUNTY HOUSING	SECURITY SYSTEM - CAMERAS	13	\$ 27,600.00	poor	L
		<b>12</b>	<b>\$ 13,085,200.00</b>	<b>FAIR</b>	<b>L</b>

Current Service Level Replacement Costs - Vehicles

DEPARTMENT DIVISION	DESCRIPTION	AGE	REPLACEMENT VALUE	CONDITION	RISK Assesment
DEVELOPMENT AND PROPERTY	TRACTOR KUBOTA W/MOWER & BLO	5	\$ 120,000	fair	L
DEVELOPMENT AND PROPERTY	TRUCK PICKUP CHEVROLET SILVERADC	6	\$ 45,000	fair	L
DEVELOPMENT AND PROPERTY	TRUCK PICKUP CHEVROLET SILVERADC	7	\$ 45,000	poor	M
DEVELOPMENT AND PROPERTY	TRUCK PICKUP DODGE RAM 1500 4X2	11	\$ 45,000	poor	M
DEVELOPMENT AND PROPERTY	TRUCK PICKUP DODGE RAM 1500 4X4	4	\$ 45,000	good	L
DEVELOPMENT AND PROPERTY	VAN FORD TRANSIT CARGO	1	\$ 60,000	very good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	5	\$ 285,000	fair	M
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	5	\$ 285,000	fair	M
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	5	\$ 285,000	fair	M
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	5	\$ 285,000	fair	M
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	5	\$ 285,000	fair	M
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	6	\$ 285,000	fair	M
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	6	\$ 285,000	fair	M
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	6	\$ 285,000	fair	M
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	2	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	2	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	2	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	2	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	2	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	3	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	3	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	3	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	4	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	4	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	4	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	4	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	4	\$ 285,000	good	L
PARAMEDIC SERVICE	AMBULANCE DEMERS TYPE III	4	\$ 285,000	good	L
PARAMEDIC SERVICE	RETIRED AMBULANCE DEMERS TYPE II	11	\$ 285,000	very poor	M
PARAMEDIC SERVICE	TRAILER - CARGO	1	\$ 15,000	very good	L
PARAMEDIC SERVICE	TRAILER - CARGO	1	\$ 15,000	very good	L
PARAMEDIC SERVICE	TRAILER - CARGO TANDEM	5	\$ 15,000	fair	L
PARAMEDIC SERVICE	TRAILER - EMERGENCY COMMAND	8	\$ 20,000	fair	L
PARAMEDIC SERVICE	TRAILER CARGO PARAMEDIC	16	\$ 15,000	poor	M
PARAMEDIC SERVICE	TRUCK CHEVROLET TAHOE	5	\$ 120,000	fair	L
PARAMEDIC SERVICE	TRUCK CHEVROLET TAHOE	5	\$ 120,000	fair	L
PARAMEDIC SERVICE	TRUCK CHEVROLET TAHOE	5	\$ 120,000	fair	L
PARAMEDIC SERVICE	TRUCK ERV CHEV TAHOE	1	\$ 120,000	very good	L
PARAMEDIC SERVICE	TRUCK EVR CHEV TAHOE	1	\$ 120,000	very good	L
PARAMEDIC SERVICE	TRUCK EVR CHEV TAHOE	1	\$ 120,000	very good	L
PARAMEDIC SERVICE	TRUCK FORD EXPEDITION	7	\$ 120,000	poor	M
PARAMEDIC SERVICE	TRUCK FORD EXPEDITION	8	\$ 120,000	poor	M
PARAMEDIC SERVICE	TRUCK FORD F250	8	\$ 150,000	poor	M
PARAMEDIC SERVICE	TRUCK GMC SIERRA 2500	5	\$ 150,000	fair	L
PARAMEDIC SERVICE	UTV POLARIS RANGER	5	\$ 25,000	fair	L
PARAMEDIC SERVICE	UTV POLARIS RANGER	2	\$ 25,000	good	L
PARAMEDIC SERVICE	UTV POLARIS RANGER	8	\$ 25,000	poor	M
PUBLIC WORKS	BACKHOE/LOADER CASE	0	\$ 189,000	very good	L
PUBLIC WORKS	BACKHOE/LOADER CAT	27	\$ 189,000	very poor	M
PUBLIC WORKS	BACKHOE/LOADER JOHN DEERE	11	\$ 189,000	fair	L
PUBLIC WORKS	BACKHOE/LOADER JOHN DEERE	12	\$ 189,000	fair	L
PUBLIC WORKS	BACKHOE/LOADER JOHN DEERE	13	\$ 189,000	fair	L
PUBLIC WORKS	BACKHOE/LOADER JOHN DEERE	3	\$ 189,000	good	L
PUBLIC WORKS	BACKHOE/LOADER JOHN DEERE	17	\$ 189,000	poor	M
PUBLIC WORKS	EXCAVATOR VOLVO WHEELED	5	\$ 500,000	good	L
PUBLIC WORKS	GRADER CHAMPION	20	\$ 500,000	very poor	M
PUBLIC WORKS	GRADER NORAM 65E	7	\$ 500,000	fair	L
PUBLIC WORKS	GRADER NORAM 65E	9	\$ 500,000	fair	L
PUBLIC WORKS	GRADER NORAM 65E	11	\$ 500,000	fair	L
PUBLIC WORKS	GRADER NORAM 65E	4	\$ 500,000	good	L
PUBLIC WORKS	LOADER JOHN DEERE 624K	15	\$ 300,000	poor	M
PUBLIC WORKS	PW-6 TON TANDEM TRUCK-624-22	0	\$ 400,000	very good	L
PUBLIC WORKS	RETIRED AMBULANCE DEMERS 2 STRE	16	\$ 285,000	very poor	M
PUBLIC WORKS	RETIREDAMBULANCE DEMERS 2 STRE	17	\$ 285,000	very poor	M
PUBLIC WORKS	TRACTOR KUBOTA	4	\$ 120,000	good	L
PUBLIC WORKS	TRACTOR MASSEY FERGUSON	19	\$ 120,000	poor	M
PUBLIC WORKS	TRACTOR MASSEY FERGUSON	21	\$ 120,000	very poor	M
PUBLIC WORKS	TRACTOR MASSEY FERGUSON	21	\$ 120,000	very poor	M
PUBLIC WORKS	TRACTOR MASSEY FERGUSON 5711D	1	\$ 120,000	very good	L
PUBLIC WORKS	TRAILER - 20 TON CRAIG	38	\$ 50,000	very poor	M
PUBLIC WORKS	TRAILER - 20 TON TANDEM	24	\$ 50,000	poor	M
PUBLIC WORKS	TRAILER - 20 TON TANDEM - S.W.	21	\$ 50,000	poor	M

Current Service Level Replacement Costs - Vehicles

DEPARTMENT DIVISION	DESCRIPTION	AGE	REPLACEMENT VALUE	CONDITION	RISK Assesment
PUBLIC WORKS	TRAILER - 30 TON 3 AXLE TAG	2	\$ 70,000	good	L
PUBLIC WORKS	TRAILER - CARGO CONSTRUCTION	19	\$ 15,000	poor	M
PUBLIC WORKS	TRAILER - CARGO TANDEM	13	\$ 15,000	fair	L
PUBLIC WORKS	TRAILER - CARGO TANDEM	28	\$ 15,000	very poor	M
PUBLIC WORKS	TRAILER - CRACK SEALER TRANSPORTE	6	\$ 15,000	fair	L
PUBLIC WORKS	TRAILER - MESSAGE SIGN	2	\$ 32,000	good	L
PUBLIC WORKS	TRAILER - MESSAGE SIGN	2	\$ 32,000	good	L
PUBLIC WORKS	TRAILER - RADAR SIGN	2	\$ 15,000	good	L
PUBLIC WORKS	TRAILER - WEB EC1800S	1	\$ 15,000	very good	L
PUBLIC WORKS	TRAILER (2) - PORTABLE TRAFFIC SIGN	6	\$ 90,000	fair	L
PUBLIC WORKS	TRAILER CARGO LEG SINGLE AXLE	1	\$ 15,000	very good	L
PUBLIC WORKS	TRUCK 3 TON FREIGHTLINER	13	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 3 TON FREIGHTLINER	13	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 3 TON INTER	14	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 3 TON INTER	14	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON FREIGHTLINER	11	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON FREIGHTLINER	11	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON FREIGHTLINER	11	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON FREIGHTLINER	3	\$ 400,000	good	L
PUBLIC WORKS	TRUCK 6 TON FREIGHTLINER	3	\$ 400,000	good	L
PUBLIC WORKS	TRUCK 6 TON FREIGHTLINER	4	\$ 400,000	good	L
PUBLIC WORKS	TRUCK 6 TON FREIGHTLINER WATER T	2	\$ 400,000	good	L
PUBLIC WORKS	TRUCK 6 TON INTER	5	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON INTER	7	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON INTER	7	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON INTER	8	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON INTER	8	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON INTER	8	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON INTER	10	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON INTER	10	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON INTER	12	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON INTER	14	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON INTER	15	\$ 400,000	poor	M
PUBLIC WORKS	TRUCK 6 TON INTER	16	\$ 400,000	poor	M
PUBLIC WORKS	TRUCK 6 TON INTER	16	\$ 400,000	poor	M
PUBLIC WORKS	TRUCK 6 TON INTER	23	\$ 400,000	very poor	M
PUBLIC WORKS	TRUCK 6 TON INTER	34	\$ 400,000	very poor	M
PUBLIC WORKS	TRUCK 6 TON WESTERN STAR	6	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK 6 TON WESTERN STAR	9	\$ 400,000	fair	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	3	\$ 45,000	good	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	3	\$ 45,000	good	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	3	\$ 45,000	good	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	0	\$ 45,000	very good	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	0	\$ 45,000	very good	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	0	\$ 45,000	very good	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	0	\$ 45,000	very good	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	0	\$ 45,000	very good	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	0	\$ 45,000	very good	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	0	\$ 45,000	very good	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	4	\$ 45,000	good	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	8	\$ 45,000	poor	M
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	8	\$ 45,000	poor	M
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	5	\$ 45,000	fair	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	5	\$ 45,000	fair	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	5	\$ 45,000	fair	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	6	\$ 45,000	fair	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	7	\$ 45,000	poor	M
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	6	\$ 45,000	fair	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	6	\$ 45,000	fair	L
PUBLIC WORKS	TRUCK PICKUP CHEVROLET SILVERADC	6	\$ 45,000	fair	L
PUBLIC WORKS	TRUCK PICKUP DODGE RAM 1500 4X2	9	\$ 45,000	poor	M
PUBLIC WORKS	TRUCK PICKUP DODGE RAM 1500 4X2	9	\$ 45,000	poor	M
PUBLIC WORKS	TRUCK PICKUP DODGE RAM 1500 4X2	11	\$ 45,000	poor	M
PUBLIC WORKS	TRUCK PICKUP DODGE RAM 1500 4X4	4	\$ 45,000	good	L
PUBLIC WORKS	TRUCK PICKUP DODGE RAM 1500 4X4	4	\$ 45,000	good	L
PUBLIC WORKS	TRUCK PICKUP DODGE RAM 1500 4X4	9	\$ 45,000	poor	M
PUBLIC WORKS	TRUCK PICKUP DODGE RAM 1500 4X4	10	\$ 45,000	poor	M
PUBLIC WORKS	TRUCK SERVICE F-350	1	\$ 135,000	very good	L
RENFREW COUNTY HOUSING	TRACTOR KUBOTA A01	1	\$ 120,000	very good	L
RENFREW COUNTY HOUSING	TRACTOR KUBOTA A07	12	\$ 120,000	fair	L
RENFREW COUNTY HOUSING	TRACTOR KUBOTA P13	6	\$ 120,000	fair	L
RENFREW COUNTY HOUSING	TRACTOR KUBOTA P18	7	\$ 120,000	fair	L
RENFREW COUNTY HOUSING	TRACTOR KUBOTA R06	7	\$ 120,000	fair	L

Current Service Level Replacement Costs - Vehicles

DEPARTMENT DIVISION	DESCRIPTION	AGE	REPLACEMENT VALUE	CONDITION	RISK Assessment
RENFREW COUNTY HOUSING	TRUCK PICKUP CHEVROLET SILVERADC	6	\$ 45,000	fair	L
RENFREW COUNTY HOUSING	TRUCK PICKUP CHEVROLET SILVERADC	7	\$ 45,000	poor	M
RENFREW COUNTY HOUSING	TRUCK PICKUP DODGE RAM 2500	11	\$ 60,000	poor	M
RENFREW COUNTY HOUSING	TRUCK PICKUP FORD F150	3	\$ 45,000	good	L
RENFREW COUNTY HOUSING	VAN MTCE CHEVROLET 11	12	\$ 60,000	poor	M
RENFREW COUNTY HOUSING	VAN MTCE FORD	5	\$ 60,000	fair	L
RENFREW COUNTY HOUSING	VAN MTCE NISSAN 2013	10	\$ 60,000	poor	M
RENFREW COUNTY HOUSING	VAN MTCE NISSAN 2014	8	\$ 60,000	poor	M
RENFREW COUNTY HOUSING	VAN MTCE NISSAN 2018	5	\$ 60,000	fair	L
		<b>8</b>	<b>\$ 28,647,000</b>	<b>fair</b>	<b>L</b>

Appendix C  
Official Plan Growth Projections

APPENDIX A

Population, Projected population and % Share of Growth by Municipality to 2036

\*\*Please review in accordance with Section 1.3(8) of the County Official Plan \*\*

Municipality	Base Year Population <b>2011</b>	% Share of County Growth (20 yr)		Projected Population				
				<b>2016</b>	<b>2021</b>	<b>2026</b>	<b>2031</b>	<b>2036</b>
Admaston Bromley	2844	0.6%	Low	2858	2873	2887	2901	2916
			High	2887	2930	2975	3020	3065
Arnprior	8114	18.0%	Low	8528	8963	9420	9901	10406
			High	8741	9417	10144	10928	11773
Bonnechere Valley	3763	2.3%	Low	3820	3877	3936	3995	4056
			High	3858	3955	4055	4158	4263
Brudenell, Lyndoch & Raglan	1658	0.3%	Low	1666	1675	1683	1691	1700
			High	1683	1708	1734	1760	1787
Deep River	4193	1.7%	Low	4235	4278	4321	4364	4408
			High	4299	4407	4519	4633	4750
Greater Madawaska	2485	3.1%	Low	2560	2638	2718	2801	2886
			High	2599	2718	2842	2973	3109
Head, Clara & Maria	235	0.1%	Low	239	242	246	250	253
			High	241	247	253	260	266
Horton	2719	2.8%	Low	2788	2858	2930	3004	3080
			High	2830	2945	3064	3189	3318
Killaloe, Hagarty & Richards	2402	0.5%	Low	2414	2426	2438	2450	2463
			High	2438	2475	2512	2550	2589
Laurentian Hills	2811	0.6%	Low	2825	2839	2853	2868	2882
			High	2853	2896	2940	2985	3030
Laurentian Valley	9657	16.7%	Low	10050	10458	10883	11325	11786
			High	10150	10667	11211	11783	12384
Madawaska Valley	4282	0.8%	Low	4303	4325	4347	4368	4390
			High	4347	4412	4479	4546	4615
McNab/Braeside	7371	6.1%	Low	7520	7671	7826	7984	8145
			High	7633	7904	8184	8475	8775
North Algona Wilberforce	2873	1.8%	Low	2916	2960	3005	3050	3096
			High	2946	3020	3096	3174	3255
Petawawa	15988	27.6%	Low	16638	17314	18018	18750	19512
			High	17055	18192	19406	20701	22082
Renfrew	8218	5.0%	Low	8342	8468	8596	8725	8857
			High	8426	8638	8856	9080	9309
Whitewater	6921	12.0%	Low	7202	7495	7800	8117	8447
			High	7274	7645	8035	8445	8876
<b>Renfrew County</b>	<b>86534</b>	<b>100.0%</b>	<b>Low</b>	<b>88904</b>	<b>91360</b>	<b>93906</b>	<b>96546</b>	<b>99282</b>
			<b>High</b>	<b>90257</b>	<b>94178</b>	<b>98308</b>	<b>102659</b>	<b>107245</b>

\*Data Source: Population data from Census of Canada. Population projections prepared by County of Renfrew

Appendix D  
10 year Capital Plan

DEPARTMENT DIVISION	DESCRIPTION	ACTION/OTHER DESCRIP	PROJECT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
CORPORATE SERVICES	EQUIPMENT	COUNTY ADMINISTRAT	Firewall (Main Site)				\$ 26,000					\$ 26,000		\$ 52,000
CORPORATE SERVICES	EQUIPMENT	COUNTY ADMINISTRAT	LAN		\$ 75,000					\$ 75,000				\$ 150,000
CORPORATE SERVICES	EQUIPMENT	COUNTY ADMINISTRAT	VM Ware Server	\$ 25,000			\$ 25,000			\$ 25,000			\$ 25,000	\$ 100,000
CORPORATE SERVICES	EQUIPMENT	COUNTY ADMINISTRAT	VM Ware Server		\$ 25,000	\$ 25,000			\$ 25,000			\$ 25,000		\$ 75,000
CORPORATE SERVICES	EQUIPMENT	COUNTY ADMINISTRAT	VM Ware Server		\$ 25,000			\$ 25,000			\$ 25,000			\$ 75,000
CORPORATE SERVICES	EQUIPMENT	RENFREW COUNTY PL	Firewall (Main Site)				\$ 26,000					\$ 26,000		\$ 52,000
CORPORATE SERVICES	EQUIPMENT	RENFREW COUNTY PL	VM Ware Server		\$ 15,000			\$ 15,000			\$ 15,000			\$ 45,000
DEVELOPMENT AND PROPERTY	BUILDING	80 MCGONIGAL ARNPR	D5021 - Branch Wiring									\$ 84,044		\$ 84,044
DEVELOPMENT AND PROPERTY	BUILDING	80 MCGONIGAL ARNPR	D5038 - Security Systems	\$ 30,941										\$ 30,941
DEVELOPMENT AND PROPERTY	BUILDING	80 MCGONIGAL ARNPR	Garage Oil/Water Separator (floor drain)	\$ 50,000										\$ 50,000
DEVELOPMENT AND PROPERTY	BUILDING	80 MCGONIGAL ARNPR	Garage Upgrade to Store Vehicle	\$ 30,000										\$ 30,000
DEVELOPMENT AND PROPERTY	BUILDING	80 MCGONIGAL ARNPR	Generator	\$ 70,000										\$ 70,000
DEVELOPMENT AND PROPERTY	BUILDING	COUNTY ADMINISTRAT	B2010 - Exterior Walls								\$ 74,259			\$ 74,259
DEVELOPMENT AND PROPERTY	BUILDING	COUNTY ADMINISTRAT	B2020 - Exterior Windows						\$ 247,531					\$ 247,531
DEVELOPMENT AND PROPERTY	BUILDING	COUNTY ADMINISTRAT	B30 - Roofing	\$ 123,765										\$ 123,765
DEVELOPMENT AND PROPERTY	BUILDING	COUNTY ADMINISTRAT	C1020 - Fittings					\$ 81,526						\$ 81,526
DEVELOPMENT AND PROPERTY	BUILDING	COUNTY ADMINISTRAT	D2040 - Rain Water Drainage							\$ 48,421				\$ 48,421
DEVELOPMENT AND PROPERTY	BUILDING	COUNTY ADMINISTRAT	D3012 - Gas Supply System					\$ 52,106						\$ 52,106
DEVELOPMENT AND PROPERTY	BUILDING	COUNTY ADMINISTRAT	D3060 - Controls And Instrumentation				\$ 74,259							\$ 74,259
DEVELOPMENT AND PROPERTY	BUILDING	COUNTY ADMINISTRAT	D5092 - Emergency Power & Generation		\$ 185,648									\$ 185,648
DEVELOPMENT AND PROPERTY	BUILDING	COUNTY ADMINISTRAT	E2020 - Movable Furnishings			\$ 30,941			\$ 30,941			\$ 30,941		\$ 92,824
DEVELOPMENT AND PROPERTY	BUILDING	COUNTY ADMINISTRAT	G2020 - Parking Lots		\$ 123,765									\$ 123,765
DEVELOPMENT AND PROPERTY	BUILDING	COUNTY ADMINISTRAT	Generator Transfer Switch	\$ 33,000										\$ 33,000
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	B2010 - Exterior Walls							\$ 61,883				\$ 61,883
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	B2030 - Exterior Doors			\$ 34,430								\$ 34,430
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	B2040 - Industrial Doors	\$ 37,130										\$ 37,130
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	B30 - Roofing			\$ 185,648								\$ 185,648
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	C1020 - Fittings	\$ 25,223										\$ 25,223
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	C3060 - Floor Finishes - Units			\$ 41,585								\$ 41,585
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	C3080 - Ceiling Finishes - Units						\$ 86,636					\$ 86,636
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	D1010 - Elevators & Lifts	\$ 32,179										\$ 32,179
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	D2010 - Plumbing Fixtures			\$ 37,130								\$ 37,130
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	D3034 - Packaged Air Conditioning Units				\$ 185,648							\$ 185,648
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	D3045 - Exhaust Ventilation Systems							\$ 37,835				\$ 37,835
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	D4030 - Fire Protection Specialties						\$ 61,883					\$ 61,883
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	D5021 - Branch Wiring								\$ 58,972			\$ 58,972
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	D5022 - Lighting Equipment	\$ 74,259										\$ 74,259
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	D5037 - Fire Alarm System		\$ 55,557									\$ 55,557
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	D5038 - Security Systems	\$ 74,082										\$ 74,082
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	E2020 - Movable Furnishings								\$ 61,894			\$ 61,894
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	Finish second Exterior Garage	\$ 250,000										\$ 250,000
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	G2040 - Site Development								\$ 37,130			\$ 37,130
DEVELOPMENT AND PROPERTY	BUILDING	RENFREW COUNTY PL	G2050 - Landscaping					\$ 49,506						\$ 49,506
DEVELOPMENT AND PROPERTY	BUILDING - AMBULANCE I	ARNPRIOR BASE STATI	B2040 - Industrial Doors							\$ 37,130				\$ 37,130
DEVELOPMENT AND PROPERTY	BUILDING - AMBULANCE I	ARNPRIOR BASE STATI	C1010 - Partitions								\$ 25,743			\$ 25,743
DEVELOPMENT AND PROPERTY	BUILDING - AMBULANCE I	ARNPRIOR BASE STATI	D3034 - Packaged Air Conditioning Units	\$ 18,565										\$ 18,565
DEVELOPMENT AND PROPERTY	BUILDING - AMBULANCE I	BARRY'S BAY BASE STA	B2040 - Industrial Doors					\$ 37,130						\$ 37,130
DEVELOPMENT AND PROPERTY	BUILDING - AMBULANCE I	BARRY'S BAY BASE STA	D3034 - Packaged Air Conditioning Units			\$ 18,565								\$ 18,565
DEVELOPMENT AND PROPERTY	BUILDING - AMBULANCE I	DEEP RIVER BASE STAT	B2040 - Industrial Doors						\$ 37,130					\$ 37,130
DEVELOPMENT AND PROPERTY	BUILDING - AMBULANCE I	DEEP RIVER BASE STAT	D3034 - Packaged Air Conditioning Units									\$ 18,565		\$ 18,565
DEVELOPMENT AND PROPERTY	BUILDING - AMBULANCE I	PETAWAWA BASE STA	B2040 - Industrial Doors					\$ 37,130						\$ 37,130
DEVELOPMENT AND PROPERTY	BUILDING - AMBULANCE I	PETAWAWA BASE STA	D3034 - Packaged Air Conditioning Units			\$ 18,565								\$ 18,565
DEVELOPMENT AND PROPERTY	BUILDING - OPP BASE	OPP STATION RENFREV	C3010 - Wall Finishes						\$ 40,755					\$ 40,755
DEVELOPMENT AND PROPERTY	BUILDING - OPP BASE	OPP STATION RENFREV	D2095 - Domestic Water Heaters				\$ 39,705							\$ 39,705
DEVELOPMENT AND PROPERTY	BUILDING - OPP BASE	OPP STATION RENFREV	E2010 - Fixed Furnishings								\$ 29,413			\$ 29,413
DEVELOPMENT AND PROPERTY	BUILDING - OPP BASE	OPP STATION RENFREV	E2020 - Movable Furnishings								\$ 29,413			\$ 29,413
DEVELOPMENT AND PROPERTY	VEHICLES	LIGHT VEHICLE	TRUCK PICKUP CHEV SILVERADO 1500 4X			\$ 60,000							\$ 60,000	\$ 120,000
DEVELOPMENT AND PROPERTY	VEHICLES	LIGHT VEHICLE	TRUCK PICKUP CHEV SILVERADO 4X4	\$ 60,000						\$ 60,000				\$ 120,000
DEVELOPMENT AND PROPERTY	VEHICLES	LIGHT VEHICLE	TRUCK PICKUP DODGE RAM 1500 4X4						\$ 60,000					\$ 60,000
DEVELOPMENT AND PROPERTY	VEHICLES	LIGHT VEHICLE	TRUCK PICKUP DODGE RAM 1500 4X4	\$ 60,000							\$ 60,000			\$ 120,000
DEVELOPMENT AND PROPERTY	VEHICLES	SPECIAL	CANAM 4x4 ATV				\$ 20,000							\$ 20,000
DEVELOPMENT AND PROPERTY	VEHICLES	TRACTOR/LOADER/GR/	LAWN TRACTOR					\$ 40,000						\$ 40,000
DEVELOPMENT AND PROPERTY	VEHICLES	TRACTOR/LOADER/GR/	LAWN TRACTOR FOR CAB (GR SERIES)								\$ 25,000			\$ 25,000
LONG TERM CARE - BM	BUILDING	A10 - Foundations	Concrete slab		\$ 95,000									\$ 95,000
LONG TERM CARE - BM	BUILDING	B10 - Superstructure	Cement blocks, metal studding and concre				\$ 60,000							\$ 60,000
LONG TERM CARE - BM	BUILDING	B2010 - Exterior Walls	Clay brick clad exterior walls	\$ 10,000					\$ 80,000					\$ 90,000
LONG TERM CARE - BM	BUILDING	B2020 - Exterior Windo	exterior windows			\$ 100,000				\$ 125,000				\$ 225,000
LONG TERM CARE - BM	BUILDING	B30 - Roofing	washed river stone over single EPDM roof								\$ 250,000			\$ 250,000
LONG TERM CARE - BM	BUILDING	B30 - Roofing	washed river stone over single EPDM roof									\$ 275,000		\$ 275,000
LONG TERM CARE - BM	BUILDING	C1020 - Fittings	SpecialityAustco system						\$ 30,000					\$ 30,000
LONG TERM CARE - BM	BUILDING	C1030 - Interior Doors	4 interior sliding doors, 2 interior glass do	\$ 0		\$ 38,000								\$ 38,000
LONG TERM CARE - BM	BUILDING	C1030 - Interior Doors	Interior doors include 199 steel units, 365	\$ 0			\$ 28,735							\$ 28,735
LONG TERM CARE - BM	BUILDING	C3020 - Floor Finishes	Ceramic tile				\$ 70,000							\$ 70,000
LONG TERM CARE - BM	BUILDING	C3020 - Floor Finishes	Concrete			\$ 45,855								\$ 45,855
LONG TERM CARE - BM	BUILDING	C3020 - Floor Finishes	rolled vinyl	\$ 40,000						\$ 45,000				\$ 85,000
LONG TERM CARE - BM	BUILDING	C3020 - Floor Finishes	rolled vinyl							\$ 45,000				\$ 45,000
LONG TERM CARE - BM	BUILDING	C3020 - Floor Finishes	rolled vinyl	\$ 54,000								\$ 60,000		\$ 114,000
LONG TERM CARE - BM	BUILDING	C3020 - Floor Finishes	rolled vinyl			\$ 54,000								\$ 54,000

