

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>Operations Committee</b>	11,640,544	11,361,809	278,735	2.45%	10,489,411	11,138,550	9,965,132	8,710,104	15,898,318
<b>Development &amp; Property Committee</b>	2,315,761	2,207,767	107,994	4.89%	1,592,461	1,360,787	1,497,308	1,703,327	1,676,906
<b>Health Committee</b>	18,102,095	16,492,682	1,609,413	9.76%	17,718,476	14,495,438	14,472,245	15,764,809	12,427,924
<b>Community Services Committee</b>	11,031,136	8,190,568	2,840,568	34.68%	7,544,790	6,602,060	6,077,061	5,915,664	5,744,807
<b>Finance &amp; Administration Committee</b>	28,572,526	29,616,542	(1,044,016)	-3.53%	26,451,606	25,291,431	26,713,830	21,683,633	16,801,005
<b>Total Net Expenses</b>	<b>71,662,062</b>	<b>67,869,368</b>	<b>3,792,694</b>	<b>5.59%</b>	<b>63,796,744</b>	<b>58,888,266</b>	<b>58,725,576</b>	<b>53,777,537</b>	<b>52,548,960</b>
<b>County Levy</b>	66,282,319	61,428,262	4,854,057	7.90%	57,403,117	52,893,886	50,540,371	48,945,594	47,253,904
<b>Other Revenue</b>	5,379,743	6,441,106	(1,061,363)	-16.48%	6,393,627	8,276,236	8,185,205	4,354,617	7,416,807
<b>Total Revenue</b>	<b>71,662,062</b>	<b>67,869,368</b>	<b>3,792,694</b>	<b>5.59%</b>	<b>63,796,744</b>	<b>61,170,122</b>	<b>58,725,576</b>	<b>53,300,211</b>	<b>54,670,711</b>
<b>PUBLIC WORKS</b>	11,640,544	11,361,809	278,735	2.45%	10,489,411	11,138,550	9,965,132	8,710,104	15,898,318
Operations Committee	11,640,544	11,361,809	278,735	2.45%	10,489,411	11,138,550	9,965,132	8,710,104	15,898,318
<b>PROPERTY - Pembroke</b>	271,414	262,012	9,402	3.59%	119,275	113,668	80,550	228,220	297,636
<b>PROPERTY - Renfrew County Place</b>	(322,536)	(223,224)	(99,312)	44.49%	(260,626)	(212,711)	(253,472)	(234,273)	(234,273)
<b>PROPERTY - Base Stations</b>	0	0	0		0	0	0	0	0
<b>PROPERTY - Arnprior Office</b>	0	0	0		0	0	(0)	0	0
<b>PROPERTY - Renfrew OPP</b>	0	0	0		(0)	0	0	0	0
<b>FORESTRY</b>	136,462	139,691	(3,229)	-2.31%	(56,865)	79,253	89,292	28,130	27,444
<b>GEOGRAPHIC INFORMATION SYSTEMS</b>	322,624	266,514	56,110	21.05%	294,389	160,895	197,503	245,641	235,332
<b>ECONOMIC DEVELOPMENT</b>	563,793	510,425	53,368	10.46%	443,414	343,182	469,769	629,218	398,228
<b>ENTERPRISE CENTRE</b>	49,922	28,055	21,867	77.94%	28,055	28,055	28,055	28,056	28,055
<b>OTTAWA VALLEY TOURIST ASSOCIATION</b>	317,962	308,701	9,261	3.00%	298,984	290,275	283,195	276,288	269,549
<b>PLANNING DEPARTMENT</b>	976,120	915,593	60,527	6.61%	725,836	558,170	602,414	502,047	654,935
Development & Property Committee	2,315,761	2,207,767	107,994	4.89%	1,592,461	1,360,787	1,497,308	1,703,327	1,676,906

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	<u>2026 Budget Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
BONNECHERE MANOR	1,028,207	0	1,028,207		1,611,013	1,545,131	1,475,296	1,490,227	1,453,880
MIRAMICHI LODGE	1,454,515	1,079,254	375,261	34.77%	1,348,559	1,293,410	1,234,953	1,247,451	1,217,026
OTHER LONG TERM CARE	97,685	97,685	0	0.00%	157,447	96,501	0	39,258	98,052
OTTAWA VALLEY HEALTH TEAM	0	0	0		(0)	0	0	0	0
HEALTH SERVICES	2,061,369	2,020,950	40,419	2.00%	1,954,497	1,755,588	1,733,289	1,733,289	1,598,003
PARAMEDIC SERVICE	13,295,319	13,130,122	165,197	1.26%	12,561,109	9,712,440	9,895,858	11,039,294	7,966,966
Paramedic - Other	0	0	0		0	0	0	126,021	0
EMERGENCY MANAGEMENT	165,000	164,671	329	0.20%	85,850	92,368	132,849	89,269	93,997
Health Committee	18,102,095	16,492,682	1,609,413	9.76%	17,718,476	14,495,438	14,472,245	15,764,809	12,427,924
ONTARIO WORKS	1,578,066	1,470,475	107,591	7.32%	1,470,788	1,402,730	1,199,374	1,004,047	1,041,306
CHILD CARE	168,272	167,780	492	0.29%	99,222	403,523	336,636	513,596	461,869
COMMUNITY HOUSING	9,310,440	6,619,760	2,690,680	40.65%	6,036,909	5,284,156	5,038,383	4,944,870	4,801,896
PROVINCIAL OFFENCES ADMINISTRATION	(25,642)	(67,447)	41,805	-62%	(62,129)	(488,349)	(497,332)	(546,849)	(560,264)
Community Services Committee	11,031,136	8,190,568	2,840,568	34.68%	7,544,790	6,602,060	6,077,061	5,915,664	5,744,807
MEMBERS OF COUNCIL	695,234	666,610	28,624	4.29%	611,404	565,616	500,951	429,232	417,279
GENERAL - ADMINISTRATION & FINANCE	1,034,779	1,036,607	(1,828)	-0.18%	894,615	1,010,300	898,022	923,421	756,963
INFORMATION TECHNOLOGY	719,381	667,065	52,316	7.84%	574,602	389,238	408,631	407,027	400,443
HUMAN RESOURCES DEPARTMENT	361,004	369,880	(8,876)	-2.40%	312,245	291,383	315,367	101,333	575,007
AGRICULTURE & REFORESTATION	19,000	20,000	(1,000)	-5.00%	16,758	16,324	12,805	14,854	14,165
MPAC	1,670,286	1,613,679	56,607	3.51%	1,570,575	1,540,415	1,541,700	1,546,566	1,555,448
F&A - OPPEARATING	4,499,684	4,373,841	125,843	2.88%	3,980,198	3,813,276	3,677,476	3,422,433	3,719,305
FINANCIAL EXPENSE	24,072,842	25,242,701	(1,169,859)	-4.63%	22,471,407	21,478,155	23,036,354	18,261,200	13,081,700
Corporate Services Committee	28,572,526	29,616,542	(1,044,016)	-3.53%	26,451,606	25,291,431	26,713,830	21,683,633	16,801,005
<b>Total Net Expenses</b>	<b>71,662,062</b>	<b>67,869,368</b>	<b>3,792,694</b>	<b>5.59%</b>	<b>63,796,744</b>	<b>58,888,266</b>	<b>58,725,576</b>	<b>53,777,537</b>	<b>52,548,960</b>
COUNTY LEVY (1.23% CVA GROWTH)	66,282,319	61,428,262	4,854,057	7.90%	57,403,117	52,893,886	50,540,371	48,945,594	47,253,904
OTHER REVENUE	5,379,743	6,441,106	(1,061,363)	-16.48%	6,393,627	8,276,236	8,185,205	4,354,617	7,416,807
<b>Total Revenues</b>	<b>71,662,062</b>	<b>67,869,368</b>	<b>3,792,694</b>	<b>5.59%</b>	<b>63,796,744</b>	<b>61,170,122</b>	<b>58,725,576</b>	<b>53,300,211</b>	<b>54,670,711</b>
<b>Municipal Surplus/ (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>2,281,856</b>	<b>(0)</b>	<b>(477,326)</b>	<b>2,121,751</b>

**COUNTY OF RENFREW  
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GENERAL REVENUE FUND**

	<u>2026 Budget</u> <u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>MEMBERS OF COUNCIL</b>	<b>695,234</b>	<b>666,610</b>	<b>28,624</b>	<b>4.29%</b>	<b>611,404</b>	<b>565,616</b>	<b>500,951</b>	<b>429,232</b>	<b>417,279</b>
Salary - Council/Warden (incl Per Diem)	493,651	457,908	35,743	7.81%	422,033	377,254	343,936	360,217	331,928
Benefits	119,989	115,644	4,345	3.76%	103,565	99,528	88,941	87,661	76,597
Advocacy / Delegations	30,000	30,000	0	0.00%	25,862	22,135	10,544	486	744
AMO Board of Directors	10,000	10,000	0	0.00%	2,555	834	11,451	972	6,899
Computer Expense	11,000	10,000	1,000	10.00%	13	0	10,466	2,497	9,399
Conventions	30,000	30,000	0	0.00%	30,160	21,196	31,066	15,421	13,714
Hospitality	20,000	20,000	0	0.00%	28,923	21,516	17,807	4,821	6,239
FCM Board of Directors	10,000	10,000	0	0.00%	13,676	10,794	10,900	6,461	3,441
Insurance (Liability)	5,640	12,091	(6,451)	-53.35%	10,407	10,776	9,715	9,092	8,338
Legal - Integrity Commissioner	2,000	2,000	0	0.00%		0	4,589	346	1,018
Mileage	40,000	40,000	0	0.00%	52,975	50,636	24,333	4,273	13,560
Office Expenses	5,000	5,000	0	0.00%	2,370	1,319	6,760	2,151	6,393
Recoveries - County	(92,046)	(86,033)	(6,013)	6.99%	(78,248)	(65,000)	(70,329)	(66,789)	(65,961)
Recoveries - Outside	(15,000)		(15,000)		(37,249)	(18,488)	(2,956)	(396)	(1,281)
Surplus Adjustment - Trf to Reserves	0					4,325			
Warden Expenses	10,000	10,000	0	0.00%	11,788	18,731	3,727	2,019	6,251
Warden's Golf Tournament Exp	15,000	0	15,000		22,575	10,060			
<b>GENERAL - ADMINISTRATION &amp; FINANCE</b>	<b>1,034,779</b>	<b>1,036,607</b>	<b>(1,828)</b>	<b>-0.18%</b>	<b>894,615</b>	<b>1,010,300</b>	<b>898,022</b>	<b>923,421</b>	<b>756,963</b>
Salaries	1,282,744	1,357,026	(74,282)	-5.47%	1,165,148	1,292,432	1,328,793	1,249,190	1,023,350
Employee Benefits	390,587	400,681	(10,094)	-2.52%	331,605	383,003	363,031	333,519	266,334
Bank Charges	10,000	4,000	6,000	150.00%	6,308	4,296	2,648	2,138	1,551
Computer Expense	92,700	68,000	24,700	36.32%	72,443	46,392	34,661	46,696	31,180
Conferences & Conventions	10,000	10,000	0	0.00%	14,380	5,893	5,305	1,883	2,312
Depreciation	0	0	0		0	1,094	1,641	1,641	1,646
General Legal & Audit	27,000	26,000	1,000	3.85%	49,814	17,315	40,556	23,425	25,738
Purchased Service	0	0	0						
Membership Fees	40,000	38,000	2,000	5.26%	37,475	36,328	36,048	35,223	33,176
COVID	0	0	0				21,730	29,374	19,514
Office Expense	26,000	26,000	0	0.00%	33,149	28,251	24,083	17,640	18,952
Professional Development	8,000	7,000	1,000	14.29%	4,321	8,227	1,524	2,401	1,828
Recovery - Other Departments	(926,252)	(956,100)	29,848	-3.12%	(890,405)	(1,014,057)	(969,903)	(811,117)	(680,793)
Recovery - Provincial	0	0	0				(78,450)	(47,144)	(208,362)
Recovery - Provincial One time	(33,000)	0	(33,000)				(1,707,960)	(29,374)	(19,514)
Recovery - Outside	0	0	0		(3,855)		0	(149)	(7)
Recruitment	1,000	1,000	0	0.00%	9,408	2,555	3,287	0	2,465
Special Projects - Plans	0		0				13,082	14,560	0
Special Projects - EOWC	30,000	25,000	5,000	20.00%	25,000	22,363	23,779	17,500	18,603
Special Projects - Other	36,000	0	36,000		7,245	12,392	0	31,889	210,417
Surplus Adjustment - Capital	35,000	0	35,000		0		0	0	0
Surplus Adjustment - Debt Proceeds	(35,000)	0	(35,000)						
Surplus Adjustment - Trf to Reserves	0	0	0		0	145,563	1,735,945	0	0
Surplus Adjustment - Depreciation	0	0	0		0	(1,094)	(1,641)	(1,641)	(1,646)
Telephone	20,000	8,000	12,000	150.00%	13,880	7,825	5,988	4,382	6,097
Travel	20,000	22,000	(2,000)	-9.09%	18,699	11,522	13,875	1,385	4,122