10 Year Capital Plan

DEPARTMENT DIVISION	DESCRIPTION	ACTION/OTHER DESCRIP	PROJECT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
LONG TERM CARE - BM	BUILDING	C3030 - Ceiling Finishes T-bar					\$ 81,520							\$ 81,520
LONG TERM CARE - BM	BUILDING	D1010 - Elevators & Lift OTIS passenger elevator			\$ 40,000								\$ 500,000	\$ 540,000
LONG TERM CARE - BM	BUILDING	D2010 - Plumbing Fixtu Argo Tubs		\$ 35,000				\$ 35,000			\$ 40,000			\$ 110,000
LONG TERM CARE - BM	BUILDING	D2010 - Plumbing Fixtu Argo Tubs		\$ 35,000									\$ 40,000	\$ 75,000
LONG TERM CARE - BM	BUILDING	D2020 - Domestic Watr Municipal water-Metered			\$ 35,000									\$ 35,000
LONG TERM CARE - BM	BUILDING	D2095 - Domestic Watr Replacement completed 2014		\$ 225,000										\$ 225,000
LONG TERM CARE - BM	BUILDING	D3012 - Gas Supply Sys Natural Gas								\$ 34,080				\$ 34,080
LONG TERM CARE - BM	BUILDING	D3024 - Boiler Room Pl						\$ 34,080						\$ 34,080
LONG TERM CARE - BM	BUILDING	D3034 - Packaged Air C replacement of servery units				\$ 50,000								\$ 50,000
LONG TERM CARE - BM	BUILDING	D3055 - Fin Tube Radia Heaters in all rooms			\$ 125,000			\$ 20,000			\$ 20,000			\$ 165,000
LONG TERM CARE - BM	BUILDING	D3058-D - Make-Up AH 7 AHU units serving building, ranging from						\$ 93,010	\$ 93,010	\$ 93,010	\$ 93,010			\$ 372,040
LONG TERM CARE - BM	BUILDING	D3060 - Controls And Ir updating 2015			\$ 50,000									\$ 50,000
LONG TERM CARE - BM	BUILDING	D4010 - Sprinklers sprinklers		\$ 45,000					\$ 50,000					\$ 95,000
LONG TERM CARE - BM	BUILDING	D4010 - Sprinklers sprinklers			\$ 30,000									\$ 30,000
LONG TERM CARE - BM	BUILDING	D5010 - Electrical Servi Municipal, Marcus serial # 9578-994 trans			\$ 30,000									\$ 30,000
LONG TERM CARE - BM	BUILDING	D5022 - Lighting Equipr Changing to LED lights			\$ 30,000			\$ 30,000			\$ 30,000			\$ 90,000
LONG TERM CARE - BM	BUILDING	D5022 - Lighting Equipr T8-2016 Incadescent-925 Tunsten Halogen					\$ 124,000							\$ 124,000
LONG TERM CARE - BM	BUILDING	D5022 - Lighting Equipr T8-2016 Incadescent-925 Tunsten Halogen						\$ 100,000						\$ 100,000
LONG TERM CARE - BM	BUILDING	D5022 - Lighting Equipr T8-2016 Incadescent-925 Tunsten Halogen							\$ 100,000					\$ 100,000
LONG TERM CARE - BM	BUILDING	D5022 - Lighting Equipr T8-2016 Incadescent-925 Tunsten Halogen								\$ 100,000				\$ 100,000
LONG TERM CARE - BM	EQUIPMENT	COMPUTER Firewall (Main Site)			\$ 20,000						\$ 20,000			\$ 40,000
LONG TERM CARE - BM	EQUIPMENT	COMPUTER Firewall (Main Site)			\$ 20,000						\$ 20,000			\$ 40,000
LONG TERM CARE - BM	EQUIPMENT	COMPUTER VM Ware Server		\$ 15,000				\$ 15,000			\$ 15,000			\$ 45,000
LONG TERM CARE - BM	EQUIPMENT	D3016 - Solar Energy S New solar panels Repairs - Replace invert		\$ 25,000										\$ 25,000
LONG TERM CARE - BM	EQUIPMENT	D5032 - Intercommunit Nurse call system		\$ 0			\$ 225,000							\$ 225,000
LONG TERM CARE - BM	EQUIPMENT	D5035 - Television Syst Satellite television				\$ 61,140								\$ 61,140
LONG TERM CARE - BM	EQUIPMENT	D5037 - Fire Alarm Syst Fire Alarm System					\$ 100,000							\$ 100,000
LONG TERM CARE - BM	EQUIPMENT	D5091 - Exit & Emerger Hard wired Emergency and Exit Lights					\$ 20,000							\$ 20,000
LONG TERM CARE - BM	EQUIPMENT	D5092 - Emergency Pon Detroit generator 375 Kva		\$ 500,000							\$ 20,000			\$ 520,000
LONG TERM CARE - BM	EQUIPMENT	E1042 - Laundry Room 3 washers new dryers		\$ 0							\$ 80,000			\$ 80,000
LONG TERM CARE - BM	EQUIPMENT	E1042 - Laundry Room 3 washers new dryers				\$ 40,000				\$ 50,000				\$ 90,000
LONG TERM CARE - BM	EQUIPMENT	E2010 - Fixed Furnishin kitchen cabinets 2 x servery 2 x cabinets i		\$ 140,000								\$ 35,420		\$ 140,000
LONG TERM CARE - ML	BUILDING	B2030 - Exterior Doors steel doors									\$ 25,000			\$ 25,000
LONG TERM CARE - ML	BUILDING	B2040 Industrial Doors Garage doors												\$ 35,420
LONG TERM CARE - ML	BUILDING	B30 - Roofing BUR lower						\$ 150,000						\$ 150,000
LONG TERM CARE - ML	BUILDING	B30 - Roofing BUR upper					\$ 400,000							\$ 400,000
LONG TERM CARE - ML	BUILDING	C1030 - Interior Doors wood doors RHA and office areas					\$ 30,000				\$ 30,570			\$ 60,570
LONG TERM CARE - ML	BUILDING	C3020 - Floor Finishes Ceramic flooring (ceramic repair 1st Floor)		\$ 10,000					\$ 50,000			\$ 10,000		\$ 70,000
LONG TERM CARE - ML	BUILDING	C3020 - Floor Finishes Painted/Sealed concrete floor							\$ 54,211					\$ 54,211
LONG TERM CARE - ML	BUILDING	C3020 - Floor Finishes Resilient sheet flooring **** (corridors) - i							\$ 75,000					\$ 75,000
LONG TERM CARE - ML	BUILDING	C3020 - Floor Finishes Resilient sheet flooring **** (corridors) - C Block							\$ 75,000					\$ 75,000
LONG TERM CARE - ML	BUILDING	C3020 - Floor Finishes Resilient sheet flooring replaced to vinyl p		\$ 60,000									\$ 60,000	\$ 120,000
LONG TERM CARE - ML	BUILDING	C3020 - Floor Finishes Resilient tile flooring				\$ 30,000								\$ 30,000
LONG TERM CARE - ML	BUILDING	C3020 - Floor Finishes Waterproof membrane on floors						\$ 30,000						\$ 30,000
LONG TERM CARE - ML	BUILDING	D1010 - Elevators & Lift 2 passenger elevator - Panachrome + 3D		\$ 15,500									\$ 15,500	\$ 31,000
LONG TERM CARE - ML	BUILDING	D1011 - Passage Elevat 10 ceiling lift motors with tilt carrier frame		\$ 65,000						\$ 80,000			\$ 65,000	\$ 210,000
LONG TERM CARE - ML	BUILDING	D2010 - Plumbing Fixtu 162 Water closets, 3 urinals, 162 washroo					\$ 60,000							\$ 60,000
LONG TERM CARE - ML	BUILDING	D2095 - Domestic Watr 2 domestic and 2 laundry / kitchen				\$ 127,375								\$ 127,375
LONG TERM CARE - ML	BUILDING	D3022 - Hot Water Boil building heating			\$ 200,000									\$ 200,000
LONG TERM CARE - ML	BUILDING	D3022 - Hot Water Boil Room C317 for domestic hot water									\$ 300,000			\$ 300,000
LONG TERM CARE - ML	BUILDING	D3031 - Chiller Eddie Test / Heater replacement		\$ 35,000					\$ 170,000				\$ 35,000	\$ 240,000
LONG TERM CARE - ML	BUILDING	D3034 - Packaged Air C ERV 1 - Supply L/s 2600 Exhaust L/s 2600 Motors 7.5 HP		\$ 300,000										\$ 300,000
LONG TERM CARE - ML	BUILDING	D3034 - Packaged Air C ERV 2 - Supply L/s 2600 Exhaust L/s 2600 Motors 7.5 HP		\$ 300,000										\$ 300,000
LONG TERM CARE - ML	BUILDING	D3034 - Packaged Air C ERV 3 - Supply L/s 2600 Exhaust L/s 2600 Motors 7.5 HP		\$ 300,000							\$ 85,000			\$ 385,000
LONG TERM CARE - ML	BUILDING	D3034 - Packaged Air C ERV 4 - Supply L/s 2600 Exhaust L/s 2600 Motors 7.5 HP		\$ 300,000										\$ 300,000
LONG TERM CARE - ML	BUILDING	D3034 - Packaged Air C Humidifiers								\$ 85,000				\$ 85,000
LONG TERM CARE - ML	BUILDING	D3034 - Study - Air Cor Eng. Study / tender		\$ 25,000									\$ 25,000	\$ 50,000
LONG TERM CARE - ML	BUILDING	D3035 - Cooling Piping				\$ 136,546								\$ 136,546
LONG TERM CARE - ML	BUILDING	D3045 - Exhaust Ventil: 18 x Upblast style ventilation fans					\$ 32,000							\$ 32,000
LONG TERM CARE - ML	BUILDING	D3045 - Exhaust Ventil: 2 x air volume 4700 x 3300 Unit ventilator			\$ 30,000									\$ 30,000
LONG TERM CARE - ML	BUILDING	D3045 - Exhaust Ventil: VAV boxes - 43 VAVs Resident Areas Phas								\$ 50,000				\$ 50,000
LONG TERM CARE - ML	BUILDING	D3058-D - Make-Up AH Room C222 - AHU #4 - Kitchen			\$ 25,000									\$ 25,000
LONG TERM CARE - ML	BUILDING	D3058-D - Make-Up AH Room C222 - Humidifier & AHU #2 - C Bloc				\$ 50,000								\$ 50,000
LONG TERM CARE - ML	BUILDING	D3058-D - Make-Up AH Room C222 - Humidifier & AHU #3 - Auditorium & Chapel					\$ 50,000							\$ 50,000
LONG TERM CARE - ML	BUILDING	D3060 - Controls And Ir updated 2019		\$ 36,500									\$ 36,500	\$ 73,000
LONG TERM CARE - ML	BUILDING	D4010 - Sprinklers Yes						\$ 30,000						\$ 30,000
LONG TERM CARE - ML	BUILDING	D5010 - Electrical Servi 347/600 Volt, 1200 amp								\$ 311,080				\$ 311,080
LONG TERM CARE - ML	BUILDING	D5022 - Lighting Equipr C Block					\$ 100,000							\$ 100,000
LONG TERM CARE - ML	BUILDING	D5022 - Lighting Equipr Changing to LED lights		\$ 30,000				\$ 30,000						\$ 60,000
LONG TERM CARE - ML	BUILDING	D5022 - Lighting Equipr RHA Dining & Activity rooms lighting A & i					\$ 100,000							\$ 100,000
LONG TERM CARE - ML	BUILDING	D5091 - Exit & Emerger Hard wired Emergency and Exit Lights					\$ 20,000							\$ 20,000
LONG TERM CARE - ML	BUILDING	SITE WORK Fountains, Pools, And Watercourses		\$ 27,000					\$ 27,000				\$ 28,000	\$ 82,000
LONG TERM CARE - ML	BUILDING	SITE WORK Parking Lots							\$ 350,000					\$ 350,000
LONG TERM CARE - ML	BUILDING	SITE WORK Pedestrian Paving		\$ 30,000				\$ 35,176						\$ 65,176
LONG TERM CARE - ML	BUILDING	SITE WORK Roadways								\$ 150,000				\$ 150,000
LONG TERM CARE - ML	EQUIPMENT	COMPUTER Firewall (Main Site)			\$ 20,000					\$ 20,000				\$ 40,000
LONG TERM CARE - ML	EQUIPMENT	COMPUTER Firewall (Main Site)			\$ 20,000					\$ 20,000				\$ 40,000
LONG TERM CARE - ML	EQUIPMENT	COMPUTER VM Ware Server		\$ 15,000				\$ 15,000			\$ 15,000			\$ 45,000



10 Year Capital Plan

DEPARTMENT DIVISION	DESCRIPTION	ATION/OTHER DESCRIP	PROJECT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
PUBLIC WORKS	BRIDGE	Arnprior CPR Overhead	0.01 km S of Lot 6 Con B-McNab			\$ 60,000	\$ 540,000							\$ 600,000
PUBLIC WORKS	BRIDGE	Balaclava Bridge	2.6 km N of Hwy 132								\$ 32,000	\$ 288,000		\$ 320,000
PUBLIC WORKS	BRIDGE	Black Creek Bridge	3.2 km N of County Road 30					\$ 20,000	\$ 180,000					\$ 200,000
PUBLIC WORKS	BRIDGE	Bonnechere River Low	0.65 km E of Bridge St (HWY 41)			\$ 150,000	\$ 1,350,000							\$ 1,500,000
PUBLIC WORKS	BRIDGE	Brennans Creek Bridge	1.45 km S of Hwy 60	\$ 600,000										\$ 600,000
PUBLIC WORKS	BRIDGE	Bruceston Bridge	5.5 km N of Highway 28					\$ 10,000	\$ 90,000					\$ 100,000
PUBLIC WORKS	BRIDGE	Burnstown Bridge	0.3 km E of County Road 508		\$ 400,000	\$ 3,600,000								\$ 4,000,000
PUBLIC WORKS	BRIDGE	Burnt Bridge	11 km S of County Road 515	\$ 50,000	\$ 880,000									\$ 930,000
PUBLIC WORKS	BRIDGE	Butler Bridge	1 km S of Highway 60	\$ 1,400,000										\$ 1,400,000
PUBLIC WORKS	BRIDGE	Byers Creek Bridge	13 km N of Jct. Highway 60					\$ 47,000	\$ 423,000					\$ 470,000
PUBLIC WORKS	BRIDGE	Calabogie Bridge	1.3 km S of County Road 508			\$ 78,000	\$ 702,000							\$ 780,000
PUBLIC WORKS	BRIDGE	Captain Christopher Be	2.6 km E of County Road 20							\$ 135,000	\$ 1,215,000			\$ 1,350,000
PUBLIC WORKS	BRIDGE	Centennial Lake Bridge	4 km E of Camel Chute					\$ 170,000	\$ 1,530,000					\$ 1,700,000
PUBLIC WORKS	BRIDGE	Clay Bank Bridge	1.9 km South of HWY 417										\$ 140,000	\$ 140,000
PUBLIC WORKS	BRIDGE	Cochrane Creek Bridge	200 m West of Burchat Rd	\$ 100,000		\$ 120,000								\$ 220,000
PUBLIC WORKS	BRIDGE	Combermere Bridge	0.5 km S of County Road 515		\$ 50,000	\$ 2,000,000								\$ 2,050,000
PUBLIC WORKS	BRIDGE	Constant Creek Bridge	4 km W of Junction of County Road 511 &			\$ 45,000	\$ 405,000							\$ 450,000
PUBLIC WORKS	BRIDGE	Constant Creek Bridge	5.3 km N of County Road 508	\$ 140,000	\$ 1,980,000									\$ 2,120,000
PUBLIC WORKS	BRIDGE	Coulas Bay's Bridge	1.5 km W of County Road 58					\$ 6,000	\$ 54,000					\$ 60,000
PUBLIC WORKS	BRIDGE	Danny Constant Bridge	1.5 km W of Highway 41			\$ 44,000	\$ 396,000							\$ 440,000
PUBLIC WORKS	BRIDGE	Davis Mills Bridge	3.1 km S of Round Lake Rd (CR 58)										\$ 85,000	\$ 85,000
PUBLIC WORKS	BRIDGE	Fire Tower Creek Bridge	1 km E of County Road 515					\$ 6,000	\$ 54,000					\$ 60,000
PUBLIC WORKS	BRIDGE	Glenfield Creek Bridge	11 km S of Highway 41 Between Griffith &								\$ 120,000	\$ 1,080,000		\$ 1,200,000
PUBLIC WORKS	BRIDGE	Golden Lake Reserve B	0.7 km S of Highway 60 at Golden Lake				\$ 110,000	\$ 990,000						\$ 1,100,000
PUBLIC WORKS	BRIDGE	Harrington Creek Bridg	2.5 km E of Cormac Road	\$ 800,000										\$ 800,000
PUBLIC WORKS	BRIDGE	Hyland Creek Bridge	4 km N of Highway 41								\$ 60,000	\$ 540,000		\$ 600,000
PUBLIC WORKS	BRIDGE	Jewelville Bridge	3.7 km W of Jct County Road 514/County I					\$ 210,000	\$ 1,890,000					\$ 2,100,000
PUBLIC WORKS	BRIDGE	Johnston Bridge	0.8 km S of Olympic Drive (formerly Highw									\$ 50,000	\$ 450,000	\$ 500,000
PUBLIC WORKS	BRIDGE	Kargus Creek Bridge	1.2 km S of CR 515 (Quadeville Rd)									\$ 10,000	\$ 90,000	\$ 100,000
PUBLIC WORKS	BRIDGE	Latchford Bridge	2.8 km E of Jct County Road 514/County R						\$ 180,000	\$ 1,620,000				\$ 1,800,000
PUBLIC WORKS	BRIDGE	Mackey Creek Bridge	6.2 km S of Highway 17			\$ 13,000	\$ 117,000							\$ 130,000
PUBLIC WORKS	BRIDGE	Madawaska River Bridg	0.1 km E of CR 2 (Daniel St. N.)							\$ 80,000	\$ 720,000			\$ 800,000
PUBLIC WORKS	BRIDGE	Madawaska River Bridg	1.8 km S of County Road 508		\$ 156,000	\$ 1,404,000								\$ 1,560,000
PUBLIC WORKS	BRIDGE	McDonnells Bridge	2.2 km N of County Road 24								\$ 140,000	\$ 1,260,000		\$ 1,400,000
PUBLIC WORKS	BRIDGE	Meilleurs Bridge	0.9 km S of Highway 17				\$ 22,000	\$ 198,000						\$ 220,000
PUBLIC WORKS	BRIDGE	Mill Creek Bridge	0.2 km E of County Road 49			\$ 85,000	\$ 765,000							\$ 850,000
PUBLIC WORKS	BRIDGE	misc. locations	General Structure Repairs	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000
PUBLIC WORKS	BRIDGE	Moffat Canal Bridge	1 km N of County Road 21						\$ 42,000	\$ 378,000				\$ 420,000
PUBLIC WORKS	BRIDGE	Mountain Chute Bridge	5.5 km S of County Road 508					\$ 30,000	\$ 270,000					\$ 300,000
PUBLIC WORKS	BRIDGE	O'Grady Bridge	4.5 km from County Road 512	\$ 40,000	\$ 650,000									\$ 690,000
PUBLIC WORKS	BRIDGE	Paugh Lake Road Bridge	12 km N of Wilno North Road				\$ 120,000	\$ 1,080,000						\$ 1,200,000
PUBLIC WORKS	BRIDGE	Peter Black Bridge	1.5 km E of Highway 41	\$ 1,800,000										\$ 1,800,000
PUBLIC WORKS	BRIDGE	Sherwood River Bridge	17 km N of Highway 60							\$ 60,000	\$ 540,000			\$ 600,000
PUBLIC WORKS	BRIDGE	Snake River Bridge	2.3 km S of County Road 13							\$ 130,000	\$ 1,170,000			\$ 1,300,000
PUBLIC WORKS	BRIDGE	Springtown Bridge	0.3 km S of County Road 508				\$ 70,000	\$ 630,000						\$ 700,000
PUBLIC WORKS	BRIDGE	Stewartville Bridge	0.2 km S of Stewartville						\$ 230,000	\$ 2,070,000				\$ 2,300,000
PUBLIC WORKS	BRIDGE	Third Line Bridge	3.5 km NW of CR 13							\$ 45,000	\$ 405,000			\$ 450,000
PUBLIC WORKS	BRIDGE	Tramore Bridge	0.25 km N of County Road 58	\$ 400,000										\$ 400,000
PUBLIC WORKS	BRIDGE	Turcotte Bridge	2.2 km NE of Micksburg Rd		\$ 38,500	\$ 346,500								\$ 385,000
PUBLIC WORKS	BRIDGE	Turner's Bridge	5 km W of County Road 58				\$ 70,000	\$ 630,000						\$ 700,000
PUBLIC WORKS	BRIDGE	Waba Creek Bridge	0.7 km N of CR 2	\$ 45,000	\$ 405,000									\$ 450,000
PUBLIC WORKS	BRIDGE	Waba Creek Bridge	0.8 km W of County Road 23			\$ 85,000	\$ 765,000							\$ 850,000
PUBLIC WORKS	BRIDGE	Zanders Bridge	2 km E of County Road 26								\$ 100,000	\$ 900,000		\$ 1,000,000
PUBLIC WORKS	CULVERT	Agnew Culvert (South F	Agnew Road- 2 km NE of County Road 9			\$ 18,000	\$ 322,000							\$ 340,000
PUBLIC WORKS	CULVERT	Alan James Culvert	4- 0.1 km S of County Road 7			\$ 18,000	\$ 432,000							\$ 450,000
PUBLIC WORKS	CULVERT	Augsburg Road Twin Pi	Augsburg Road- 0.3 km W of Klingbeil St									\$ 18,000	\$ 482,000	\$ 500,000
PUBLIC WORKS	CULVERT	Bellows Creek Culvert	12- 4.5 km E of County Road 21	\$ 1,200,000										\$ 1,200,000
PUBLIC WORKS	CULVERT	Bennetts Culvert	Kerr Line Road- 3.3 km S of Grant Settlem							\$ 18,000	\$ 452,000			\$ 470,000
PUBLIC WORKS	CULVERT	Berlanquet Creek Culve	5- 4 km W of HWY 132	\$ 750,000										\$ 750,000
PUBLIC WORKS	CULVERT	Black Bay Creek Culvert	Black Bay Road- 0.3 km W of HWY 17					\$ 18,000	\$ 232,000					\$ 250,000
PUBLIC WORKS	CULVERT	Black Bay Culvert	Black Bay Road- 2 km W of Highway 17										\$ 18,000	\$ 18,000
PUBLIC WORKS	CULVERT	Black Creek Culvert	30- 6.7 km W of HWY 41							\$ 18,000	\$ 582,000			\$ 600,000
PUBLIC WORKS	CULVERT	Brennans Creek Culvert	512- 1.2 km N of Opeongo Road								\$ 18,000	\$ 1,882,000		\$ 1,900,000
PUBLIC WORKS	CULVERT	Broomes Creek Culvert	7- 0.1 km E of Foresters Falls	\$ 70,000	\$ 5,300,000									\$ 5,370,000
PUBLIC WORKS	CULVERT	Broomes Creek Culvert	Grant's Settlement Road- 1.3 km N of Cou									\$ 18,000		\$ 18,000
PUBLIC WORKS	CULVERT	Bulmers Culvert	Kohlsmith Road- 0.25 km S of County Road							\$ 18,000	\$ 362,000			\$ 380,000
PUBLIC WORKS	CULVERT	Burnt Bridge	Burnt Bridge Road- 0.35 km N of CR 9	\$ 18,000	\$ 287,000									\$ 305,000
PUBLIC WORKS	CULVERT	Campbell Drive Culvert	Campbell Drive- 2 km W of Highway 17	\$ 600,000										\$ 600,000
PUBLIC WORKS	CULVERT	Chapeskie Culvert	Chapeski Mill Dr- .51 km N from Paugh Lal						\$ 18,000	\$ 292,000				\$ 310,000
PUBLIC WORKS	CULVERT	Cheese Factory Culvert	Cheese Factory Road- 0.5 km E of Barr Lin									\$ 18,000		\$ 18,000
PUBLIC WORKS	CULVERT	Cliché Culvert	Sandy Beach Road- 1.5 km W of County Rd	\$ 18,000	\$ 682,000									\$ 700,000
PUBLIC WORKS	CULVERT	Colton Creek Culvert	Government Road- 1.6 km S of Matawatcl					\$ 18,000	\$ 212,000					\$ 230,000
PUBLIC WORKS	CULVERT	Culhane Culvert	Culhane Road- 0.5 km W of McNaughton I		\$ 18,000	\$ 522,000								\$ 540,000
PUBLIC WORKS	CULVERT	De Haans Culvert	40- 0.2 km E of Beachburg Turn CR21					\$ 18,000	\$ 282,000					\$ 300,000
PUBLIC WORKS	CULVERT	Dellaires Culvert	Constant Lake Road- 4.5 km W of Scotch E			\$ 18,000	\$ 282,000							\$ 300,000
PUBLIC WORKS	CULVERT	Devine Creek Tri Pipes	512- 1.38 N of Junction CR 512 & CR 66										\$ 18,000	\$ 18,000
PUBLIC WORKS	CULVERT	Devines Creek Culvert	512- 1.8 km N of Brudenell			\$ 18,000	\$ 452,000		\$ 18,000	\$ 452,000				\$ 470,000
PUBLIC WORKS	CULVERT	Dunmore Culvert	Barr Line- 1.5 km S of Dunmore						\$ 18,000	\$ 312,000				\$ 330,000

10 Year Capital Plan

DEPARTMENT DIVISION	DESCRIPTION	ATION/OTHER DESCRIP	PROJECT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
PUBLIC WORKS	CULVERT	Eady Culvert	Snake River Road- 1.5 km E of Highway 17			\$ 18,000	\$ 372,000							\$ 390,000
PUBLIC WORKS	CULVERT	Eichstaedt Culvert	Eichstaedt Road- 0.3 km N of Black Bay Rd									\$ 18,000	\$ 267,000	\$ 285,000
PUBLIC WORKS	CULVERT	Elm Creek Culverts	Snake River Line- 1 km N of Waterview Rd	\$ 360,000										\$ 360,000
PUBLIC WORKS	CULVERT	Elm Creek Tri Pipes	Waterview Road- 1 km SW of Highway 17				\$ 18,000	\$ 372,000						\$ 390,000
PUBLIC WORKS	CULVERT	Eneas Road Culvert	Eneas Creek Rd- 0.2 km S of County Road			\$ 18,000	\$ 372,000							\$ 390,000
PUBLIC WORKS	CULVERT	Farquharson's Culvert	S. McNaughton Road- 0.75 km N of Highw	\$ 200,000										\$ 200,000
PUBLIC WORKS	CULVERT	Garipey Creek Culvert	58- 9 km W of Stencells Road										\$ 18,000	\$ 18,000
PUBLIC WORKS	CULVERT	Godin Creek Culvert	Flying Club Road- 1 km S of Highway 41				\$ 18,000	\$ 282,000						\$ 300,000
PUBLIC WORKS	CULVERT	Guiney Road Culvert	Guiney Road- 2.5 km N CR 515							\$ 18,000	\$ 232,000			\$ 250,000
PUBLIC WORKS	CULVERT	Hales Creek Culvert	51- 0.6 km W of County Road 42					\$ 70,000	\$ 630,000					\$ 700,000
PUBLIC WORKS	CULVERT	Halfway Creek Culvert	Old Barrys Bay Road- 7 km N of County Rc						\$ 18,000	\$ 432,000				\$ 450,000
PUBLIC WORKS	CULVERT	Harris Creek Culvert	Proven Line- 0.5 km N of Barr Line	\$ 160,000										\$ 160,000
PUBLIC WORKS	CULVERT	Hoffmans Box Culvert	58- 0.4 km W of Borne Rd			\$ 100,000	\$ 900,000							\$ 1,000,000
PUBLIC WORKS	CULVERT	Homestead Creek Culv	Homestead Road- 0.5 km S of County Roa						\$ 18,000	\$ 542,000				\$ 560,000
PUBLIC WORKS	CULVERT	Hurds Creek Culverts	Wittkie Road- 1km S of Foymount Road	\$ 18,000	\$ 647,000									\$ 665,000
PUBLIC WORKS	CULVERT	Indian Road Culvert	21- 0.003 km E of Indian Road							\$ 18,000	\$ 382,000			\$ 400,000
PUBLIC WORKS	CULVERT	John Watson Culvert 1	John Watson Road- 12 km E of County Ro								\$ 18,000	\$ 227,000		\$ 245,000
PUBLIC WORKS	CULVERT	John Watson Culvert 2	John Watson Road- 3.3 km SW of CR 66	\$ 600,000										\$ 600,000
PUBLIC WORKS	CULVERT	John Watson Culvert 3	John Watson Road- 13.5 km S of County R							\$ 18,000	\$ 282,000			\$ 300,000
PUBLIC WORKS	CULVERT	Kenny's Culvert	Pleasant Valley Road- 0.5 km N of County	\$ 200,000										\$ 200,000
PUBLIC WORKS	CULVERT	Kenny's Culvert	Stafford Third Line- 0.4 km E of Cty Rd 24					\$ 18,000	\$ 202,000					\$ 220,000
PUBLIC WORKS	CULVERT	Labombard Culvert	Chris Ruddy Road- 0.5 km S of County Roa	\$ 18,000	\$ 232,000									\$ 250,000
PUBLIC WORKS	CULVERT	Latchford Church Pipes	515- 0.62 km E of Lacharty Rd							\$ 18,000	\$ 482,000			\$ 500,000
PUBLIC WORKS	CULVERT	Lochiel Creek Culvert N 63-	0.2 km W of Highway 17			\$ 400,000								\$ 400,000
PUBLIC WORKS	CULVERT	Lynch Road Culverts	Lynch Road-	\$ 120,000										\$ 120,000
PUBLIC WORKS	CULVERT	Mackays Culvert	21- 0.3 km W of Zion Line								\$ 18,000	\$ 542,000		\$ 560,000
PUBLIC WORKS	CULVERT	Mally's Culvert	Cormac Road- 1.6 km S of Rochefort Rd.						\$ 18,000	\$ 172,000				\$ 190,000
PUBLIC WORKS	CULVERT	Manning Road Creek C	Manning Road- 1 km S of County Road 51:							\$ 18,000	\$ 452,000			\$ 470,000
PUBLIC WORKS	CULVERT	McGregor Culvert	Lochwinnoch Road- 2.3 km S of County Re			\$ 18,000	\$ 682,000							\$ 700,000
PUBLIC WORKS	CULVERT	McLeads Culvert	52- 100m S of McLeod Rd on CR 52	\$ 18,000	\$ 262,000									\$ 280,000
PUBLIC WORKS	CULVERT	McPhee Road Culvert	McPhees Bay Road- 0.5 km S of County Rc	\$ 18,000	\$ 162,000									\$ 180,000
PUBLIC WORKS	CULVERT	Mick's Culvert	S. McNaughton Road- 3.4 km W of Culhan				\$ 18,000	\$ 802,000						\$ 820,000
PUBLIC WORKS	CULVERT	Mill Creek Pipes	Zion Line- 2 km N of County Road 21	\$ 18,000	\$ 372,000									\$ 390,000
PUBLIC WORKS	CULVERT	Mink Creek Culvert	8- 2.1 km E of Highway 60						\$ 18,000	\$ 572,000				\$ 590,000
PUBLIC WORKS	CULVERT	Mud Creek Culvert	Stafford Second Line- 4 km NW of County		\$ 18,000	\$ 402,000								\$ 420,000
PUBLIC WORKS	CULVERT	Neilson Creek Culvert	Lake Clear Road- 2.2 km S of Foymount Rd	\$ 500,000										\$ 500,000
PUBLIC WORKS	CULVERT	Olsheskie Creek Culvert	Stan Olsheskie Road- 8 km N of County Ro	\$ 18,000	\$ 382,000									\$ 400,000
PUBLIC WORKS	CULVERT	O'Mearas Creek Box Cl 58-	1.2 km S of TV tower road									\$ 18,000		\$ 18,000
PUBLIC WORKS	CULVERT	Peever Culvert	McGuinity Road- 0.6 km S of Snake River Li						\$ 18,000	\$ 332,000				\$ 350,000
PUBLIC WORKS	CULVERT	Peter Black Culvert	24- 400m from Stafford 3rd Line	\$ 18,000	\$ 522,000									\$ 540,000
PUBLIC WORKS	CULVERT	Pleasant Valley Culvert	Pleasant Valley Road- 0.25 km N of Coun	\$ 18,000	\$ 232,000									\$ 250,000
PUBLIC WORKS	CULVERT	Pleasant Valley Twin Pi	Pleasant Valley Road- 1.25 km S of County							\$ 18,000	\$ 362,000			\$ 380,000
PUBLIC WORKS	CULVERT	Randy's Culvert	Pleasant Vallon Road- 1.5 km N of County					\$ 18,000	\$ 212,000					\$ 230,000
PUBLIC WORKS	CULVERT	Rath's Culvert	S. McNaughton Road- 1.5 km E of Culhane				\$ 18,000	\$ 682,000						\$ 700,000
PUBLIC WORKS	CULVERT	Riopelle's Culvert	Ferguslea Road- 1.5 km E of Highway 132							\$ 18,000	\$ 392,000			\$ 410,000
PUBLIC WORKS	CULVERT	Robertson Twin Pipes	Robertson Line- 1.5 km E of County Road :	\$ 31,000	\$ 549,000									\$ 580,000
PUBLIC WORKS	CULVERT	Rockingham Creek Box 62-	at Martin Recoskie Rd								\$ 18,000	\$ 482,000		\$ 500,000
PUBLIC WORKS	CULVERT	Ross Road Triple Cell	Ross Road- 1.2 km NE of County Road 11					\$ 18,000	\$ 247,000					\$ 265,000
PUBLIC WORKS	CULVERT	Ryan Creek Culvert	Campbell Drive- 3.5 km W of Highway 17								\$ 18,000	\$ 432,000		\$ 450,000
PUBLIC WORKS	CULVERT	Sand Road Twin Pipes	Sand Road- 0.5 km W of County Road 512						\$ 18,000	\$ 422,000				\$ 440,000
PUBLIC WORKS	CULVERT	Sherwood River Culvert	Paugh Lake Road- 6 km N of Highway 60						\$ 18,000	\$ 422,000				\$ 440,000
PUBLIC WORKS	CULVERT	Sicards Creek Culvert	512- 10.4 km N of Brudenell										\$ 18,000	\$ 18,000
PUBLIC WORKS	CULVERT	Silver Creek Culverts	Silver Lake Road- 1.1 km W of Wolfe Rd			\$ 18,000	\$ 192,000							\$ 210,000
PUBLIC WORKS	CULVERT	Snake River Culvert	8- 2 km SW of Micksburg Road	\$ 25,000	\$ 225,000									\$ 250,000
PUBLIC WORKS	CULVERT	St. Columbkille's Culver	58- 50 m S of TV Tower Rd	\$ 900,000										\$ 900,000
PUBLIC WORKS	CULVERT	Stencell's Culvert	Stencells Road- 0.3 km N of County Road :			\$ 18,000	\$ 692,000							\$ 710,000
PUBLIC WORKS	CULVERT	Thompson Hill Culvert	52- 0.6 km S of Pucker St					\$ 18,000	\$ 672,000					\$ 690,000
PUBLIC WORKS	CULVERT	Tomisini's Culvert	58- 0.3 km W of Red Rock Road						\$ 18,000	\$ 302,000				\$ 320,000
PUBLIC WORKS	CULVERT	Voldeeks Culvert	Letterkenny Road- 8.5 km S of County Roa							\$ 18,000	\$ 192,000			\$ 210,000
PUBLIC WORKS	CULVERT	Worms Culvert	20- 0.5 km N of Highway 17					\$ 18,000	\$ 302,000					\$ 320,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Forestry Mulcher Attachment							\$ 50,000				\$ 50,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Forestry Mulcher Attachment					\$ 50,000						\$ 50,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Forestry Mulcher Attachment 8 ton								\$ 50,000			\$ 50,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Guide Rail Mower						\$ 100,000					\$ 100,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Guide Rail Mower						\$ 100,000					\$ 100,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Kubota Mower					\$ 15,000						\$ 15,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Kubota Mower							\$ 20,000				\$ 20,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Kubota Mower						\$ 20,000					\$ 20,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Landpride Mower		\$ 25,000									\$ 25,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Offset Roller					\$ 71,000						\$ 71,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Road Widener					\$ 80,000						\$ 80,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Snow Pusher	\$ 20,000										\$ 20,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Sweeper						\$ 25,000					\$ 25,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Sweeper								\$ 30,000			\$ 30,000
PUBLIC WORKS	EQUIPMENT	ATTACHMENT	Sweeper		\$ 25,000			\$ 25,000						\$ 50,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Asphalt Hot box	\$ 40,000										\$ 40,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Asphalt Hot box (dump)							\$ 50,000				\$ 50,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Asphalt Hot box (dump)					\$ 40,000					\$ 40,000	\$ 80,000

10 Year Capital Plan

DEPARTMENT DIVISION	DESCRIPTION	ATION/OTHER DESCRIP	PROJECT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Asphalt Hot box (dump)			\$ 40,000						\$ 50,000		\$ 90,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Asphalt Recycler Plant									\$ 100,000		\$ 100,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Brush Chipper									\$ 60,000		\$ 60,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Brush Chipper					\$ 60,000						\$ 60,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Crack Sealer Transporter									\$ 50,000		\$ 50,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Diesel Plate Packer	\$ 15,000									\$ 15,000	\$ 30,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Diesel Plate Packer					\$ 15,000						\$ 15,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Hydrovac Trailer		\$ 150,000									\$ 150,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Line Paint Machine GP/CP										\$ 20,000	\$ 20,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Line Paint Machine WWRP/SWP									\$ 15,000		\$ 15,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Portable traffic lights							\$ 120,000				\$ 120,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Retroreflectometer	\$ 15,000										\$ 15,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Roller 48"					\$ 120,000						\$ 120,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Roller 66"	\$ 120,000										\$ 120,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	RWIS - KILLALOE - UPDATE				\$ 55,000							\$ 55,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Steamer	\$ 20,000										\$ 20,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Steamer	\$ 20,000										\$ 20,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Steamer	\$ 20,000										\$ 20,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	Steamer	\$ 20,000										\$ 20,000
PUBLIC WORKS	EQUIPMENT	EQUIPMENT	U-body water tank										\$ 35,000	\$ 35,000
PUBLIC WORKS	ROAD	Anderson Rd	Cty Rd 508 (Calabogie Rd)-to-Hwy 17				\$ 234,000							\$ 234,000
PUBLIC WORKS	ROAD	Barron Canyon Rd	McKay/Petawawa Township Line-to-Smitt							\$ 464,120				\$ 464,120
PUBLIC WORKS	ROAD	Barron Canyon Rd	Priebe Rd-to-Cty Rd 26 (Doran Rd)							\$ 706,409				\$ 706,409
PUBLIC WORKS	ROAD	Barron Canyon Rd	Smith Lane-to-Priebe Rd							\$ 1,701,660				\$ 1,701,660
PUBLIC WORKS	ROAD	Baskin Drive West	CR 2(Daniel Street)-to-Division Street								\$ 711,826			\$ 711,826
PUBLIC WORKS	ROAD	Bay St.	Barry's Bay South Limit-to-Hwy 60		\$ 150,300									\$ 150,300
PUBLIC WORKS	ROAD	Beachburg Rd	Buchanan's Pit Entrance (1046)-to-Pappi									\$ 175,656		\$ 175,656
PUBLIC WORKS	ROAD	Beachburg Rd	Cty Rd 7 (Foresters Falls Rd-to-Fletcher Rd					\$ 470,340						\$ 470,340
PUBLIC WORKS	ROAD	Beachburg Rd	Fletcher Rd-to-Buchanan's Pit Entrance (					\$ 323,544						\$ 323,544
PUBLIC WORKS	ROAD	Beachburg Rd	Hila Rd-to-Cty Rd 12 (Westmeath Rd)					\$ 1,043,941						\$ 1,043,941
PUBLIC WORKS	ROAD	Beachburg Rd	Pappin Rd-to-Watchorn Dr									\$ 170,085		\$ 170,085
PUBLIC WORKS	ROAD	Beachburg Rd	Watchorn Dr-to-Urban Beginning									\$ 53,007		\$ 53,007
PUBLIC WORKS	ROAD	Boundary Rd East	Cty Rd 35 (Boundary Rd E)-to-Trafalgar Rd				\$ 322,149							\$ 322,149
PUBLIC WORKS	ROAD	Brudenell Rd	Brudenell Village North Limit-to-Renfrew							\$ 259,480				\$ 259,480
PUBLIC WORKS	ROAD	Brudenell Rd	Brudenell Waste Disposal Site-to-Brudene							\$ 1,247,500				\$ 1,247,500
PUBLIC WORKS	ROAD	Brudenell Rd	Killaloe South Town Limit-to-Mountain Vie			\$ 423,360								\$ 423,360
PUBLIC WORKS	ROAD	Brudenell Rd	Mountain View Rd-to-Stack Rd			\$ 300,672								\$ 300,672
PUBLIC WORKS	ROAD	Brudenell Rd	Rocheftord Rd-to-Brudenell Waste Dispos							\$ 1,649,979				\$ 1,649,979
PUBLIC WORKS	ROAD	Brudenell Rd	Stack Rd-to-Rocheftord Rd							\$ 1,401,976				\$ 1,401,976
PUBLIC WORKS	ROAD	Bruham Ave	Lorne St East-to-Boundary Rd					\$ 226,863						\$ 226,863
PUBLIC WORKS	ROAD	Bruham Ave	TV Tower Rd-to-Lorne St East					\$ 333,984						\$ 333,984
PUBLIC WORKS	ROAD	Bulger Rd	Agnew Rd-to-McGaghran Rd							\$ 929,810				\$ 929,810
PUBLIC WORKS	ROAD	Bulger Rd	Hwy 60/Cty Rd 8 (Cobden Rd)-to-Agnew R								\$ 308,880			\$ 308,880
PUBLIC WORKS	ROAD	Bulger Rd	McGaghran Rd-to-Stone Hedges Rd							\$ 897,500				\$ 897,500
PUBLIC WORKS	ROAD	Bulger Rd	Stone Hedges Rd-to-Hwy 41								\$ 1,827,140			\$ 1,827,140
PUBLIC WORKS	ROAD	Burnstown Rd	870 Burnstown Rd-to-McLeod Rd		\$ 930,709									\$ 930,709
PUBLIC WORKS	ROAD	Burnstown Rd	Burnstown Bdge N Exp Jnt-to-Cty Rd 508 (		\$ 71,300									\$ 71,300
PUBLIC WORKS	ROAD	Burnstown Rd	Canaan Rd-to-Fraser Rd (McNab/Horton L									\$ 151,320		\$ 151,320
PUBLIC WORKS	ROAD	Burnstown Rd	Cty Rd 2 (White Lake Rd)-to-Waba Cr Bdge						\$ 115,440					\$ 115,440
PUBLIC WORKS	ROAD	Burnstown Rd	Cty Rd 508 (Calabogie Rd)-to-Picket Hill La		\$ 191,400									\$ 191,400
PUBLIC WORKS	ROAD	Burnstown Rd	Fraser Rd (McNab/Horton Twp)-to-Lime K									\$ 477,360		\$ 477,360
PUBLIC WORKS	ROAD	Burnstown Rd	Lime Kiln Rd-to-Pucker St								\$ 190,320			\$ 190,320
PUBLIC WORKS	ROAD	Burnstown Rd	McLachlan Rd-to-870 Burnstown Rd		\$ 940,141									\$ 940,141
PUBLIC WORKS	ROAD	Burnstown Rd	McLeod Rd-to-Burnstown Bdge S Exp Jnt		\$ 245,520									\$ 245,520
PUBLIC WORKS	ROAD	Burnstown Rd	Picket Hill Lane N Jct-to-Canaan Rd									\$ 625,560		\$ 625,560
PUBLIC WORKS	ROAD	Burnstown Rd	Picket Hill Lane S Jct-to-Picket Hill Lane N									\$ 110,760		\$ 110,760
PUBLIC WORKS	ROAD	Burnstown Rd	Pucker St-to-Graham Ave									\$ 225,000		\$ 225,000
PUBLIC WORKS	ROAD	Burnstown Rd	Waba Cr Bdge W Exp Jnt-to-McLachlan Rd		\$ 158,763									\$ 158,763
PUBLIC WORKS	ROAD	Calabogie Rd	Barrett Chute Rd-to-Cty Rd 34 (Norton Rd)							\$ 1,402,190				\$ 1,402,190
PUBLIC WORKS	ROAD	Calabogie Rd	Brydges Rd-to-Fleming Rd				\$ 265,440							\$ 265,440
PUBLIC WORKS	ROAD	Calabogie Rd	Cty Rd 511 (Lanark Rd)-to-Kubiseski Rd					\$ 473,760						\$ 473,760
PUBLIC WORKS	ROAD	Calabogie Rd	Cty Rd 52 (Burnstown Rd)-to-Dickson Rd	\$ 800,681										\$ 800,681
PUBLIC WORKS	ROAD	Calabogie Rd	Dickson Rd-to-Hutson Rd	\$ 677,499										\$ 677,499
PUBLIC WORKS	ROAD	Calabogie Rd	Fleming Rd-to-Fraser Rd				\$ 413,280							\$ 413,280
PUBLIC WORKS	ROAD	Calabogie Rd	Fraser Rd-to-Riopelle Rd		\$ 1,024,800									\$ 1,024,800
PUBLIC WORKS	ROAD	Calabogie Rd	Hutson Rd-to-Goshen Rd	\$ 768,460										\$ 768,460
PUBLIC WORKS	ROAD	Calabogie Rd	Kubiseski Rd-to-Public Picnic Area N. Ent.					\$ 514,080						\$ 514,080
PUBLIC WORKS	ROAD	Calabogie Rd	Norway Lake Rd-to-Brydges Rd				\$ 655,200							\$ 655,200
PUBLIC WORKS	ROAD	Calabogie Rd	Public Picnic Area N. Entrance-to-Norway					\$ 1,122,240						\$ 1,122,240
PUBLIC WORKS	ROAD	Calabogie Rd	Riopelle Rd-to-Cty Rd 52 (Burnstown Rd)		\$ 463,680									\$ 463,680
PUBLIC WORKS	ROAD	Castleford Rd	Collins Rd-to-Eady Rd			\$ 959,791								\$ 959,791
PUBLIC WORKS	ROAD	Castleford Rd	Eady Rd-to-Ferguson Rd			\$ 633,730								\$ 633,730
PUBLIC WORKS	ROAD	Castleford Rd	Ferguson Rd-to-Humphries Rd			\$ 773,450								\$ 773,450
PUBLIC WORKS	ROAD	Castleford Rd	Humphries Rd-to-Cty Rd 1 (River Rd)		\$ 683,630									\$ 683,630
PUBLIC WORKS	ROAD	Castleford Rd	Hwy 17-to-Collins Rd			\$ 749,355								\$ 749,355
PUBLIC WORKS	ROAD	Centennial Lake Rd	4126 Centennial Lake Rd-to-Matawatchesan		\$ 1,629,270									\$ 1,629,270
PUBLIC WORKS	ROAD	Centennial Lake Rd	Centennial Lake Bdge S Exp Jnt-to-Morrow				\$ 846,210							\$ 846,210
PUBLIC WORKS	ROAD	Centennial Lake Rd	Matawatchesan Rd-to-Centennial Lake Bdge						\$ 561,600					\$ 561,600

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DEPARTMENT DIVISION	DESCRIPTION	LOCATION/OTHER DESCRIP	PROJECT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
PUBLIC WORKS	ROAD	Centennial Lake Rd	Matawatchan/Brougham Twp Line-to-287	\$ 951,460										\$ 951,460
PUBLIC WORKS	ROAD	Centennial Lake Rd	Morrow Lake Rd-to-4126 Centennial Lake		\$ 724,120									\$ 724,120
PUBLIC WORKS	ROAD	Chenau Rd	Berts Rd-to-Queens Line						\$ 848,678					\$ 848,678
PUBLIC WORKS	ROAD	Chenau Rd	Camp Galilee Lane-to-Service Rd							\$ 638,765				\$ 638,765
PUBLIC WORKS	ROAD	Chenau Rd	Cty Rd 48 (Magnesium Rd)-to-Camp Galilee			\$ 576,717								\$ 576,717
PUBLIC WORKS	ROAD	Chenau Rd	Hwy 17-to-Cty Rd 48 (Magnesium Rd)		\$ 468,706									\$ 468,706
PUBLIC WORKS	ROAD	Chenau Rd	Kerr Line-to-County/Quebec Boundary						\$ 495,578					\$ 495,578
PUBLIC WORKS	ROAD	Chenau Rd	Queens Line-to-Kerr Line Rd						\$ 817,141					\$ 817,141
PUBLIC WORKS	ROAD	Chenau Rd	Service Rd-to-Berts Rd							\$ 841,464				\$ 841,464
PUBLIC WORKS	ROAD	Cobden Rd	Barr Line-to-McPeak Line	\$ 468,891										\$ 468,891
PUBLIC WORKS	ROAD	Cobden Rd	Behm Line-to-Cobden Urban Beginning	\$ 96,274										\$ 96,274
PUBLIC WORKS	ROAD	Cobden Rd	Cobden Urban Beginning-to-Hwy 17							\$ 572,571				\$ 572,571
PUBLIC WORKS	ROAD	Cobden Rd	Hwy 60/Cty Rd 9 (Bulger Rd)-to-Pine Valle	\$ 536,640										\$ 536,640
PUBLIC WORKS	ROAD	Cobden Rd	McPeak Line-to-Behm Line	\$ 495,634										\$ 495,634
PUBLIC WORKS	ROAD	Cobden Rd	Pine Valley Rd-to-Barr Line	\$ 451,063										\$ 451,063
PUBLIC WORKS	ROAD	Combermere Rd	Chapeskie Rd-to-Kingdom Hall Rd						\$ 1,935,450					\$ 1,935,450
PUBLIC WORKS	ROAD	Combermere Rd	Chippewa Rd-to-Chapeskie Rd							\$ 1,673,223				\$ 1,673,223
PUBLIC WORKS	ROAD	Combermere Rd	Cty Rd 515 (Palmer Rd)-to-Pine Cliff Rd										\$ 1,047,686	\$ 1,047,686
PUBLIC WORKS	ROAD	Combermere Rd	Hastings County Line-to-Combermere Sou							\$ 1,003,703				\$ 1,003,703
PUBLIC WORKS	ROAD	Combermere Rd	Kingdom Hall Rd-to-County Picnic Area Rd						\$ 1,263,212					\$ 1,263,212
PUBLIC WORKS	ROAD	Combermere Rd	Long Lake Rd-to-Chippewa Rd								\$ 880,949			\$ 880,949
PUBLIC WORKS	ROAD	Combermere Rd	Pine Cliff Rd-to-Long Lake Rd								\$ 1,042,625			\$ 1,042,625
PUBLIC WORKS	ROAD	Dafoe Rd	Lower Craigmont Rd-to-Cty Rd 62 (Combr								\$ 258,960			\$ 258,960
PUBLIC WORKS	ROAD	Dafoe Rd	Peplinskie Rd-to-Serran Rd									\$ 82,680		\$ 82,680
PUBLIC WORKS	ROAD	Dafoe Rd	Radcliffe Twp (Coulas Rd)-to-Peplinskie R									\$ 343,200		\$ 343,200
PUBLIC WORKS	ROAD	Dafoe Rd	Raglan Twp Boundary West-to-Raglan Tw		\$ 715,700									\$ 715,700
PUBLIC WORKS	ROAD	Dafoe Rd	Serran Road-to-Lower Craigmont Rd									\$ 243,360		\$ 243,360
PUBLIC WORKS	ROAD	Daniel St. North	Arthur Street-to-CR 10 (Baskin Drive W)	\$ 209,629										\$ 209,629
PUBLIC WORKS	ROAD	Daniel St. North	Madawaska St-to-Michael St (left)	\$ 783,000										\$ 783,000
PUBLIC WORKS	ROAD	Daniel St. North	Michael St-to-Arthur Street	\$ 469,800										\$ 469,800
PUBLIC WORKS	ROAD	Deep River Road	Champlain St/ Glendale Ave-to-Ridge Roa				\$ 505,172							\$ 505,172
PUBLIC WORKS	ROAD	Deep River Road	Huron St/Algonquin St-to-Champlain St	\$ 789,820										\$ 789,820
PUBLIC WORKS	ROAD	Deep River Road	Hwy 17-to-Huron/Algonquin St		\$ 35,256									\$ 35,256
PUBLIC WORKS	ROAD	Doran Rd	Airport Rd-to-Black Bay Rd						\$ 313,560					\$ 313,560
PUBLIC WORKS	ROAD	Doran Rd	Black Bay Rd-to-Cty Rd 37 (Murphy Rd)	\$ 668,640										\$ 668,640
PUBLIC WORKS	ROAD	Doran Rd	Cty Rd 14 (Witt Rd)-to-Zanders Rd							\$ 1,150,050				\$ 1,150,050
PUBLIC WORKS	ROAD	Doran Rd	Cty Rd 28 (Barron Canyon Rd)-to-Hwy 17			\$ 169,517								\$ 169,517
PUBLIC WORKS	ROAD	Doran Rd	Cty Rd 37 (Murphy Rd)-to-Herman St	\$ 220,400										\$ 220,400
PUBLIC WORKS	ROAD	Doran Rd	Cty Rd 58 (Round Lake Rd)-to-Lubitz Rd	\$ 1,002,135										\$ 1,002,135
PUBLIC WORKS	ROAD	Doran Rd	Forest Lea Rd-to-Cty Rd 28 (Barron Canyon		\$ 1,103,289									\$ 1,103,289
PUBLIC WORKS	ROAD	Doran Rd	Herman St-to-Cty Rd 51 (Petawawa Blvd)	\$ 377,000										\$ 377,000
PUBLIC WORKS	ROAD	Doran Rd	Hwy 17-to-Airport Rd						\$ 282,360					\$ 282,360
PUBLIC WORKS	ROAD	Doran Rd	Lubitz Rd-to-Forest Lea Rd	\$ 1,021,382										\$ 1,021,382
PUBLIC WORKS	ROAD	Drive-in Rd	City of Pembroke (South Limits)-to-Wilson									\$ 165,360		\$ 165,360
PUBLIC WORKS	ROAD	Drive-in Rd	Clearview Crescent-to-Spruce St East	\$ 65,520										\$ 65,520
PUBLIC WORKS	ROAD	Drive-in Rd	Elm St-to-Hwy 148	\$ 35,880										\$ 35,880
PUBLIC WORKS	ROAD	Drive-in Rd	Wilson Rd-to-Clearview Crescent								\$ 170,040			\$ 170,040
PUBLIC WORKS	ROAD	Elgin Street West	Madawaska & Elgin-to-Cty Rd 10 (Division						\$ 201,240					\$ 201,240
PUBLIC WORKS	ROAD	Flatt Rapids Rd	Cty Rd 45 (Russet Rd)-to-Mill Ridge Rd			\$ 486,760								\$ 486,760
PUBLIC WORKS	ROAD	Flatt Rapids Rd	Mill Ridge Rd-to-Watts Line			\$ 682,778								\$ 682,778
PUBLIC WORKS	ROAD	Flatt Rapids Rd	Stewartville Urban Begins-to-Stewartville								\$ 107,520			\$ 107,520
PUBLIC WORKS	ROAD	Flatt Rapids Rd	Watts Line-to-Stewartville Urban Begins								\$ 115,200			\$ 115,200
PUBLIC WORKS	ROAD	Foresters Falls Rd	Beginning of rural-to-Grants Settlement R		\$ 871,560									\$ 871,560
PUBLIC WORKS	ROAD	Foresters Falls Rd	Beginning of semi-urban-to-Beginning of r		\$ 443,850									\$ 443,850
PUBLIC WORKS	ROAD	Foresters Falls Rd	Cty Rd 21 (Beachburg Rd)-to-Government						\$ 321,360					\$ 321,360
PUBLIC WORKS	ROAD	Foresters Falls Rd	Cty Rd 4 (Queens Line)-to-Cty Rd 21 (Beac						\$ 92,129					\$ 92,129
PUBLIC WORKS	ROAD	Foresters Falls Rd	Government Road-to-Harriet Street (urban						\$ 45,886					\$ 45,886
PUBLIC WORKS	ROAD	Foresters Falls Rd	Gypsy Lane-to-Marjorie Rd						\$ 258,960					\$ 258,960
PUBLIC WORKS	ROAD	Foresters Falls Rd	Hwy 17-to-Gypsy Lane						\$ 162,240					\$ 162,240
PUBLIC WORKS	ROAD	Foresters Falls Rd	Marjorie Rd-to-Zion Line						\$ 280,800					\$ 280,800
PUBLIC WORKS	ROAD	Foresters Falls Rd	Zion Line-to-Cty Rd 4 (Queens Line)						\$ 363,480					\$ 363,480
PUBLIC WORKS	ROAD	Foymount Rd	B257-to-Lake Clear Rd	\$ 1,032,960										\$ 1,032,960
PUBLIC WORKS	ROAD	Foymount Rd	Cty Rd 515 (Quadeville Rd)-to-Sebastopol	\$ 399,950										\$ 399,950
PUBLIC WORKS	ROAD	Foymount Rd	Cty Rd 64 (Opeongo Rd)-to-McCauley Mo		\$ 1,346,400									\$ 1,346,400
PUBLIC WORKS	ROAD	Foymount Rd	Donegal Rd-to-Spring Creek Rd	\$ 353,750										\$ 353,750
PUBLIC WORKS	ROAD	Foymount Rd	Hubers Rd-to-McCauley Mountain Rd	\$ 915,450										\$ 915,450
PUBLIC WORKS	ROAD	Foymount Rd	McCauley Mountain Rd-to-B257						\$ 388,306					\$ 388,306
PUBLIC WORKS	ROAD	Foymount Rd	McCauley Mountain Rd-to-Cty Rd 515 (Qt	\$ 258,480										\$ 258,480
PUBLIC WORKS	ROAD	Foymount Rd	Sand Rd-to-Hwy 41	\$ 472,610										\$ 472,610
PUBLIC WORKS	ROAD	Foymount Rd	Sebastopol Dr-to-Cty Rd 64 (Opeongo Rd)	\$ 330,280										\$ 330,280
PUBLIC WORKS	ROAD	Foymount Rd	Silver Lake Rd-to-Donegal Rd	\$ 690,520										\$ 690,520
PUBLIC WORKS	ROAD	Foymount Rd	Spring Creek Rd-to-Sand Rd	\$ 648,070										\$ 648,070
PUBLIC WORKS	ROAD	Godfrey Rd	Haley Rd-to-Hwy 17									\$ 442,356		\$ 442,356
PUBLIC WORKS	ROAD	Gore Line	Cty Rd 12 (Westmeath Rd)-to-Jessie St							\$ 22,063				\$ 22,063
PUBLIC WORKS	ROAD	Gore Line	Nicolai Rd-to-Cty Rd 49 (Lapasse Rd)						\$ 807,057					\$ 807,057
PUBLIC WORKS	ROAD	Grattan Rd	Hwy 41-to-Perrault Rd						\$ 613,800					\$ 613,800
PUBLIC WORKS	ROAD	Grattan Rd	Perrault Rd-to-Scotch Bush Rd						\$ 1,209,000					\$ 1,209,000
PUBLIC WORKS	ROAD	Greenwood Rd	Cemetery Rd-to-Cty Rd 21 (Beachburg Rd)					\$ 472,416						\$ 472,416

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DEPARTMENT DIVISION	DESCRIPTION	ATION/OTHER DESCRIP	PROJECT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
PUBLIC WORKS	ROAD	Greenwood Rd	Cty Rd 21 (Beachburg Rd)-to-Cty Rd 24 (W								\$ 142,272			\$ 142,272
PUBLIC WORKS	ROAD	Greenwood Rd	Cty Rd 24 (White Water Rd)-to-Robinson f								\$ 170,040			\$ 170,040
PUBLIC WORKS	ROAD	Greenwood Rd	Hwy 17-to-Meath Hill Rd					\$ 318,720						\$ 318,720
PUBLIC WORKS	ROAD	Greenwood Rd	Meath Hill Rd-to-Cemetery Rd					\$ 900,000						\$ 900,000
PUBLIC WORKS	ROAD	Greenwood Rd	Robinson Rd-to-HWY 148	\$ 1,400,721										\$ 1,400,721
PUBLIC WORKS	ROAD	Haley Rd	Hwy 60-to-Orin Rd										\$ 1,068,744	\$ 1,068,744
PUBLIC WORKS	ROAD	Haley Rd	Orin Rd-to-Godfrey Rd								\$ 2,006,137			\$ 2,006,137
PUBLIC WORKS	ROAD	Highland Rd	Frank St-to-Cty Rd 2 (White Lake Rd)							\$ 878,240				\$ 878,240
PUBLIC WORKS	ROAD	Highland Rd	Renfrew/Lanark Line-to-Sawmill Road										\$ 235,560	\$ 235,560
PUBLIC WORKS	ROAD	Highland Rd	Sawmill Rd-to-Frank St	\$ 210,500										\$ 210,500
PUBLIC WORKS	ROAD	Jean Ave	Beginning of Urban-to-Boundary Rd E				\$ 73,920							\$ 73,920
PUBLIC WORKS	ROAD	Jean Ave	Cty Rd 36 (TV Tower Rd)-to-Beginning of L				\$ 285,600							\$ 285,600
PUBLIC WORKS	ROAD	John St.	County Picnic Area Rd-to-Barry's Bay Sout		\$ 545,600									\$ 545,600
PUBLIC WORKS	ROAD	Lake Dore Rd	Hwy 60-to-St. John's Church Steps										\$ 63,024	\$ 63,024
PUBLIC WORKS	ROAD	Lake Dore Rd	Lovers Lane-to-Sperberg Rd										\$ 260,208	\$ 260,208
PUBLIC WORKS	ROAD	Lake Dore Rd	Sperberg Rd-to-Trail Blazers Rd	\$ 1,137,221										\$ 1,137,221
PUBLIC WORKS	ROAD	Lake Dore Rd	St. John's Church Steps-to-Lovers Lane										\$ 185,952	\$ 185,952
PUBLIC WORKS	ROAD	Lake Dore Rd	Trail Blazers Rd-to-Black Creek Rd					\$ 1,050,894						\$ 1,050,894
PUBLIC WORKS	ROAD	Lanark Road	Bagot Long Lake Rd-to-Dolans Lane							\$ 940,580				\$ 940,580
PUBLIC WORKS	ROAD	Lanark Road	Barryvale Rd-to-Grassy Bay Rd					\$ 793,390						\$ 793,390
PUBLIC WORKS	ROAD	Lanark Road	Dolans Lane-to-Frost Lane						\$ 506,190					\$ 506,190
PUBLIC WORKS	ROAD	Lanark Road	Frost Lane-to-Stones Lake Rd						\$ 362,590					\$ 362,590
PUBLIC WORKS	ROAD	Lanark Road	Grassy Bay Rd-to-Madawaska River Bridge					\$ 376,950						\$ 376,950
PUBLIC WORKS	ROAD	Lanark Road	Lanark/Renfrew County Line-to-Bagot Lon							\$ 502,600				\$ 502,600
PUBLIC WORKS	ROAD	Lanark Road	Madawaska River Bridge N Jnt-to-Calabog				\$ 68,210							\$ 68,210
PUBLIC WORKS	ROAD	Lanark Road	Stones Lake Rd-to-Barryvale Rd						\$ 380,540					\$ 380,540
PUBLIC WORKS	ROAD	Lapasse Rd	Cty Rd 21 (Beachburg Rd)-to-Glen Rd						\$ 272,808					\$ 272,808
PUBLIC WORKS	ROAD	Lapasse Rd	Cty Rd 31 (Lookout Rd)-to-Pleasant Valley									\$ 235,560		\$ 235,560
PUBLIC WORKS	ROAD	Lapasse Rd	Glen Rd-to-Cty Rd 31 (Lookout Rd)						\$ 958,530					\$ 958,530
PUBLIC WORKS	ROAD	Lapasse Rd	Hawthorne Rd-to-Grants Settlement Rd									\$ 332,280		\$ 332,280
PUBLIC WORKS	ROAD	Lapasse Rd	Pleasant Valley Rd-to-Hawthorne Rd									\$ 215,280		\$ 215,280
PUBLIC WORKS	ROAD	Laurentian Dr	Civic Centre Rd-to-Dundonald Dr						\$ 264,470					\$ 264,470
PUBLIC WORKS	ROAD	Laurentian Dr	Cty Rd 51 (Petawawa Blvd)-to-Silke Dr						\$ 688,620					\$ 688,620
PUBLIC WORKS	ROAD	Laurentian Dr	Dundonald Dr-to-Cr 16 (Victoria St)						\$ 272,806					\$ 272,806
PUBLIC WORKS	ROAD	Laurentian Dr	Silke Dr-to-Civic Centre Rd						\$ 523,950					\$ 523,950
PUBLIC WORKS	ROAD	Letterkenny Rd	Rockingham Rd-to-Cty Rd 66 (Opeongo Rc				\$ 1,796,077							\$ 1,796,077
PUBLIC WORKS	ROAD	Lochwinnoch Rd	Hwy 17-to-Thomson Rd										\$ 911,091	\$ 911,091
PUBLIC WORKS	ROAD	Lookout Rd	Cty Rd 49 (Lapasse Rd)-to-Desjardins Rd										\$ 1,116,490	\$ 1,116,490
PUBLIC WORKS	ROAD	Lookout Rd	Desjardins Rd-to-Lovers Lane										\$ 1,120,080	\$ 1,120,080
PUBLIC WORKS	ROAD	Lookout Rd	Lovers Lane-to-Cty Rd 12 (Westmeath Rd)										\$ 215,400	\$ 215,400
PUBLIC WORKS	ROAD	Madawaska Blvd	Arnprior Town Line-to-B258 E Exp Jnt			\$ 392,942								\$ 392,942
PUBLIC WORKS	ROAD	Madawaska Blvd	B258 W Exp Jnt-to-Daniel St						\$ 16,714					\$ 16,714
PUBLIC WORKS	ROAD	Madawaska Blvd	Connifer Lane-to-Herrick Drive			\$ 16,714								\$ 16,714
PUBLIC WORKS	ROAD	Madawaska Blvd	Daniel St-to-Elgin St							\$ 117,000				\$ 117,000
PUBLIC WORKS	ROAD	Madawaska Blvd	Herrick Drive-to-Arnprior Town Limit (4 La			\$ 73,543								\$ 73,543
PUBLIC WORKS	ROAD	Magnesium Rd	Hwy 653-to-Mine View Rd					\$ 320,099						\$ 320,099
PUBLIC WORKS	ROAD	Magnesium Rd	Mine View Rd-to-Cty Rd 4 (Queens Line)					\$ 429,062						\$ 429,062
PUBLIC WORKS	ROAD	Matawatchesan Rd	4882 Matawatchesan Rd-to-Cty Rd 65	\$ 915,667										\$ 915,667
PUBLIC WORKS	ROAD	McLean Dr	1887 McLean Dr					\$ 104,297						\$ 104,297
PUBLIC WORKS	ROAD	McLean Dr	Hwy 17-to-1887 McLean Dr	\$ 421,231										\$ 421,231
PUBLIC WORKS	ROAD	McLean Dr	Libbys Rd-to-Scheel Dr					\$ 219,826						\$ 219,826
PUBLIC WORKS	ROAD	McLean Dr	Scheel Dr-to-Cty Rd 3 (Usborne St)					\$ 370,656						\$ 370,656
PUBLIC WORKS	ROAD	Miller Rd	Clifford Sideroad-to-Cty Rd 6 (Lochwinnoc						\$ 319,200					\$ 319,200
PUBLIC WORKS	ROAD	Miller Rd	Hwy 17-to-Clifford Sideroad						\$ 957,600					\$ 957,600
PUBLIC WORKS	ROAD	misc. locations	INTERSECTION UPGRADES	\$ 250,000	\$ 100,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 950,000
PUBLIC WORKS	ROAD	misc. locations	SCRATCH COAT	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 7,500,000
PUBLIC WORKS	ROAD	Mountain Rd	Hwy 41-to-Wilberforce/Stafford Line								\$ 412,375			\$ 412,375
PUBLIC WORKS	ROAD	Mountain Rd	Micksburg Rd-to-Soike Rd								\$ 212,160			\$ 212,160
PUBLIC WORKS	ROAD	Mountain Rd	Snake River Line-to-Hwy 17	\$ 509,780										\$ 509,780
PUBLIC WORKS	ROAD	Mountain Rd	Soike Rd-to-Stafford Third Line								\$ 212,160			\$ 212,160
PUBLIC WORKS	ROAD	Mountain Rd	Stafford Second Line-to-Snake River Line	\$ 481,060										\$ 481,060
PUBLIC WORKS	ROAD	Mountain Rd	Stafford Third Line-to-Stafford Second Lin	\$ 481,060										\$ 481,060
PUBLIC WORKS	ROAD	Mountain Rd	Wilberforce/Stafford Line-to-Micksburg R							\$ 669,390				\$ 669,390
PUBLIC WORKS	ROAD	Mud Lake Rd	Cty Rd 24 (White Water Rd)-to-Robinson f	\$ 197,786										\$ 197,786
PUBLIC WORKS	ROAD	Mud Lake Rd	McDonnell Bdge N Exp Jnt-to-Sawmill Rd	\$ 182,208										\$ 182,208
PUBLIC WORKS	ROAD	Mud Lake Rd	Robinson Rd-to-McDonnell Bdge S Exp Jnt	\$ 142,807										\$ 142,807
PUBLIC WORKS	ROAD	Mud Lake Rd	Sawmill Rd-to-City of Pembroke South Lir	\$ 232,440										\$ 232,440
PUBLIC WORKS	ROAD	Murphy Rd	Cty Rd 26 (Doran St)-to-Cty Rd 51 (Petawa	\$ 2,460,000										\$ 2,460,000
PUBLIC WORKS	ROAD	Norton Road	Cty Rd 508 (Calabogie Rd)-to-60 km/h End										\$ 466,085	\$ 466,085
PUBLIC WORKS	ROAD	Opeongo Rd	Baptist Church Rd-to-Wieland Shore Rd									\$ 897,500		\$ 897,500
PUBLIC WORKS	ROAD	Opeongo Rd	Constant Lake Rd-to-Hwy 41				\$ 1,508,390							\$ 1,508,390
PUBLIC WORKS	ROAD	Opeongo Rd	Copp Rd-to-Cty Rd 68 (Letterkenny Rd)					\$ 814,930						\$ 814,930
PUBLIC WORKS	ROAD	Opeongo Rd	Cty Rd 512 (Foymount Rd)-to-Raddatz Rd							\$ 1,335,480				\$ 1,335,480
PUBLIC WORKS	ROAD	Opeongo Rd	Cty Rd 68 (Letterkenny Rd)-to-Cty Rd 512					\$ 779,030						\$ 779,030
PUBLIC WORKS	ROAD	Opeongo Rd	Doyle Mountain Rd-to-Renfrew County Fo				\$ 1,023,150							\$ 1,023,150
PUBLIC WORKS	ROAD	Opeongo Rd	Gierman Rd-to-Sebastopol/Grattan Towns	\$ 1,148,171										\$ 1,148,171
PUBLIC WORKS	ROAD	Opeongo Rd	Hopefield Rd-to-Doyle Mountain Rd				\$ 649,790							\$ 649,790
PUBLIC WORKS	ROAD	Opeongo Rd	Lake Clear Rd-to-Baptist Church Rd									\$ 588,760		\$ 588,760