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2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u> <u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>HUMAN RESOURCES DEPARTMENT</b>	<b>361,004</b>	<b>369,880</b>	<b>(8,876)</b>	<b>-2.40%</b>	<b>312,245</b>	<b>291,383</b>	<b>315,367</b>	<b>101,333</b>	<b>575,007</b>
Salaries	1,086,540	1,054,985	31,555	2.99%	688,404	690,904	687,202	583,266	484,972
Benefits	318,644	309,253	9,391	3.04%	191,405	183,253	164,291	143,643	97,791
Conference & Convention	5,000	4,000	1,000	25.00%	0	229	0	0	0
COVID	0	0	0		0	1,730	19,358	15,299	3,905
Depreciation	0	0	0		0	307	461	461	462
Expenses Recoverable From Others	10,000	10,000	0	0.00%	20,631	59,294	9,607	2,276	9,183
Legal Fees	10,000	10,000	0	0.00%	6,457	3,955	3,067	(131,602)	375,452
Membership Fees	7,000	6,000	1,000	16.67%	5,375	4,085	4,264	4,146	1,924
Office Expense	30,000	35,000	(5,000)	-14.29%	13,009	12,895	19,330	34,325	33,827
Computer Expenses	24,650	166,492	(141,842)	-85.19%	97,833	86,813			
Professional Development	12,000	12,000	0	0.00%	10,321	6,846	5,971	6,476	1,983
Corporate Public Relations/Publicity	15,000	3,000	12,000	400.00%	10,842	30,371	28,307	9,525	5,148
Purchased Services	70,000	70,000	0	0.00%	69,573	102,485	91,220	111,918	109,958
Recovery - County Departments	(1,153,874)	(1,150,358)	(3,516)	0.31%	(683,653)	(626,234)	(604,187)	(597,066)	(525,623)
Recovery - Municipal	(95,000)	(95,000)	0	0.00%	(59,470)	(154,158)	(49,417)	(4,133)	(17,013)
Recovery - Provincial	(4,956)	(59,470)	54,514	-91.67%	(79,410)	(54,514)	(67,819)	(82,116)	(16,620)
Recovery - Outside Agencies	0	0	0		(957)	(24)	0	(32)	
Recruitment	1,000	1,000	0	0.00%	2,230	2,851	153	3,710	6,010
Staff & Council Appreciation Event	15,000	15,000	0	0.00%	14,419	9,647		0	
Surplus Adjustment - Depreciation	0	0	0		0	(307)	(461)	(461)	(462)
Surplus Adjustment - Trf From Reserves	0	(32,022)	32,022	-100.00%	0	(73,799)	0	0	0
Travel	10,000	10,000	0	0.00%	5,235	4,754	4,020	1,698	4,110
<b>INFORMATION TECHNOLOGY</b>	<b>719,381</b>	<b>667,065</b>	<b>52,316</b>	<b>7.84%</b>	<b>574,602</b>	<b>389,238</b>	<b>408,631</b>	<b>407,027</b>	<b>400,443</b>
Salaries	568,896	547,660	21,236	3.88%	522,299	432,853	458,142	489,849	485,575
Benefits	170,311	169,608	703	0.41%	153,788	138,098	130,329	125,928	122,960
Annual Software Maintenance Fees	216,600	223,300	(6,700)	-3.00%	143,616	110,272	88,231	73,995	72,067
Communication Fees	67,200	25,200	42,000	166.67%	27,716	29,416	42,388	26,435	23,337
Computer Technology Supplies	5,000	4,000	1,000	25.00%	10,065	4,850	3,821	3,688	2,234
Corporate Software	15,000	30,332	(15,332)	-50.55%	24,893	0	0	0	4,452
COVID	0	0	0		0	0	0	0	4,370
Depreciation	26,904	35,000	(8,096)	-23.13%	37,408	34,484	35,611	37,638	36,971
Office Expense	2,000	2,000	0	0.00%	206	1,079	1,912	1,947	1,602
Professional Development	6,000	6,000	0	0.00%	3,633	1,850	5,867	4,451	779
Purchased Services	44,000	15,000	29,000	193.33%	41,690	23,125	2,790	9,362	0
Recoveries - County	(390,926)	(371,335)	(19,591)	5.28%	(362,978)	(346,993)	(334,828)	(337,981)	(325,509)
Recoveries - Outside	0	0	0		(722)			0	0
Recoveries - Provincial One Time	0	0	0		0	(14,638)	(49,899)	(25,716)	(4,370)
Special Project	0	0	0		0		36,551	25,716	0
Surplus Adjustment - Capital	30,000	125,000	(95,000)	-76.00%	22,405	22,519	15,088	34,479	60,540
Surplus Adjustment - Depreciation	(26,904)	(35,000)	8,096	-23.13%	(37,408)	(34,484)	(35,611)	(37,638)	(36,971)
Surplus Adjustment - Trf From Reserves	(30,000)	(125,000)	95,000	-76.00%	(22,405)	(22,519)	(2,785)	(34,479)	(60,540)
Telephone Costs	5,300	5,300	0	0.00%	4,401	2,557	4,389	4,380	4,593
Travel	10,000	10,000	0	0.00%	5,994	6,769	6,635	4,973	8,353

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	<u>2026 Budget</u>								
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>PROPERTY - Pembroke</b>	<b>271,414</b>	<b>262,012</b>	<b>9,402</b>	<b>3.59%</b>	<b>119,275</b>	<b>113,668</b>	<b>80,550</b>	<b>228,220</b>	<b>297,636</b>
Salaries	297,995	291,664	6,331	2.17%	196,334	175,504	169,954	233,196	214,363
Employee Benefits	85,834	80,385	5,449	6.78%	53,604	54,305	49,657	70,386	59,917
Advertising	1,000	1,000	0	0.00%	353	0	0	0	0
Capital - under threshold	0	0	0		0	19,029	0	0	29,177
COVID	0	0	0				0	1,745	14,032
Computer Supplies	3,000	15,000	(12,000)	-80.00%	0		0	0	0
Depreciation	422,808	420,000	2,808	0.67%	422,348	422,311	380,226	216,909	227,580
Elevator Maintenance	8,000	8,000	0	0.00%	7,895	7,759	7,286	6,948	6,219
Garbage Disposal	7,200	7,200	0	0.00%	8,636	7,645	7,433	7,047	6,188
Grounds keeping	9,000	9,000	0	0.00%	5,381	6,648	6,716	3,280	3,291
Insurance	72,515	52,000	20,515	39.45%	50,604	52,557	40,165	35,813	32,594
Janitorial Contract	88,000	96,000	(8,000)	-8.33%	108,705	93,317	111,829	100,642	103,185
Legal	2,000	2,000	0	0.00%	1,440	0	784	0	1,877
Lights, Heat & Power	130,000	130,000	0	0.00%	116,915	136,203	96,233	96,463	94,577
Mechanical	26,250	25,000	1,250	5.00%	11,989	11,555	7,240	10,812	19,222
Memberships/Subscriptions	500	500	0	0.00%	1,271	674	915	850	850
Miscellaneous Bldg.	6,000	3,000	3,000	100.00%	8,761	7,404	7,165	6,149	5,469
Office Supplies	20,000	15,000	5,000	33.33%	36,607	22,524	15,470	13,823	16,266
Professional Development	2,000	2,000	0	0.00%	1,228	0	0	0	100
Recoveries - Internal Charges	0	0	0			(513,790)	(11,752)	(184,923)	(951,836)
Revenues - Provincial	0	(45,000)	45,000	-100.00%		(19,029)	(1,657)	(42,474)	(14,032)
Recoveries - Other	(500)	0	(500)		(125)		(128,552)	(64,979)	(71,752)
Recruitment	750	750	0	0.00%	171		0	2,615	577
Repairs & Maintenance	46,000	46,500	(500)	-1.08%	43,670	30,838	40,321	24,375	43,438
Revenue - Lease Internal	(554,230)	(538,087)	(16,143)	3.00%	(555,715)		(483,000)	(296,750)	
Revenue - Lease External	0	0	0				0	0	(252,147)
Security & Monitoring	7,500	6,500	1,000	15.38%	12,308	9,161	3,228	2,448	3,714
Special Projects	0	0	0				1,933	3,388	
Surplus Adjustment - Capital	552,000	538,000	14,000	2.60%	177,378		403,633	2,409,031	2,521,020
Surplus Adjustment - Depreciation	(422,808)	(420,000)	(2,808)	0.67%	(422,348)	(422,311)	(380,226)	(216,909)	(227,580)
Surplus Adjustment - Trf To Reserves	0	0	0				0	150,000	924,323
Surplus Adjustment - Trf From Reserves	(552,000)	(493,000)	(59,000)	11.97%	(177,378)		(275,127)	(2,368,302)	(2,521,020)
Telephone	3,000	3,000	0	0.00%	3,355	2,717	2,511	2,887	3,188
Travel	6,000	2,000	4,000	200.00%	1,034	2,218	1,843	1,044	1,639
Vehicle Expenses	3,600	3,600	0	0.00%	4,855	6,429	6,324	2,706	3,197

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
	<u>Baseline</u>								
<b>PROPERTY - Renfrew County Place</b>	<b>(322,536)</b>	<b>(223,224)</b>	<b>(99,312)</b>	<b>44.49%</b>	<b>(260,626)</b>	<b>(212,711)</b>	<b>(253,472)</b>	<b>(234,273)</b>	<b>(234,273)</b>
Salaries / Benefits	99,397	97,685	1,712	1.75%	86,621	80,294	53,096	25,111	74,244
Capital - Under Threshold	0	0	0		14,735		4,767	0	635
COVID	0	0	0				0	52,546	42,684
Depreciation	241,584	223,200	18,384	8.24%	219,487	197,806	189,337	195,476	181,113
Elevator Maintenance	7,100	7,100	0	0.00%	4,601	4,524	4,524	4,887	6,663
Garbage Removal	4,000	4,000	0	0.00%	4,542	6,317	3,205	5,648	2,366
Grounds keeping / Snow Removal	37,000	37,000	0	0.00%	40,754	36,944	27,864	18,400	18,352
Insurance	30,899	26,000	4,899	18.84%	25,698	23,340	17,723	15,941	15,423
Janitorial Contract	70,000	70,000	0	0.00%	64,642	64,105	67,170	82,641	81,850
Lease Revenue- Outside	(302,630)	(302,629)	(1)	0.00%	(286,314)	(310,580)	(351,250)	(345,685)	(336,386)
Legal	2,000	0	2,000		0	0	0	0	0
Lights, Heat & Power	105,000	100,000	5,000	5.00%	74,110	81,076	93,624	89,930	84,365
Mechanical	25,000	25,000	0	0.00%	29,550	46,280	46,410	24,132	13,292
Miscellaneous Bldg.	5,000	3,000	2,000	66.67%	9,048	751	3,048	1,269	18,295
Municipal Taxes	0	0	0		0	18,480	17,604	17,066	16,672
Office Supplies / Admin Costs	5,000	3,000	2,000	66.67%	14,907	6,792	14,230	3,277	6,463
Revenue Lease - Internal	(460,802)	(447,380)	(13,422)	3.00%	(410,983)	(339,790)	(336,481)	(330,274)	(333,047)
Recoverable - Provincial One time	0	(45,000)	45,000	-100.00%			(355)	(52,546)	(42,684)
Recoverable - Outside	(500)	0	(500)		(18,115)	(14,385)	(17,604)	(17,383)	(33,489)
Repairs & Maintenance	43,000	43,000	0	0.00%	58,140	18,633	34,681	37,652	15,874
Security & Monitoring	4,000	7,000	(3,000)	-42.86%	7,440	938	703	4,059	6,462
Surplus Adjustment - Capital	408,831	395,000	13,831	3.50%	677,556	400,553	185,139	0	80,705
Surplus Adjustment - Depreciation	(241,584)	(223,200)	(18,384)	8.24%	(219,487)	(197,806)	(189,337)	(195,476)	(181,113)
Surplus Adjustment - Trf From Reserves	(408,831)	(350,000)	(58,831)	16.81%	(677,556)	(400,553)	(185,139)	0	(80,705)
Surplus Adjustment - Trf To Reserves	0	100,000	(100,000)	-100.00%	20,000	63,570	63,570	129,056	107,693
Vehicle Expenses	4,000	4,000	0	0.00%			0	0	
<b>PROPERTY - Base Stations</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Depreciation	97,848	72,400	25,448	35.15%	60,012	61,570	61,725	61,725	61,895
Capital - Under Threshold	0	30,000	(30,000)	-100.00%	0		0	0	19,843
Grounds keeping/Snow Removal	54,000	53,250	750	1.41%	51,630	36,739	43,150	34,042	31,455
Internal Charges	16,579	14,925	1,654	11.08%	0		0	2,904	2,904
Janitorial Contract	43,200	43,200	0	0.00%	24,812	22,359	17,614	20,174	10,393
Lights, Heat & Power	60,000	52,500	7,500	14.29%	47,908	32,317	29,763	26,551	24,611
Mechanical	13,000	13,000	0	0.00%	10,440	7,592	9,275	1,819	3,794
Miscellaneous Bldg.	3,750	3,750	0	0.00%	15,912	13,979	6,522	5,364	5,153
Revenue - Internal Lease	(556,954)	(545,137)	(11,817)	2.17%	(523,262)	(339,394)	(333,777)	(328,727)	(323,558)
Recoveries - Outside	0	0	0		(7,549)		0	(362)	(92)
Repairs & Maintenance	60,200	60,051	149	0.25%	44,264	16,218	29,728	30,374	35,689
Security & Monitoring	5,500	5,500	0	0.00%			0	0	0
Surplus Adjustment - Depreciation	(97,848)	(72,400)	(25,448)	35.15%	(60,012)	(61,570)	(61,725)	(61,725)	(61,895)
Surplus Adjustment- Capital	8,900,000	8,765,000	135,000	1.54%	586,979	1,717,212	0	0	0
Surplus Adjustment - LTD Principal Prmts	0	0	0						
Surplus Adjustment - Debt Financing	(8,500,000)	(8,500,000)	0	0.00%					
Surplus Adjustment - Trf From Reserves	(400,000)	(265,000)	(135,000)	50.94%	(586,979)	(1,719,087)	0	0	0
Surplus Adjustment - Trf To Reserves	300,725	268,961	31,764	11.81%	335,844	212,065	197,725	207,861	189,808