10 Year Capital Plan

DEPARTMENT DIVISION	DESCRIPTION	ACTION/OTHER DESCRIP	PROJECT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
PUBLIC WORKS	ROAD	Opeongo Rd	Opeongo Rd N-to-Hopefield Rd				\$ 287,200							\$ 287,200
PUBLIC WORKS	ROAD	Opeongo Rd	Raddatz Rd-to-Lake Clear Rd							\$ 1,123,670				\$ 1,123,670
PUBLIC WORKS	ROAD	Opeongo Rd	Renfrew County Forest Entrance-to-Copp					\$ 825,700						\$ 825,700
PUBLIC WORKS	ROAD	Opeongo Rd	Sebastopol/Grattan Township Line-to-Cor	\$ 467,880										\$ 467,880
PUBLIC WORKS	ROAD	Opeongo Rd	Wieland Shore Rd-to-Gierman Rd	\$ 734,830										\$ 734,830
PUBLIC WORKS	ROAD	Palmer Rd	Cty Rd 514 (Schutt Rd)-to-Wingle Rd									\$ 385,320		\$ 385,320
PUBLIC WORKS	ROAD	Palmer Rd	Cty Rd 62 (Combermere Rd)-to-Riverside I	\$ 365,842										\$ 365,842
PUBLIC WORKS	ROAD	Palmer Rd	Eneas Creek Rd-to-Quadeville W Urban Li				\$ 1,166,750							\$ 1,166,750
PUBLIC WORKS	ROAD	Palmer Rd	Finch Rd-to-Palmer Rapids Dam Rd			\$ 649,790								\$ 649,790
PUBLIC WORKS	ROAD	Palmer Rd	Guiney Rd-to-Eneas Creek Rd				\$ 606,710							\$ 606,710
PUBLIC WORKS	ROAD	Palmer Rd	Jewellville Bdge N Exp Jnt-to-Palmer Rapik			\$ 639,020								\$ 639,020
PUBLIC WORKS	ROAD	Palmer Rd	Latchford Bdge N Exp Jnt-to-Guiney Rd							\$ 363,480				\$ 363,480
PUBLIC WORKS	ROAD	Palmer Rd	McPhee Bay Rd-to-Finch Rd	\$ 764,362										\$ 764,362
PUBLIC WORKS	ROAD	Palmer Rd	Palmer Rapids Dam Rd-to-Jewellville Bdge			\$ 356,580								\$ 356,580
PUBLIC WORKS	ROAD	Palmer Rd	Riverside Dr-to-McPhee Bay Rd	\$ 637,478										\$ 637,478
PUBLIC WORKS	ROAD	Palmer Rd	Wingle Rd-to-Latchford Bdge S Exp Jnt									\$ 150,780		\$ 150,780
PUBLIC WORKS	ROAD	Pembroke West	City of Pembroke West Limits-to-Cty Rd 4:	\$ 599,747										\$ 599,747
PUBLIC WORKS	ROAD	Petawawa Blv	B Line Rd-to-Sharon Street							\$ 1,695,392				\$ 1,695,392
PUBLIC WORKS	ROAD	Petawawa Blv	Cty Rd 16 (Victoria St)-to-Petawawa River							\$ 120,000				\$ 120,000
PUBLIC WORKS	ROAD	Petawawa Blv	Cty Rd 26 (Doran St)-to-Cty Rd 16 (Victoria							\$ 600,000				\$ 600,000
PUBLIC WORKS	ROAD	Petawawa Blv	Cty Rd 37 (Murphy Rd)-to-Cty Rd 26 (Dora	\$ 213,274										\$ 213,274
PUBLIC WORKS	ROAD	Petawawa Blv	Petawawa River Bdge N Exp Jnt-to-Militar								\$ 80,000			\$ 80,000
PUBLIC WORKS	ROAD	Quadeville Rd	Jessup Rd-to-Kargus Rd										\$ 847,240	\$ 847,240
PUBLIC WORKS	ROAD	Quadeville Rd	Kargus Rd-to-Sacred Heart Rd							\$ 408,720				\$ 408,720
PUBLIC WORKS	ROAD	Quadeville Rd	Quadeville E Urban Limit-to-Jessup Rd					\$ 764,670						\$ 764,670
PUBLIC WORKS	ROAD	Quadeville Rd	Quadeville W Urban Limit-to-Quadeville E				\$ 218,016							\$ 218,016
PUBLIC WORKS	ROAD	Quadeville Rd	Sacred Heart Rd-to-Yukes Dr.								\$ 811,200			\$ 811,200
PUBLIC WORKS	ROAD	Quadeville Rd	Yukes Dr-to-Cty Rd 512 (Foymount Rd)							\$ 1,651,400				\$ 1,651,400
PUBLIC WORKS	ROAD	Queens Line	1890 Queens Line-to-Magnesium Rd (CR 48			\$ 343,200								\$ 343,200
PUBLIC WORKS	ROAD	Queens Line	Acres Rd-to-Kohlsmith Rd			\$ 488,926								\$ 488,926
PUBLIC WORKS	ROAD	Queens Line	Cty Rd 48 (Magnesium Rd)-to-Acres Rd			\$ 529,509								\$ 529,509
PUBLIC WORKS	ROAD	Queens Line	Cty Rd 653 (Chenaux Rd)-to-CA 1890									\$ 1,047,900		\$ 1,047,900
PUBLIC WORKS	ROAD	Queens Line	Kohlsmith Rd-to-Cty Rd 7 (Foresters Falls f			\$ 397,800								\$ 397,800
PUBLIC WORKS	ROAD	Queens St	Hwy 60 (Killaloe Beginning)-to-Killaloe Noi			\$ 87,360								\$ 87,360
PUBLIC WORKS	ROAD	Queens St	Killaloe North Urban Limit-to-Killaloe Sout			\$ 212,160								\$ 212,160
PUBLIC WORKS	ROAD	Queens St	Killaloe South Urban Limit-to-Killaloe Sout			\$ 210,021								\$ 210,021
PUBLIC WORKS	ROAD	Raglan St S	Graham Ave-to-Hwy 60 (Counbes St)										\$ 557,217	\$ 557,217
PUBLIC WORKS	ROAD	Ridge Road	Avon Road-to-Dalton St			\$ 66,857								\$ 66,857
PUBLIC WORKS	ROAD	Ridge Road	Champlain St-to-Deep River Road	\$ 364,635										\$ 364,635
PUBLIC WORKS	ROAD	Ridge Road	Dalton St-to-Champlain St						\$ 495,900					\$ 495,900
PUBLIC WORKS	ROAD	Ridge Road	Hwy 17-to-Avon Road			\$ 50,143								\$ 50,143
PUBLIC WORKS	ROAD	River Road	Braeside West Limit-to-Toner Road			\$ 279,240								\$ 279,240
PUBLIC WORKS	ROAD	River Road	County CP Trail-to-Castleford Bdge S Exp J	\$ 935,342										\$ 935,342
PUBLIC WORKS	ROAD	River Road	Cty Rd 10 (Division St)-to-Usborne St						\$ 109,111					\$ 109,111
PUBLIC WORKS	ROAD	River Road	Cty Rd 3 (Usborne St)-to-Braeside West Li			\$ 109,869								\$ 109,869
PUBLIC WORKS	ROAD	River Road	Dochart St-to-Cty Rd 3 (Usborne St)			\$ 241,934								\$ 241,934
PUBLIC WORKS	ROAD	River Road	Henry Crescent-to-Lochwinnoch Rd									\$ 361,920		\$ 361,920
PUBLIC WORKS	ROAD	River Road	Lochwinnoch Rd-to-Storie Rd									\$ 185,640		\$ 185,640
PUBLIC WORKS	ROAD	River Road	Mast Rd-to-Henry Crescent									\$ 277,680		\$ 277,680
PUBLIC WORKS	ROAD	River Road	Moore St-to-Dochart St	\$ 1,138,830										\$ 1,138,830
PUBLIC WORKS	ROAD	River Road	Storie Rd-to-County CP Trail									\$ 166,920		\$ 166,920
PUBLIC WORKS	ROAD	River Road	Toner Road-to-Mast Rd									\$ 436,800		\$ 436,800
PUBLIC WORKS	ROAD	River Road	Usborne St-to-Moore St									\$ 317,435		\$ 317,435
PUBLIC WORKS	ROAD	Rockingham Rd	2356 Rockingham-to-Diamond Lake Rd						\$ 1,083,103					\$ 1,083,103
PUBLIC WORKS	ROAD	Rockingham Rd	Cty Rd 515 (Palmer Rd)-to-2356 Rockinghi							\$ 1,278,040				\$ 1,278,040
PUBLIC WORKS	ROAD	Rockingham Rd	Diamond Lake Rd-to-Dovetail Rd							\$ 566,436				\$ 566,436
PUBLIC WORKS	ROAD	Rockingham Rd	Dovetail Rd-to-Guiney Rd					\$ 735,591						\$ 735,591
PUBLIC WORKS	ROAD	Rockingham Rd	Guiney Rd-to-Letterkenry Rd					\$ 920,117						\$ 920,117
PUBLIC WORKS	ROAD	Round Lake Rd	1922 Round Lake Rd-to-John St North						\$ 528,940					\$ 528,940
PUBLIC WORKS	ROAD	Round Lake Rd	8266 Round Lake Rd-to-Kelly Lake Rd						\$ 698,600					\$ 698,600
PUBLIC WORKS	ROAD	Round Lake Rd	Bonnechere R Bdge E Exp Jnt-to-Dunnes E			\$ 553,890								\$ 553,890
PUBLIC WORKS	ROAD	Round Lake Rd	Bucholtz Rd-to-Rahns Rd							\$ 1,171,082				\$ 1,171,082
PUBLIC WORKS	ROAD	Round Lake Rd	Byers Creek Bdge S Exp Jnt-to-Round Lake								\$ 543,910			\$ 543,910
PUBLIC WORKS	ROAD	Round Lake Rd	C309 (Garipey Creek Culvert)-to-Pakotina								\$ 1,770,737			\$ 1,770,737
PUBLIC WORKS	ROAD	Round Lake Rd	Cty Rd 26 (Doran Rd)-to-Henan Road							\$ 1,065,579				\$ 1,065,579
PUBLIC WORKS	ROAD	Round Lake Rd	Cty Rd 67 (Simpson Pit Rd)-to-Round Lake						\$ 313,200					\$ 313,200
PUBLIC WORKS	ROAD	Round Lake Rd	Dabers Rd-to-Bucholtz Rd							\$ 1,112,057				\$ 1,112,057
PUBLIC WORKS	ROAD	Round Lake Rd	Dunnes Bay Lane-to-Red Rock Rd			\$ 1,472,050								\$ 1,472,050
PUBLIC WORKS	ROAD	Round Lake Rd	John St North-to-Byers Creek Bdge N Exp						\$ 593,810					\$ 593,810
PUBLIC WORKS	ROAD	Round Lake Rd	Kelly Lake Rd-to-Long Lake Rd						\$ 1,147,700					\$ 1,147,700
PUBLIC WORKS	ROAD	Round Lake Rd	Long Lake Rd-to-Dabers Rd						\$ 1,026,514					\$ 1,026,514
PUBLIC WORKS	ROAD	Round Lake Rd	Rahns Rd-to-Cty Rd 26 (Doran Rd)							\$ 1,012,827				\$ 1,012,827
PUBLIC WORKS	ROAD	Round Lake Rd	Red Rock Rd-to-Foy Park Corridor			\$ 543,910								\$ 543,910
PUBLIC WORKS	ROAD	Round Lake Rd	Round Lake Center S Boundary-to-Cty Rd I						\$ 116,000					\$ 116,000
PUBLIC WORKS	ROAD	Round Lake Rd	Tramore Rd-to-1922 Round Lake Rd						\$ 1,462,070					\$ 1,462,070
PUBLIC WORKS	ROAD	Ruby Rd	Cty Rd 512 (Brudenell Rd)-to-Gorman Rd	\$ 1,316,290										\$ 1,316,290
PUBLIC WORKS	ROAD	Ruby Rd	Golden Lake Bdge N Exp Jnt-to-Hwy 60		\$ 172,630									\$ 172,630
PUBLIC WORKS	ROAD	Ruby Rd	Gorman Rd-to-Wolfe Rd		\$ 1,007,836									\$ 1,007,836

10 Year Capital Plan

DEPARTMENT DIVISION	DESCRIPTION	ATION/OTHER DESCRIP	PROJECT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
PUBLIC WORKS	ROAD	Ruby Rd	Hoffman Rd-to-Shingwak Inamo (Reserve				\$ 311,623							\$ 311,623
PUBLIC WORKS	ROAD	Ruby Rd	Hoffman Rd-to-Zadow Rd			\$ 643,299								\$ 643,299
PUBLIC WORKS	ROAD	Ruby Rd	Wolfe Rd-to-Hoffman Road			\$ 611,280								\$ 611,280
PUBLIC WORKS	ROAD	Ruby Rd	Zadow Rd-to-Hoffman Rd				\$ 726,016							\$ 726,016
PUBLIC WORKS	ROAD	Russett Dr	Vanjumar Rd-to-Nieman Dr							\$ 1,541,370				\$ 1,541,370
PUBLIC WORKS	ROAD	Siberia Rd	710 Siberia Rd-to-Kartuzy Rd					\$ 336,000						\$ 336,000
PUBLIC WORKS	ROAD	Siberia Rd	Babinski Rd-to-Pipedream Lane				\$ 858,840							\$ 858,840
PUBLIC WORKS	ROAD	Siberia Rd	Bark Lake Dam Rd-to-Sunny Hill Rd		\$ 879,550									\$ 879,550
PUBLIC WORKS	ROAD	Siberia Rd	End of HMA-to-Bark Lake Dam Rd		\$ 193,660									\$ 193,660
PUBLIC WORKS	ROAD	Siberia Rd	Kartuzy Rd-to-Trader Lane					\$ 490,560						\$ 490,560
PUBLIC WORKS	ROAD	Siberia Rd	Pipedream Lane-to-Yakabuski Rd					\$ 463,104						\$ 463,104
PUBLIC WORKS	ROAD	Siberia Rd	River Rd-to-End of HMA				\$ 610,450							\$ 610,450
PUBLIC WORKS	ROAD	Siberia Rd	Sunny Hill Rd-to-Babinski Rd		\$ 730,194									\$ 730,194
PUBLIC WORKS	ROAD	Siberia Rd	Trader Lane-to-Biernacki St					\$ 376,503						\$ 376,503
PUBLIC WORKS	ROAD	Siberia Rd	Yakabuski Rd-to-710 Siberia Rd					\$ 396,480						\$ 396,480
PUBLIC WORKS	ROAD	Simpson Pit Rd	Buck Hill Rd-to-Cty Rd 58 (Round Lake Rd)								\$ 248,040			\$ 248,040
PUBLIC WORKS	ROAD	Simpson Pit Rd	Byers Creek Rd-to-Buck Hill Rd								\$ 383,493			\$ 383,493
PUBLIC WORKS	ROAD	Simpson Pit Rd	Hwy 60-to-Scenic Rd								\$ 324,123			\$ 324,123
PUBLIC WORKS	ROAD	Simpson Pit Rd	Mask Rd-to-Byers Creek Rd								\$ 332,146			\$ 332,146
PUBLIC WORKS	ROAD	Simpson Pit Rd	Scenic Rd-to-Mask Rd								\$ 322,519			\$ 322,519
PUBLIC WORKS	ROAD	Stewartville Rd	Flatt Rapids Rd-to-Maple Bend Rd				\$ 201,240							\$ 201,240
PUBLIC WORKS	ROAD	Stewartville Rd	Maple Bend Rd-to-Cty Rd 508 (Calabogie f				\$ 280,800							\$ 280,800
PUBLIC WORKS	ROAD	Stone Road	1574 Stone Rd-to-Fulton Rd				\$ 112,342							\$ 112,342
PUBLIC WORKS	ROAD	Stone Road	Berlanquet Rd-to-Culhane Rd								\$ 305,760			\$ 305,760
PUBLIC WORKS	ROAD	Stone Road	Cty Rd 22 (Hyndford Rd)-to-Hwy 60	\$ 197,100										\$ 197,100
PUBLIC WORKS	ROAD	Stone Road	Culhane Rd-to-1574 Stone Rd								\$ 223,080			\$ 223,080
PUBLIC WORKS	ROAD	Stone Road	Foy Rd-to-Berlanquet Rd								\$ 221,520			\$ 221,520
PUBLIC WORKS	ROAD	Stone Road	Fulton Rd-to-Kennelly Rd				\$ 396,240							\$ 396,240
PUBLIC WORKS	ROAD	Stone Road	Gallagher Rd-to-Cty Rd 22 (Hyndford Rd)	\$ 635,430										\$ 635,430
PUBLIC WORKS	ROAD	Stone Road	Hwy 132-to-Foy Rd								\$ 447,720			\$ 447,720
PUBLIC WORKS	ROAD	Stone Road	Kennelly Rd-to-Mhusk Rd				\$ 218,355							\$ 218,355
PUBLIC WORKS	ROAD	Stone Road	Mhusk Rd-to-Gallagher Rd	\$ 1,098,540										\$ 1,098,540
PUBLIC WORKS	ROAD	Storyland Road	Alex Lane-to-CR 653 (Chenaux Rd)									\$ 449,369		\$ 449,369
PUBLIC WORKS	ROAD	Storyland Road	Cty Rd 1 (River Rd)-to-Alex Lane		\$ 427,653									\$ 427,653
PUBLIC WORKS	ROAD	Storyland Road	Eady Rd-to-Cty Rd 1 (River Rd)		\$ 469,780									\$ 469,780
PUBLIC WORKS	ROAD	Storyland Road	Hwy 17-to-Eady Rd				\$ 276,900							\$ 276,900
PUBLIC WORKS	ROAD	TV Tower Road	CPR Crossing-to-Cty Rd 42 (Forest Lea Rd)		\$ 651,722									\$ 651,722
PUBLIC WORKS	ROAD	TV Tower Road	Cty Rd 35 (Jean Ave)-to-CPR Crossing		\$ 727,114									\$ 727,114
PUBLIC WORKS	ROAD	Usborne Street	Cty Rd 1 (River Rd)-to-Braeside West Limit		\$ 592,533									\$ 592,533
PUBLIC WORKS	ROAD	Vanjumar Rd	Cty Rd 2 (White Lake Rd)-to-Russett Dr							\$ 84,240				\$ 84,240
PUBLIC WORKS	ROAD	Westmeath Rd	Old Mill Bridge Rd-to-Westmeath Twp Du					\$ 1,355,620						\$ 1,355,620
PUBLIC WORKS	ROAD	Westmeath Rd	Urban Beginning-to-Cty Rd 50 (Gore Line)							\$ 135,319				\$ 135,319
PUBLIC WORKS	ROAD	Westmeath Rd	Westmeath Twp Dump-to-Lovers Lane								\$ 543,910			\$ 543,910
PUBLIC WORKS	ROAD	Whelan Rd	English Rd-to-Kenopic Rd							\$ 466,700				\$ 466,700
PUBLIC WORKS	ROAD	Whelan Rd	Kenopic Rd-to-HWY 132					\$ 1,813,053						\$ 1,813,053
PUBLIC WORKS	ROAD	White Lake Road	Campbell Dr-to-Claybank Bdge E Exp Jnt									\$ 608,780		\$ 608,780
PUBLIC WORKS	ROAD	White Lake Road	Claybank Bdge W Exp Jnt-to-Young Rd								\$ 623,750			\$ 623,750
PUBLIC WORKS	ROAD	White Lake Road	Waba Creek E Exp Jnt-to-Cty Rd 52 (Burns							\$ 59,280				\$ 59,280
PUBLIC WORKS	ROAD	White Lake Road	Young Rd-to-Mountain View Rd									\$ 1,525,920		\$ 1,525,920
PUBLIC WORKS	ROAD	White Water Rd	Hwy 17-to-Cty Rd 40 (Greenwood Rd)								\$ 404,040			\$ 404,040
PUBLIC WORKS	ROAD	White Water Rd	Hwy 41-to-Stafford Third Line					\$ 728,540						\$ 728,540
PUBLIC WORKS	ROAD	White Water Rd	Stafford Third Line-to-Hwy 17					\$ 1,290,628						\$ 1,290,628
PUBLIC WORKS	ROAD	Wilno South Rd	Hwy 60-to-Mountain View Rd			\$ 825,160								\$ 825,160
PUBLIC WORKS	ROAD	Wilno South Rd	Inukshuk Rd-to-Opeongo Rd N			\$ 1,576,800								\$ 1,576,800
PUBLIC WORKS	ROAD	Wilno South Rd	Mountain View Rd-to-Inukshuk Rd			\$ 408,370								\$ 408,370
PUBLIC WORKS	ROAD	Witt Rd	Cty Rd 56 (Woitto Station Rd)-to-Locksley F				\$ 957,552							\$ 957,552
PUBLIC WORKS	ROAD	Witt Rd	Locksley Rd-to-Cty Rd 26 (Doran Rd)				\$ 963,344							\$ 963,344
PUBLIC WORKS	ROAD	Woitto Station Rd	Alice Twp Dump (Gate 3)-to-B Line Rd								\$ 1,429,635			\$ 1,429,635
PUBLIC WORKS	ROAD	Woitto Station Rd	B Line Rd-to-Hwy 41								\$ 1,221,552			\$ 1,221,552
PUBLIC WORKS	ROAD	Woitto Station Rd	Cty Rd 14 (Witt Rd) to-Alice Twp Dump (G								\$ 646,205			\$ 646,205
PUBLIC WORKS	TRAILS - BRIDGE	Barbut Creek	Algonquin-4.8 kms west of Dunlop Cresce						\$ 20,000	\$ 180,000				\$ 200,000
PUBLIC WORKS	TRAILS - BRIDGE	Bissett Creek & Hwy 17	Algonquin-0.6 kms west of Crossing Road	\$ 210,000	\$ 1,890,000									\$ 2,100,000
PUBLIC WORKS	TRAILS - BRIDGE	Bonnechere River/Renf	Algonquin-0.5 kms west of June street					\$ 140,000	\$ 1,260,000					\$ 1,400,000
PUBLIC WORKS	TRAILS - BRIDGE	Chalk River	Algonquin-1.6 kms north of Deluthier Roa	\$ 100,000										\$ 100,000
PUBLIC WORKS	TRAILS - BRIDGE	Clara Creek	Algonquin-4.6 kms east of Dunlop Crescer					\$ 10,000	\$ 90,000					\$ 100,000
PUBLIC WORKS	TRAILS - BRIDGE	Clara Creek Mouth	Algonquin-0.9 kms east of Dunlop Crescer					\$ 27,500	\$ 247,500					\$ 275,000
PUBLIC WORKS	TRAILS - BRIDGE	Deux Rivieres Creek	Algonquin-0.7 kms east of Dunlop Crescer					\$ 20,000	\$ 180,000					\$ 200,000
PUBLIC WORKS	TRAILS - BRIDGE	Dochart Creek/Arnprio	Algonquin-1 km north of Division street				\$ 25,000	\$ 225,000						\$ 250,000
PUBLIC WORKS	TRAILS - BRIDGE	Gould's Creek	Algonquin-0.5 kms south of Astrolabe Roa		\$ 20,000	\$ 180,000								\$ 200,000
PUBLIC WORKS	TRAILS - BRIDGE	Grants Creek	Algonquin-2.5 kms west of Yates Road								\$ 20,000	\$ 180,000		\$ 200,000
PUBLIC WORKS	TRAILS - BRIDGE	Hales Creek	Algonquin-1.5 kms west of TV Tower Roat								\$ 25,000	\$ 225,000		\$ 250,000
PUBLIC WORKS	TRAILS - BRIDGE	Haley's Gully	Algonquin-0.2 kms east of highway 17 nes		\$ 20,000	\$ 180,000								\$ 200,000
PUBLIC WORKS	TRAILS - BRIDGE	Harvey Creek	Algonquin-1.5 kms south of Ashport Road						\$ 15,000	\$ 135,000				\$ 150,000
PUBLIC WORKS	TRAILS - BRIDGE	Holden Lake	Algonquin-0.5 kms east of Mackey Creek f								\$ 100,000	\$ 900,000		\$ 1,000,000
PUBLIC WORKS	TRAILS - BRIDGE	Hwy 17	Algonquin-1.3 kms south of Pine Valley Rc								\$ 50,000	\$ 450,000		\$ 500,000
PUBLIC WORKS	TRAILS - BRIDGE	Jeffreys Creek	Algonquin-0.2 kms west of highway 17 in	\$ 18,000	\$ 182,000									\$ 200,000
PUBLIC WORKS	TRAILS - BRIDGE	Madawaska River	Algonquin-0.3 kms south of Daniel street				\$ 120,000	\$ 1,080,000						\$ 1,200,000
PUBLIC WORKS	TRAILS - BRIDGE	Madawaska River 1	K&P-0.1 kms north of Generating Station l		\$ 46,000	\$ 414,000								\$ 460,000