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
	<u>Baseline</u>								
<b>PROPERTY - Arnprior Office</b>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>(0)</u>	<u>0</u>	<u>0</u>
Capital Under Threshold	0	0	0		0	6,308	23,550	0	9,290
Depreciation	24,000	36,000	(12,000)	-33.33%	33,265	38,184	38,446	38,446	38,551
COVID	0	0					0	0	1,215
Grounds keeping / Snow Removal	6,000	6,000	0	0.00%	9,270	9,269	8,365	5,195	3,474
Insurance	5,050	4,300	750	17.44%	4,200	3,758	3,027	2,709	2,633
Janitorial Contract	37,000	33,000	4,000	12.12%	39,072	38,435	31,036	29,741	29,909
Lights, Heat & Power	14,000	13,000	1,000	7.69%	11,823	10,711	8,001	7,748	9,794
Mechanical	4,000	2,000	2,000	100.00%	2,186	1,740	4,155	440	2,087
Miscellaneous Bldg.	1,000	1,000	0	0.00%	2,540	947	170	170	170
Revenue - Internal Lease	(98,400)	(95,534)	(2,866)	3.00%	(95,152)	(132,092)	(167,072)	(133,904)	(134,169)
Recoveries - Provincial One Time	0	0	0				0	0	(1,215)
Recoveries - Outside	(45,000)	(50,223)	5,223	-10.40%	(50,461)	(23,180)	(5)	(20)	(22)
Repairs & Maintenance	3,000	3,000	0	0.00%	6,442	5,911	1,696	1,852	1,707
Security & Monitoring	2,000	1,500	500	33.33%	70	4,480	281	637	777
Surplus Adjustment- Capital	31,000	71,000	(40,000)	-56.34%	57,497		0	0	0
Surplus Adjustment- Depreciation	(24,000)	(36,000)	12,000	-33.33%	(33,265)	(38,184)	(38,446)	(38,446)	(38,551)
Surplus Adjustment - Trf From Reserves	(31,000)	(71,000)	40,000	-56.34%	(57,497)			0	0
Surplus Adjustment - Trf To Reserves	71,350	81,957	(10,607)	-12.94%	70,011	73,713	86,795	85,432	74,350
<b>PROPERTY - Renfrew OPP</b>	<u>0</u>	<u>0</u>	<u>0</u>		<u>(0)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Salary & Benefits	49,738	44,776	4,962	11.08%	55,995	45,745	44,249	51,093	27,484
Garbage Removal	2,200	2,200	0	0.00%	3,516	2,799	2,121	2,977	1,221
Grounds keeping / Snow Removal	29,000	20,000	9,000	45.00%	25,779	29,912	25,135	17,750	20,489
Capital Under Threshold	0	0	0			10,041		0	
Depreciation	116,076	116,400	(324)	-0.28%	116,075	115,758	115,758	115,758	116,075
Expenses Recovered From Others		0	0					560	2,961
Insurance	28,023	23,500	4,523	19.25%	23,309	20,853	13,674	12,235	11,890
Internal Chg. - County	(16,579)	(14,925)	(1,654)	11.08%	16,300		18,472	20,406	18,054
LTD Interest Expense	67,415	77,083	(9,668)	-12.54%	82,619	91,838	100,787	109,471	117,901
Mechanical	12,000	12,000	0	0.00%	14,138	12,479	6,846	4,427	7,607
Municipal Taxes	0	0	0			47,225	45,478	44,088	43,070
Office Expense	3,000	5,000	(2,000)	-40.00%	10,242	4,125	6,055	3,156	3,634
Recovery - Capital Lease	(467,121)	(465,134)	(1,987)	0.43%	(465,134)	(465,134)	(465,134)	(462,814)	(461,158)
Recovery - Operating Lease	(147,002)	(133,334)	(13,668)	10.25%	(181,203)	(133,682)	(161,632)	(159,828)	(140,262)
Repairs & Maintenance	30,000	30,000	0	0.00%	21,555	13,843	14,750	12,818	19,644
Security/Monitoring	5,000	5,000	0	0.00%	4,966	4,882	3,260	7,303	3,366
Surplus Adjustment- Capital	75,000	0	75,000				0	0	
Surplus Adjustment- Depreciation	(116,076)	(116,400)	324	-0.28%	(116,075)	(115,758)	(115,758)	(115,758)	(116,075)
Surplus Adjustment - LTD Principal Pmts	328,438	318,771	9,667	3.03%	309,388	300,281	291,443	282,865	274,539
Surplus Adjustment - Trf From Reserves	(75,000)	0	(75,000)				0	0	0
Surplus Adjustment - Trf To Reserves	75,888	75,063	825	1.10%	78,531	14,793	54,497	53,493	49,560

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
	<u>Baseline</u>								
<b>FORESTRY</b>	<b>136,462</b>	<b>139,691</b>	<b>(3,229)</b>	<b>-2.31%</b>	<b>(56,865)</b>	<b>79,253</b>	<b>89,292</b>	<b>28,130</b>	<b>27,444</b>
Salaries	179,270	175,741	3,529	2.01%	204,756	222,894	219,857	211,909	207,061
Benefits	53,352	52,000	1,352	2.60%					
Salary Allocation	0	0	0			0	(50,134)	(49,192)	(48,000)
Advertising	1,200	600	600	100.00%	1,434	1,484	1,259	540	654
Conventions	1,850	1,850	0	0.00%	1,081	0	235	195	110
COVID	0	0	0				0	0	21
Depreciation	20,400	15,000	5,400	36.00%	14,981	16,772	16,772	19,836	23,013
Legal	2,500	2,500	0	0.00%	2,928	10,147	15,728	0	2,245
Memberships/Subscriptions	1,000	9,700	(8,700)	-89.69%	8,621	8,790	8,309	8,177	8,129
Miscellaneous	1,700	1,700	0	0.00%	3,461	3,895	3,827	2,113	1,849
Office Supplies/computer	4,000	3,500	500	14.29%	2,382	7,573	5,389	2,242	1,491
Professional Development	3,000	3,000	0	0.00%	310	421	1,000	0	0
Purchased Service	24,800	24,800	0	0.00%					
Recoveries - Other	(10,710)	(10,500)	(210)	2.00%	(802)	(200)	0	0	0
Recoveries - Provincial One Time	0	0	0			(16,161)	0	0	(21)
Recoveries - Timber Sales	(180,000)	(180,000)	0	0.00%	(296,786)	(431,719)	(144,051)	(224,896)	(203,740)
Small Tools / Supplies	10,500	10,500	0	0.00%	2,236	2,368	1,125	87	183
Special Projects	14,500	27,600	(13,100)	-47.46%	848	474	585	0	340
Special Project - Well Remediation	0	0	0			3,409	4,350	0	3,180
Surplus Adjustment - Capital	0	0	0		53,824			0	
Surplus Adjustment - Depreciation	(20,400)	(15,000)	(5,400)	36.00%	(14,981)	(16,772)	(16,772)	(19,836)	(23,013)
Surplus Adjustment - Trf From Reserves	(31,000)	(52,600)	21,600	-41.06%	(72,332)	(18,448)	(4,935)	0	(6,299)
Surplus Adjustment - Trf To Reserves	27,000	27,000	0	0.00%		251,719		53,286	45,053
Travel	6,000	6,000	0	0.00%	7,151	6,001	8,095	3,553	4,424
Tree Marking	0	0	0			726	8,568	1,461	2,779
Tree Planting	16,500	25,000	(8,500)	-34.00%	18,508	14,565	0	9,769	0
Vehicle Expenses	11,000	11,300	(300)	-2.65%	5,516	11,315	10,085	8,886	7,985
<b>GEOGRAPHIC INFORMATION SYSTEMS</b>	<b>322,624</b>	<b>266,514</b>	<b>56,110</b>	<b>21.05%</b>	<b>294,389</b>	<b>160,895</b>	<b>197,503</b>	<b>245,641</b>	<b>235,332</b>
Salaries	162,200	161,228	972	0.60%	188,624	100,301	147,734	175,775	172,640
Benefits	49,964	49,136	828	1.69%		27,431	40,578	46,398	42,888
Computer Supplies	108,710	104,834	3,876	3.70%	120,296	79,387	27,349	24,652	17,815
Conventions	2,250	2,250	0	0.00%	62		66	131	142
Depreciation	9,420	6,000	3,420	57.00%	6,939	5,681	5,681	4,280	
Office Supplies	3,000	3,000	0	0.00%	1,187	931	716	1,597	734
Professional Development	2,000	2,000	0	0.00%			0	743	200
Special Project	0	0	0		60,203	20,664	0	0	0
Special Project - E911	0	4,100	(4,100)	-100.00%					
Travel	1,000	1,000	0	0.00%	710	148	423	20	293
Weed Inspection	0	0	0				915	1,099	1,226
Surplus Adjustment - Capital	0	0	0		18,603		0	28,420	0
Surplus Adjustment - Trf From Reserves	0	(17,932)	17,932	-100.00%	(18,603)		0	(28,420)	0
Surplus Adjustment - Depreciation	(9,420)	(6,000)	(3,420)	57.00%	(6,939)	(5,681)	(5,681)	(4,280)	0
Recoveries - Internal	0	0	0		(24,735)		0	0	0
Recoveries - Municipal	(6,000)	(9,300)	3,300	-35.48%	(578)	(8,493)	(6,000)	(3,520)	
Recoveries - Federal/Provincial	0	(33,302)	33,302	-100.00%	(49,708)	(56,572)	(12,740)	0	
Recoveries - Other	(500)	(500)	0	0.00%	(1,673)	(2,902)	(1,538)	(1,254)	(606)

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
	<u>Baseline</u>								
<b><u>ECONOMIC DEVELOPMENT</u></b>	<b>563,793</b>	<b>510,425</b>	<b>53,368</b>	<b>10.46%</b>	<b>443,414</b>	<b>343,182</b>	<b>469,769</b>	<b>629,218</b>	<b>398,228</b>
Salaries	294,592	280,153	14,439	5.15%	270,405	234,282	249,964	254,432	251,146
Benefits	85,231	81,952	3,279	4.00%	78,500	72,913	72,245	67,347	61,535
Computer Expense	9,000	7,000	2,000	28.57%	1,094	4,152	4,540	2,242	8,039
Conventions	5,000	3,600	1,400	38.89%	3,229	2,259	6,197	524	73
COVID	0	0	0				0	0	21,304
Expenses Recoverable from Others	0	0	0				0		3,396
Hospitality	0	0	0				1,252	1,649	420
Marketing Program	70,000	73,500	(3,500)	-4.76%	73,829	50,173	72,338	62,087	96,668
Memberships/Subscriptions	4,500	4,500	0	0.00%	4,306	3,301	5,822	4,867	4,761
Office Expense	6,000	6,000	0	0.00%	8,136	4,428	5,117	4,245	4,252
Professional Development/Staff Training	2,000	750	1,250	166.67%		204	350	130	850
Recoveries - Federal	0	0	0					(12,150)	(49,923)
Recoveries-Other	(32,000)	(40,500)	8,500	-20.99%	(61,486)	(51,714)	(15,798)	(517)	(5,798)
Recoveries-Other-Winter Games	0	0	0		(525)	(369,622)			
Recoveries-Provincial	0	(70,000)	70,000	-100.00%	(8,007)	(20,652)	(3,141)	(7,700)	(21,304)
Recoveries-Provincial - Winter Games	0	0	0		(279,452)	(1,035,432)	(174,249)	(85,116)	
Regional Incentive Program (Hype)	100,000	100,000	0	0.00%					
Recruitment	0	0	0		280		6,043	0	
Special Projects - RED	0	100,000	(100,000)	-100.00%	2,442	1,853	8,141	28,689	
Special Projects-Winter Games	0	0	0		379,977	1,305,053	174,249	85,116	
Special Projects - Conference ECDEV Summit	0	10,500	(10,500)	-100.00%					
Special Projects - Shared newcomer project with Lanark	50,000	15,000	35,000	233.33%		9,846			
Special Projects - taste of the valley	12,000	5,000	7,000	140.00%	40,046		26,935	0	
Special Projects - Agriculture	22,470	22,470	0	0.00%	22,470	22,470	22,470	22,470	22,470
Special Projects - Renfrewshire Twinning	5,000	2,500	2,500	100.00%					
Surplus Adjustment - Trf To Reserves	20,000	0	20,000			100,000	0	200,000	
Surplus Adjustment - Transfer From Reserves	(100,000)	(100,000)	0	0.00%	(100,000)		0	0	
Travel	10,000	8,000	2,000	25.00%	8,171	9,668	7,295	903	339

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>ENTERPRISE CENTRE</b>	<b>49,922</b>	<b>28,055</b>	<b>21,867</b>	<b>77.94%</b>	<b>28,055</b>	<b>28,055</b>	<b>28,055</b>	<b>28,056</b>	<b>28,055</b>
Salaries	164,167	155,783	8,384	5.38%	145,445	147,876	97,502	139,760	138,139
Benefits	55,946	53,483	2,463	4.61%	48,812	51,518	30,453	34,420	33,145
Marketing	6,000	6,000	0	0.00%	3,305	2,658	2,039	2,633	3,110
COVID	0	0	0			0	0	0	252,398
Office Expenses	7,000	7,000	0	0.00%	19,379	8,969	17,338	1,914	12,879
Professional Development	1,000	700	300	42.86%		0	20	0	326
County Charges - IT	7,283	7,007	276	3.94%	6,754	6,393	6,201	6,262	6,143
Recoveries - Federal	0	0	0				0	0	(250)
Recoveries - Municipalities	(5,000)	(5,500)	500	-9.09%	(5,000)	(9,000)	(6,000)	(6,000)	(56,000)
Recoveries - Other	(12,500)		(12,500)		(11,254)	(3,161)	0	0	0
Recoveries - Provincial - Starter Company	(107,100)	(107,100)	0	0.00%	(99,956)	(67,833)	(88,013)	(93,104)	(96,982)
Recoveries - Provincial - Summer Company	(28,100)	(28,100)	0	0.00%	(28,422)	(16,164)	(13,006)	(12,887)	(18,525)
Recoveries - Provincial (old surplus)	(26,077)	(48,751)	22,674	-46.51%	(21,266)	(9,930)	0	(32,000)	(202,398)
Recoveries - Provincial	(150,897)	(150,897)	0	0.00%	(169,092)	(188,474)	(127,744)	(156,419)	(165,477)
Special Projects - Starter Company	107,100	107,100	0	0.00%	100,135	67,833	88,013	95,456	96,982
Special Projects		0	0		9,252	17,080	5,430	32,637	2,748
Special Projects - Summer Company	28,100	28,100	0	0.00%	28,433	16,164	13,006	12,887	18,525
Telephone/Internet Access	1,500	2,230	(730)	-32.74%	1,109	3,148	2,315	2,191	2,789
Travel	1,500	1,000	500	50.00%	421	978	502	306	503