DEPARTMENT DIVISION	DESCRIPTION	ATION/OTHER DESCRIP	PROJECT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
PUBLIC WORKS	VEHICLES	TRACTOR/LOADER/GRJ	Tractor										\$ 150,000	\$ 150,000
PUBLIC WORKS	VEHICLES	TRAILER	Enclosed cargo			\$ 20,000								\$ 20,000
PUBLIC WORKS	VEHICLES	TRAILER	20 ton tag float-GOSH	\$ 70,000										\$ 70,000
PUBLIC WORKS	VEHICLES	TRAILER	20 ton tag float-SWP	\$ 50,000										\$ 50,000
PUBLIC WORKS	VEHICLES	TRAILER	30 ton tag float-WWRP										\$ 100,000	\$ 100,000
PUBLIC WORKS	VEHICLES	TRAILER	Enclosed cargo				\$ 15,000							\$ 15,000
PUBLIC WORKS	VEHICLES	TRAILER	Enclosed cargo CP	\$ 15,000								\$ 25,000		\$ 40,000
PUBLIC WORKS	VEHICLES	TRAILER	Enclosed cargo GP	\$ 15,000								\$ 25,000		\$ 40,000
PUBLIC WORKS	VEHICLES	TRAILER	Enclosed cargo SWRP							\$ 15,000				\$ 15,000
PUBLIC WORKS	VEHICLES	TRAILER	Enclosed cargo WWRP										\$ 30,000	\$ 45,000
RENFREW COUNTY HOUSING	BUILDING	1 Mackercher Drive CO B2030	Exterior Doors					\$ 86,250						\$ 86,250
RENFREW COUNTY HOUSING	BUILDING	1 Mackercher Drive CO C1060	Kitchen Refurbishment									\$ 115,000		\$ 115,000
RENFREW COUNTY HOUSING	BUILDING	1 Mackercher Drive CO C1060	Kitchen Refurbishment		\$ 254,541									\$ 254,541
RENFREW COUNTY HOUSING	BUILDING	1 Mackercher Drive CO G2020	Parking Lots							\$ 35,190				\$ 35,190
RENFREW COUNTY HOUSING	BUILDING	1110 - 1144 Lea Street B30	Roofing									\$ 161,000		\$ 161,000
RENFREW COUNTY HOUSING	BUILDING	1110 - 1144 Lea Street C1060	Kitchen Refurbishment					\$ 116,127						\$ 116,127
RENFREW COUNTY HOUSING	BUILDING	150 Elizabeth St. N. PE1 B1013	Balcony Construction	\$ 34,000										\$ 34,000
RENFREW COUNTY HOUSING	BUILDING	150 Elizabeth St. N. PE1 B2030	Exterior Doors									\$ 115,000		\$ 115,000
RENFREW COUNTY HOUSING	BUILDING	150 Elizabeth St. N. PE1 B30	Roofing							\$ 28,750				\$ 28,750
RENFREW COUNTY HOUSING	BUILDING	150 Elizabeth St. N. PE1 D5013	Main Electrical Service and Distribution						\$ 74,750					\$ 74,750
RENFREW COUNTY HOUSING	BUILDING	150 Elizabeth St. N. PE1 G2020	Parking Lots				\$ 40,940							\$ 40,940
RENFREW COUNTY HOUSING	BUILDING	19 Smith Street BEACHI B2030	Exterior Doors	\$ 86,250										\$ 86,250
RENFREW COUNTY HOUSING	BUILDING	19 Smith Street BEACHI C1060	Kitchen Refurbishment				\$ 103,500							\$ 103,500
RENFREW COUNTY HOUSING	BUILDING	204 - 242 Cecil Street P G2050	Landscaping	\$ 30,000									\$ 50,000	\$ 80,000
RENFREW COUNTY HOUSING	BUILDING	229-231 Albert Street # B2010	Exterior Walls	\$ 25,000										\$ 25,000
RENFREW COUNTY HOUSING	BUILDING	229-231 Albert Street # B2010	Exterior Walls		\$ 30,498									\$ 30,498
RENFREW COUNTY HOUSING	BUILDING	229-231 Albert Street # B2030	Exterior Doors						\$ 172,500					\$ 172,500
RENFREW COUNTY HOUSING	BUILDING	229-231 Albert Street # B30	Roofing					\$ 103,500						\$ 103,500
RENFREW COUNTY HOUSING	BUILDING	236 Hall Avenue RENFF B2020	Exterior Windows			\$ 117,300								\$ 117,300
RENFREW COUNTY HOUSING	BUILDING	236 Hall Avenue RENFF B2030	Exterior Doors						\$ 230,000					\$ 230,000
RENFREW COUNTY HOUSING	BUILDING	26 Spruce ARNPRIOR B2030	Exterior Doors			\$ 115,000								\$ 115,000
RENFREW COUNTY HOUSING	BUILDING	26 Spruce ARNPRIOR B30	Roofing			\$ 86,250								\$ 86,250
RENFREW COUNTY HOUSING	BUILDING	26 Spruce ARNPRIOR C1060	Kitchen Refurbishment				\$ 121,900							\$ 121,900
RENFREW COUNTY HOUSING	BUILDING	26 Spruce ARNPRIOR D3058-D	Make-Up AHU		\$ 70,380									\$ 70,380
RENFREW COUNTY HOUSING	BUILDING	26 Spruce ARNPRIOR G2049-B	Sheds	\$ 40,000										\$ 40,000
RENFREW COUNTY HOUSING	BUILDING	260 Elizabeth St. N. PE1 A20	Basement Construction										\$ 207,000	\$ 207,000
RENFREW COUNTY HOUSING	BUILDING	260 Elizabeth St. N. PE1 B1013	Balcony Construction								\$ 345,000			\$ 345,000
RENFREW COUNTY HOUSING	BUILDING	260 Elizabeth St. N. PE1 B2010	Exterior Walls						\$ 74,750					\$ 74,750
RENFREW COUNTY HOUSING	BUILDING	260 Elizabeth St. N. PE1 B2030	Exterior Doors			\$ 330,625								\$ 330,625
RENFREW COUNTY HOUSING	BUILDING	260 Elizabeth St. N. PE1 B30	Roofing						\$ 109,250					\$ 109,250
RENFREW COUNTY HOUSING	BUILDING	260 Elizabeth St. N. PE1 Chain-link	fencing			\$ 63,250								\$ 63,250
RENFREW COUNTY HOUSING	BUILDING	260 Elizabeth St. N. PE1 D3058-D	Make-Up AHU				\$ 92,084							\$ 92,084
RENFREW COUNTY HOUSING	BUILDING	260 Elizabeth St. N. PE1 D3058-D	Make-Up AHU				\$ 92,084							\$ 92,084
RENFREW COUNTY HOUSING	BUILDING	260 Elizabeth St. N. PE1 D4010	Sprinklers				\$ 57,500							\$ 57,500
RENFREW COUNTY HOUSING	BUILDING	260 Elizabeth St. N. PE1 G2020	Parking Lots		\$ 52,785									\$ 52,785
RENFREW COUNTY HOUSING	BUILDING	400 Nelson Street PEM C1070	Bathroom Refurbishment			\$ 53,040								\$ 53,040
RENFREW COUNTY HOUSING	BUILDING	400 Nelson Street PEM D5013	Main Electrical Service and Distribution		\$ 34,500									\$ 34,500
RENFREW COUNTY HOUSING	BUILDING	41 Vimy Boulevard REN A10	Foundations	\$ 300,000										\$ 300,000
RENFREW COUNTY HOUSING	BUILDING	41 Vimy Boulevard REN A10	Foundations			\$ 100,000				\$ 103,500				\$ 203,500
RENFREW COUNTY HOUSING	BUILDING	41 Vimy Boulevard REN B2010	Exterior Walls	\$ 60,000										\$ 60,000
RENFREW COUNTY HOUSING	BUILDING	41 Vimy Boulevard REN C1060	Kitchen Refurbishment						\$ 299,000					\$ 299,000
RENFREW COUNTY HOUSING	BUILDING	41 Vimy Boulevard REN D1010	Elevators & Lifts		\$ 29,900								\$ 172,500	\$ 202,400
RENFREW COUNTY HOUSING	BUILDING	425 Nelson Street PEM B2010	Exterior Walls						\$ 57,500					\$ 57,500
RENFREW COUNTY HOUSING	BUILDING	425 Nelson Street PEM C1060	Kitchen Refurbishment				\$ 92,000							\$ 92,000
RENFREW COUNTY HOUSING	BUILDING	425 Nelson Street PEM D3041	Air Distribution Systems			\$ 38,709								\$ 38,709
RENFREW COUNTY HOUSING	BUILDING	425 Nelson Street PEM Driveway	Paving			\$ 100,000								\$ 100,000
RENFREW COUNTY HOUSING	BUILDING	425 Nelson Street PEM Roof											\$ 138,000	\$ 138,000
RENFREW COUNTY HOUSING	BUILDING	435 - 481 Nelson Street C1060	Kitchen Refurbishment							\$ 175,950				\$ 175,950
RENFREW COUNTY HOUSING	BUILDING	44 Lorne Street RENFR B2010	Exterior Walls							\$ 37,536				\$ 37,536
RENFREW COUNTY HOUSING	BUILDING	44 Lorne Street RENFR B2020	Exterior Windows		\$ 69,000									\$ 69,000
RENFREW COUNTY HOUSING	BUILDING	44 Lorne Street RENFR B30	Roofing							\$ 86,250				\$ 86,250
RENFREW COUNTY HOUSING	BUILDING	44 Lorne Street RENFR D4010	Sprinklers							\$ 74,750				\$ 74,750
RENFREW COUNTY HOUSING	BUILDING	44 Lorne Street RENFR Extension	to garage at Lorne	\$ 50,000										\$ 50,000
RENFREW COUNTY HOUSING	BUILDING	510 McKay/515 River P B30	Roofing					\$ 46,000						\$ 46,000
RENFREW COUNTY HOUSING	BUILDING	510 McKay/515 River P B30	Roofing							\$ 56,891				\$ 56,891
RENFREW COUNTY HOUSING	BUILDING	510 McKay/515 River P B30	Roofing							\$ 109,250				\$ 109,250
RENFREW COUNTY HOUSING	BUILDING	510 McKay/515 River P Balcony	Repairs		\$ 50,000									\$ 50,000
RENFREW COUNTY HOUSING	BUILDING	510 McKay/515 River P C1060	Kitchen Refurbishment								\$ 321,989			\$ 321,989
RENFREW COUNTY HOUSING	BUILDING	55 Poplar Avenue DEEF C1060	Kitchen Refurbishment								\$ 98,532			\$ 98,532
RENFREW COUNTY HOUSING	BUILDING	55 Poplar Avenue DEEF D4030	Fire Protection Specialties			\$ 10,676						\$ 45,000		\$ 55,676
RENFREW COUNTY HOUSING	BUILDING	59 Wallace Street EGAI B2010	Exterior Walls								\$ 34,017			\$ 34,017
RENFREW COUNTY HOUSING	BUILDING	59 Wallace Street EGAI C1060	Kitchen Refurbishment	\$ 184,000										\$ 184,000
RENFREW COUNTY HOUSING	BUILDING	5967 Palmer Road PALI B2020	Exterior Windows								\$ 32,200			\$ 32,200
RENFREW COUNTY HOUSING	BUILDING	5967 Palmer Road PALI B2030	Exterior Doors			\$ 63,250								\$ 63,250
RENFREW COUNTY HOUSING	BUILDING	5967 Palmer Road PALI B30	Roofing							\$ 51,612				\$ 51,612
RENFREW COUNTY HOUSING	BUILDING	63 Russell Street ARNP B30	Roofing	\$ 30,000										\$ 30,000
RENFREW COUNTY HOUSING	BUILDING	63 Russell Street ARNP C1060	Kitchen Refurbishment		\$ 217,005								\$ 241,500	\$ 458,505
RENFREW COUNTY HOUSING	BUILDING	63 Russell Street ARNP D3058-D	Make-Up AHU				\$ 93,840							\$ 93,840

10 Year Capital Plan

DEPARTMENT DIVISION	DESCRIPTION	ATION/OTHER DESCRIP	PROJECT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
RENFREW COUNTY HOUSING	BUILDING	72 Sullivan Crescent AR B2010 - Exterior Walls		\$ 25,000										\$ 25,000
RENFREW COUNTY HOUSING	BUILDING	75 Stafford Street BARf B30 - Roofing								\$ 81,600				\$ 81,600
RENFREW COUNTY HOUSING	BUILDING	75 Stafford Street BARf G2020 - Parking Lots					\$ 34,500							\$ 34,500
RENFREW COUNTY HOUSING	BUILDING	75 Stafford Street BARf G2049-B - Sheds			\$ 52,785									\$ 52,785
RENFREW COUNTY HOUSING	BUILDING	8 Burwash Street ARNF Balcony doors						\$ 218,500				\$ 115,000		\$ 333,500
RENFREW COUNTY HOUSING	BUILDING	8 Burwash Street ARNF D4010 - Sprinklers			\$ 74,750									\$ 74,750
RENFREW COUNTY HOUSING	BUILDING	8 Burwash Street ARNF D5032 - Intercommunications And Paging					\$ 10,308					\$ 25,000		\$ 35,308
RENFREW COUNTY HOUSING	BUILDING	8 Burwash Street ARNF Parking lot							\$ 172,500					\$ 172,500
RENFREW COUNTY HOUSING	BUILDING	8 Burwash Street ARNF Parking lot							\$ 172,500					\$ 172,500
RENFREW COUNTY HOUSING	BUILDING	Accessibility	Accessibility	\$ 64,688	\$ 64,688	\$ 71,875	\$ 71,875	\$ 71,875	\$ 71,875	\$ 71,875	\$ 71,875	\$ 71,875	\$ 64,688	\$ 697,188
RENFREW COUNTY HOUSING	BUILDING	Airth Blvd./Massey Cre B2010 - Exterior Walls								\$ 105,570				\$ 105,570
RENFREW COUNTY HOUSING	BUILDING	Airth Blvd./Massey Cre C1060 - Kitchen Refurbishment					\$ 211,140							\$ 211,140
RENFREW COUNTY HOUSING	BUILDING	Airth Blvd./Massey Cre C1060 - Kitchen Refurbishment		\$ 30,600						\$ 230,000				\$ 260,600
RENFREW COUNTY HOUSING	BUILDING	Airth Blvd./Massey Cre G2020 - Parking Lots		\$ 52,785						\$ 86,250				\$ 139,035
RENFREW COUNTY HOUSING	BUILDING	Airth Blvd./Massey Cre G2050 - Landscaping			\$ 35,190								\$ 69,000	\$ 104,190
RENFREW COUNTY HOUSING	BUILDING	Appliances	Appliances	\$ 71,875	\$ 71,875	\$ 71,875	\$ 71,875	\$ 81,938	\$ 86,250	\$ 86,250	\$ 86,250	\$ 86,250	\$ 71,875	\$ 786,313
RENFREW COUNTY HOUSING	BUILDING	Bathrooms	Bathrooms	\$ 107,813	\$ 107,813	\$ 107,813	\$ 107,813	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 107,813	\$ 1,114,063
RENFREW COUNTY HOUSING	BUILDING	Bronx St./Reynolds Ave G2020 - Parking Lots		\$ 46,000										\$ 46,000
RENFREW COUNTY HOUSING	BUILDING	Mclachlin Heights ARN A20 - Basement Construction		\$ 75,000						\$ 4,080				\$ 79,080
RENFREW COUNTY HOUSING	BUILDING	Mclachlin Heights ARN B30 - Roofing								\$ 75,000		\$ 75,000		\$ 150,000
RENFREW COUNTY HOUSING	BUILDING	Mclachlin Heights ARN D3023 - Furnaces		\$ 50,608										\$ 50,608
RENFREW COUNTY HOUSING	BUILDING	Mclachlin Heights ARN D3023 - Furnaces							\$ 85,000		\$ 85,000			\$ 170,000
RENFREW COUNTY HOUSING	BUILDING	Moran Heights RENFRE A20 - Basement Construction			\$ 34,680							\$ 92,000		\$ 126,680
RENFREW COUNTY HOUSING	BUILDING	Moran Heights RENFRE B2030 - Exterior Doors									\$ 36,363			\$ 36,363
RENFREW COUNTY HOUSING	BUILDING	Moran Heights RENFRE C1060 - Kitchen Refurbishment										\$ 287,500		\$ 287,500
RENFREW COUNTY HOUSING	BUILDING	Nelson/Fraser/Arnolds B2010 - Exterior Walls					\$ 57,500							\$ 57,500
RENFREW COUNTY HOUSING	BUILDING	Nelson/Fraser/Arnolds B30 - Roofing									\$ 102,051			\$ 102,051
RENFREW COUNTY HOUSING	BUILDING	Nelson/Fraser/Arnolds C1060 - Kitchen Refurbishment		\$ 211,140										\$ 211,140
RENFREW COUNTY HOUSING	BUILDING	Oak Cres./Frank Dench B30 - Roofing		\$ 207,000										\$ 207,000
RENFREW COUNTY HOUSING	BUILDING	Oak Cres./Frank Dench G2030 - Pedestrian Paving								\$ 20,000	\$ 120,000			\$ 140,000
RENFREW COUNTY HOUSING	BUILDING	Various apartment buil Balcony Inspection and Repair		\$ 400,000			\$ 400,000							\$ 800,000
RENFREW COUNTY HOUSING	BUILDING	Various apartment buil Electrical Consultant to review 600 Amp p		\$ 95,000	\$ 95,000	\$ 95,000								\$ 285,000
RENFREW COUNTY HOUSING	BUILDING	Various apartment buil Hallway Floor Replacement		\$ 50,000	\$ 50,000			\$ 126,500	\$ 126,500				\$ 126,500	\$ 479,500
RENFREW COUNTY HOUSING	BUILDING	Various locations Designated substance removal		\$ 57,500	\$ 57,500	\$ 57,500	\$ 57,500	\$ 57,500	\$ 57,500	\$ 77,625	\$ 77,625	\$ 77,625	\$ 57,500	\$ 635,375
RENFREW COUNTY HOUSING	BUILDING	Various locations Easetrough repair		\$ 50,000	\$ 50,000									\$ 100,000
RENFREW COUNTY HOUSING	BUILDING	Various locations Flooring		\$ 221,375	\$ 221,375	\$ 221,375	\$ 221,375	\$ 221,375	\$ 221,375	\$ 221,375	\$ 221,375	\$ 221,375	\$ 221,375	\$ 2,213,750
RENFREW COUNTY HOUSING	BUILDING	Various locations New install bathroom fans		\$ 50,000	\$ 50,000									\$ 100,000
RENFREW COUNTY HOUSING	BUILDING	Various locations Security and Safety		\$ 71,875	\$ 71,875	\$ 71,875	\$ 77,625	\$ 77,625	\$ 77,625	\$ 77,625	\$ 77,625	\$ 77,625	\$ 71,875	\$ 753,250
RENFREW COUNTY HOUSING	BUILDING	Vimy former "Opeongc D3023 - Furnaces								\$ 69,000				\$ 69,000
RENFREW COUNTY HOUSING	BUILDING	Vimy former "Opeongc D3023 - Furnaces			\$ 69,000									\$ 69,000
RENFREW COUNTY HOUSING	BUILDING	Vimy former "Opeongc D5038 - Security Systems				\$ 25,000								\$ 25,000
RENFREW COUNTY HOUSING	BUILDING	Wilfred/Allan ARNPRI0 C1060 - Kitchen Refurbishment									\$ 230,000			\$ 230,000
RENFREW COUNTY HOUSING	BUILDING	Wilfred/Allan ARNPRI0 G2050 - Landscaping			\$ 20,000								\$ 20,000	\$ 40,000
RENFREW COUNTY HOUSING	VEHICLES	LIGHT VEHICLE	FORD F-150 4X4						\$ 65,000					\$ 65,000
RENFREW COUNTY HOUSING	VEHICLES	LIGHT VEHICLE	FORD TRANSIT VAN					\$ 60,000						\$ 60,000
RENFREW COUNTY HOUSING	VEHICLES	LIGHT VEHICLE	TRUCK PICKUP Chevrolet Silverado WT4WC					\$ 65,000						\$ 65,000
RENFREW COUNTY HOUSING	VEHICLES	LIGHT VEHICLE	TRUCK PICKUP Chevrolet Silverado WT4WC				\$ 65,000							\$ 65,000
RENFREW COUNTY HOUSING	VEHICLES	LIGHT VEHICLE	TRUCK PICKUP DODGE RAM 2500 4 X 4		\$ 65,000							\$ 65,000		\$ 130,000
RENFREW COUNTY HOUSING	VEHICLES	LIGHT VEHICLE	VAN MTCE NISSAN	\$ 60,000							\$ 60,000			\$ 120,000
RENFREW COUNTY HOUSING	VEHICLES	LIGHT VEHICLE	VAN MTCE NISSAN						\$ 60,000					\$ 60,000
RENFREW COUNTY HOUSING	VEHICLES	LIGHT VEHICLE	VAN MTCE NISSAN			\$ 60,000							\$ 60,000	\$ 120,000
RENFREW COUNTY HOUSING	VEHICLES	TRACTOR/LOADER/GR/	Tractor 510 Mackay/515 River Rd		\$ 25,000									\$ 25,000
				\$ 45,053,393	\$ 47,066,460	\$ 43,081,865	\$ 37,965,714	\$ 35,149,812	\$ 39,881,072	\$ 38,217,289	\$ 36,654,201	\$ 33,927,052	\$ 33,846,548	\$ 390,843,405



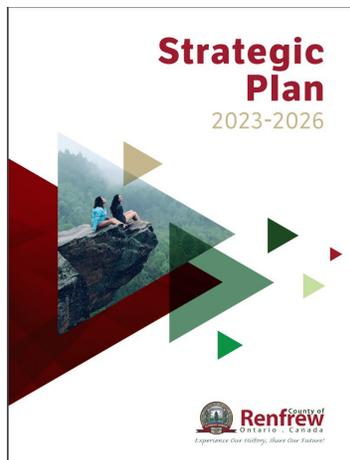
**County of Renfrew**  
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# ASSET MANAGEMENT PLAN AND LONG TERM FINANCIAL PLAN

April 9, 2024  
Version 3.0

[www.countyofrenfrew.on.ca](http://www.countyofrenfrew.on.ca)



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### Objectives by end of 2026

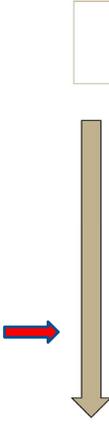
Priority	
<b>Financial Sustainability</b>	<ol style="list-style-type: none"> <li>1. Review and update Asset Management Plan (AMP) and Long-Term Financial Plan (LTFP) 3.0 version, using new assumptions and baselines</li> <li>2. Develop a coordinated government relations / advocacy strategy</li> </ol>
<b>Workforce Development</b>	<ol style="list-style-type: none"> <li>1. Lobby the Ontario College of Trades / Skill Trades Ontario to enable the transfer of qualified people from other regions into vacant positions</li> <li>2. Collaboration with High Schools, Colleges and Universities to have students with skills that are required to fill vacancies and keep them in the Community</li> <li>3. Encourage continued support for business development through Starter Company, Summer Company, other entrepreneur programs</li> </ol>
<b>Community Wellness &amp; Healthcare</b>	<ol style="list-style-type: none"> <li>1. Sustainable program and funding for Renfrew County Virtual Triage &amp; Assessment Centre (RC VTAC), community paramedicine &amp; mental health initiatives</li> <li>2. Expand community based seniors health services</li> <li>3. Ensure residents have access to primary care support</li> </ol>
<b>Shared Services &amp; Resources</b>	<ol style="list-style-type: none"> <li>1. Define the possible shared services with local municipalities and then complete an evaluation of the services that could benefit from a shared service agreement</li> <li>2. Develop and deploy a plan that results in agreements that allow for sharing of resources and/or equipment and/or expertise that will lead to efficiencies</li> </ol>
<b>Attainable Housing &amp; Infrastructure</b>	<ol style="list-style-type: none"> <li>1. Develop a true community housing strategy that would identify a future state</li> <li>2. Engage a consulting firm to complete inventory of lands and services across the County</li> <li>3. Develop a program to attract first time buyers</li> <li>4. Support reliable connectivity (Broadband or fixed wireless) to 99% of our residents</li> </ol>
<b>Environmental resiliency</b>	<ol style="list-style-type: none"> <li>1. Implement a Climate Action Plan</li> <li>2. Ensure joint emergency exercises across the County</li> <li>3. Establish a County baseline and model template for local municipalities</li> </ol>



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## Asset Management Plan

### Asset Management Regulation Requirements



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



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November 9th Meeting

## 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.

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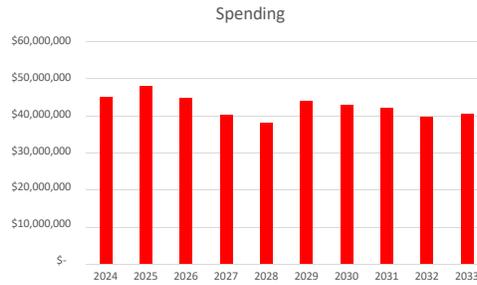
## Asset Management Plan Updates From Last AMP Presentation

November 9 <sup>th</sup> asset management plan -	\$413,469,201
Reduced service level savings:	
Roads – <del>\$(36,670,321)</del>	
Bridges - <del>\$(944,500)</del>	
Culverts - <del>\$(8,323,000)</del>	<del>\$(45,937,821)</del>
Add asset management activities for trail structures	\$13,870,000
Adjust replacement costs and dates to revised estimate	<u>\$9,442,025</u>
<b>April 24<sup>th</sup> asset management plan</b>	<b>\$390,843,405</b>

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# Asset Management Plan



\$390,843,405 (\$425,596,023 inflation adjusted) over the next 10 years

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# Asset Management Plan

10-YEAR CAPITAL PLAN	DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
CORPORATE SERVICES	EQUIPMENT	\$ 38,000	\$ 40,000	\$ 100,000	\$ 77,000	\$ 40,000	\$ 20,000	\$ 20,000	\$ 100,000	\$ 77,000	\$ 20,000	\$ 548,000
	BUILDING	\$ 736,048	\$ 439,528	\$ 339,785	\$ 259,807	\$ 189,432	\$ 109,861	\$ 96,939	\$ 132,096	\$ 222,980	\$ -	\$ 2,850,899
DEVELOPMENT AND PROPERTY	BUILDING- AMBULANCE	\$ 18,568	\$ -	\$ 37,130	\$ -	\$ 74,259	\$ -	\$ 74,259	\$ 25,742	\$ -	\$ 18,568	\$ 248,511
	BUILDING- OPP BASE	\$ -	\$ -	\$ -	\$ 89,758	\$ -	\$ 40,738	\$ -	\$ -	\$ -	\$ 88,810	\$ 139,288
	VEHICLES	\$ 80,000	\$ 80,000	\$ 80,000	\$ 20,000	\$ 40,000	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 800,000
	BUILDING	\$ 390,000	\$ 488,000	\$ 287,851	\$ 364,258	\$ 312,090	\$ 248,000	\$ 337,000	\$ 388,000	\$ 260,000	\$ 875,000	\$ 3,946,810
LONG TERM CARE - BM	EQUIPMENT	\$ 525,000	\$ 135,000	\$ 141,140	\$ 348,000	\$ 33,000	\$ -	\$ 30,000	\$ 75,000	\$ 80,000	\$ -	\$ 1,386,140
	BUILDING	\$ 277,000	\$ 2,257,000	\$ 938,820	\$ 422,000	\$ 834,178	\$ 1,013,211	\$ 876,000	\$ 440,370	\$ 36,420	\$ 270,000	\$ 8,428,078
LONG TERM CARE - ML	EQUIPMENT	\$ 75,000	\$ 55,000	\$ 80,000	\$ 140,000	\$ 70,000	\$ -	\$ 70,000	\$ 96,140	\$ 70,000	\$ 75,000	\$ 711,200
	BUILDING	\$ 1,089,000	\$ -	\$ -	\$ 15,000	\$ -	\$ 1,089,000	\$ -	\$ -	\$ -	\$ 15,000	\$ 2,208,000
PARAMEDIC SERVICE	VEHICLES	\$ 1,313,000	\$ 1,513,000	\$ 1,390,000	\$ 1,348,000	\$ 1,360,000	\$ 1,624,000	\$ 1,730,000	\$ 1,700,000	\$ 1,280,000	\$ 1,280,000	\$ 16,820,000
	BRIDGE	\$ 1,525,000	\$ 4,728,500	\$ 8,188,500	\$ 5,840,000	\$ 4,177,000	\$ 5,099,000	\$ 4,668,000	\$ 4,420,000	\$ 2,388,000	\$ 1,075,000	\$ 47,780,000
PUBLIC WORKS	CONCRETE	\$ 5,788,000	\$ 7,661,000	\$ 3,867,000	\$ 3,904,000	\$ 2,784,000	\$ 3,171,000	\$ 3,842,000	\$ 3,474,000	\$ 3,133,000	\$ 2,767,000	\$ 40,401,000
	EQUIPMENT	\$ 290,000	\$ 200,000	\$ 40,000	\$ 89,000	\$ 398,000	\$ 128,000	\$ 270,000	\$ 240,000	\$ 248,000	\$ 270,000	\$ 2,011,000
	ROADS	\$ 28,872,451	\$ 28,515,190	\$ 27,873,727	\$ 22,238,488	\$ 19,700,889	\$ 20,084,838	\$ 21,724,313	\$ 21,480,668	\$ 20,725,078	\$ 18,843,838	\$ 217,804,884
	VEHICLES	\$ 1,175,000	\$ 1,135,000	\$ 1,400,000	\$ 1,390,000	\$ 1,248,000	\$ 1,368,000	\$ 1,400,000	\$ 1,575,000	\$ 1,785,000	\$ 1,575,000	\$ 14,095,000
	TRAILS - BRIDGE	\$ 728,000	\$ 2,178,000	\$ 1,099,000	\$ 1,498,000	\$ 1,934,500	\$ 1,884,500	\$ 1,020,000	\$ 890,000	\$ 1,487,500	\$ 1,087,500	\$ 13,990,000
	BUILDING	\$ 2,104,376	\$ 2,396,889	\$ 2,211,818	\$ 2,019,339	\$ 1,667,190	\$ 1,699,129	\$ 1,890,598	\$ 1,794,962	\$ 2,024,530	\$ 1,625,620	\$ 19,480,388
RENFREW COUNTY HOUSING	VEHICLES	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 710,000
	TOTAL	\$ 48,058,338	\$ 47,096,480	\$ 43,081,885	\$ 37,968,714	\$ 35,149,812	\$ 39,881,072	\$ 38,217,289	\$ 34,664,201	\$ 33,907,052	\$ 33,844,548	\$ 390,843,405

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ASSET CLASS	PERFORMANCE MEASURE	DEPARTMENT	CURRENT LEVEL OF SERVICE	TARGET LEVEL OF SERVICE
ALL	LEGISLATIVE COMPLIANCE	ALL	100% COMPLIANCE WITH ALL LEGISLATION	100% COMPLIANCE WITH ALL LEGISLATION
ROADS	AVERAGE PCI	PUBLIC WORKS	72%	60%
BRIDGES AND CULVERTS	AVERAGE BCI	PUBLIC WORKS	68%	68%
BUILDINGS	FCI	DEVELOPMENT AND PROPERTY	5%	6%
		AMBULANCE BASE	9%	6%
		LONG-TERM CARE	4%	4%
		PUBLIC WORKS	9%	10%
		RENFREW COUNTY HOUSING	15%	10%
FLEET	AVERAGE CONDITION RATING	DEVELOPMENT AND PROPERTY	FAIR	FAIR
		PARAMEDIC SERVICE	FAIR	FAIR
		PUBLIC WORKS	FAIR	FAIR
		RENFREW COUNTY HOUSING CORPORATION	FAIR	FAIR
EQUIPMENT	AVERAGE CONDITION RATING	COMMUNITY SERVICES	FAIR	FAIR
		CORPORATE SERVICES	FAIR	FAIR
		DEVELOPMENT AND PROPERTY	FAIR	FAIR
		LONG-TERM CARE	FAIR	FAIR
		PARAMEDIC SERVICE	FAIR	FAIR
		PUBLIC WORKS	POOR	FAIR
		RENFREW COUNTY HOUSING CORPORATION	FAIR	FAIR

Reduced level of service to save

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## Roads – PCI Target from Average of 70 - 60



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# Financing Strategy

## Debt

Debtenture all projects with a net cost greater than \$4 million

This would mean debt financing 7 projects over the next 10 years, providing proceeds of \$36,678,000

Estimated payments on existing and new debt would total \$40,902,877

This assumes a 3% interest rate and 10 year repayment term on new debt

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# Financing Strategy

## Funding and Grants

Funding over 10 years is estimated at \$68,463,765

This would consist of

- \$2,900,000 CCBF per year
  - Canada Community Building Fund (formerly gas tax) for capital asset renewal
  - 2024 confirmed funding is \$2,877,117
- \$2,800,000 OCIF per year.
  - Ontario Community Infrastructure Fund for capital asset renewal
  - 2024 confirmed funding is \$2,398,538
- \$1,100,000 OHPI/COCHI Funding per year
  - Ontario Priorities Housing Initiative & Canada-Ontario Community Housing Initiative for Housing stock renewal
  - 2024 confirmed funding of \$1,461,600

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# Financing Strategy

## City of Pembroke Cost Share

The City of Pembroke cost shares the following programs – including any required capital funding contribution

- Paramedic Service
- Long Term Care
- Social Housing

The expected cost share of the City of Pembroke is \$4,541,000 over 10 years

2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
\$156,000	\$156,000	\$237,000	\$381,000	\$433,000	\$326,000	\$654,000	\$729,500	\$562,000	\$906,500	\$4,541,000

This would only be required once the shared reserves for a particular area are fully exhausted

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# Financing Strategy

## Levy Contribution

The current contribution to capital reserves would have to rise from the 2024 budgeted level of \$19,122,367 per year to \$46,122,367, increasing in \$3 million increments to provided the required funding of \$326,233,670 over 10 years

2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
\$19,122,367	\$22,122,367	\$25,122,367	\$28,122,367	\$31,122,367	\$34,122,367	\$37,122,367	\$40,122,367	\$43,122,367	\$46,122,367	\$326,233,670

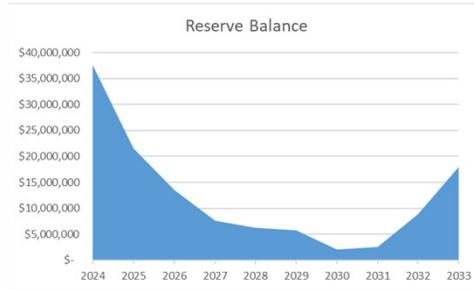
This contribution could be reduced by:

- Increases in funding and grants
- Prior year surpluses – including those generated by interest earned on large reserve balances
- Weighted CVA growth revenue diverted toward the existing capital reserve

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# Financing Strategy Capital Reserves



Capital Reserves would decline from the 2023 level of \$48 million to a low point of \$2 million in 2030, before beginning to climb \$17 million by 2033

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# What About Growth

In 2023 we completed a background study on development charges. This study was based around \$56 million in growth related pressure over 13 years (2023 – 2036)

Increased Service Needs Attributable to Anticipated Development 2023-2036	Gross Capital Cost Estimate (2023\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential
					Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total
Services Related to a Highway - Roads and Related	54,549,000	3,148,500	-	51,400,500	18,740,200	748,000	31,912,300
Services Related to a Highway - Public Works (Facilities, Fleet, and Equipment)	1,760,000	-	-	1,760,000	-	-	1,760,000
<b>Total</b>	<b>56,309,000</b>	<b>3,148,500</b>	<b>-</b>	<b>53,160,500</b>	<b>18,740,200</b>	<b>748,000</b>	<b>33,672,300</b>

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# What About Growth Development Charges

- Of these \$56,309,000 in growth related costs, the County could recover a maximum of \$33,672,300 from development charges.
- Because all of the growth related projects are in the Hwy 17 core corridor (Arnprior to Laurentian Hills), we have requested two development charge options.
- Option 1 is a development charge on all County growth.
- Option 2 is a development charge applied in only:
  - Arnprior
  - McNab/Braeside
  - Renfrew
  - Horton
  - Whitewater
  - Laurentian Valley
  - Petawawa
  - Laurentian Hills
  - Deep River

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# What About Growth Development Charges

## Rate Comparison

### Scenario 1 – County-Wide D.C.

Service	RESIDENTIAL				
	Single and Semi-Detached Dwelling	Multiples	Apartments - 2 Bedrooms +	Apartments - Studio and 1 Bedroom	Special Care/Special Dwelling Units
<b>County Wide Services:</b>					
Services Related to a Highway	4,750	3,907	2,883	2,170	1,913
<b>Total County-Wide Services</b>	<b>4,750</b>	<b>3,907</b>	<b>2,883</b>	<b>2,170</b>	<b>1,913</b>

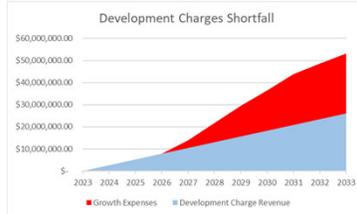
### Scenario 2 – Corridor-Area Specific D.C.