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u> <u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>OTTAWA VALLEY TOURIST ASSOCIATION</b>	<b>317,962</b>	<b>308,701</b>	<b>9,261</b>	<b>3.00%</b>	<b>298,984</b>	<b>290,275</b>	<b>283,195</b>	<b>276,288</b>	<b>269,549</b>
Salaries	216,871	210,522	6,349	3.02%	197,474	180,483	151,889	133,430	129,795
Benefits	69,381	67,417	1,964	2.91%	61,531	57,384	48,126	41,359	34,262
Transfer To / (From) OVTA	31,710	30,762	948	3.08%	39,979	52,408	83,180	101,499	105,492
<b>PLANNING DEPARTMENT</b>	<b>976,120</b>	<b>915,593</b>	<b>60,527</b>	<b>6.61%</b>	<b>725,836</b>	<b>558,170</b>	<b>602,414</b>	<b>502,047</b>	<b>654,935</b>
Salaries	922,739	889,202	33,537	3.77%	817,235	707,584	751,266	624,824	632,002
Employee Benefits	235,681	233,691	1,990	0.85%	226,014	212,531	219,382	176,154	166,555
Computer Supplies / Maintenance	12,000	12,000	0	0.00%	5,762	2,933	20,939	10,932	23,260
Conventions	7,000	5,000	2,000	40.00%	6,842	5,732	3,929	3,042	2,973
County Official Plan	5,000	8,000	(3,000)	-37.50%	3,531	3,817	2,707	4,691	0
COVID	0	0	0		0			204	10,528
Legal Fees	20,000	35,000	(15,000)	-42.86%	37,280	242	0	409	2,568
Memberships	6,700	6,700	0	0.00%	3,393	2,966	2,292	2,155	2,871
Office Expense	18,000	18,000	0	0.00%	10,013	10,154	16,982	17,286	17,929
Professional Development	6,000	6,000	0	0.00%	(751)	931	780	2,761	1,844
Purchased Service	0	0	0		0	0	0	0	0
Recruitment	5,000	6,000	(1,000)	-16.67%	1,836	2,216	13,333	6,924	0
Revenue - Municipal Projects	(40,000)	(40,000)	0	0.00%	(10,726)	(11,035)	(55,050)	(5,800)	0
Revenue - Other	0	(2,000)	2,000	-100.00%	(935)	(145)	(1,588)	(225)	(200)
Revenue - Service Charges	(42,000)	(42,000)	0	0.00%	(51,931)	(37,176)	(41,260)	(57,875)	(42,235)
Revenue - Severance Applications	(150,000)	(190,000)	40,000	-21.05%	(264,057)	(282,045)	(279,025)	(222,300)	(118,250)
Revenues - Subdivision Applications	(50,000)	(50,000)	0	0.00%	(68,325)	(76,495)	(59,550)	(61,900)	(36,950)
Recoveries - Provincial one time	0	0	0				0	(204)	(10,528)
Special Projects Housing Readiness	50,000	100,000	(50,000)	-50.00%	27,605		0	20,250	76
Surplus Adjustment - Trf From Reserves	(50,000)	(100,000)	50,000	-50.00%	(27,605)		0	(20,250)	0
Travel	20,000	20,000	0	0.00%	10,655	15,960	7,277	969	2,492
<b>PUBLIC WORKS</b>	<b>11,640,544</b>	<b>11,361,809</b>	<b>278,735</b>	<b>2.45%</b>	<b>10,489,411</b>	<b>11,138,550</b>	<b>9,965,132</b>	<b>8,710,104</b>	<b>15,898,318</b>
Administration	1,320,608	1,304,622	15,986	1.23%	1,410,330	1,224,148	1,166,985	1,036,719	1,067,418
Capital Works	719,820	833,570	(113,750)	-13.65%	913,223	679,135	712,260	605,555	526,884
Construction - Day Labour Crew	50,000	0	50,000		0	0	0	0	0
Depreciation	11,400,000	11,000,000	400,000	3.64%	11,103,510	10,713,911	9,786,456	9,688,279	9,507,822
Equipment	1,662,098	1,673,030	(10,932)	-0.65%	1,540,635	1,743,567	1,429,703	1,255,976	1,150,841
Housing	264,262	184,700	79,562	43.08%	189,588	188,640	177,197	138,840	144,230
Maintenance	7,415,081	7,179,220	235,861	3.29%	6,272,349	7,151,356	6,257,978	5,472,444	5,324,663
Trails	308,675	2,786,667	(2,477,992)	-88.92%	2,605,667	1,392,779	949,600	1,481,755	325,013
Donations	0	(3,500,000)	3,500,000	-100.00%	(419)	(3,179)	0	(364,900)	(611,101)
Recoveries - Federal	0	(1,014,000)	1,014,000	-100.00%	(805,727)		0	(405,000)	0
Recoveries - Other	(100,000)	(100,000)	0	0.00%	(203,370)	(475,344)	(191,156)	(240,105)	(135,173)
Recoveries - Provincial	(2,356,181)	(2,238,757)	(117,424)	5.25%	(2,398,538)	(2,821,809)	(2,795,984)	(1,367,137)	(1,357,505)
Surplus Adjustment - Trf To Reserves	0	0	0			0	0	40,000	250,000
Surplus Adjustment - Capital	34,438,404	44,325,715	(9,887,311)	-22.31%	39,214,490	31,056,698	24,023,960	14,294,153	21,992,212
Surplus Adjustment - Debt Proceeds	(5,782,025)	(5,500,000)	(282,025)	5.13%	(8,678,000)	(172,000)	0	(23,882)	(2,121,974)
Surplus Adjustment - Depreciation	(11,400,000)	(11,000,000)	(400,000)	3.64%	(11,103,510)	(10,713,911)	(9,786,456)	(9,688,279)	(9,507,822)
Surplus Adjustment - Trf From Reserves	(26,300,198)	(34,572,958)	8,272,760	-23.93%	(29,570,817)	(28,825,441)	(21,765,411)	(13,214,314)	(10,657,190)

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u> <u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b><u>BONNECHERE MANOR</u></b>	<u>1,028,207</u>	<u>0</u>	<u>1,028,207</u>		<u>1,611,013</u>	<u>1,545,131</u>	<u>1,475,296</u>	<u>1,490,227</u>	<u>1,453,880</u>
Total Municipal Cost	1,483,704	0	1,483,704		2,324,694	2,256,983	2,201,935	2,148,229	2,095,833
Recoveries - City of Pembroke	(455,497)	0	(455,497)		(713,681)	(711,852)	(726,639)	(658,002)	(641,953)
<b><u>MIRAMICHI LODGE</u></b>	<u>1,454,515</u>	<u>1,079,254</u>	<u>375,261</u>	<u>34.77%</u>	<u>1,348,559</u>	<u>1,293,410</u>	<u>1,234,953</u>	<u>1,247,451</u>	<u>1,217,026</u>
Total Municipal Cost	2,098,867	1,557,365	541,502	34.77%	1,945,973	1,889,293	1,843,213	1,798,257	1,754,398
Recoveries - City of Pembroke	(644,352)	(478,111)	(166,241)	34.77%	(597,414)	(595,883)	(608,260)	(550,806)	(537,372)
<b><u>OTHER LONG TERM CARE</u></b>	<u>97,685</u>	<u>97,685</u>	<u>0</u>	<u>0.00%</u>	<u>157,447</u>	<u>96,501</u>	<u>0</u>	<u>39,258</u>	<u>98,052</u>
North Renfrew Long Term Care	140,959	140,959	0	0.00%	227,197	140,960	0	56,593	141,346
Recoveries - City of Pembroke	(43,274)	(43,274)	0	0.00%	(69,749)	(44,459)	0	(17,335)	(43,294)
<b><u>HEALTH SERVICES</u></b>	<u>2,061,369</u>	<u>2,020,950</u>	<u>40,419</u>	<u>2.00%</u>	<u>1,954,497</u>	<u>1,755,588</u>	<u>1,733,289</u>	<u>1,733,289</u>	<u>1,598,003</u>
Renfrew County & District Health Unit	2,061,369	2,020,950	40,419	2.00%	1,954,497	1,755,588	1,733,289	1,733,289	1,598,003
<b><u>OTTAWA VALLEY HEALTH TEAM</u></b>	<u>0</u>	<u>0</u>	<u>0</u>		<u>(0)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Salaries and Benefits	516,359	436,559	79,800	18.28%	447,130	366,191	180,843	0	
Benefits	145,912		145,912		50,139				
Internal charges	15,000		15,000		15,000	170,000	65,000		
Purchases	52,729	538,441	(485,712)	-90.21%	608,523	443,816	339,624	2,518	
Office Supplies/Computer	20,000		20,000		71,072	62,875	31,557		
Special Projects - online booking	0		0		78,781	64,277	21,035		
Recoveries - Provincial	(750,000)	(975,000)	225,000	-23.08%	(1,004,456)	(990,189)	(638,059)	(2,518)	
Recoveries - other	0		0		(263,066)	(116,970)			
Surplus Adjustment - Trf From Reserves	0				(3,122)				

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
	<u>Baseline</u>								
<b>PARAMEDIC SERVICE</b>	<b>13,295,319</b>	<b>13,130,122</b>	<b>165,197</b>	<b>1.26%</b>	<b>12,561,109</b>	<b>9,712,440</b>	<b>9,895,858</b>	<b>11,039,294</b>	<b>7,966,966</b>
Salaries - Admin	3,026,150	2,561,944	464,206	18.12%	2,533,907	2,085,062	1,852,618	1,712,275	1,435,611
Employee Benefits - Admin	774,993	665,022	109,971	16.54%	722,065	645,136	534,587	423,490	312,658
PW Salary Allocations	0	114,970	(114,970)	-100.00%				91,098	88,689
Paramedic - Salaries	13,697,551	14,203,261	(505,710)	-3.56%	13,309,840	11,605,102	11,885,712	10,148,115	12,078,878
Paramedic - Benefits	5,479,522	5,481,864	(2,342)	-0.04%	3,997,583	3,747,957	3,148,237	5,253,307	3,672,452
Admin Charge	234,377	238,559	(4,182)	-1.75%	200,270	192,891	196,650	198,403	117,260
Base Station Costs - Expenses	95,000	95,000	0	0.00%	69,996	87,328	100,518	59,913	51,229
Base Station Costs - Lease - External	60,000	60,000	0	0.00%	78,356	84,840	82,554	77,686	50,421
Base Station Costs - Lease - Internal	675,288	660,025	15,263	2.31%	586,276	431,045	412,403	405,063	397,671
Communication & Computing	510,295	450,000	60,295	13.40%	579,268	380,937	293,694	276,040	252,629
Conferences & Conventions	30,000	10,000	20,000	200.00%	16,263	8,509	18,812	153	227
COVID	0	0	0			39,873	295,136	432,864	911,050
Depreciation	1,512,408	1,200,000	312,408	26.03%	1,035,842	803,204	1,070,624	1,106,381	1,142,669
HR Charge	430,760	409,904	20,856	5.09%	272,370	258,308	243,664	207,283	157,501
Insurance	313,102	291,601	21,501	7.37%	283,109	206,057	176,557	159,099	135,360
Insurance Claims Costs	10,000	10,000	0	0.00%	12,123	3,371	10,041	10,052	4,514
Internal Lease	123,806	120,199	3,607	3.00%	136,699	113,300	120,223	65,223	21,000
IT Charge	57,266	55,202	2,064	3.74%	53,151	50,459	48,686	49,299	48,360
Leased Equipment interest & warranty	40,000	41,311	(1,311)	-3.17%	31,047		11,869	11,869	11,869
Legal	65,000	60,000	5,000	8.33%	153,722	108,906	160,118	101,480	13,227
Medications	170,000	140,000	30,000	21.43%	174,791	113,254	120,415	129,266	147,723
Office Expenses	70,000	57,300	12,700	22.16%	132,801	72,701	60,380	83,195	62,335
Professional Development	75,000	85,000	(10,000)	-11.76%	64,449	59,306	76,253	40,414	31,553
Purchased Service	250,000	150,000	100,000	66.67%	276,742	232,193	207,817	147,548	110,004
Internal charges - PS other	97,107	(35,000)	132,107	-377.45%	(51,750)	(29,219)	(28,646)	(28,153)	(27,738)
Recovery - Cross Border	10,000	10,000	0	0.00%	31,167	14,097	1,440	18,742	0
Recovery - Donations	(10,000)	(3,000)	(7,000)	233.33%	(6,425)	(2,000)	(2,264)	(16,034)	(18,700)
Recovery - Federal - DND / Indigenous	0	0	0			385,908		(40,831)	(203,905)
Recovery - Federal - PTSI Prevention & Fatigue	0	0	0		(10,000)	(378,034)	(62,891)	(541,341)	(474,080)
Recovery - Insurance Proceeds	0	0	0					0	(7,750)
Recovery - Interest	(30,000)	(50,000)	20,000	-40.00%	(98,676)	(191,351)	(97,630)	(32,816)	(39,317)
Recovery - Municipal - Pembroke	(2,014,813)	(2,012,727)	(2,086)	0.10%	(2,006,065)	(1,566,213)	(1,421,454)	(1,587,609)	(1,148,852)
Recovery - Other Agency	(464,791)	(403,954)	(60,837)	15.06%	(436,188)	(536,620)	(551,653)	0	(1,564,922)
Recovery - Offload Delay	(163,800)	(213,288)	49,488	-23.20%	(164,017)			0	0
Recovery - Provincial - One Time	0	(81,000)	81,000	-100.00%		(202,032)	(1,160,157)	(610,775)	(3,340,347)
Recovery - Provincial - Operating	(14,235,297)	(13,390,981)	(844,316)	6.31%	(11,019,203)	(9,666,480)	(9,316,210)	(9,050,983)	(8,636,818)
Revenue - Other	0	0	0					(109,944)	(123,408)
Small Equipment & Supplies	550,000	570,000	(20,000)	-3.51%	594,205	360,472	418,631	510,580	347,339
Special Project - Delta Team	0								
Spec Proj - PTSD Prevention & Fatigue Risk	0	0	0		10,000		62,891	541,341	463,580
Spec Proj - Mesa	0	500,000	(500,000)	-100.00%	411,379				
Surplus Adjustment - Proceeds - Capital Lease	(455,000)	0			(1,627,699)				
Surplus Adjustment - Capital Lease Principal	474,316	315,337			231,388				
Surplus Adjustment - Trf To Reserves	2,025,684	1,200,000	825,684	68.81%	1,200,000	803,204	1,070,624	1,106,381	1,881,553

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u> <u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
Surplus Adjustment - Capital	3,385,524	3,463,940	(78,416)	-2.26%	2,740,107	1,521,972	720,478	1,044,691	570,383
Surplus Adjustment - Depreciation	(1,512,408)	(1,200,000)	(312,408)	26.03%	(1,035,842)	(803,204)	(1,070,624)	(1,106,381)	(1,142,669)
Surplus Adjustment - Trf From Reserves	(3,151,721)	(3,615,367)	463,646	-12.82%	(1,787,458)	(2,143,520)	(720,478)	(1,044,691)	(570,383)
Travel	60,000	50,000	10,000	20.00%	82,788	44,492	37,190	11,771	26,982
Uniform/Laundry	230,000	165,000	65,000	39.39%	210,950	206,462	144,400	176,948	163,999
Vehicle Operation & Maintenance	800,000	700,000	100,000	14.29%	571,778	564,767	744,642	608,882	557,129

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
	<u>Baseline</u>								
Paramedic - Other	0	0	0	-	0	0	0	126,021	0
CPLTC - Salary	1,614,098	1,493,166	120,932	8.10%	1,538,667	1,974,194	1,261,913	2,613,878	285,178
CPLTC - Benefit	623,324	586,124	37,200	6.35%					
CPLTC - vehicle costs	250,000	300,000	(50,000)	-16.67%			0		
CPLTC - Other Expenses	100,000	100,000	0	0.00%	930,075	721,281	660,369	462,230	
CPLTC - Internal Lease	50,024	48,566	1,458	3.00%					
CPLTC - Internal transfer	(132,107)		(132,107)						
Surplus Adjustment - Trf To Reserves	0		0		291,678				
Surplus Adjustment - Trf From Reserves	(267,030)	(162,856)	(104,174)	63.97%			(112,879)		
Surplus Adjustment - Capital	0	0	0			37,636	53,739	(25,919)	
Surplus Adjustment - Depreciation	0	0	0		(63,457)	(59,871)	(52,260)	308,668	
CPLTC - Provincial Revenue - LTC	(2,000,000)	(2,000,000)	0	0.00%	(2,179,338)	(2,155,038)	(1,429,796)	(2,851,127)	
CPLTC - Provincial Revenue - OH Comm Par	(365,000)	(365,000)	0	0.00%	(414,858)	(495,414)	(334,583)	(381,708)	(285,178)
Vaccine - Sal/Ben	0	0	0			23,237	304,975	564,831	
Vaccine - Expenses	0	0	0			0	1,078	16,681	
Vaccine - Prov Revenue	0	0	0			(23,237)	(306,054)	(581,513)	
VTAC - Salary	1,671,124	1,526,226	144,898	9.49%	1,880,547	1,990,903	1,854,435	1,608,540	
VTAC - Benefit	564,051	508,445	55,606	10.94%					
VTAC - Computer exp	100,000	100,000	0	0.00%			235,600	104,330	
VTAC - Other exp	100,000	309,850	(209,850)	-67.73%	2,992,859	1,795,196			
VTAC - Purchased Service - Other	748,000	617,391	130,609	21.15%					
VTAC - Purchased Service - Doctor	1,755,000	1,755,000	0	0.00%					
VTAC - Lease internal	113,516	110,209	3,307	3.00%					
VTAC - Lease external	30,000	27,879	2,121	7.61%					
VTAC - Provincial Revenue	(4,955,000)	(4,955,000)	0	0.00%	(4,976,173)	(3,808,887)	(798,928)	(521,796)	
VTAC - Recovery - Other Agency			0				(1,337,608)	(1,191,074)	
<b>EMERGENCY MANAGEMENT</b>	<b>165,000</b>	<b>164,671</b>	<b>329</b>	<b>0.20%</b>	<b>85,850</b>	<b>92,368</b>	<b>132,849</b>	<b>89,269</b>	<b>93,997</b>
911	60,000	59,671	329	0.55%	49,654	49,654	49,654	49,654	49,654
Admin Charge (Paramedic Service)	35,000	35,000	0	0.00%	51,750	29,219	28,646	28,153	27,739
Depreciation	34,392	10,000	24,392	243.92%	33,286	2,752			
Emergency Management	70,000	70,000	0	0.00%	15,430	19,950	54,549	17,917	21,857
Fire Services Charges	132,000	125,000	7,000	5.60%	132,398	131,238	115,155	107,438	100,332
Purchased Service	0	0	0		6,174		0	0	0
Recoveries - Provincial	0		0		(49,600)				
Recoveries - Municipal/Other	(132,000)	(125,000)	(7,000)	5.60%	(138,853)	(462,012)	(115,155)	(113,893)	(105,585)
Surplus Adjustment - Depreciation	(34,392)	(10,000)	(24,392)	243.92%	(33,286)	(2,752)			
Surplus Adjustment - Capital			0		18,897	324,319			

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>ONTARIO WORKS</b>	<b>1,578,066</b>	<b>1,470,475</b>	<b>107,591</b>	<b>7.32%</b>	<b>1,470,788</b>	<b>1,402,730</b>	<b>1,199,374</b>	<b>1,004,047</b>	<b>1,041,306</b>
Social Assistance - Admin	4,581,916	4,433,912	148,004	3.34%	3,789,799	4,074,190	3,957,183	3,748,666	3,929,601
Social Assistance - Benefits	12,616,330	12,616,330	0	0.00%	12,433,865	11,561,185	10,421,296	9,293,504	11,007,906
Low Income Energy Assist		0	0				5,043	5,043	5,000
Depreciation		0	0		15,906	18,238	12,887	11,531	19,025
Provincial Subsidy - Social Assistance Admin	(2,581,908)	(2,507,906)	(74,002)	2.95%	(1,945,700)	(2,275,400)	(2,448,735)	(2,408,501)	(2,537,393)
Prov Subsidy - Social Assistance - Benefits	(12,596,330)	(12,596,330)	0	0.00%	(12,393,704)	(11,545,330)	(10,418,339)	(9,287,148)	(10,998,290)
Revenue - Other	0	0	0			(2,404)	(5,043)	(5,043)	(5,000)
Surplus Adjustment - Capital	0	0	0				71,555	0	0
Surplus Adjustment - Trf From Reserves	0	(49,387)	49,387	-100.00%			0	0	0
Surplus Adjustment - Depreciation	0	0	0		(15,906)	(18,238)	(12,887)	(11,531)	(19,025)
Recovery - Municipal - Pembroke Admin	(437,562)	(421,764)	(15,798)	3.75%	(413,472)	(405,933)	(382,869)	(340,857)	(358,045)
Recovery - Municipal - Pembroke Benefits	(4,380)	(4,380)	0	0.00%		(3,578)	(717)	(1,617)	(2,473)

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u> <u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>CHILD CARE</b>	<b>168,272</b>	<b>167,780</b>	<b>492</b>	<b>0.29%</b>	<b>99,222</b>	<b>403,523</b>	<b>336,636</b>	<b>513,596</b>	<b>461,869</b>
Administration	385,581	442,756	(57,175)	-12.91%	140,409	185,710	349,629	369,516	565,852
CWELCC		0	0				2,623,498	0	0
Fee Subsidy		0	0				2,289,845	2,018,956	1,471,694
Core	454,188	227,094	227,094	100.00%	(427,547)	(26,238)	3,148,111	3,986,144	1,723,968
OW Child Care		0	0				600	4,875	23,735
Healthy Kids		0	0				0	0	0
Special Needs Resourcing		0	0				1,172,100	827,643	616,318
Depreciation		0	0				0	0	0
Special Purpose	0	20,157	(20,157)	-100.00%	397,270	288,416	2,164,814	2,797,406	1,831,779
Pay Equity		0	0				122,957	122,957	71,725
Licenced Family Home Day Care		0	0				327,577	252,776	227,869
Rev-Licenced Family Home Day Care		0	0				(327,577)	(252,776)	(227,869)
Early Years Centres		0	0				1,650,145	1,494,362	1,551,127
Expansion Plan		0	0				0	0	559,483
Provincial Subsidy		0	0				(13,147,654)	(11,050,625)	(7,901,642)
Surplus Adjustment - Depreciation		0	0					0	0
Surplus Adjustment - Trf from Reserves	(654,059)	(504,631)	(149,428)	29.61%					
Surplus Adjustment - Trf To Reserves		0	0					0	0
Municipal Contribution - City of Pembroke	(17,438)	(17,596)	158	-0.90%	(10,909)	(44,365)	(37,408)	(57,638)	(52,170)

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
	<u>Baseline</u>								
<b>COMMUNITY HOUSING</b>	<b>9,310,440</b>	<b>6,619,760</b>	<b>2,690,680</b>	<b>40.65%</b>	<b>6,036,909</b>	<b>5,284,156</b>	<b>5,038,383</b>	<b>4,944,870</b>	<b>4,801,896</b>
Admin Charges	233,439	228,195	5,244	2.30%	216,513	211,105	205,847	134,920	130,437
Tax Rebate (Eganville, Arn, Pet)	14,000	12,500	1,500	12.00%	13,216	17,843	7,229	12,411	11,494
HR Charges	101,482	80,807	20,675	25.59%	82,259	79,080	74,895	81,325	80,913
IT Charges	40,325	38,808	1,517	3.91%	37,411	35,622	33,183	34,490	33,812
Non Profit Housing	1,206,830	1,329,615	(122,785)	-9.23%	1,337,082	1,417,531	1,290,403	1,254,097	1,206,536
Office Supplies	1,000	1,000	0	0.00%	2,035	46,000	3,502	2,779	1,160
COVID	0	0	0				914,519	2,725,866	1,131,264
RCHC - Transfer - Base	9,334,551	6,745,109	2,589,442	38.39%	6,245,991	5,526,873	5,392,754	5,474,518	5,373,006
RCHC - Transfer - Capital/Other	0	0	0				0	0	695,566
RCHC - Transfer - CHPI	0	0	0				487,873	1,191,478	1,693,333
RCHC - Transfer - IAH	0	0	0		26,767	39,250	49,322	0	253,025
RCHC - Transfer - COCHI	1,489,500	961,300	528,200	54.95%	794,153	720,976	554,492	85,336	
RCHC - Transfer - OPHI	341,000	500,300	(159,300)	-31.84%	359,715	412,538	445,128	651,399	207,537
RCHC - Transfer - SDV - PHB	0	0	0				0	0	500
RCHC - Transfer - Strong Communities	0	0	0				35,021	140,086	140,086
RCHC - Transfer - HPP	3,569,200	2,745,560	823,640	30.00%	3,779,537	2,811,788	1,359,651		
Special Project - Warming Centre	0	240,000	(240,000)	-100.00%	110,288				
Special Project - Transitional Housing (HPP)	0	823,640	(823,640)	-100.00%	109,383				
Special Project - Warming Centre Revenue	0	(100,000)	100,000	-100.00%	(120,888)				
RCHC - Transfer - SSRF	0	0	0		663,230	1,294,984	0	0	621,069
RCHC - Transfer - COHB Admin	0	6,900	(6,900)	-100.00%	250	17,750			
RCHC - Transfer - CMHC	268,560	350,379	(81,819)	-23.35%	1,318,012	1,119,191			
Special Projects - Petawawa IAH	0		0				0	101,247	
Revenue - Federal (Provincial) - Public Housing	(246,337)	(559,536)	313,199	-55.97%	(738,409)	(1,234,012)	(1,108,408)	(1,202,680)	(1,259,793)
Revenue - Outside (RCHC)	(360,000)	(347,810)	(12,190)	3.50%	(314,774)	(235,000)	(295,496)	(240,272)	(234,109)
Revenue - Province - CHPI		0	0				(487,873)	(1,191,478)	(1,693,333)
Revenue - Province - Encampment			0		(97,175)				
Revenue - Province - IAH		0	0		(26,767)	(39,250)	(56,721)	(101,247)	(253,025)
Revenue - Province - COCHI	(1,489,500)	(1,161,300)	(328,200)	28.26%	(794,153)	(720,976)	(554,492)	(85,336)	
Revenue - Province - OPHI	(341,000)	(500,300)	159,300	-31.84%	(359,715)	(412,538)	(445,128)	(651,399)	(207,537)
Revenue - Province - SDV - PHB	0	0	0				0	0	(500)
Revenue - Province - SRF	0	0	0		(663,230)		(956,305)	(126,479)	
Revenue - Province - HPP	(3,569,200)	(3,569,200)	0	0.00%	(3,779,537)	(2,811,788)	(1,459,651)		
Revenue - Province - SSRF	0	0	0			(1,294,984)	0	(2,599,386)	(1,752,333)
Revenue - Province - Strong Communities	0	0	0				(35,021)	(140,086)	(140,086)
Revenue - Province - COHB Admin	0	(6,900)	6,900	-100.00%	(250)	(17,750)			
Revenue - CMHC	(268,560)	(350,379)			(1,318,012)	(1,119,191)			
Surplus Adjustment - Capital	0		0		435,634		141,786		
Surplus Adjustment - Trf From Reserves	(45,305)	(140,000)	94,695	-67.64%	(648,508)		0	(52,038)	(624,973)
Travel	0	0	0			77	1,755	249	832
Municipal Contribution - Pem- Capital/Other	0		0				0	0	(542,392)
Municipal Contribution - City of Pembroke	(969,545)	(708,928)	(260,617)	36.76%	(633,150)	(580,963)	(559,883)	(554,930)	(70,593)