Service	RESIDENTIAL				
	Single and Semi-Detached Dwelling	Multiples	Apartments - 2 Bedrooms +	Apartments - Studio and 1 Bedroom	Special Care/Special Dwelling Units
<b>Corridor Area-Specific Services:</b>					
Services Related to a Highway	5,647	4,636	3,421	2,575	2,270
<b>Total Corridor Area-Specific Services</b>	<b>5,647</b>	<b>4,636</b>	<b>3,421</b>	<b>2,575</b>	<b>2,270</b>

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# What About Growth Development Charges

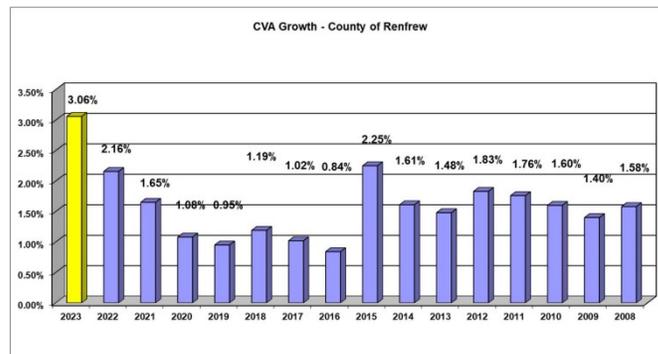


Development Charges alone cannot fund the current list of growth projects. To fund the growth projects as currently envisioned, it would require Development Charges and a special contribution to a growth reserve of \$27M over 10 years.

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# What About Growth Growth Reserve



All new revenue due to weighted current value assessment (CVA) growth (taxation on new buildings/property improvements, less demolitions) be contributed to a growth reserve

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# What About Growth Growth Reserve

Beginning in 2025 – all (or a portion) of the weighted CVA growth revenue for the previous year (2024 new buildings available to be taxed in the 2025 year) be contributed to the growth reserve

This would average approximately \$850,000 per year (historical average is ~1.5% CVA growth)

To be decided at a later date:

- Which projects would be paid for from the growth reserve
- What would be the cost share formula with the lower tier for a growth project
- Should we augment the growth reserve with development charges

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# Council Approval

THAT County Council approve the Asset Management Plan and Long Term Financial Plan (with the following amendments):

THAT County Council approve the creation of the growth reserve and that contributions to the growth reserve equal to the weighted CVA growth revenue for the 2025 year be included in the draft 2025 budget

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**COUNTY OF RENFREW**

**BY-LAW NUMBER - 24**

**A BY-LAW TO SET TAX RATIOS FOR COUNTY PURPOSES AND  
LOWER-TIER PURPOSES FOR THE YEAR 2024**

---

WHEREAS it is necessary for the Council of the County of Renfrew, pursuant to Section 308 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, to establish the tax ratios for 2024 for the County of Renfrew and its lower-tier municipalities;

AND WHEREAS the tax ratios determine the relative amount of taxation to be borne by each property class;

AND WHEREAS the property classes have been prescribed by the Minister of Finance under the Assessment Act, R.S.O. 1990, c.A.31, as amended, and Regulations thereto.

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

1. THAT for the taxation year 2024, the tax ratio for property in:
  - (a) the residential property class is 1.000000;
  - (b) the multi-residential property class is 1.943600;
  - (c) the new multi-residential property class is 1.000000;
  - (d) the commercial property class is 1.814700;
  - (e) the industrial property class is 2.466904;
  - (f) the large industrial property class is 2.722000;
  - (g) the pipelines property class is 1.332800;
  - (h) the farm property class is 0.250000;
  - (i) the managed forest property class is 0.250000;
  - (j) the landfill property class is 1.189066.
2. THAT for purposes of this By-law, the commercial property class includes all commercial office property, shopping centre property and parking lot property.
3. THAT the large industrial optional property class applies within the County of Renfrew and its lower-tier municipalities.
4. THAT this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 24th day of April 2024.

READ a second time this 24th day of April 2024.

READ a third time and finally passed this 24th day of April 2024.

---

PETER EMON, WARDEN

---

GWEN DOMBROSKI, CLERK

**COUNTY OF RENFREW**

**BY-LAW NUMBER -24**

**A BY-LAW TO SET TAX RATE REDUCTIONS FOR PRESCRIBED PROPERTY SUBCLASSES FOR COUNTY PURPOSES AND FOR LOWER-TIER PURPOSES FOR THE YEAR 2024**

---

WHEREAS it is necessary for the Council of the County of Renfrew, pursuant to Section 313 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, to establish tax rate reductions for prescribed property subclasses for 2024 for the County of Renfrew and its lower-tier municipalities;

AND WHEREAS the property subclasses subject to tax rate reductions are those prescribed under Section 8 of the Assessment Act, R.S.O. 1990, c.A.31, as amended;

AND WHEREAS Ontario Regulation 490/18, Amending O. REG. 580/17, states that for the purposes of subsection 313 (1.3) of the Act, the County of Renfrew is authorized to pass a by-law providing that a tax rate reduction in paragraph 2, 3, 4 or 5 of subsection 313 (1) of the Act does not apply for a taxation year after 2018;

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

1. THAT the tax rate reduction for:
  - (a) the excess land and vacant land subclasses in the commercial property class is 0%;
  - (b) the excess land and vacant land subclasses in the industrial property class is 0%;
  - (c) the excess land and vacant land subclasses in the large industrial property class is 0%;
  - (d) the first subclass of farmland awaiting development in the residential/farm, multi-residential, commercial or industrial property class is 65%;
  - (e) the second subclass of farmland awaiting development in the residential/farm, multi-residential, commercial or industrial property class is 0%.
2. THAT for purposes of this By-law;
  - (a) the commercial property class includes all commercial office property, shopping centre property and parking lot property;
  - (b) the first subclass of farmland awaiting development and the second subclass of farmland awaiting development consist of land as defined in accordance with the Assessment Act, as amended, and the regulations thereto.
3. THAT this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 24th day of April 2024.

READ a second time this 24th day of April 2024.

READ a third time and finally passed this 24th day of April 2024.



**County of**  
**Renfrew**  
Ontario . Canada

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# 2024 Tax Policy

Tax Policy Working Group  
March 4, 2024

## Agenda

- **OPTA Assumptions (Daniel)**
- **Provincial Policy Changes (Daniel)**
- **2024 Assessment Growth (Daniel)**
- **2024 Reassessment (Daniel)**
- **2024 Tax Ratio Recommendation (Daniel)**
- **2024 Optional Tax Class Recommendation (Daniel)**
- **Other Issues (Daniel)**
- **HR Shared Services (Greg)**
- **ARO (Group)**
- **RFP (Group)**
- **Other Issues (Group)**

## 2024 OPTA - Data Assumptions

### Notes for Renfrew Co [\(from OPTA website\)](#)

**NEW!** Beginning in 2024, a simplified and improved Cut-Off process will be implemented. Here are the highlights:

- OPTA's *Option A* and *Option B* Cut-Off terminology will no longer be used.
- Simply tell us your timelines and what change events you want included in your final billing.
- Around October/November, OPTA will prefill your previous year's timelines and parameters for the upcoming year. UT and ST municipalities have until Dec 31<sup>st</sup> to modify the defaults if needed. This automatic roll-over will occur each year.
- Determining which property change events (ARB/Recon/Supp etc.) to be captured for final billing/Data Ready will be based on *processed (posted) date* instead of *received date*.

## 2024 OPTA – Cut-Off

### Renfrew Co, 4700

- Your 2024 Data Cut-Off Parameters for Final Billing are locked for editing.
- ✓ Use Returned Roll CVAs for Final Billing – all change events will be processed post-billing.
- **IMPORTANT:** Since your municipality has exited capping, OPTA will continuously process all prior year changes as they will have no impact on your final billing data.

## 2024 OPTA – Cut-Off

Renfrew Co, 4700

**Data Ready Status:** Your municipality is currently **NOT Data Ready**.

*Data Ready* requires OPTA to:

- 1) complete data reconciliation with MPAC;
- 2) process all in-year changes up to municipal cut-off date; and
- 3) complete data audits for the municipality. The current status for your municipality can always be obtained in **Data Status** report found in OPTA's Home Page.

Once at *Data Ready* status, an email will be sent to all OPTA Contacts. This email will cover **Summary of Steps to Sign-off and Request Data Download for Final Billing**.

In the meantime, 2024 Tax Tools using OPTA calculated rates can be used to model alternative tax ratios, tax rates, and capping options and parameters.

## 2024 Provincial Policy

- On January 19, 2024 we received a letter from the Ministry of Finance summarizing a number of issues impacting the 2023 taxation cycle:
  - Education Property Tax Rates
  - Railway Rights of Way
  - Small Business Property Subclass
  - Levy Restriction
  - No mention of a timeline for reassessment

# 2024 Provincial Policy

## Education Tax rates:

- The education property tax rates remain unchanged for both residential and business properties (frozen since 2021); and
- The Provincial government continues to publish separate PIL education tax rates to encourage payment of the pre-2021 higher education rates where the municipality is able to retain the education portion.

# 2024 Provincial Policy

## County of Renfrew

### 2024 Business Education Tax (BET) Rates

#### BET Rate - Broad Classes

Business Property Class	2024 BET Rate	2024 Payment-in-Lieu of Taxation (PILT) BET Rate
Commercial	0.880000%	1.250000%
Industrial	0.880000%	1.250000%
Pipeline	0.880000%	0.980000%
Landfill	0.880000%	0.980000%
Small-Scale On-Farm (Commercial & Industrial)	0.220000%	n/a

#### BET Rate - Optional Classes

Business Property Class	2024 BET Rate	2024 Payment-in-Lieu of Taxation (PILT) BET Rate
Commercial Residual	n/a	n/a
Office Building	n/a	n/a
Shopping Centre	n/a	n/a
Parking Lot	n/a	n/a
Industrial Residual	0.880000%	1.250000%
Large Industrial	0.880000%	1.250000%

## 2024 Provincial Policy

### **Railway Rights of Way**

- For the 2024 tax year, the property tax rates for railway rights-of-way will remain at 2023 levels.

### **Small Business Property Subclass**

- Municipalities continue to be encouraged to consult with local business stakeholders prior to making a decision to adopt the Small Business Property Subclass.
- Toronto and Ottawa being the only two municipalities that have elected to implement this class so far.

### **Levy Restriction**

- For those with ratios in excess of the provincial range of fairness, the levy restriction continues to be 50% of the residential tax class increase.

## 2024 Provincial Policy

No timeline given for a Provincial reassessment.

The January 1, 2016 valuation will continue to be used for the 2024.

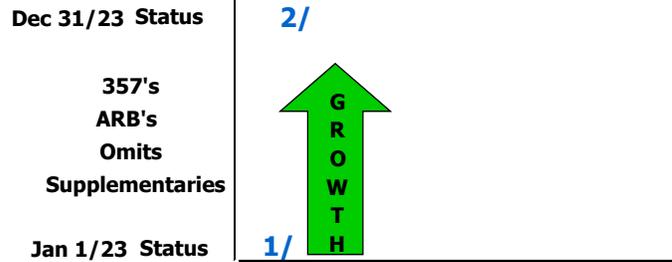
There has been no confirmed reassessment date set.

## Assessment Growth 2024

### Assessment Growth -2024

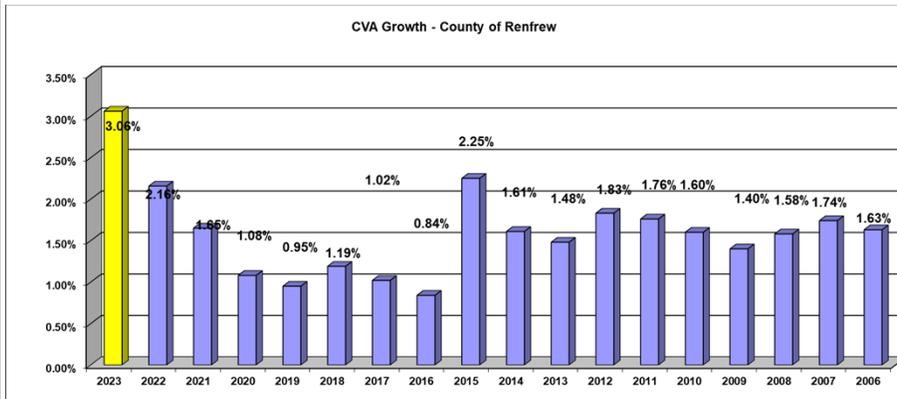
- *Growth represents assessment increase or decrease regardless of whether market based reassessment occurs.*
- **All municipalities will see a revenue impact because of growth each year.**
- *Increases come from new construction, additions, improvements and change in use.*
- *Decreases come from demolitions, change in use, tax write-offs, etc.*
- **Assessment Growth impacts municipal revenue.**

## Growth Change - 2024



- 1/ Returned 2023 Assessment Roll
- 2/ Year end 2023 Assessment – physical characteristics & change in use

## Assessment Growth -2024



**Increases in growth translates into \$1,618,553 (3.06%) in increased revenue for the County.**

## The Impact of Growth Physical Changes & Change in Use

**The measurement of growth must be determined using actual tax rates, reflecting the individual municipal tax ratio scheme.**

**The net gain to the County for 2024, is the difference between taxation raised on the 2023 returned roll and taxation amounts based on the revised 2023 year end roll.**

## The Impact of Growth Physical Changes & Change in Use

Municipality	2024 Weighted Assessment	2023 Weighted Assessment	Growth
PETAWAWA	\$ 2,603,458,858.52	\$ 2,419,679,647.23	7.60%
ARNPRIOR	\$ 1,303,090,364.38	\$ 1,237,126,040.15	5.33%
DEEP RIVER	\$ 680,869,153.14	\$ 655,291,987.04	3.90%
WHITEWATER REGION	\$ 982,119,540.59	\$ 954,268,866.13	2.92%
GREATER MADAWASKA	\$ 889,951,574.61	\$ 868,795,842.79	2.44%
McNAB/BRAESIDE	\$ 1,052,035,755.62	\$ 1,029,407,511.85	2.20%
HORTON	\$ 476,905,857.53	\$ 468,264,178.81	1.85%
NORTH ALGONA WILBERFORCE	\$ 498,654,896.74	\$ 490,461,481.98	1.67%
MADAWASKA VALLEY	\$ 847,090,712.28	\$ 834,769,494.00	1.48%
ADMASTON/BROMLEY	\$ 374,841,291.56	\$ 369,554,908.28	1.43%
KILLALOE, HAGARTY & RICHARD	\$ 392,125,773.91	\$ 387,348,903.14	1.23%
BONNECHERE VALLEY	\$ 550,900,343.71	\$ 544,590,355.67	1.16%
BRUDENELL, LYNDON RAGLAN	\$ 252,548,933.06	\$ 250,203,135.00	0.94%
RENFREW	\$ 920,094,523.24	\$ 913,306,485.45	0.74%
LAURENTIAN VALLEY	\$ 1,371,848,875.25	\$ 1,361,873,981.03	0.73%
LAURENTIAN HILLS	\$ 477,971,760.04	\$ 475,957,951.29	0.42%
HEAD, CLARA & MARIA	\$ 250,047,105.05	\$ 249,643,197.77	0.16%
<b>COUNTY OF RENFREW</b>	<b>\$ 13,924,555,319.25</b>	<b>\$ 13,510,543,967.59</b>	<b>3.06%</b>

## The Impact of Growth Physical Changes & Change in Use

	2024 Wtd CVA \$	2023 Wtd CVA \$	2023 Growth Wtd CVA \$	2023 Growth Wtd CVA %
Commercial	\$ 1,958,997,128	\$ 1,837,923,887	121,073,241	6.59%
Exempt	\$ -	\$ -	0	
Farm	\$ 159,439,150	\$ 152,698,581	6,740,569	4.41%
Industrial	\$ 95,947,044	\$ 91,299,819	4,647,225	5.09%
Landfill	\$ 511,774	\$ 511,774	0	0.00%
Large Industrial	\$ 190,071,765	\$ 110,455,239	79,616,526	72.08%
Managed Forests	\$ 13,069,450	\$ 12,450,500	618,950	4.97%
Multi-Residential	\$ 318,924,432	\$ 317,942,302	982,130	0.31%
New Multi-Residential	\$ 49,910,834	\$ 27,664,934	22,245,900	80.41%
Pipeline	\$ 504,218,232	\$ 504,103,611	114,621	0.02%
Residential	\$ 10,633,465,511	\$ 10,455,493,322	177,972,189	1.70%
<b>County of Renfrew</b>	<b>\$ 13,924,555,320</b>	<b>\$ 13,510,543,968</b>	<b>414,011,353</b>	<b>3.06%</b>

## The Impact of Growth Physical Changes & Change in Use

WTD CVA Growth	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
ADMASTON/BROMLEY	1.43%	1.99%	0.71%	0.66%	1.66%	1.43%	1.18%	0.81%	1.05%	0.56%	0.91%	0.98%
ARNPRIOR	5.33%	6.85%	3.68%	1.86%	1.50%	1.76%	1.89%	1.65%	2.42%	3.18%	3.84%	2.31%
BONNECHERE VALLEY	1.16%	1.81%	0.89%	1.58%	1.27%	0.74%	0.52%	0.35%	0.71%	0.92%	1.18%	1.48%
BRUDENELL, LYNDONCH RAGLAN	0.94%	0.39%	1.09%	1.34%	1.15%	1.21%	0.38%	1.02%	0.80%	0.21%	0.30%	1.90%
DEEP RIVER	3.90%	0.46%	11.06%	0.89%	-0.68%	2.82%	1.25%	0.16%	0.55%	0.26%	1.38%	0.64%
GREATER MADAWASKA	2.44%	2.85%	1.24%	1.26%	0.96%	1.01%	1.31%	0.99%	1.80%	0.74%	1.82%	2.07%
HEAD, CLARA & MARIA	0.16%	0.10%	4.47%	0.37%	-0.02%	0.27%	0.12%	0.37%	0.29%	0.70%	-0.45%	-0.49%
HORTON	1.85%	1.88%	1.92%	1.17%	0.94%	1.73%	1.79%	2.10%	1.24%	2.30%	2.16%	3.12%
KILLALOE, HAGARTY & RICHARDS	1.23%	1.28%	0.64%	1.05%	0.57%	0.03%	0.79%	0.29%	1.02%	0.84%	0.52%	1.62%
LAURENTIAN HILLS	0.42%	0.53%	0.65%	0.42%	0.67%	0.40%	0.43%	0.11%	0.70%	0.85%	0.65%	1.31%
LAURENTIAN VALLEY	0.73%	0.61%	0.61%	0.36%	0.47%	0.68%	-0.74%	1.76%	1.46%	1.52%	1.52%	1.25%
MADAWASKA VALLEY	1.48%	3.21%	1.01%	1.40%	0.57%	1.03%	0.88%	0.48%	1.24%	0.52%	0.61%	1.40%
McNAB/BRAESIDE	2.20%	3.02%	1.47%	1.30%	1.22%	0.94%	0.77%	0.84%	0.86%	1.07%	0.67%	1.08%
NORTH ALGONA WILBERFORCE	1.67%	1.12%	1.84%	0.23%	1.20%	0.91%	0.66%	1.05%	0.76%	1.32%	0.67%	1.52%
PETAWAWA	7.60%	1.59%	0.18%	1.67%	1.52%	1.71%	1.28%	0.59%	7.49%	3.00%	2.05%	3.67%
RENFREW	0.74%	1.96%	0.33%	0.44%	0.54%	0.63%	2.11%	0.15%	0.38%	1.44%	0.90%	1.28%
WHITEWATER REGION	2.92%	2.07%	1.78%	0.56%	1.01%	1.19%	1.64%	0.74%	1.18%	1.94%	1.32%	1.22%
<b>County of Renfrew</b>	<b>3.06%</b>	<b>2.16%</b>	<b>1.65%</b>	<b>1.08%</b>	<b>0.95%</b>	<b>1.19%</b>	<b>1.02%</b>	<b>0.84%</b>	<b>2.25%</b>	<b>1.61%</b>	<b>1.48%</b>	<b>1.83%</b>

## **Total Weighted CVA – 2 Parts**

1. **Reassessment** – comes from MPAC.
2. **Growth** – comes from new construction, additions, improvements and change in use.

## **Reassessment - Valuation Changes 2024**

## Reassessment – Valuation Changes

- **Assessments are based on current value.**
- **Similar to market value, current value is an amount assigned to real property by an assessor from MPAC for property taxation purposes.**
- **CVA is established based on a willing buyer and willing seller, arms length transaction, in a competitive open market.**

## Reassessment – Valuation Changes



## Reassessment – Valuation Changes

- Valuation change happens each time MPAC updates the CVA to a new, more recent point in time.
- Reflects changes in real estate market conditions.

## Reassessment – Valuation Changes

- \* Reassessment **does not** affect tax revenue.
- \* Valuation change **does** affect the distribution of the tax burden between properties, between classes and between municipalities in a two tier structure.

### Assessment Cycle

Year	Assessed Value
98-2000	Current Value as of June 30, 1996
2001	Current Value as of June 30, 1999
2002	Current Value as of June 30, 1999
2003	Current Value as of June 30, 2001
2004	Current Value as of June 30, 2003
2005	Current Value as of June 30, 2003
2006-2008	Current Value as of January 1, 2005
2009-2012	Current Value as of January 1, 2008
2013-2016	Current Value as of January 1, 2012
<b>2017-2024</b>	<b>Current Value as of January 1, 2016</b>

### 4 Year Phase-In

- **The 4 year phase in of assessment increases is designed to protect taxpayers from market volatility.**
- **The program is predictable over the 8 year period (2017-~~2020~~2024).**
- **Decreases are not phased in – they will flow through to avoid ratepayers being taxed on a value higher than CVA.**

# **What Decisions Can Council Make on The Distribution of the Tax Levy?**

## **1. Tax Ratios**

**(Basically the relationship of all tax classes  
to the residential class)**

## History

**In 1998, the Province of Ontario established a new property assessment and taxation system. Properties were divided into seven standard property classes by the Province.**

**In the first year of the new system, the Province also set tax ratios for the 7 property classes to ensure that the tax burden between the classes was the same as in the previous system.**

### Tax Ratios

	2024 Average Transition Ratio	Step 1: Select Transition Ratios <a href="#">[Explanation]</a>				Step 2: Select Ratios for Modelling <a href="#">[Explanation]</a>	
		2024 Starting Tax Ratios	Revenue Neutral Ratios	Minimum Ratios	Maximum Ratios	2024 Tax Ratios	Alternative Tax Ratios
New Multi-residential		1.000000	1.000000	1.000000	1.100000	1.000000	<input type="text" value="1.000000"/>
Multi-residential		1.943600	1.943600	1.000000	1.943600	1.943600	<input type="text" value="1.943600"/>
Commercial (Broad Class)	1.814700	1.814700	1.814700	0.600000	1.814700	1.814700	<input type="text" value="1.814700"/>
Industrial (Broad Class)	2.630000	2.667715	2.667715	0.600000	2.667715	2.667715	<input type="text" value="2.667715"/>
Landfills		1.189066	1.189066	0.600000	1.248519	1.189066	<input type="text" value="1.189066"/>
Pipelines		1.332800	1.332800	0.600000	1.332800	1.332800	<input type="text" value="1.332800"/>
Farm		0.250000	0.250000	0.010000	0.250000	0.250000	<input type="text" value="0.250000"/>

## **Tax Ratios**

- **Movement of tax ratios is under the discretion of upper and single tier municipalities to move within the provincial range of fairness.**
- **Changing tax ratios results in tax shifts.**
- **Flexibility to move is restricted by Provincial Rules in respect of Ranges of Fairness and Provincial Threshold (Average) Ratios, etc.**
- **Tax Ratios **only relate to the municipal portion of the tax bill** – education tax rates are established by the Province.**

## **Tax Ratios**

### **Levy Restricted Tax Classes**

- **In the County of Renfrew, the last remaining levy restriction was the industrial class, which we phased out as of 2023.**

## **Tax Ratios**

### **Multi- Residential Rate**

- **In response to previous tax policy working group recommendations, we have run the following analysis of reducing the multi-residential ratio to be closer or equal to the new-multi residential ratio (which is 1).**

## **Tax Ratios**

### **Multi-Residential Rate – defined O.Reg 282/98**

#### MULTI-RESIDENTIAL PROPERTY CLASS

The multi-residential property class consists of the following:

- Land used for residential purposes that has seven or more self-contained units; and
- Vacant land principally zoned for multi-residential development.

#### NEW MULTI-RESIDENTIAL PROPERTY CLASS

- The new multi-residential property class consists of land described above whose units have been built, or converted from a non-residential use, pursuant to a building permit issued, on or after April 20, 2017.
- After being included in the new multi-residential property class for 35 taxation years, land ceases to be included in that class and is instead included in the multi-residential property class for subsequent taxation years.

## Tax Ratios

### Multi-Residential

Reviewing our neighboring upper and single tier municipalities, the County appears to be in the middle of the range:

	Multi Residential Ratio	New Multi Residential Ratio
County of Frontenac	1.0000	1.0000
County of Hastings	1.1535	1.0000
City of Ottawa	1.4000	1.0000
City of Pembroke	1.9398	1.1000
County of Renfrew	1.9436	1.0000
County of Lennox and Addi	2.0000	1.0000
County of Lanark (2022)	2.1133	1.1000
Average	1.6500	1.0286

## Tax Ratios

### Multi Residential

What tax shifts would occur between property classes with a change in the new-multi residential rate???

Summary	2024 Status Quo Levy \$	Multi Res Ratio to 1 Levy \$	Change \$	Change %
Commercial	8,075,841	8,166,658	90,817	1.12%
Farm	657,278	664,669	7,391	1.12%
Industrial	395,533	399,984	4,451	1.13%
Large Industrial	783,560	792,371	8,811	1.12%
Multi-Residential	1,314,748	684,055	-630,693	-47.97%
New Multi-Residential	205,753	208,068	2,315	1.13%
Pipeline	2,078,607	2,101,981	23,374	1.12%
Residential	43,835,808	44,328,714	492,906	1.12%
Managed Forest	53,879	54,483	604	1.12%
Landfill	2,110	2,134	24	1.14%
	<b>57,403,117</b>	<b>57,403,117</b>	<b>0</b>	

All other tax classes would pay 1.1% more, and multi residential taxpayers would experience a 48% decrease.

# Tax Ratios

## Multi Residential

What tax shifts would occur between lower tiers with a change in the new-multi residential rate???

	2024 Status Quo Levy \$	Multi Res Ratio to 1 Levy \$	Change \$	Change %
RENFREW	3,793,032	3,725,038	-67,994	-1.79%
PETAWAWA	10,732,600	10,545,029	-187,571	-1.75%
ARNPRIOR	5,371,911	5,287,641	-84,270	-1.57%
DEEP RIVER	2,806,840	2,816,120	9,280	0.33%
BONNECHERE VALLEY	2,271,052	2,282,483	11,431	0.50%
HORTON	1,966,014	1,982,385	16,371	0.83%
BRUDENELL, LYNDOCH RAG	1,041,116	1,049,828	8,712	0.84%
KILLALOE, HAGARTY & RICH	1,616,516	1,630,300	13,784	0.85%
MADAWASKA VALLEY	3,492,078	3,521,895	29,817	0.85%
WHITEWATER REGION	4,048,721	4,085,158	36,437	0.90%
LAURENTIAN VALLEY	5,655,360	5,711,290	55,930	0.99%
LAURENTIAN HILLS	1,970,409	1,990,468	20,059	1.02%
MENAB/BRAESIDE	4,336,954	4,381,632	44,678	1.03%
HEAD, CLARA & MARIA	1,030,804	1,042,394	11,590	1.12%
NORTH ALGONA WILBERFO	2,055,673	2,078,788	23,115	1.12%
ADMASTON/BROMLEY	1,545,261	1,562,637	17,376	1.12%
GREATER MADAWASKA	3,668,771	3,710,026	41,255	1.12%
<b>TOTAL</b>	<b>57,403,112</b>	<b>57,403,112</b>	<b>0</b>	

Taxpayers in Renfrew, Petawawa, and Arnprior would contribute less to the County levy, all others would contribute more.

# Tax Ratios

## Multi Residential

At this time, County staff do not see the need or advantage of this change.

The 2024 County budget will already add 5.47% to the existing residential property tax owner, this would increase that year over year change by 1.12%.

## Optional Tax Classes

### Optional Small Business Subclass

- The optional small business subclass remains available, with Toronto and Ottawa being the only two municipalities that have elected to implement this class so far.
- The class allows for an up to 35% reduction in the commercial and industrial rates, with the province matching the reduction in the education rate.
- Modeling tools are available in OPTA .

## Optional Tax Classes

### Optional Small Business Subclass

- At the 2021 fall Tax Policy Working Group, it was recommended that this subclass not be adopted due to the administrative burden:
  - Municipalities must establish a process for identifying properties and portions of properties eligible for inclusion in the subclass. This can be an application-based process and/or a criteria-based determination process not requiring individual applications by property owners. They may also use both a criteria-based determination process and an application process.
  - Municipalities opting to use the subclass must appoint a Program Administrator and an Appellate Authority.
  - The Program Administrator is responsible for providing MPAC with a list of the properties, or portions of properties, that are approved for inclusion in the subclass for a taxation year.
  - The Appellate Authority is responsible for hearing any appeals of the Program Administrator's eligibility decisions.

## **Optional Tax Classes**

### **Optional Small Scale On-Farm Business Subclass**

- This subclass, if adopted, provides for a 75% reduction off the commercial or industrial tax rate of the first \$50,000 of applicable assessment.
- The municipality may opt to apply the reduction on up to the first \$100,000 of assessment.
- Currently there are 8 properties in Renfrew County who are eligible under this subclass, with a combined CVA of \$272,400.
- Due to the limited number of properties, it was recommended that this subclass not be adopted.

## **Other Issues**

## Tax Relief for Low Income Seniors/Disabled

Upper/single tiers are required to create a policy to cancel or defer all property tax increases. The County of Renfrew currently has a By-law (35-12) establishing that tax increases for these groups be **deferred** until the eligible property is sold, at which time any deferred amounts together with accumulated interest thereon shall become a debt payable. The amount of tax relief in the form of tax deferral granted pursuant to this By-Law shall be a **lien upon the eligible property** in accordance with the provisions of s.319(14) and 349 of the Act.

## Tax Rebate Program for Eligible Charities

The County of Renfrew currently has a By-law (36-12) establishing a **40% tax rebate** to eligible charities for eligible properties (within the commercial or industrial classes) shared between the upper and lower tier and the school boards in the same proportion as they share the tax revenue from the property.

### Options:

- a) May provide rebates to organizations "similar" to registered charities.
- b) May offer rebates to other property classes.
- c) May offer rebates up to 100%.
- d) May offer different rebates for different organizations.

## Other Issues

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

1. That each lower-tier municipality shall pay to the County of Renfrew an amount to be raised by them for County purposes, each year, in the following instalments:
  - i. 25 per cent of the amount required to be raised by the lower-tier municipality for upper-tier purposes in the previous year, on or before March 31.
  - ii. 50 per cent of the amount required to be raised by the lower-tier municipality for upper-tier purposes in the current year, less the amount of the instalment paid under paragraph 1, on or before June 30.
  - iii. 25 per cent of such current amount, on or before September 30.
  - iv. The balance of the entitlement for the year, on or before December 15.
2. If a lower-tier municipality fails to make any payment, or portion of it, in accordance with Section 1 above, the lower-tier municipality shall pay to the upper-tier municipality interest on the amount in default at the rate being the lesser of 15 per cent per year or at the County's bank prime rate for lending, from the date payment is due until it is made.