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
	<u>Baseline</u>								
<b>MESA HUB</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>					
Salaries	684,293		684,293						
Benefits	258,955		258,955						
Building repair/janitor	35,000		35,000						
External Rents	1,936,456		1,936,456						
Short stay supportive housing	200,000		200,000						
Meals/food	250,000		250,000						
medication/other program supply	75,296		75,296						
Office Supplies	15,000		15,000						
purchased services	2,855,000		2,855,000						
Rev - Prov recoveries	(6,310,000)		(6,310,000)						

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget</u> <u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>PROVINCIAL OFFENCES ADMINISTRATION</b>	<b>(25,642)</b>	<b>(67,447)</b>	<b>41,805</b>	<b>-61.98%</b>	<b>(62,129)</b>	<b>(488,349)</b>	<b>(497,332)</b>	<b>(546,849)</b>	<b>(560,264)</b>
Salaries	466,548	476,678	(10,130)	-2.13%	396,852	345,869	304,327	316,354	279,161
Benefits	141,325	132,447	8,878	6.70%	122,482	104,138	88,692	87,642	74,413
Adjudication	90,000	82,500	7,500	9.09%	66,900	59,823	64,365	66,698	28,200
Admin Charges	44,933	60,834	(15,901)	-26.14%	58,160	57,258	57,037	52,749	49,492
Bank Charges (Visa/MasterCard)	25,000	25,000	0	0.00%	24,914	25,931	27,838	30,456	22,918
Certificates of Offence	5,000	6,000	(1,000)	-16.67%		7,948	8,973	5,714	9,373
City of Pembroke - Share of Net Revenue	3,886	10,221	(6,335)	-61.98%	9,416	21,560	52,515	45,980	80,477
Collection Costs	30,000	30,000	0	0.00%	28,491	21,880	24,616	25,398	28,911
Computer & Technology	23,200	20,000	3,200	16.00%	14,197	11,317	13,977	15,665	16,854
Conventions	3,000	3,000	0	0.00%	178	1,788	454	0	0
COVID	0	0	0		0	0	134	69	3,308
Court Transcripts	600	500	100	20.00%	0	277	0	0	281
Depreciation	0	0	0		1,070	924	3,259	6,000	6,417
ICON Charges	15,000	15,000	0	0.00%	10,899	14,290	18,814	16,846	15,555
Interpreter Fees		1,500	(1,500)	-100.00%	517	679	1,174	601	486
IT Charges	20,982	20,175	807	4.00%	19,458	18,391	18,066	18,047	17,704
HR Charges	4,806	2,964							
Lease Costs (County)	114,802	111,458	3,344	3.00%	108,240	105,060	102,000	102,000	104,274
Legal Costs	4,000	4,000	0	0.00%	499	534	1,018	1,018	1,272
Miscellaneous	0	0	0		556	333	0	0	154
Monitoring / Enforcement Fees	7,776	7,776	0	0.00%	7,128	7,776	7,776	7,776	7,776
Office Equipment / Furniture	0	0	0		1,423	3,052	1,387	1,714	1,800
Office Supplies	6,000	6,000	0	0.00%	4,086	5,035	5,525	6,531	2,957
Automated Speed Enforcement (LAS)	0	12,500	(12,500)	-100.00%					
Part III Prosecution	0	0	0		13,078	11,253	10,334	13,827	3,690
Postage	1,000	1,000	0	0.00%	25	2,659	1,294	4,191	4,732
Purchase of Service - Notice of Fines	4,000	4,000	0	0.00%	2,598	3,895	875	5,696	1,050
Purchase of Service - Prosecution	5,000	5,000	0	0.00%	2,285	7,781	32,459	33,705	25,434
Recoveries - Other	0	0	0		(2,813)	(1,275)	(1,430)	(1,581)	(390)
Recoveries - Prov - One Time	0	0	0				(131,734)	(226,746)	(462,459)
Revenues - Fees and Charges	(1,050,000)	(1,112,500)	62,500	-5.62%	(956,277)	(995,115)	(1,215,258)	(1,190,550)	(889,509)
Satellite Courtroom Costs	0	0	0			1,500	0	0	485
Staff Training/Development	2,000	2,000	0	0.00%			509	504	0
Surplus Adjustment - Capital	0	0	0			10,675	0	0	0
Surplus Adjustment - From Reserves	0	0	0			(346,093)		0	0
Surplus Adjustment - Depreciation	0	0	0		(1,070)	(924)	(3,259)	(6,000)	(6,417)
Telephone	5,000	4,000	1,000	25.00%	3,738	3,217	5,846	12,449	10,833
Travel	0	0	0		842	174	1,041	398	504
Witness Fees	500	500	0	0.00%		41	44	0	0
<b>AGRICULTURE &amp; REFORESTATION</b>	<b>19,000</b>	<b>20,000</b>	<b>(1,000)</b>	<b>-5.00%</b>	<b>16,758</b>	<b>16,324</b>	<b>12,805</b>	<b>14,854</b>	<b>14,165</b>
Reforestation - Grants in Lieu	17,000	15,000	2,000	13.33%	15,238	14,804	11,285	13,334	12,645
Forest Fire Protection	2,000	5,000	(3,000)	-60.00%	1,520	1,520	1,520	1,520	1,520

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>MPAC</b>	<b><u>1,670,286</u></b>	<b><u>1,613,679</u></b>	<b><u>56,607</u></b>	<b><u>3.51%</u></b>	<b><u>1,570,575</u></b>	<b><u>1,540,415</u></b>	<b><u>1,541,700</u></b>	<b><u>1,546,566</u></b>	<b><u>1,555,448</u></b>
Property Assessment	1,670,286	1,613,679	56,607	3.51%	1,570,575	1,540,415	1,541,700	1,546,566	1,555,448

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>FINANCIAL EXPENSE</b>	<b>24,072,842</b>	<b>25,242,701</b>	<b>(1,169,859)</b>	<b>-4.63%</b>	<b>22,471,407</b>	<b>21,478,155</b>	<b>23,036,354</b>	<b>18,261,200</b>	<b>13,081,700</b>
Assessment Review	0	0	0				19,776	0	0
County Share - Taxes Written Off	300,000	300,000	0	0.00%	71,397	122,671	109,647	360,101	222,479
Provision for Unallocated Funds	0	0	0		133,893	56,692	32,674	0	300,000
LTD Interest - Gen	384,234	421,829	(37,595)	-8.91%	123,230	143,929	163,868	137,937	95,635
Surplus Adjustment - Trf to Provision for Unallocated Reserve	143,160	49,954	93,206	186.58%					
Surplus Adj-Principal-Principal on General LTD	1,802,096	1,602,858	199,238	12.43%	833,857	813,074	792,827	563,346	340,829
Surplus Adjustment - Trf to CCBF Reserve	2,996,997	2,996,997	0	0.00%	2,920,632	2,914,661	5,489,045	2,793,217	6,024,817
Surplus Adjustment - Trf to TCA Renewal Reserve	17,679,882	18,577,427	(897,545)	-4.83%	17,158,749	5,848,738	6,227,007	5,262,450	5,722,940
Surplus Adjustment - Trf to PW Capital Reserve	0	0	0			9,238,831	8,800,744	8,586,092	0
Surplus Adjustment - SDIP Saving - Trf to TCA Resv	466,473	466,473	0	0.00%	466,473	466,473	466,473	169,149	0
Surplus Adjustment - Growth Reserve	300,000	827,163	(527,163)	-63.73%					
Surplus Adjustment - Trf to Cannabis/Modernization Reserve	0	0	0			0	0	13,908	0
Surplus Adjustment - Repay Algonquin Trail	0	0	0		763,177	1,873,086	716,225	0	0
Surplus Adj. Unfinanced Cap (Centennial Lake Bridge 2022)	0	0	0		0	0	218,068	375,000	375,000
<b>TOTAL EXPENSES</b>	<b>71,662,062</b>	<b>67,869,368</b>	<b>3,792,694</b>	<b>5.59%</b>	<b>63,796,744</b>	<b>58,888,266</b>	<b>58,725,576</b>	<b>53,777,537</b>	<b>52,548,960</b>
<b>TAX AND LIKE REVENUE</b>	<b>67,026,428</b>	<b>62,172,371</b>	<b>4,854,057</b>	<b>7.81%</b>	<b>58,081,027</b>	<b>55,076,557</b>	<b>51,597,492</b>	<b>49,800,098</b>	<b>48,026,021</b>

**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

	<u>2026 Budget Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
COUNTY LEVY (1.23% CVA GROWTH)	66,282,319	61,428,262	4,854,057	7.90%	57,403,117	52,893,886	50,540,371	48,945,594	47,253,904
PIL ADJUSTMENTS	(150,000)	(150,000)	0	0.00%	(137,657)	1,153,136	(53,835)	(109,521)	(74,225)
WATERPOWER GENERATING STATION	394,109	394,109	0	0.00%	394,109	394,109	394,109	394,109	394,109
SUPPLEMENTARY REVENUE	500,000	500,000	0	0.00%	421,458	635,426	716,847	569,916	452,233
<b>OTHER REVENUE</b>	<b>4,635,634</b>	<b>5,696,997</b>	<b>(1,061,363)</b>	<b>-18.63%</b>	<b>5,715,717</b>	<b>6,093,565</b>	<b>7,128,084</b>	<b>3,500,113</b>	<b>6,644,690</b>
Interest Revenue	1,638,637	2,700,000	(1,061,363)	-39.31%	2,702,783	3,057,563	1,699,034	654,664	734,673
Provincial - One Time	0	0	0			0		13,908	
Other Revenue	0	0	0		1,433	198	5	35	50
Gain / (Loss) Sale of Assets	0	0	0		90,870	120,563	(60,434)	37,854	(115,430)
CCBF (Gas Tax) Funding	2,996,997	2,996,997	0	0.00%	2,920,632	2,914,661	5,489,045	2,793,217	6,024,817
Licenses	0	0	0			580	434	435	580
<b>TOTAL REVENUES</b>	<b>71,662,062</b>	<b>67,869,368</b>	<b>3,792,694</b>	<b>5.59%</b>	<b>63,796,744</b>	<b>61,170,122</b>	<b>58,725,576</b>	<b>53,300,211</b>	<b>54,670,711</b>
<b>Municipal Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>2,281,856</b>	<b>(0)</b>	<b>(477,326)</b>	<b>2,121,751</b>

**COUNTY OF RENFREW  
2026 BUDGET  
Public Works**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<b><u>CAPITAL WORKS</u></b>	<b><u>719,820</u></b>	<b><u>833,570</u></b>	<b><u>(113,750)</u></b>	<b><u>-13.65%</u></b>	<b><u>913,223</u></b>	<b><u>679,135</u></b>	<b><u>712,260</u></b>	<b><u>605,555</u></b>	<b><u>526,884</u></b>
Salaries	447,141	453,626	(6,485)	-1.43%	442,883	323,408	302,232	322,496	233,079
Benefits	124,679	124,444	235	0.19%	107,924	91,517	81,099	80,005	53,159
COVID	0	0					2,502	2,946	63,548
Capital Projects - Under Threshold	0	0	0		17,073	42,478	137,146	72,062	53,221
Misc	6,000	6,000	0	0.00%	4,884	5,332	3,603	4,755	3,121
Recoveries	0	0	0		(117,780)	(58,878)	0	(11,973)	(1,829)
Infrastructure Management	115,000	215,000	(100,000)	-46.51%	390,424	247,321	173,544	110,103	114,199
Supplies	27,000	34,500	(7,500)	-21.74%	67,815	27,957	12,134	25,161	8,386
<b><u>ADMINISTRATION</u></b>	<b><u>1,320,608</u></b>	<b><u>1,304,622</u></b>	<b><u>15,986</u></b>	<b><u>1.23%</u></b>	<b><u>1,410,330</u></b>	<b><u>1,224,147</u></b>	<b><u>1,166,985</u></b>	<b><u>1,094,996</u></b>	<b><u>1,064,188</u></b>
Salaries	573,539	576,572	(3,033)	-0.53%	650,257	545,697	505,775	477,499	533,255
Benefits	168,759	162,000	6,759	4.17%	207,251	160,357	143,261	133,281	146,897
Advertising	10,000	10,000	0	0.00%	10,006	8,421	30,550	19,468	35,355
Answering Service	5,500	5,500	0	0.00%	5,104	4,732	3,827	5,645	4,318
Cell Telephone/Pager	20,000	14,000	6,000	42.86%	18,203	8,578	13,139	11,079	11,607
Communications (Radio System)	78,000	78,000	0	0.00%	88,841	78,680	76,494	68,339	88,161
Computer Supplies	77,000	60,000	17,000	28.33%	63,363	53,524	74,847	68,550	73,684
Conferences & Conventions	10,000	10,000	0	0.00%	10,276	9,667	8,724	304	2,939
Courier	750	500	250	50.00%	111	1,043	396	576	1,159
Health & Safety (Protection)	60,000	60,000	0	0.00%	59,025	51,499	42,512	37,988	38,062
Insurance	159,160	165,000	(5,840)	-3.54%	160,530	155,948	145,452	128,324	105,420
Insurance Claims	35,000	35,000	0	0.00%	18,083	29,394	53,832	63,924	19,302
Internet	13,000	13,000	0	0.00%	14,352	6,379	2,989	2,941	3,046
Legal Fees	20,000	20,000	0	0.00%	1,537	32,564	10,314	23,574	13,790
Membership Fees	12,000	12,000	0	0.00%	12,268	10,355	9,146	7,501	8,012
Office Equipment Replacement	5,000	5,000	0	0.00%	18,593	4,038	0	193	1,667
Office Supplies/Publications/Awards	12,000	12,000	0	0.00%	13,877	11,891	10,815	10,028	7,302
Photocopier Supplies/Maint	8,500	8,500	0	0.00%	6,924	6,050	6,350	3,069	1,256
Postage	100	250	(150)	-60.00%		168	56	321	383
Recoveries - Muncipal	0	0	0		(890)				(490)
Recoveries - Provincial - one time	0	0	0				(25,729)	(20,094)	(72,013)
Recruitment	3,000	3,000	0	0.00%	3,092	3,042	13,929	20,275	16,489
Staff Training	30,000	35,000	(5,000)	-14.29%	26,911	19,400	23,663	17,736	9,855
Telephone	10,000	10,000	0	0.00%	12,987	10,846	10,198	8,462	9,287
Travel	9,300	9,300	0	0.00%	9,630	11,874	6,445	6,013	5,445

**COUNTY OF RENFREW  
2026 BUDGET  
Public Works**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<b><u>MAINTENANCE</u></b>	<b><u>7,415,081</u></b>	<b><u>7,179,220</u></b>	<b><u>235,861</u></b>	<b><u>3.29%</u></b>	<b><u>6,272,349</u></b>	<b><u>7,151,356</u></b>	<b><u>6,257,978</u></b>	<b><u>5,472,444</u></b>	<b><u>5,574,662</u></b>
Salaries	2,758,064	2,584,044	174,020	6.73%	2,364,819	2,271,597	2,095,027	1,896,580	1,849,803
Benefits	802,037	771,275	30,762	3.99%	656,785	692,854	586,336	524,404	469,933
Bridges and Culverts	40,000	40,000	0	0.00%	3,164	71,972	7,708	36,675	31,999
Roadside Maintenance	140,000	150,000	(10,000)	-6.67%	130,988	144,540	127,106	133,259	110,233
Hard Top Maintenance	385,000	385,000	0	0.00%	148,149	361,819	203,172	382,158	224,214
Winter Control	2,523,980	2,500,000	23,980	0.96%	2,117,340	2,956,160	2,528,207	1,887,767	2,183,574
Safety Devices	866,000	848,901	17,099	2.01%	978,262	837,408	792,059	726,695	519,718
Misc	0	0	0				0	96	
Surplus Adjustment - Trf To Reserves	0	0	0				0		250,000
Recoveries	(100,000)	(100,000)	0	0.00%	(127,158)	(184,994)	(81,635)	(115,190)	(64,812)
<b><u>EQUIPMENT</u></b>	<b><u>1,662,098</u></b>	<b><u>1,673,030</u></b>	<b><u>(10,932)</u></b>	<b><u>-0.65%</u></b>	<b><u>1,540,635</u></b>	<b><u>1,743,567</u></b>	<b><u>1,429,703</u></b>	<b><u>1,255,976</u></b>	<b><u>1,279,754</u></b>
Salaries	188,752	269,476	(80,724)	-29.96%	254,000	239,680	221,857	216,864	212,490
Benefits	55,675	79,487	(23,812)	-29.96%	77,452	76,888	68,564	66,484	60,505
Salary Allocations	0	(114,971)	114,971	-100.00%	(99,806)	(102,794)	(92,061)	(90,232)	(87,329)
COVID	0	0	0					58,278	
Small Equipment, Misc	50,000	50,000	0	0.00%	23,493	44,690	49,118	83,338	40,081
Vehicle Operating Costs - Fuel	649,612	671,078	(21,466)	-3.20%	574,918	639,122	633,818	478,382	368,174
Vehicle Operating Costs-Insurance	38,059	32,960	5,099	15.47%	31,495	47,028	47,076	46,730	41,586
Vehicle Operating Costs-Repairs	650,000	650,000	0	0.00%	672,502	783,279	480,628	433,568	485,964
Vehicle Operating Costs-Licence	65,000	65,000	0	0.00%	60,534	55,835	57,524	55,277	60,293
Vehicle Operating Revenue	(15,000)	(15,000)	0	0.00%	(15,576)	(15,360)	(11,860)	(14,000)	(17,600)
Recoveries - Provincial - one time	0	0	0					(58,278)	
Surplus Adjustment - Capital Equipment	3,605,844	2,604,000	1,001,844	38.47%	3,472,006	1,077,125	819,106	383,761	1,018,613
Surplus Adjustment - Capital Lease Proceeds	(220,000)		(220,000)						
Surplus Adjustment - Trf From Reserves	(3,385,844)	(2,604,000)	(781,844)	30.02%	(3,472,006)	(1,077,125)	(819,106)	(383,761)	(889,700)
Recoveries	(20,000)	(15,000)	(5,000)	33.33%	(38,377)	(24,801)	(24,959)	(20,435)	(13,323)
<b><u>HOUSING</u></b>	<b><u>264,262</u></b>	<b><u>184,700</u></b>	<b><u>79,562</u></b>	<b><u>43.08%</u></b>	<b><u>189,588</u></b>	<b><u>188,640</u></b>	<b><u>177,197</u></b>	<b><u>138,840</u></b>	<b><u>243,447</u></b>
Operating Expenses	264,262	184,700	79,562	43.08%	189,588	162,776	176,509	137,859	121,009
COVID	0	0	0				688	1,150	5,233
Surplus Adjustment - Capital	418,000	363,000	55,000	15.15%	279,655		122,444	250,138	284,740
Surplus Adjustment - Trf From Reserves	(418,000)	(363,000)	(55,000)	15.15%	(279,655)		(122,444)	(250,138)	(185,525)
Major Repairs - Under Threshold	0	0	0			25,864			18,184
Recoveries	0	0	0					(169)	(194)

**COUNTY OF RENFREW**

**2026 BUDGET**

**Public Works**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<b>CAPITAL CONSTRUCTION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,016,314</b>
Depreciation	11,400,000	11,000,000	400,000	3.64%	11,103,510	10,713,911	9,786,456	9,688,279	9,507,822
Donations in Kind	0	0	0					(364,900)	
Prov Rev - OCIF	(1,856,181)	(2,238,757)	382,576	<b>-17.09%</b>	(2,398,538)	(2,821,809)	(2,739,384)	(1,357,505)	(1,357,505)
Prov Rev - Spec	(500,000)	0	(500,000)						
Surplus Adjustment - Capital Construction	28,775,360	37,428,715	(8,653,355)	<b>-23.12%</b>	35,460,720	29,384,104	23,056,679	13,587,743	20,029,243
Surplus Adjustment - Depreciation	(11,400,000)	(11,000,000)	(400,000)	3.64%	(11,103,510)	(10,713,911)	(9,786,456)	(9,688,279)	(9,507,822)
Surplus Adjustment - Proceeds on Loan	(5,562,025)	(5,500,000)	(62,025)	1.13%	(8,678,000)	(172,000)	0	(23,882)	(2,121,974)
Surplus Adjustment - TRF from Gas Tax Reserves	(2,996,997)	(2,996,997)	0	0.00%	(2,920,632)	(2,914,661)	(5,489,045)	(2,793,217)	(6,059,822)
Surplus Adjustment - TRF from Reserves	(17,860,157)	(26,692,961)	8,832,804	<b>-33.09%</b>	(21,463,550)	(23,475,634)	(14,828,250)	(9,048,239)	(3,473,628)

**COUNTY OF RENFREW**

**2026 BUDGET**

**Public Works**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<b><u>CONSTRUCTION - LABOUR CLEARING ACCOUNT</u></b>	<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Salaries	818,507	666,284	152,223	22.85%	813,006	743,663	568,164	480,976	441,292
Benefits	223,586	170,282	53,304	31.30%	168,649	151,660	91,533	67,917	79,635
Charge to Capital Construction above	(992,093)	(836,566)	(155,527)	18.59%	(981,655)	(895,323)	(659,697)	(548,893)	(520,927)
<b><u>TRAILS</u></b>	<b>308,675</b>	<b>286,667</b>	<b>22,008</b>	<b>7.68%</b>	<b>292,971</b>	<b>270,207</b>	<b>343,877</b>	<b>290,656</b>	<b>280,704</b>
Salary/Benefit	123,675	117,767	5,908	5.02%	120,383	60,072	16,723	17,199	10,479
Salary Allocation	0	0	0				50,134	49,192	48,000
Office Expenses	0	0	0		12,632	1,510	34	1,005	0
Recoveries - Other	(30,000)	(30,000)	0	0.00%	(64,944)	(49,361)	0	0	(5,980)
Recoveries - Donations	0	0	0		(419)	(3,179)	(40,000)	(40,000)	
Recoveries - Donations In Kind	0	(3,500,000)	3,500,000	-100.00%			0	0	(611,101)
Recoveries - Federal	0	(1,014,000)	1,014,000	-100.00%	(805,727)		0	(405,000)	
Recoveries - Provincial	0	0	0			(255,699)	(56,600)	(9,632)	
Recoveries - Muncipal	(20,000)	0	(20,000)		(8,741)		0	0	
Surplus Adjustment - Capital	1,639,200	3,930,000	(2,290,800)	-58.29%	2,109	595,468	25,731	14,233	659,617
Surplus Adjustment - Trf From Reserves	(1,639,200)	(1,916,000)	276,800	-14.45%	(1,434,974)	(1,358,020)	(506,567)	(738,958)	(48,516)
Surplus Adjustment - Trf To Reserves		0	0				0	40,000	
K&P Rail Line Mtce	25,000	25,000	0	0.00%	34,060	27,028	107,674	27,002	27,534
K&P Rail Line Revenue		0	0				0	(11,366)	
CN Rail Line Mtce	40,000	0	40,000				0	0	
Algonquin Trail Mtce	200,000	203,900	(3,900)	-1.91%					
Algonquin Trail Development		2,500,000	(2,500,000)	-100.00%	2,438,592	1,304,170	775,035	1,387,357	239,000
Algonquin Trail Other Recoveries	(30,000)	(30,000)	0	0.00%		(51,782)	(28,288)	(40,376)	(38,329)
<b>TOTAL EXPENDITURES</b>	<b>11,740,544</b>	<b>11,461,809</b>	<b>278,735</b>	<b>2.43%</b>	<b>10,619,096</b>	<b>11,257,052</b>	<b>10,088,001</b>	<b>8,858,467</b>	<b>15,985,953</b>
<b><u>ROADS REVENUES</u></b>									
Municipal Contribution - Operating	11,640,544	11,361,809	278,735	2.45%	10,489,411	11,138,550	9,965,132	8,710,105	8,719,639
Municipal Contribution - Capital	0	0	0						7,175,450
Rev - Agregate Resources	100,000	100,000	0	0.00%	129,685	118,502	122,868	148,362	90,864
<b>TOTAL REVENUES</b>	<b>11,740,544</b>	<b>11,461,809</b>	<b>278,735</b>	<b>2.43%</b>	<b>10,619,096</b>	<b>11,257,052</b>	<b>10,088,001</b>	<b>8,858,467</b>	<b>15,985,953</b>
<b>Municipal Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Surplus Adjustment - To Reserves	0	0	0		0	0	0	0	250,000
Surplus Adjustment - From Reserves	(26,300,198)	(34,572,958)	8,272,760	-23.93%	(29,570,817)	(28,825,440)	(21,765,411)	(13,214,313)	(10,657,191)
Surplus Adjustment - Debt Proceeds	(5,782,025)	(5,500,000)	(282,025)	5.13%	(8,678,000)	(172,000)	0	(23,882)	(2,121,974)
Surplus Adjustment - Capital	34,438,404	44,325,715	(9,887,311)	-22.31%	39,214,490	31,056,697	24,023,960	14,235,875	21,992,213
Surplus Adjustment - Depreciation	(11,400,000)	(11,000,000)	(400,000)	3.64%	(11,103,510)	(10,713,911)	(9,786,456)	(9,688,279)	(9,507,822)
<b>Accounting Surplus / (Deficit)</b>	<b>(9,043,819)</b>	<b>(6,747,243)</b>	<b>(2,296,576)</b>	<b>0.00%</b>	<b>(10,137,837)</b>	<b>(8,654,654)</b>	<b>(7,527,908)</b>	<b>(8,690,599)</b>	<b>(44,774)</b>