## Deadline for Tax Rates Into OPTA

**Target Friday June 14, 2024**



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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 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.

**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.?

# 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	(1,618,553)	-3.06%
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	(1,434,293)	-2.71%
County 3% target budget levy increase	1,586,817	3.00%
Enhancements	\$2,517,270	4.76%

## Council Decisions

Department	Reduction	Description	Amount	Percentage of 2023 Levy Increase	
Members of Council	Public Relations	50% of Public Relations budget	(3,000)	-0.01%	
Members of Council	Warden Banquet	entire Wardens Banquet budget		0.00%	
Human Resources	Secretary I - 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		29,390	(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		118,190	(330,690)	-0.63%
Bonnechere Manor	Staffing reduction (15,000 PSW hours - vacant)		(619,828)		
Bonnechere Manor	City of Pembroke Share		204,543	(415,285)	-0.79%
Miramichi Lodge	Staffing reduction (24,000 PSW hours - vacant)		(967,568)		
Miramichi Lodge	City of Pembroke Share		319,297	(648,271)	-1.23%
<b>Subtotal - Level 1</b>				(1,824,531)	-3.45%

## Council Decisions

Department	Reduction	Description	Amount	Percentage of 2023 Levy Increase	
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			0.00%	
AGRICULTURE & REFORESTATION	Forest Fire Protection			0.00%	
PW ADMINISTRATION	Fire Radio Re-billing		(50,000)	-0.09%	
PW Housing	Site Condition Assessment		(56,250)	-0.11%	
ECONOMIC DEVELOPMENT	Special Projects - Agriculture Grant			0.00%	
PLANNING DEPARTMENT	Purchased Service Planner			0.00%	
Child Care	Mitigation Reserve		(454,188)		
Child Care	City of Pembroke Share		45,418	(408,770)	-0.77%
FINANCIAL EXPENSE	Enhanced Capital contribution reduce by 1.3%		(795,669)	-1.50%	
<b>Subtotal - Level 2</b>				(1,347,689)	-2.55%

# Council Decisions

Department	Reduction	Description	Amount	Percentage of 2023 Levy Increase
Paramedic Service - 911 Program	Reduce 31,500 hrs = upstaff (24hrs) + mobile response (12hrs)		(1,651,650)	
Paramedic Service - 911 Program	City of Pembroke Share		217,357	0.00%
<b>Subtotal - Level 3</b>			0	0.00%

Department	Reduction	Description	Amount	Percentage of 2023 Levy Increase
<b>OTHER COUNCIL DISCUSSION</b>				
Increase interest			(600,000)	-1.13%
Council salary			(600,000)	0.00%
			(600,000)	-1.13%

# Council Decisions

Department	Reduction	Description	Amount	Percentage of 2023 Levy Increase
<b>GENERAL - ADMINISTRATION</b>				
Information Technology	StrategyCorp Initiatives		35,500	0.0%
	IT Business Analyst shared services consultant		88,000	0.0%
Property - Amprlor	Garage and Generator upgrades		180,000	
Property - Amprlor	Reserve Transfer - to be recovered from EMS		(180,000)	0
<b>GEOGRAPHIC INFORMATION SYSTEMS</b>				
Hosting of our Website			20,000	0.0%
<b>PLANNING DEPARTMENT</b>				
Student Planner			48,129	0.0%
Economic Development	Rentfrewshire Twinning		2,500	0.0%
Paramedic Service - 911 Program	Move Deputy Chief & Admin Comander to 2,194		116,328	
Paramedic Service - 911 Program	City of Pembroke Share		(15,177)	100,151
Paramedic Service - 911 Program	Property - Extra day per week of PT staff		15,000	
Paramedic Service - 911 Program	City of Pembroke Share		(2,020)	13,461
<b>HEALTH SERVICES</b>				
Pembroke Regional Hospital EMR contribution				0.0%
Homelessness & Housing	Study for shovel ready housing development		100,000	
	use reserve to implement		(100,000)	
Homelessness & Housing	Community Housing Co-ordinator	Pembroke Share	(8,917)	
Homelessness & Housing	RCHC mtce staff hours and classification	Pembroke Share	84,289	
Homelessness & Housing		Pembroke Share	(8,421)	
Homelessness & Housing	Homelessness Co-ordinator		85,186	
Homelessness & Housing		HPP funding	(89,196)	
Homelessness & Housing	RCHC mtce staff increase by 4,169 hours (2 new positions)		144,872	
Homelessness & Housing		Pembroke Share	(14,487)	
Homelessness & Housing	AA1 for Housing Capital, R&M assistance		86,822	
Homelessness & Housing		Pembroke Share	(8,652)	
Homelessness & Housing	Building Infrastructure Co-ordinator		88,139	
Homelessness & Housing		Pembroke Share	(20,616)	
	use reserve to implement		(107,470)	
Homelessness & Housing	Paramedic 12 x 365		322,880	
Homelessness & Housing	Crisis Worker		268,538	
Homelessness & Housing	Vehicle		120,000	
Homelessness & Housing	East region response team	Capital	75,000	
Homelessness & Housing		Material & supplies	80,000	
Homelessness & Housing		Pembroke Share	(109,887)	
	use reserve to implement		(109,887)	
Homelessness & Housing	Paramedic 12 x 365		322,880	
Homelessness & Housing	Crisis Worker		268,538	
Homelessness & Housing	Vehicle		120,000	
Homelessness & Housing	West region response team	Capital	75,000	
Homelessness & Housing		Material & supplies	80,000	
Homelessness & Housing		Pembroke Share	(109,887)	
	use reserve to implement		(109,887)	
Homelessness & Housing			0	0.00%
Ontario Works	one phone number		30,000	
Ontario Works	Digitization of files		75,000	
Ontario Works	Office Closure/Enhanced Technology		80,000	
Ontario Works	IST Lead/Trainer		120,000	
Ontario Works	Provincial one time funding		(140,000)	
Ontario Works	Pembroke Share		(28,450)	103,600
Child Care	Transfer AA1 to AA2 - reduce program funding		0	0.00%
<b>Total Proposed Enhancements</b>			273,341	0.71%

Proceeded with most enhancements, however we are using \$2.043M from reserves to fund these for 1 year



# Asset Management Plan and Long Term Financial Plan

2023 Update  
November 9, 2023

## Deadline #2 – Enhanced AMP Covering Core Assets By July 1, ~~2021~~ 2022

### Asset management plans, current levels of service

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

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

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

## Deadline #2 – Enhanced AMP Covering Core Assets By July 1, 2022

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

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

## Levels of Service

O. Reg. 588/17 prescribes the metrics that will be used to measure the level of service for water, wastewater, storm water, roads, bridges and culverts. The metrics for all other assets can be defined by the Municipality

- **Roads:** The level of service is described using Paving Condition Index (**PCI**). PCI is a numerical index between 0 and 100, which is used to indicate the general condition of a pavement section, with 100 being perfect condition and 0 being completely failed
  - 1,630 lane km of roads
  - Average PCI of 72% or fair
- **Bridges and culverts** level of service is described using a Bridge Condition Index (**BCI**). BCI is a numerical index between 0 and 100, which is used to indicate the general state of repair.
  - 75 bridges and 177 culverts
  - Average BCI of 69% or fair
- **Buildings** level of service used to describe a building is a Facility Condition Index (**FCI**). FCI is expressed as a percentage with 0% being good and 100% being a poor or critical rating
  - 1.2 million square feet
  - Average FCI rating of the portfolio is 6%, or fair, however there are a number of buildings that are in fair or poor rating, particularly within the social housing area
- **All remaining assets** of the County of Renfrew will be assessed by condition ratings, being **very good, good, fair, poor, and very poor**
  - 285 unique pieces of equipment that meet the capital definition
  - Average condition rating is fair

# Levels of Service

Lifecycle activities that would need to be undertaken to maintain the current levels of service for each of the 10 years

10 YEAR CAPITAL PLAN	DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
CORPORATE SERVICES	EQUIPMENT	\$ 25,000	\$ 40,000	\$ 100,000	\$ 77,000	\$ 40,000	\$ 25,000	\$ 25,000	\$ 115,000	\$ 77,000	\$ 25,000	\$ 549,000
	BUILDING	\$ 736,048	\$ 459,503	\$ 329,735	\$ 259,907	\$ 133,632	\$ 389,861	\$ 196,939	\$ 112,094	\$ 272,980	\$ -	\$ 2,890,699
DEVELOPMENT AND PROPERTY	VEHICLES	\$ 60,000	\$ 60,000	\$ 60,000	\$ 20,000	\$ 40,000	\$ -	\$ 60,000	\$ 60,000	\$ 85,000	\$ 60,000	\$ 505,000
	BUILDING- AMBUL	\$ 18,565	\$ -	\$ 37,130	\$ -	\$ 74,259	\$ -	\$ 74,259	\$ 25,743	\$ -	\$ -	\$ 248,521
	BUILDING- OPP BA	\$ -	\$ -	\$ -	\$ 39,705	\$ -	\$ 40,755	\$ -	\$ -	\$ 58,825	\$ -	\$ 139,285
LONG TERM CARE - BM	BUILDING	\$ 390,000	\$ 489,000	\$ 287,855	\$ 364,255	\$ 312,090	\$ 243,010	\$ 337,090	\$ 358,010	\$ 290,000	\$ 875,000	\$ 3,946,310
	EQUIPMENT	\$ 525,000	\$ 155,000	\$ 141,140	\$ 345,000	\$ 15,000	\$ -	\$ 50,000	\$ 75,000	\$ 80,000	\$ -	\$ 1,386,140
LONG TERM CARE - ML	BUILDING	\$ 277,000	\$ 1,257,000	\$ 518,921	\$ 422,000	\$ 515,176	\$ 1,011,211	\$ 676,080	\$ 440,570	\$ 35,420	\$ 275,000	\$ 5,428,378
	EQUIPMENT	\$ 75,000	\$ 55,000	\$ 80,060	\$ 160,000	\$ 70,000	\$ -	\$ 70,000	\$ 96,140	\$ 70,000	\$ 75,000	\$ 751,200
PARAMEDIC SERVICE	EQUIPMENT	\$ 825,000	\$ -	\$ -	\$ 15,000	\$ -	\$ 66,000	\$ -	\$ 198,000	\$ 15,000	\$ -	\$ 1,119,000
	VEHICLES	\$ 1,315,000	\$ 1,515,000	\$ 1,999,000	\$ 1,645,000	\$ 1,920,000	\$ 1,615,000	\$ 1,750,000	\$ 1,705,000	\$ 1,260,000	\$ 2,205,000	\$ 16,820,000
PUBLIC WORKS	BRIDGE	\$ 7,810,500	\$ 4,104,700	\$ 9,072,300	\$ 9,082,000	\$ 2,342,000	\$ 5,134,000	\$ 3,867,000	\$ 4,365,000	\$ 3,126,000	\$ 532,000	\$ 45,435,500
	BUILDING	\$ 285,000	\$ 241,500	\$ 381,500	\$ 405,000	\$ 416,500	\$ 421,500	\$ 422,000	\$ 425,000	\$ 435,000	\$ -	\$ 3,433,000
	CULVERT	\$ 10,930,000	\$ 6,495,500	\$ 3,793,500	\$ 3,951,000	\$ 2,362,000	\$ 3,507,000	\$ 4,743,000	\$ 4,616,000	\$ 3,426,000	\$ 4,671,000	\$ 48,495,000
	EQUIPMENT	\$ 290,000	\$ 200,000	\$ 40,000	\$ 55,000	\$ 396,000	\$ 105,000	\$ 270,000	\$ 240,000	\$ 145,000	\$ 270,000	\$ 2,011,000
	ROAD	\$ 28,782,582	\$ 23,912,449	\$ 27,461,996	\$ 26,458,921	\$ 25,144,696	\$ 22,931,933	\$ 23,872,094	\$ 24,608,238	\$ 22,193,315	\$ 20,649,754	\$ 246,015,979
RENFREW COUNTY HOUSING	VEHICLES	\$ 1,175,000	\$ 1,235,000	\$ 1,400,000	\$ 1,360,000	\$ 1,245,000	\$ 1,365,000	\$ 1,400,000	\$ 1,575,000	\$ 1,765,000	\$ 1,575,000	\$ 14,095,000
	BUILDING	\$ 2,104,375	\$ 2,390,867	\$ 2,017,818	\$ 2,015,359	\$ 1,667,190	\$ 1,699,125	\$ 1,990,598	\$ 1,754,982	\$ 2,024,250	\$ 1,825,625	\$ 19,490,188
	VEHICLES	\$ 60,000	\$ 90,000	\$ 60,000	\$ 65,000	\$ 125,000	\$ 65,000	\$ 60,000	\$ 60,000	\$ 65,000	\$ 60,000	\$ 710,000
TOTAL BEFORE GROWTH	ALL	\$ 55,684,070	\$ 42,700,518	\$ 47,771,954	\$ 42,640,147	\$ 36,818,543	\$ 38,619,395	\$ 39,864,061	\$ 40,829,776	\$ 35,423,791	\$ 33,116,944	\$ 413,469,201
GROWTH	ROAD	\$ -	\$ 3,976,300	\$ 3,619,300	\$ 5,157,800	\$ 6,704,800	\$ 6,993,800	\$ 5,720,500	\$ 5,720,500	\$ 4,187,100	\$ 3,745,100	\$ 45,825,200
	VEHICLES	\$ -	\$ 553,000	\$ 553,000	\$ 553,000	\$ 553,000	\$ 553,000	\$ 553,000	\$ 553,000	\$ 553,000	\$ 553,000	\$ 2,212,000
TOTAL WITH GROWTH	ALL	\$ 55,684,070	\$ 46,676,818	\$ 51,391,254	\$ 48,350,947	\$ 44,076,343	\$ 45,613,195	\$ 46,137,561	\$ 47,103,278	\$ 39,610,891	\$ 36,862,044	\$ 461,506,401

# What are the Factors in a Long Term Financial Plan

## Factors that can be controlled:

1. Desired service level (costs) or acceptable risk level.
2. Level of Investment (levy).
3. Debt strategy.

## Factors beyond the control of the County:

1. Opening Reserve Balance.
2. Federal/Provincial Revenue.
3. Weighted CVA growth (levy income increase).
4. Interest income.
5. Inflation.
6. Interest rates.

# Long Term Financial Plan - Baseline

Based on the current Long Term Financial Plan:

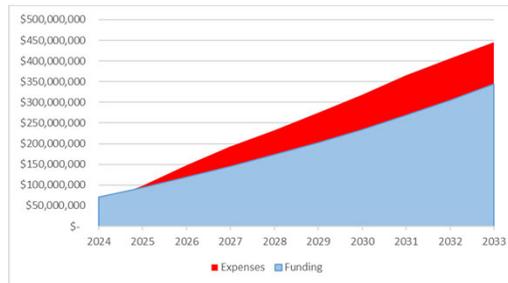
- Desired level of service (costs) \$413,469,201 over 10 years (current prices).
- Level of investment – 3% levy growth, of which 2.5% is limited to operating costs.
- Debenture any single project over \$3M.
- Federal/Provincial Revenue:
  - CCBF \$2,900,000 for the next 10 years
  - OCIF \$500,000 for the next 10 years
  - OHPI/COCHI \$1,100,000 for the next 10 years
  - \$626,819 for the 2024 year.
- Weighted CVA growth – 1.42%.
- Inflation at 2% per year.
- Interest income at 1.45%.
- Interest payable on debentures at 3%.

# Long Term Financial Plan - Baseline

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
10 YEAR CAPITAL PLAN	\$ 55,684,070	\$ 42,700,518	\$ 47,771,854	\$ 42,640,147	\$ 36,818,543	\$ 38,619,395	\$ 39,864,061	\$ 40,829,778	\$ 35,423,791	\$ 31,116,944	\$ 413,469,201
INFLATION ADJUSTMENT	0%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
INFLATION ADJUSTED EXP	\$ 55,684,069.65	\$ 43,554,528	\$ 49,701,941.34	\$ 45,250,065	\$ 39,853,575	\$ 42,638,933	\$ 44,893,407	\$ 46,900,580	\$ 41,504,617	\$ 30,577,814	\$ 449,559,531
OPENING RESERVE	\$34,603,947										\$34,603,947
PROCEEDS FROM DEBENTURES	\$13,150,000		\$3,000,000								\$16,150,000
DEBT SERVICING COSTS	(\$2,106,746)	(\$3,126,929)	(\$3,126,927)	(\$3,475,928)	(\$3,194,552)	(\$2,913,176)	(\$2,913,176)	(\$2,652,515)	(\$2,193,928)	(\$1,996,000)	(\$27,699,877)
FUNDING AND GRANTS	\$5,129,810	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$45,626,810
LEVY CONTRIBUTIONS	\$19,483,563	\$21,082,734	\$22,773,323	\$24,553,714	\$26,089,145	\$27,951,992	\$30,044,175	\$32,249,826	\$34,574,443	\$37,023,777	\$275,824,692
INTEREST EARNED	\$213,316	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$213,316
RESERVE BALANCE	\$ 14,784,820	(\$6,313,904)	(\$28,871,450)	(\$48,543,729)	(\$61,002,712)	(\$74,102,829)	(\$87,365,237)	(\$100,148,505)	(\$104,792,607)	(\$104,842,643)	(\$104,842,643)

- Capital Reserve balance at the end of the 10 year plan is negative **\$104,842,643**.
- ML Working Capital Reserve is depleted by end of 2023.
- Building Reserve is fully depleted by early 2024.
- Paramedic Service Equipment Reserve (shared with City of Pembroke) is fully depleted by mid 2024.
- All reserves are fully depleted by mid 2025.

## Long Term Financial Plan - Baseline



## Long Term Financial Plan – Increase Debt

Debt is a tool available to municipalities that can be used to control the timing of expenditures. It does not pay for projects, it only spreads the expense into the future. The cost of using this tool is the interest we must pay on top of the principal repayments.

The Province of Ontario mandates the upper limit of debt servicing costs for municipalities via a calculation in the FIR. For 2024, the maximum debt servicing costs for the County of Renfrew is \$16,237,766 (estimated).

## Long Term Financial Plan – Increase Debt

Based on the current Long Term Financial Plan:

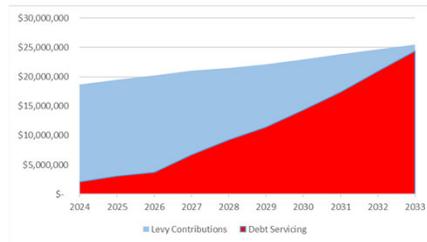
- Desired level of service (costs) \$413,469,201 over 10 years (current prices).
- Level of investment – ~~3%~~ **0%** levy growth, of which ~~2.5%~~ **0%** is limited to operating costs.
- Debenture ~~any single project over \$3M~~ **All funds required to maintain positive capital reserve balance.**
- Federal/Provincial Revenue:
  - CCBF \$2,900,000 for the next 10 years
  - OCIF ~~\$500,000~~ **\$2,800,000** for the next 10 years
  - OHP/COCHI \$1,100,000 for the next 10 years
  - \$626,819 for the 2024 year
- Weighted CVA growth – 1.42%.
- Inflation at 2% per year.
- Interest income at 1.45%.
- Interest payable on debentures at 3%.

## Long Term Financial Plan – Increase Debt

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
10 YEAR CAPITAL PLAN	\$ 55,686,079	\$ 42,709,518	\$ 47,771,954	\$ 42,649,147	\$ 36,818,348	\$ 38,618,335	\$ 39,864,061	\$ 40,829,778	\$ 35,453,791	\$ 31,116,941	\$ 413,469,201
INFLATION ADJUSTMENT	25	25	25	25	25	25	25	25	25	25	
INFLATION ADJUSTED EXP	\$ 55,684,065	\$ 43,354,528	\$ 48,793,941	\$ 45,250,065	\$ 39,853,575	\$ 42,638,593	\$ 44,893,407	\$ 46,900,580	\$ 41,504,617	\$ 39,577,814	\$ 449,559,581
OPENING RESERVE	\$14,653,947										\$14,653,947
CLOSING RESERVE											\$240,150,000
DEBT SERVICE	\$1,150,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$10,000,000
DEBT SERVICE COSTS	\$1,150,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$10,000,000
FUNDING AND GRANTS	\$7,436,819	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$68,000,000
NET CONTRIBUTIONS	\$18,720,711	\$19,482,477	\$20,793,941	\$21,038,065	\$21,487,918	\$22,127,775	\$22,900,118	\$23,819,761	\$24,690,944	\$25,514,691	\$230,139,415
INTEREST EARNED	\$233,004	\$11,706	\$8,719	\$6,702	\$9,445	\$8,132	\$3,210	\$6,187	\$6,761	\$1,851	\$187,116
RESERVE BALANCE	\$ 16,344,239	\$168,980	\$613,398	\$468,900	\$669,533	\$885,048	\$115,234	\$432,880	\$461,551	\$839,861	\$829,862

- Will have to debenture \$240,150,000 by the year 2033.
- Will reach the maximum annual repayment limit will be reached by the year 2032.

## Long Term Financial Plan – Increase Debt



In 2033, debt servicing costs will consume 95% of levy contributions to capital.

## Long Term Financial Plan – Increase Level of Investment

### Factors that can be controlled:

1. Desired service level (costs) or acceptable risk level.
2. Level of Investment (levy).
3. Debt strategy.

### Factors beyond the control of the County:

1. Opening Reserve Balance.
2. Federal/Provincial Revenue.
3. Weighted CVA growth (levy income increase).
4. Interest income.
5. Inflation.
6. Interest rates.

## Long Term Financial Plan – Increase Level of Investment

What would it take to increase the levy by enough to fund the entire 10 year capital plan?

## Long Term Financial Plan – Increase Level of Investment

Based on the current Long Term Financial Plan:

- Desired level of service (costs) \$413,469,201 over 10 years (current prices).
- Level of investment – ~~3%~~levy growth **dedicated capital levy growth of:**
  - 8% 2024-2026
  - 5% 2027
  - 0% 2028-2033of which ~~2.5%~~0% is limited to operating costs
- ~~Debtenture any single project over \$3M~~**\$12M in 2026 to smooth cash flow, to be repaid over the 2027-2033 period.**

## Long Term Financial Plan – Increase Level of Investment

- Federal/Provincial Revenue:
  - CCBF \$2,900,000 for the next 10 years
  - OCIF ~~\$500,000~~ **\$2,800,000** for the next 10 years
  - OHPI/COCHI \$1,100,000 for the next 10 years
  - \$626,819 for the 2024 year
- Weighted CVA growth – 1.42%.
- Inflation at 2% per year.
- Interest income at 1.45%.
- Interest payable on debentures at 3%.

## Long Term Financial Plan – Increase Level of Investment

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
10-YEAR CAPITAL PLAN	\$ 55,684,070	\$ 42,700,518	\$ 47,771,954	\$ 42,640,147	\$ 36,818,548	\$ 38,619,339	\$ 33,854,062	\$ 40,820,778	\$ 35,453,793	\$ 33,116,944	\$ 413,499,201
INFLATION ADJUSTMENT	0%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
INFLATION ADJUSTED EXP	\$ 55,684,069.65	\$ 43,554,528	\$ 48,701,941.34	\$ 45,250,065	\$ 39,853,575	\$ 42,638,933	\$ 41,893,407	\$ 46,900,389	\$ 41,504,617	\$ 35,577,834	\$ 448,538,531
OPENING RESERVE	\$34,663,947										\$34,663,947
PROCEEDS FROM DEBENTURES	\$7,850,000		\$12,000,000								\$19,850,000
DEBT SERVICING COSTS	\$2,100,000	\$2,500,000	\$3,000,000	\$4,433,333	\$4,141,932	\$3,860,570	\$3,600,000	\$3,300,000	\$3,141,320	\$2,941,400	\$33,000,000
FUNDING AND GRANTS	\$7,200,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$68,000,000
EVY CONTRIBUTIONS	\$2,700,000	\$28,400,000	\$36,800,000	\$38,818,488	\$39,500,000	\$40,485,000	\$41,538,100	\$42,610,000	\$43,718,480	\$44,860,000	\$377,200,000
INTEREST EARNED	\$28,110	\$63,800	\$106,644	\$200,000	\$364,000	\$66,800	\$66,800	\$127,100	\$133,200	\$137,210	\$5,033,110
RESERVE BALANCE	\$ 16,760,278	\$4,463,814	\$5,990,200	\$2,466,204	\$3,848,016	\$4,674,364	\$4,320,265	\$3,297,484	\$9,213,281	\$18,791,914	\$18,791,914
EVY INCREASE (DECREASE)	0%	8%	8%	0%	0%	0%	0%	0%	0%	0%	28%

On the whole, taxpayers would pay 28% more over the 10 year period.

## Long Term Financial Plan – Increase Level of Investment



If operating costs could be held at the 2023 level, property taxes would have to increase from the current \$392 per \$100K residential assessment to \$518 per \$100K residential assessment. Over 10 years, each \$100K of residential assessment would pay \$1,084 more.

## Long Term Financial Plan – Decrease Level of Service

### Factors that can be controlled:

1. Desired service level (costs) or acceptable risk level.
2. Level of Investment (levy).
3. Debt strategy.

### Factors beyond the control of the County:

1. Opening Reserve Balance.
2. Federal/Provincial Revenue.
3. Weighted CVA growth (levy income increase).
4. Interest income.
5. Inflation.
6. Interest rates.

## Long Term Financial Plan – Decrease Level of Service

What would we have to reduce service levels by in so the 10 year capital plan could be fully funded?

## Long Term Financial Plan – Decrease Level of Service

Based on the current Long Term Financial Plan:

- Desired level of service (costs) ~~\$413,469,201~~ **\$284,567,072** over 10 years (current prices).
- Level of investment – ~~3%0%~~ levy growth, of which ~~2.5%-0%~~ is limited to operating costs.
- ~~Debenture any single project over \$3M~~
- Federal/Provincial Revenue:
  - CCBF \$2,900,000 for the next 10 years
  - OCIF ~~\$500,000~~ **\$2,800,000** for the next 10 years
  - OHPI/COCHI \$1,100,000 for the next 10 years
  - \$626,819 for the 2024 year
- Weighted CVA growth – 1.42%.
- Inflation at 2% per year.
- Interest income at 1.45%.
- Interest payable on debentures at 3%.

## Long Term Financial Plan – Decrease Level of Service

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
10 YEAR CAPITAL PLAN	\$ 55,684,070	\$ 42,700,518	\$ 47,771,954	\$ 43,646,147	\$ 36,818,543	\$ 38,619,399	\$ 39,864,061	\$ 40,829,778	\$ 35,423,791	\$ 33,116,944	\$ 413,469,201
DECREASE IN COST	<del>(\$3,197,783)</del>	<del>(\$1,385,100)</del>	<del>(\$2,424,498)</del>	<del>(\$15,242,949)</del>	<del>(\$3,045,262)</del>	<del>(\$3,925,114)</del>	<del>(\$3,980,044)</del>	<del>(\$4,343,131)</del>	<del>(\$8,569,074)</del>	<del>(\$6,231,193)</del>	<del>(\$119,783,133)</del>
10 YEAR CAPITAL PLAN	\$ 31,646,190	\$ 29,312,410	\$ 28,254,458	\$ 26,675,159	\$ 28,119,251	\$ 29,520,171	\$ 28,983,311	\$ 26,286,145	\$ 26,834,190	\$ 28,895,785	\$ 284,567,072
INFLATION ADJUSTMENT	0%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
INFLATION ADJUSTED EXP	\$ 31,646,190.00	\$ 29,898,658	\$ 29,437,554.34	\$ 28,307,893	\$ 30,437,181	\$ 32,592,654	\$ 32,439,916	\$ 30,194,518	\$ 31,440,531	\$ 34,533,138	\$ 311,128,234
OPENING RESERVE	\$34,603,947										\$34,603,947
PROCEEDS FROM DEBENTURES	\$7,850,000										\$7,850,000
DEBT SERVICING COSTS	<del>(\$2,196,790)</del>	<del>(\$2,509,929)</del>	<del>(\$2,509,927)</del>	<del>(\$2,509,928)</del>	<del>(\$2,228,052)</del>	<del>(\$1,947,170)</del>	<del>(\$1,947,170)</del>	<del>(\$1,686,515)</del>	<del>(\$1,227,938)</del>	<del>(\$1,000,000)</del>	<del>(\$19,700,877)</del>
FUNDING AND GRANTS	\$7,426,810	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$68,626,810
LEVY CONTRIBUTIONS	\$18,720,713	\$19,482,472	\$20,255,048	\$21,038,594	\$21,487,918	\$22,172,751	\$22,990,153	\$23,819,162	\$24,659,943	\$25,512,662	\$220,139,417
INTEREST EARNED	\$95,304	\$43,862	\$39,007	\$321,018	\$262,190	\$195,269	\$118,400	\$101,838	\$85,772	\$39,884	\$2,402,462
RESERVE BALANCE	\$ 35,353,838	\$29,651,525	\$25,118,098	\$22,459,885	\$18,344,260	\$12,962,450	\$8,283,911	\$7,123,860	\$6,001,116	\$2,790,524	\$2,790,524

- It would require removing approximately \$129M from the 10 year capital plan:
  - ~\$87M reduction in roads capital work
  - ~\$22M reduction in bridge capital work
  - ~\$20M reduction in culvert capital work
- PCI would equal 61.8 in 2033, and continue a downward trend to plateau at 55.
- Comparable service level reductions in Bridges and Culverts.

## Long Term Financial Plan – Combination Approach

Based on the current Long Term Financial Plan:

- Desired level of service (costs) ~~\$413,469,201~~ **\$369,841,386** over 10 years (current prices).
- Level of investment – ~~3% levy growth~~ **dedicated capital levy growth of:**
  - **4% 2024-2027**
  - **2% 2028-2030**
  - **0% 2031-2033**

of which ~~2.5%~~ **0%** is limited to operating costs
- Debenture any single project over \$3M **plus certain amounts required to maintain minimum reserve balance of \$2M (an additional \$9M in debentures over the 10 year plan).**

## Long Term Financial Plan – Combination Approach

Based on the current Long Term Financial Plan:

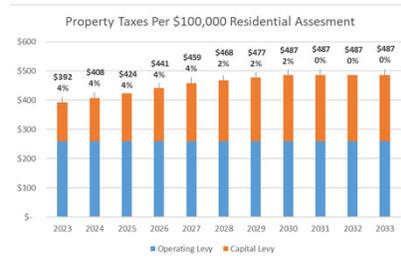
- Federal/Provincial Revenue:
  - CCBF \$2,900,000 for the next 10 years
  - OCIF ~~\$500,000~~ **\$2,800,000** for the next 10 years
  - OHPI/COCHI \$1,100,000 for the next 10 years
  - \$626,819 for the 2024 year
- Weighted CVA growth – 1.42%.
- Inflation at 2% per year.
- Interest income at 1.45%.
- Interest payable on debentures at 3%.

## Long Term Financial Plan – Combination Approach

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
10 YEAR CAPITAL PLAN	\$ 55,684,070	\$ 42,700,518	\$ 47,771,954	\$ 42,640,147	\$ 36,818,543	\$ 38,619,395	\$ 39,864,061	\$ 40,829,778	\$ 35,423,791	\$ 33,116,944	\$ 413,469,201
RESERVE IN COST	\$ 29,700,000	\$ 29,700,000	\$ 29,700,000	\$ 29,700,000	\$ 29,700,000	\$ 29,700,000	\$ 29,700,000	\$ 29,700,000	\$ 29,700,000	\$ 29,700,000	\$ 297,000,000
10 YEAR CAPITAL PLAN	\$ 48,982,380	\$ 38,609,564	\$ 41,945,106	\$ 36,571,653	\$ 32,493,397	\$ 36,226,533	\$ 36,405,536	\$ 35,533,461	\$ 31,838,990	\$ 31,184,305	\$ 369,841,386
INFLATION ADJUSTMENT	0%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
INFLATION ADJUSTED EXP	\$ 48,982,379.82	\$ 39,381,755	\$ 43,639,688.60	\$ 38,810,131	\$ 35,171,898	\$ 39,997,020	\$ 41,055,305	\$ 40,816,778	\$ 37,304,451.83	\$ 37,268,203	\$ 402,427,610
OPENING RESERVE	\$34,603,947										\$34,603,947
PROCEEDS FROM DEBENTURES	\$13,150,000		\$1,000,000	\$6,000,000		\$3,000,000					\$25,150,000
DEBT SERVING COSTS	(\$2,616,240)	(\$1,126,920)	(\$3,126,920)	(\$4,174,020)	(\$3,893,522)	(\$3,652,170)	(\$3,961,620)	(\$3,701,010)	(\$3,242,428)	(\$3,044,500)	(\$31,890,673)
FUNDING AND GRANTS	\$7,426,810	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$6,800,000	\$68,626,810
LEVY CONTRIBUTIONS	\$20,836,469	\$23,858,702	\$27,044,739	\$30,403,460	\$32,292,319	\$34,481,814	\$36,871,455	\$37,897,579	\$38,938,273	\$39,993,745	\$322,618,503
INTEREST EARNED	\$361,457	\$194,874	\$53,832	\$57,780	\$59,007	\$69,636	\$51,115	\$54,463	\$130,528	\$26,898	\$1,259,067
RESERVE BALANCE	\$ 25,289,558	\$13,634,449	\$3,766,404	\$4,042,584	\$4,128,463	\$4,870,694	\$3,576,289	\$3,810,532	\$9,132,402	\$15,839,891	\$15,839,891
LEVY INCREASE (DECREASE)	4%	4%	4%	4%	2%	2%	2%	0%	0%	0%	18%

- It would require removing approximately \$43M from the 10 year capital plan, all of which would be cut from roads (the area with the lowest risk).
- 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.

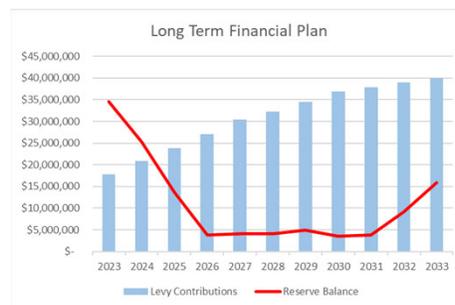
## Long Term Financial Plan – Combination Approach



If operating costs could be held at the 2023 level, property taxes would have to increase from the current \$392 per \$100K residential assessment to \$487 per \$100K residential assessment.

Over 10 years, each \$100K of residential assessment would pay \$703 more.

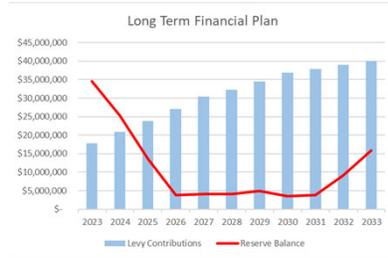
## Long Term Financial Plan – Combination Approach



The Capital Reserve balance drops to near the \$2M mark.

The Levy contributions towards the capital plan would increase from the 2023 level of \$18M to \$40M by 2033.

## 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.

## 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.

# Next TPWG / RCCTA – Finance Sub-Committee Meeting

Fall 2024 – September or October?



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**COUNTY OF RENFREW**

**BY-LAW NUMBER -24**

**A BY-LAW TO ESTABLISH THE 2024 TAX RATES  
FOR COUNTY OF RENFREW PURPOSES**

---

WHEREAS the Council of the Corporation of the County of Renfrew shall in each year prepare and adopt estimates of the sums it requires during the year for the purposes of the municipal corporation pursuant to Section 289 of the Municipal Act, 2001 S.O. 2001, c. 25, as amended;

AND WHEREAS the Council of the Corporation of the County of Renfrew on January 24, 2024 adopted By-law Number 4-24, being 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;

AND WHEREAS Council adopted the sum of Fifty-Seven Million, Four Hundred and Three Thousand, One Hundred and Twenty Dollars (\$57,403,120) as the estimate of the property tax levy required during the year 2024 for general, capital and all purposes of the Corporation of the County of Renfrew;

AND WHEREAS, pursuant to Section 311 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that for purposes of raising the General County Levy, the Council of the County shall each year, by by-law, direct the Council of each lower-tier municipality to levy a separate rate, as specified in the by-law, on the assessment in each property class in the lower-tier municipality rateable for county purposes;

AND WHEREAS all property assessment rolls on which the 2024 taxes are to be levied have been returned and revised pursuant to the provisions of the Assessment Act;

AND WHEREAS the tax ratios on the property classes prescribed pursuant to Section 7 of the Assessment Act and the regulations thereto (the "Prescribed Property Classes") for the 2024 taxation year have been set out by by-law by the Corporation of the County of Renfrew for the County and lower-tier purposes;

AND WHEREAS the subclass tax rate reductions on the property subclasses prescribed pursuant to Section 8 of the Assessment Act (the "Prescribed Property Subclasses") for the 2024 taxation year have been set out by by-law by the Corporation of the County of Renfrew for County and lower-tier purposes;

AND WHEREAS the tax rates on the Prescribed Property Classes and Prescribed Property Subclasses have been calculated in accordance with the provisions of the Municipal Act, 2001 and the manner set out herein;

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

1. THAT for the year 2024 the rates to be applied on the taxable and payment-in-lieu assessment in each municipality rateable for County purposes shall be as follows:

Residential/Farm	0.00412365
Residential/Farm – Farmlands (Phase I)	0.00144328
Multi-Residential	0.00801473
New Multi-Residential	0.00412365
Commercial - Occupied	0.00748319
Commercial - Vacant	0.00748319
Commercial - Farmlands (Phase I)	0.00144328
Industrial - Occupied	0.01017266
Industrial - Vacant	0.01017266
Large Industrial - Occupied	0.01122458
Large Industrial – Vacant	0.01122458
Landfill - new	0.00490330
Pipelines	0.00549600
Farmlands	0.00103091
Managed Forests	0.00103091

2. THAT for purposes of this By-law:
  - (a) the commercial property class includes all commercial office property, shopping centre property and parking lot property;
  - (b) the first subclass of farmland awaiting development and second subclass of farmland awaiting development consists of land as defined within the Assessment Act, as amended, and the regulations thereto.
3. THAT the dollar amount to be raised for County purposes by each lower-tier municipality by application of the various tax rates so specified within this by-law on the taxable and payment-in-lieu assessment in each property class in the lower-tier municipality rateable for County purposes is as set out in Schedule “A” attached to and forming part of this by-law.
4. THAT the dollar amount to be raised for County purposes by each lower-tier as set out in Schedule “A” shall be paid to the County in accordance with County of Renfrew By-law 34-12.
5. THAT this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 24th day of April 2024.

READ a second time this 24th day of April 2024.

READ a third time and finally passed this 24th day of April 2024.

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PETER EMON, WARDEN

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GWEN DOMBROSKI, CLERK

**PROPERTY TAXATION FOR COUNTY PURPOSES:**

<b>MUNICIPALITY</b>	<b><u>TAXABLE ASSESSMENT</u></b>	<b><u>PAYMENT-IN-LIEU ASSESSMENT</u></b>	<b><u>TOTAL</u></b>	<b><u>% OF TOTAL</u></b>
<b>TOWNS</b>				
ARNPRIOR	5,338,211	33,918	5,372,129	9.4%
DEEP RIVER	1,852,552	943,630	2,796,182	4.9%
LAURENTIAN HILLS	1,761,973	209,015	1,970,988	3.4%
PETAWAWA	7,047,976	3,687,784	10,735,760	18.7%
RENFREW	3,651,473	142,244	3,793,717	6.6%
Sub-Total	19,652,185	5,016,591	24,668,776	43.0%
<b>TOWNSHIPS</b>				
ADMASTON/BROMLEY	1,541,348	4,368	1,545,716	2.7%
BONNECHERE VALLEY	2,245,628	26,095	2,271,723	4.0%
BRUDENELL, LYNDOKH RAGLAN	994,121	47,303	1,041,424	1.8%
GREATER MADAWASKA	3,606,597	63,256	3,669,853	6.4%
HEAD, CLARA & MARIA	894,033	137,074	1,031,107	1.8%
HORTON	1,965,068	1,525	1,966,593	3.4%
KILLALOE, HAGARTY & RICHARDS	1,578,902	38,088	1,616,990	2.8%
LAURENTIAN VALLEY	5,578,592	76,098	5,654,690	9.9%
MADAWASKA VALLEY	3,426,192	66,915	3,493,107	6.1%
McNAB/BRAESIDE	4,326,868	11,362	4,338,230	7.6%
NORTH ALGONA WILBERFORCE	2,042,589	13,692	2,056,281	3.6%
WHITEWATER REGION	3,996,389	52,238	4,048,627	7.1%
Sub-Total	32,196,327	538,014	32,734,341	57.0%
<b>TOTAL</b>	<b>51,848,512</b>	<b>5,554,605</b>	<b>57,403,117</b>	<b>100.0%</b>

**COUNTY OF RENFREW**

**BY-LAW NUMBER -24**

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

---

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

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

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

1. That the following amended policy attached to this By-law be hereby enacted as an amendment to the said By-law 63-03:
  - E-05 Bereavement Leave (amended)
2. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 24th day of April 2024.

READ a second time this 24th day of April 2024.

READ a third time and finally passed 24th day of April 2024.

---

PETER EMON, WARDEN

---

GWEN DOMBROSKI, CLERK

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> E-05
<b>POLICY:</b> Bereavement Leave				
<b>DATE</b> <b>CREATED:</b> NOV/90	<b>REVIEW</b> <b>DATE:</b> MAR/24	<b>REVISION</b> <b>DATE:</b> MAR/24	<b>COVERAGE:</b> All Non-union Full Time and Part Time Employees	<b>PAGE #:</b> 1 of 3

**POLICY STATEMENT:**

Employees are granted a paid leave of absence **for certain family members** in the event of **their death in the family. In order to be eligible for paid bereavement leave days under this policy, an employee** ~~Employees are entitled to up to two bereavement leave days per year after they~~ **must have been employed with the County** ~~worked~~ for at least two consecutive weeks. **If an employee is not eligible for paid bereavement leave under this policy, they may have entitlements under the *Employment Standards Act, 2000* as amended or replaced.**

**POLICY SCOPE:**

This policy governs the **paid** bereavement leave **day** entitlements for **all permanent full-time and part-time** County of Renfrew employees. **Unionized staff should** ~~consult~~ the appropriate Collective Agreement for any deviations to **this policy** ~~the items below.~~

**DEFINITIONS:**

There are no definitions in this policy.

**POLICY CONTENT:**

1. The following apply to **permanent** full-time employees:
  - (a) The Employer pays an employee at the employee’s straight time hourly rate for all regular time lost in the event of death for the following:

Maximum five (5) days	<ul style="list-style-type: none"> <li>• <del>Wife, Husband, Common-law partner</del> <b>Spouse (married or unmarried)</b> and <b>biological</b> children</li> </ul>
Maximum three (3) days	<ul style="list-style-type: none"> <li>• <del>Father, Mother</del></li> <li>• <b>Parent, Step-Parent, Foster Parent, Grandparent, Step-Grandparent, Grandchild, Step-Grandchild, Step-child, Foster child of the employee or the employee’s spouse</b></li> </ul>

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> E-05
<b>POLICY:</b> Bereavement Leave				
<b>DATE CREATED:</b> NOV/90	<b>REVIEW DATE:</b> MAR/24	<b>REVISION DATE:</b> MAR/24	<b>COVERAGE:</b> All Non-union Full Time and Part Time Employees	<b>PAGE #:</b> 2 of 3

	<ul style="list-style-type: none"> <li>• Sister, Brother, Brother-in-law, Sister-in-law, Son-in-law, Daughter-in-law, Father-in-law, Mother-in-law <b>of employee; or</b></li> <li>• <b>A relative of the employee who is dependent on the employee for care or assistance</b></li> </ul>
--	---

- (b) ~~Common law status is recognized but~~ In no event is an employee eligible for leave ~~for due to~~ a former ~~common-law spousal~~ relationship or relationship by marriage that has since **ended or has** been terminated by divorce or annulment. ~~Similarly, common law relationships are not recognized where a marital relationship was not terminated by divorce or annulment.~~
- (c) When the funeral occurs outside the area, such paid leave may include reasonable travelling time at the discretion of Management.
- (d) One (1) day leave is granted without loss of salary or wages **for those employees that are not eligible for bereavement leave under section a) but to are** attending a funeral as a pallbearer. A request for such leave is given twenty-four (24) hours in advance of such leave, unless, under extenuating circumstances, such **advance** notice ~~of time~~ is not possible.
- (e) In the event that bereavement leave is required while an employee is on paid vacation, such paid vacation is re-credited to the employee.
- Bereavement leave ~~entitlements under 1 a) is are applicable~~ **available** to permanent part-time employees to the extent that such leave is required ~~during a three (3) or a five (5) day period, on days that they part-time employees are scheduled to work.~~
  - Bereavement leave can be taken at the time of the family member's death, and/or sometime later to attend a funeral, ~~or~~ memorial service **or tend to estate matters.**
  - The Employer will make reasonable accommodations for religious beliefs and practices **where a duty to accommodate exists under the Ontario Human Rights Code, 1990.** Employees are to speak with their supervisor regarding this request.

**Corporate Policies and Procedures**

<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> E-05
<b>POLICY:</b> Bereavement Leave				
<b>DATE</b> <b>CREATED:</b> NOV/90	<b>REVIEW</b> <b>DATE:</b> MAR/24	<b>REVISION</b> <b>DATE:</b> MAR/24	<b>COVERAGE:</b> All Non-union Full Time and Part Time Employees	<b>PAGE #:</b> 3 of 3

- Where there ~~are~~ **is** extenuating circumstances ~~where~~ **and** the employee is unable to provide the employer with advanced notice **of taking bereavement leave**, the employee is required to ~~inform~~ **provide immediate confirmation to** the employer **as soon as possible after starting the leave** ~~at the earliest convenience~~. As well, the employer can ask for evidence “reasonable in the circumstances” **to verify the employee’s of** entitlement to the leave. **This may take the form of a death certificate, a notification from a funeral home, a published obituary, a copy of a printed program from a memorial service or communication from a legal office setting up an appointment to discuss estate matters.**

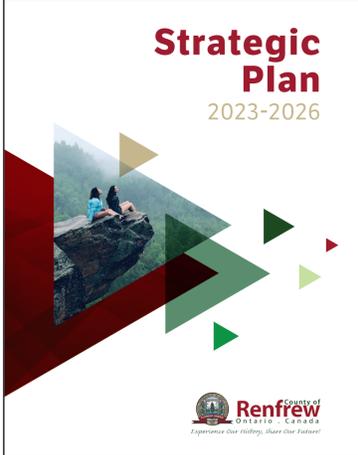


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**ASSET MANAGEMENT PLAN  
AND LONG TERM FINANCIAL  
PLAN**

April 24, 2024  
Version 3.0

[www.countyofrenfrew.on.ca](http://www.countyofrenfrew.on.ca)



**Strategic Plan**  
2023-2026



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### Objectives by end of 2026

Priority	
<b>Financial Sustainability</b>	<ol style="list-style-type: none"> <li>Review and update Asset Management Plan (AMP) and Long-Term Financial Plan (LTFP) 3.0 version, using new assumptions and baselines</li> <li>Develop a coordinated government relations / advocacy strategy</li> </ol>
<b>Workforce Development</b>	<ol style="list-style-type: none"> <li>Lobby the Ontario College of Trades / Skill Trades Ontario to enable the transfer of qualified people from other regions into vacant positions</li> <li>Collaboration with High Schools, Colleges and Universities to have students with skills that are required to fill vacancies and keep them in the Community</li> <li>Encourage continued support for business development through Starter Company, Summer Company, other entrepreneur programs</li> </ol>
<b>Community Wellness &amp; Healthcare</b>	<ol style="list-style-type: none"> <li>Sustainable program and funding for Renfrew County Virtual Triage &amp; Assessment Centre (RC VTAC), community paramedicine &amp; mental health initiatives</li> <li>Expand community based seniors health services</li> <li>Ensure residents have access to primary care support</li> </ol>
<b>Shared Services &amp; Resources</b>	<ol style="list-style-type: none"> <li>Define the possible shared services with local municipalities and then complete an evaluation of the services that could benefit from a shared service agreement</li> <li>Develop and deploy a plan that results in agreements that allow for sharing of resources and/or equipment and/or expertise that will lead to efficiencies</li> </ol>
<b>Attainable Housing &amp; Infrastructure</b>	<ol style="list-style-type: none"> <li>Develop a true community housing strategy that would identify a future state</li> <li>Engage a consulting firm to complete inventory of lands and services across the County</li> <li>Develop a program to attract first time buyers</li> <li>Support reliable connectivity (Broadband or fixed wireless) to 99% of our residents</li> </ol>
<b>Environmental resiliency</b>	<ol style="list-style-type: none"> <li>Implement a Climate Action Plan</li> <li>Ensure joint emergency exercises across the County</li> <li>Establish a County baseline and model template for local municipalities</li> </ol>



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## Asset Management Plan

### Asset Management Regulation Requirements

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



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## 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.

November 9<sup>th</sup> Meeting

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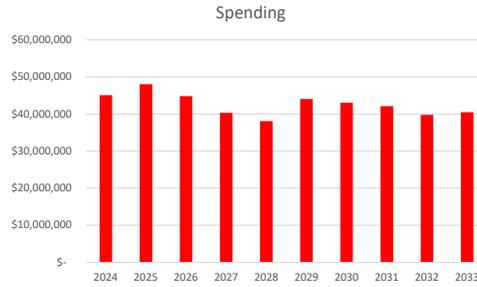
## Asset Management Plan Updates From Last AMP Presentation

November 9 <sup>th</sup> asset management plan -	\$413,469,201
Reduced service level savings:	
Roads - <del>\$(36,670,321)</del>	
Bridges - <del>\$(944,500)</del>	
Culverts - <del>\$(8,323,000)</del>	\$(45,937,821)
Add asset management activities for trail structures	\$13,870,000
Adjust replacement costs and dates to revised estimate	<u>\$9,442,025</u>
<b>April 24<sup>th</sup> asset management plan</b>	<b>\$390,843,405</b>

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# Asset Management Plan



\$390,843,405 (\$425,596,023 inflation adjusted) over the next 10 years

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# Asset Management Plan

10-YEAR CAPITAL PLAN	DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
CORPORATE SERVICES	EQUIPMENT	\$ 38,000	\$ 40,000	\$ 100,000	\$ 77,000	\$ 40,000	\$ 23,000	\$ 25,000	\$ 113,000	\$ 77,000	\$ 28,000	\$ 549,000
	BUILDING	\$ 796,048	\$ 439,528	\$ 339,785	\$ 259,807	\$ 189,632	\$ 389,861	\$ 396,939	\$ 132,096	\$ 222,980	\$ -	\$ 2,850,899
	BUILDING- AMBULANCE	\$ 18,568	\$ -	\$ 37,130	\$ -	\$ 74,259	\$ -	\$ 74,259	\$ 25,742	\$ -	\$ 18,568	\$ 248,511
DEVELOPMENT AND PROPERTY	BUILDING- OPP BASE	\$ -	\$ -	\$ -	\$ 89,758	\$ -	\$ 40,738	\$ -	\$ -	\$ -	\$ 88,820	\$ 139,286
	VEHICLES	\$ 80,000	\$ 80,000	\$ 80,000	\$ 20,000	\$ 40,000	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 500,000
	BUILDING	\$ 390,000	\$ 488,000	\$ 287,850	\$ 364,258	\$ 312,090	\$ 248,000	\$ 387,000	\$ 388,000	\$ 260,000	\$ 875,000	\$ 3,944,810
LONG TERM CARE - BM	EQUIPMENT	\$ 525,000	\$ 135,000	\$ 141,140	\$ 348,000	\$ 33,000	\$ -	\$ 30,000	\$ 75,000	\$ 80,000	\$ -	\$ 1,386,140
	BUILDING	\$ 277,000	\$ 2,257,000	\$ 938,820	\$ 422,000	\$ 834,378	\$ 1,013,211	\$ 876,000	\$ 440,270	\$ 36,420	\$ 270,000	\$ 8,428,178
LONG TERM CARE - ML	BUILDING	\$ 75,000	\$ 55,000	\$ 80,000	\$ 140,000	\$ 70,000	\$ -	\$ 70,000	\$ 96,140	\$ 70,000	\$ 75,000	\$ 711,200
	EQUIPMENT	\$ 1,089,000	\$ -	\$ -	\$ 15,000	\$ -	\$ 1,089,000	\$ -	\$ -	\$ 15,000	\$ -	\$ 2,208,000
PARAMEDIC SERVICE	VEHICLES	\$ 1,313,000	\$ 1,513,000	\$ 1,390,000	\$ 1,348,000	\$ 1,360,000	\$ 1,624,000	\$ 1,730,000	\$ 1,708,000	\$ 1,280,000	\$ 1,280,000	\$ 14,820,000
	BRIDGE	\$ 1,535,000	\$ 4,728,500	\$ 8,188,500	\$ 5,840,000	\$ 4,177,000	\$ 5,099,000	\$ 4,668,000	\$ 4,420,000	\$ 2,388,000	\$ 1,075,000	\$ 47,780,000
	CONVERT	\$ 5,788,000	\$ 7,661,000	\$ 3,887,000	\$ 3,904,000	\$ 2,784,000	\$ 3,171,000	\$ 3,842,000	\$ 3,474,000	\$ 3,133,000	\$ 2,767,000	\$ 40,401,000
PUBLIC WORKS	EQUIPMENT	\$ 290,000	\$ 200,000	\$ 40,000	\$ 89,000	\$ 398,000	\$ 128,000	\$ 270,000	\$ 240,000	\$ 248,000	\$ 270,000	\$ 2,011,000
	ROADS	\$ 24,872,458	\$ 24,515,190	\$ 27,873,727	\$ 22,238,488	\$ 19,700,889	\$ 22,084,858	\$ 21,724,513	\$ 21,480,668	\$ 20,725,078	\$ 18,843,832	\$ 217,854,864
	VEHICLES	\$ 1,175,000	\$ 1,135,000	\$ 1,400,000	\$ 1,360,000	\$ 1,248,000	\$ 1,368,000	\$ 1,400,000	\$ 1,579,000	\$ 1,785,000	\$ 1,575,000	\$ 14,095,000
	TRAILS - BRIDGE	\$ 728,000	\$ 2,178,000	\$ 1,099,000	\$ 1,498,000	\$ 1,934,500	\$ 1,884,500	\$ 1,023,000	\$ 890,000	\$ 1,487,500	\$ 1,087,500	\$ 13,990,000
	BUILDING	\$ 2,104,370	\$ 2,396,880	\$ 2,211,838	\$ 2,019,339	\$ 1,687,190	\$ 1,699,120	\$ 1,890,598	\$ 1,794,962	\$ 2,024,530	\$ 1,625,520	\$ 19,480,388
RENFREW COUNTY HOUSING	VEHICLES	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 710,000
	TOTAL	\$ 48,038,338	\$ 47,096,480	\$ 43,081,885	\$ 37,968,714	\$ 35,149,812	\$ 39,881,072	\$ 38,217,289	\$ 34,664,202	\$ 33,907,052	\$ 33,845,548	\$ 390,843,405

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ASSET CLASS	PERFORMANCE MEASURE	DEPARTMENT	CURRENT LEVEL OF SERVICE	TARGET LEVEL OF SERVICE
ALL	LEGISLATIVE COMPLIANCE	ALL	100% COMPLIANCE WITH ALL LEGISLATION	100% COMPLIANCE WITH ALL LEGISLATION
ROADS	AVERAGE PCI	PUBLIC WORKS	72%	60%
BRIDGES AND CULVERTS	AVERAGE BCI	PUBLIC WORKS	68%	68%
BUILDINGS	FCI	DEVELOPMENT AND PROPERTY	5%	6%
		AMBULANCE BASE	9%	6%
		LONG-TERM CARE	4%	4%
		PUBLIC WORKS	9%	10%
		RENFREW COUNTY HOUSING	15%	10%
FLEET	AVERAGE CONDITION RATING	DEVELOPMENT AND PROPERTY	FAIR	FAIR
		PARAMEDIC SERVICE	FAIR	FAIR
		PUBLIC WORKS	FAIR	FAIR
		RENFREW COUNTY HOUSING CORPORATION	FAIR	FAIR
EQUIPMENT	AVERAGE CONDITION RATING	COMMUNITY SERVICES	FAIR	FAIR
		CORPORATE SERVICES	FAIR	FAIR
		DEVELOPMENT AND PROPERTY	FAIR	FAIR
		LONG-TERM CARE	FAIR	FAIR
		PARAMEDIC SERVICE	FAIR	FAIR
		PUBLIC WORKS	POOR	FAIR
		RENFREW COUNTY HOUSING CORPORATION	FAIR	FAIR

Reduced level of service to save

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## Roads – PCI Target from Average of 70 - 60



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# Financing Strategy

## Debt

Debtenture all projects with a net cost greater than \$4 million

This would mean debt financing 7 projects over the next 10 years, providing proceeds of \$36,678,000

Estimated payments on existing and new debt would total \$40,902,877

This assumes a 3% interest rate and 10 year repayment term on new debt

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# Financing Strategy

## Funding and Grants

Funding over 10 years is estimated at \$68,463,765

This would primarily consist of

- \$2,900,000 CCBF per year
  - Canada Community Building Fund (formerly gas tax) for capital asset renewal
  - 2024 confirmed funding is \$2,877,117
- \$2,800,000 OCIF per year.
  - Ontario Community Infrastructure Fund for capital asset renewal
  - 2024 confirmed funding is \$2,398,538
- \$1,100,000 OHPI/COCHI Funding per year
  - Ontario Priorities Housing Initiative & Canada-Ontario Community Housing Initiative for Housing stock renewal
  - 2024 confirmed funding of \$1,461,600

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# Financing Strategy

## City of Pembroke Cost Share

The City of Pembroke cost shares the following programs – including any required capital funding contribution

- Paramedic Service
- Long Term Care
- Social Housing

The expected cost share of the City of Pembroke is \$4,541,000 over 10 years

2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
\$156,000	\$156,000	\$237,000	\$381,000	\$433,000	\$326,000	\$654,000	\$729,500	\$562,000	\$906,500	\$4,541,000

This would only be required once the shared reserves for a particular area are fully exhausted

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# Financing Strategy

## Levy Contribution

The current contribution to capital reserves would have to rise from the 2024 budgeted level of \$19,122,367 per year to \$46,122,367, increasing in \$3 million increments to provided the required funding of \$326,233,670 over 10 years

2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
\$19,122,367	\$22,122,367	\$25,122,367	\$28,122,367	\$31,122,367	\$34,122,367	\$37,122,367	\$40,122,367	\$43,122,367	\$46,122,367	\$326,233,670

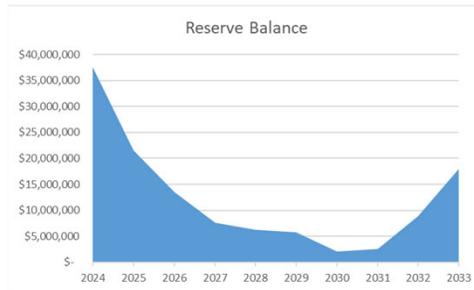
This contribution could be reduced by:

- Increases in funding and grants
- Prior year surpluses – including those generated by interest earned on large reserve balances
- Weighted CVA growth revenue diverted toward the existing capital reserve

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# Financing Strategy Capital Reserves



Capital Reserves would decline from the 2023 level of \$48 million to a low point of \$2 million in 2030, before beginning to climb \$17 million by 2033

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# What About Growth

In 2023 we completed a background study on development charges. This study was based around \$56 million in growth related pressure over 13 years (2023 – 2036)

Increased Service Needs Attributable to Anticipated Development 2023-2036	Gross Capital Cost Estimate (2023\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential
					Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total
Services Related to a Highway - Roads and Related	54,549,000	3,148,500	-	51,400,500	18,740,200	748,000	31,912,300
Services Related to a Highway - Public Works (Facilities, Fleet, and Equipment)	1,760,000	-	-	1,760,000	-	-	1,760,000
<b>Total</b>	<b>56,309,000</b>	<b>3,148,500</b>	<b>-</b>	<b>53,160,500</b>	<b>18,740,200</b>	<b>748,000</b>	<b>33,672,300</b>

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# What About Growth Development Charges

- Of these \$56,309,000 in growth related costs, the County could recover a maximum of \$33,672,300 from development charges.
- Because all of the growth related projects are in the Hwy 17 core corridor (Arnprior to Laurentian Hills), we have requested two development charge options.
- Option 1 is a development charge on all County growth.
- Option 2 is a development charge applied in only:
  - Arnprior
  - McNab/Braeside
  - Renfrew
  - Horton
  - Whitewater
  - Laurentian Valley
  - Petawawa
  - Laurentian Hills
  - Deep River

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# What About Growth Development Charges

## Rate Comparison

### Scenario 1 – County-Wide D.C.

Service	RESIDENTIAL				
	Single and Semi-Detached Dwelling	Multiples	Apartments - 2 Bedrooms +	Apartments - Studio and 1 Bedroom	Special Care/Special Dwelling Units
<b>County Wide Services:</b>					
Services Related to a Highway	4,759	3,907	2,883	2,170	1,913
<b>Total County-Wide Services</b>	<b>4,759</b>	<b>3,907</b>	<b>2,883</b>	<b>2,170</b>	<b>1,913</b>

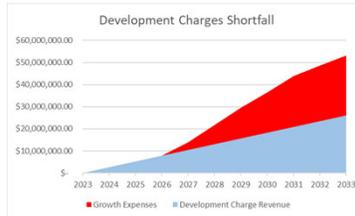
### Scenario 2 – Corridor-Area Specific D.C.

Service	RESIDENTIAL				
	Single and Semi-Detached Dwelling	Multiples	Apartments - 2 Bedrooms +	Apartments - Studio and 1 Bedroom	Special Care/Special Dwelling Units
<b>Corridor Area-Specific Services:</b>					
Services Related to a Highway	5,647	4,636	3,421	2,575	2,270
<b>Total Corridor Area-Specific Services</b>	<b>5,647</b>	<b>4,636</b>	<b>3,421</b>	<b>2,575</b>	<b>2,270</b>

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# What About Growth Development Charges



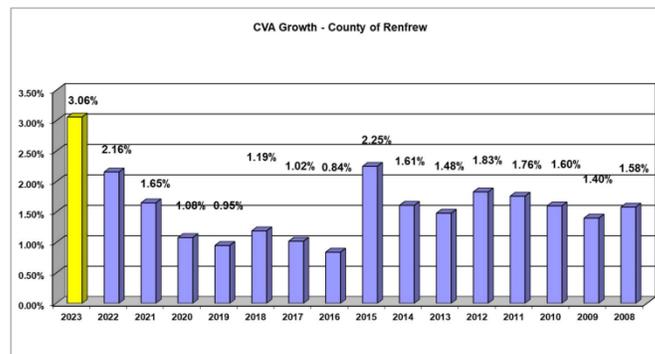
Development Charges alone cannot fund the current list of growth projects.

To fund the growth projects as currently envisioned, it would require Development Charges and a special contribution to a growth reserve of \$27M over 10 years.

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# What About Growth Growth Reserve



All new revenue due to weighted current value assessment (CVA) growth (taxation on new buildings/property improvements, less demolitions) be contributed to a growth reserve

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# What About Growth Growth Reserve

Beginning in 2025 – all (or a portion) of the weighted CVA growth revenue for the previous year (2024 new buildings available to be taxed in the 2025 year) be contributed to the growth reserve

This would average approximately \$850,000 per year (historical average is ~1.5% CVA growth)

To be decided at a later date:

- Which projects would be paid for from the growth reserve
- What would be the cost share formula with the lower tier for a growth project
- Should we augment the growth reserve with development charges

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# Council Approval

THAT County Council approve the Asset Management Plan and Long Term Financial Plan (with the following amendments):

THAT County Council approve the creation of the growth reserve and that contributions to the growth reserve equal to the weighted CVA growth revenue for the 2025 year be included in the draft 2025 budget

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