**COUNTY OF RENFREW  
2026 BUDGET  
Bonnechere Manor**

	<u>2026 Budget</u>								
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b><u>CLIENT PROGRAMS &amp; SERVICES</u></b>	<b><u>1,239,404</u></b>	<b><u>1,187,176</u></b>	<b><u>52,228</u></b>	<b><u>4.4%</u></b>	<b><u>969,574</u></b>	<b><u>904,863</u></b>	<b><u>900,321</u></b>	<b><u>801,322</u></b>	<b><u>895,447</u></b>
Salaries	982,164	954,994	27,170	2.8%	777,558	667,393	704,450	585,505	711,227
Employee Benefits	273,056	260,124	12,932	5.0%	138,847	157,272	137,307	153,184	139,528
Salary Allocations	(41,472)	(39,000)	(2,472)	6.3%	47,403	35,209	30,860	25,873	34,447
Computers - Operation/Maint	1,932	3,620	(1,688)	-46.6%	1,467	16,992	6,790	1,234	883
Depreciation	1,512	1,500	12	0.8%	1,522	2,226	2,292	1,793	776
Equipment - Replacements	1,500	1,500	0	0.0%	116	596	1,511	1,138	703
Equipment Operation/Maint.	700	700	0	0.0%	334	6	0	113	390
Hobby Crafts	0	0	0		0	93	357	26	355
Office Supplies	0	0	0		40		81	181	(355)
Purchased Services	0	0	0		1,560	18,720	5,147	23,074	4,685
Recoveries - Prov Resident Health	0	(15,962)	15,962	-100.0%	(15,879)				
Recoveries - Other	0	0	0		(7,124)	(18,676)	(706)	(3,738)	(4,790)
Recreation & Entertainment	12,024	11,700	324	2.8%	15,886	16,452	9,106	6,041	6,841
Special Events	9,500	9,500	0	0.0%	9,365	10,806	5,417	8,487	1,533
Staff Education	0	0	0			0	0	204	0
<b>Surplus Adjustment - Depreciation</b>	<b>(1,512)</b>	<b>(1,500)</b>	<b>(12)</b>	<b>0.8%</b>	<b>(1,522)</b>	<b>(2,226)</b>	<b>(2,292)</b>	<b>(1,793)</b>	<b>(776)</b>

**COUNTY OF RENFREW  
2026 BUDGET  
Bonnechere Manor**

	<u>2026 Budget</u>								
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b><u>NURSING SERVICES</u></b>	<b><u>15,211,521</u></b>	<b><u>14,855,919</u></b>	<b><u>355,602</u></b>	<b><u>2.4%</u></b>	<b><u>12,651,779</u></b>	<b><u>12,118,811</u></b>	<b><u>9,948,567</u></b>	<b><u>9,377,160</u></b>	<b><u>8,992,391</u></b>
Salaries - Direct Care	11,336,152	10,509,608	826,544	7.9%	6,517,926	5,636,868	6,471,272	6,438,926	6,781,917
Employee Benefits - Direct Care	2,714,157	2,461,414	252,743	10.3%	1,047,661	1,556,253	1,448,683	1,767,094	1,278,880
Salaries - Nursing Administration	612,497	695,277	(82,780)	-11.9%	528,589	474,825	511,233	508,429	468,834
Employee Benefits - Nursing Administration	167,705	199,956	(32,251)	-16.1%	106,646	130,993	148,217	152,530	117,852
Computers - Operation/Maint	53,400	50,600	2,800	5.5%	29,796	3,262	25,984	19,907	22,159
COVID	0	0	0			426,052	462,363	158,278	146,581
Depreciation	46,464	50,000	(3,536)	-7.1%	53,837	49,709	42,189	40,569	44,763
Equipment Operation/Maint.	3,400	3,400	0	0.0%	1,630	3,767	1,919	2,538	1,091
Equipment Replacement	2,000	10,000	(8,000)	-80.0%	888	5,261	67	1,632	2,220
Fall Prevention	0	0	0			2,118	19,746		0
Fall Prevention - Provincial Subsidy	0	0	0			(2,118)	(19,746)		
High Intensity Needs - Claims Based	445,000	120,000	325,000	270.8%	192,023	152,804	120,416	54,972	54,327
High Intensity Needs -Non Claims Based	47,304	42,160	5,144	12.2%	25,238	22,877	16,749	22,743	39,491
High Intensity Needs - Prov Subsidy 95%	(422,750)	(114,000)	(308,750)	270.8%	(182,422)	(145,164)	(114,395)	(52,224)	(51,611)
Incontinent Products (@\$1.20)	125,000	121,000	4,000	3.3%	125,494	126,260	118,807	104,704	100,151
Consolidated IPAC	27,263	0	27,263			22,549	4,765	24,667	
IPAC Sal/Expenses	0	133,129	(133,129)	-100.0%	65,683	110,877	46,226	115,314	
IPAC Traning	0	61,152	(61,152)	-100.0%	81,444				
Clinical Decision Support	0	0	0					4,551	
Fall Prevention	0	0	0					11,923	8,823
Fall Prevention - Subsidy	0	0	0					(11,923)	(8,823)
Lab Fees	14,000	8,200	5,800	70.7%	13,831	8,973	8,020	8,120	6,825
Lab Fees - Prov Subsidy	(14,000)	(8,200)	(5,800)	70.7%	(13,831)	(8,973)	(8,020)	(8,120)	(6,825)
Intergrated technology soultions	74,244	74,232	12	0.0%	28,337				
Medical Director (@\$.30)	19,720	19,720	0	0.0%	19,710	19,710	19,710	19,710	19,764
Medical Nursing Supplies	100,000	100,000	0	0.0%	43,614	98,839	29,954	66,751	80,909
Memberships	0	0	0			275		0	0
Misc	10,000	5,000	5,000	100.0%	15,784	11,459	97	148	1,339
Phys On Call - Expenses	19,536	19,200	336	1.8%	19,945	19,199	18,920	18,638	18,000
Phys On Call - Prov Subsidy	(19,536)	(19,200)	(336)	1.8%	(19,945)	(19,199)	(18,920)	(18,638)	(18,000)
Purchased Services	46,100	201,900	(155,800)	-77.2%	3,985,812	3,420,507	612,917	2,008	0
Purchased Services - Nurse Practitioner	0	0	0					18,781	0
RAI / MDS Expenses	0	106,503	(106,503)	-100.0%	101,117	67,371	40,721	94,321	95,280
RAI/MDS - Prov Subsidy	0	0	0					(93,948)	(94,205)
Nurse Practitioner Salary & Benefits	0	178,211	(178,211)	-100.0%	182,701	150,076	32,004		
Nurse Practitioner Overhead	8,513	8,513	0	0.0%					
Resident Health & Wellbeing	0	0	0			27,387			
Recovery - PROV - Nurse Practioner	(158,184)	(131,856)	(26,328)	20.0%	(130,016)	(126,362)			
Recoveries	0	0	0		(135,875)	(77,935)	(49,140)	(54,672)	(72,588)
<b>Surplus Adjustment - Depreciation</b>	<b>(46,464)</b>	<b>(50,000)</b>	<b>3,536</b>	<b>-7.1%</b>	<b>(53,837)</b>	<b>(49,709)</b>	<b>(42,189)</b>	<b>(40,569)</b>	<b>(44,763)</b>

**COUNTY OF RENFREW  
2026 BUDGET  
Bonnechere Manor**

	<u>2026 Budget</u>								
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b><u>FOOD SERVICES</u></b>	<b><u>2,960,328</u></b>	<b><u>2,825,582</u></b>	<b><u>134,746</u></b>	<b><u>4.8%</u></b>	<b><u>2,533,833</u></b>	<b><u>2,457,407</u></b>	<b><u>2,418,454</u></b>	<b><u>2,361,596</u></b>	<b><u>2,186,103</u></b>
Salaries	1,576,248	1,479,060	97,188	6.6%	1,463,544	1,365,842	1,347,407	1,250,231	1,291,225
Employee Benefits	402,880	389,033	13,847	3.6%	268,064	337,482	308,581	383,879	265,578
Salary Allocations		0	0		(65,487)	(68,154)	(63,520)	(61,776)	(65,963)
Depreciation	16,380	16,700	(320)	-1.9%	16,475	16,611	15,583	15,181	12,889
COVID		0	0			936	48,587	75,285	15,546
Dietary Supplies	67,580	72,280	(4,700)	-6.5%	63,428	58,340	55,958	45,932	59,720
Equipment - Operation/Maint.	7,480	7,480	0	0.0%	4,726	3,093	11,910	6,841	6,500
Computers - Operation/Maint	2,532	2,280	252	11.1%	3,683	2,099	2,038	1,968	1,954
Equipment - Replacements	7,500	5,700	1,800	31.6%	3,263	359	3,632	4,357	0
Other Expenses	2,000	1,950	50	2.6%	1,571	949	2,009	1,116	2,255
Professional Development	0	0	0						809
Purchased Services	600	600	0	0.0%	535	463	3,142	520	453
Surplus Adjustment - Depreciation	(16,380)	(16,700)	320	-1.9%	(16,475)	(16,611)	(15,583)	(15,181)	(12,889)
Raw Food Costs	914,908	880,599	34,309	3.9%	859,491	801,777	732,246	691,602	634,849
Raw Food Recoveries	(31,900)	(21,900)	(10,000)	45.7%	(24,231)	(9,264)	(7,994)	(3,848)	(5,752)
Recoveries - Charge to ML - Supervisor	0	0	0					(38,254)	(21,444)
Recoveries	0	0	0		(50,770)	(41,952)	(36,135)		(10,061)
Replacement - Dishes / Cutlery	12,000	11,000	1,000	9.1%	8,336	5,563	8,948	5,711	4,654
Vending - Net	(1,500)	(2,500)	1,000	-40.0%	(2,321)	(126)	1,646	(1,968)	5,780
<b><u>HOUSEKEEPING SERVICES</u></b>	<b><u>1,077,420</u></b>	<b><u>1,044,808</u></b>	<b><u>32,612</u></b>	<b><u>3.1%</u></b>	<b><u>967,498</u></b>	<b><u>959,788</u></b>	<b><u>960,530</u></b>	<b><u>1,039,836</u></b>	<b><u>1,021,685</u></b>
Salaries	794,988	801,654	(6,666)	-0.8%	777,807	734,894	728,414	746,753	798,120
Employee Benefits	209,941	174,761	35,180	20.1%	119,205	164,288	164,973	223,938	157,039
Salary Allocations	(10,309)	(10,107)	(202)	2.0%					0
Depreciation	360	400	(40)	-10.0%	359	1,055	2,217	2,217	2,223
COVID	0	0	0				4,650	1,322	4,216
Equipment - Operation/Maint.	2,500	2,500	0	0.0%	2,796	589	2,612	1,032	4,851
Equipment - Replacements	2,300	2,300	0	0.0%	2,267	2,242	149	2,339	470
Housekeeping Supplies	78,000	73,700	4,300	5.8%	75,043	68,897	75,188	67,551	66,585
Surplus Adjustment - Depreciation	(360)	(400)	40	-10.0%	(359)	(1,055)	(2,217)	(2,217)	(2,223)
Recoveries			0		(9,620)	(11,122)	(15,456)	(3,099)	(9,596)

**COUNTY OF RENFREW  
2026 BUDGET  
Bonnechere Manor**

	<u>2026 Budget</u>								
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b><u>LAUNDRY AND LINEN SERVICES</u></b>	<b>480,574</b>	<b>512,222</b>	<b>(31,648)</b>	<b>-6.2%</b>	<b>460,527</b>	<b>435,113</b>	<b>439,153</b>	<b>435,161</b>	<b>435,148</b>
Salaries	339,263	351,642	(12,379)	-3.5%	344,215	307,700	304,310	290,778	319,557
Employee Benefits	85,687	107,677	(21,990)	-20.4%	65,206	80,072	79,765	95,844	73,059
Salary Allocations	(4,036)	(3,957)	(79)	2.0%					0
Bedding Etc Replacements	20,860	20,860	0	0.0%	17,905	17,395	17,048	15,292	15,257
Depreciation	14,712	7,500	7,212	96.2%	7,906	7,079	7,429	7,429	7,450
COVID	0	0	0				0	0	1,734
Equipment Operation/Maint.	10,800	10,800	0	0.0%	9,622	6,899	16,843	12,721	5,530
Laundry Supplies	28,000	25,200	2,800	11.1%	27,312	26,636	24,659	23,940	23,585
Recoveries	0	0	0		(3,733)	(3,589)	(3,471)	(3,414)	(3,574)
<b>Surplus Adjustment - Depreciation</b>	<b>(14,712)</b>	<b>(7,500)</b>	<b>(7,212)</b>	<b>96.2%</b>	<b>(7,906)</b>	<b>(7,079)</b>	<b>(7,429)</b>	<b>(7,429)</b>	<b>(7,450)</b>
<b><u>BUILDINGS AND PROPERTY MAINTENANCE</u></b>	<b>1,768,085</b>	<b>1,597,100</b>	<b>170,985</b>	<b>10.7%</b>	<b>1,394,438</b>	<b>1,155,928.00</b>	<b>1,191,484.20</b>	<b>1,164,613.00</b>	<b>1,217,526.00</b>
Salaries	468,738	364,239	104,499	28.7%	332,194	323,840	307,180	322,927	327,820
Employee Benefits	119,517	99,173	20,344	20.5%	64,561	84,558	80,695	106,050	82,538
Salary Allocations	(4,296)	(4,212)					0		0
Depreciation	793,536	636,000	157,536	24.8%	649,316	603,281	542,195	552,934	512,764
COVID	0	0	0				26,688	8,825	46,950
Equipment - Operation/Maint.	0	0	0		(200)	(1,200)	6,175	0	(500)
Computers - Operation/Maint	0	0	0		1,591	1,653	1,886	1,796	0
Equipment - Replacements	67,100	67,100	0	0.0%	27,038	20,217	27,521	19,764	63,122
Minor Capital	204,994	205,260	(266)	-0.1%	198,439	63,151	33,010	17,479	
Furniture - Replacements	29,400	23,700	5,700	24.1%	21,047	41	1,905	2,936	3,575
Hydro	224,000	215,325	8,675	4.0%	224,640	202,008	201,873	193,716	209,076
Natural Gas	105,000	111,000	(6,000)	-5.4%	99,376	97,349	111,346	82,384	93,755
Insurance	104,817	89,800	15,017	16.7%	87,183	79,293	69,659	61,424	54,774
Purchased Services	304,975	281,875	23,100	8.2%	290,275	224,969	240,114	225,351	215,435
Special Project - Phone / Cable System	27,180	27,180	0	0.0%	33,264	30,797	28,803	29,286	27,269
Recoveries - Residents (cable/phone)	(60,450)	(60,450)	0	0.0%	(67,812)	(71,844)	(74,867)	(75,584)	(63,066)
Recoveries Internal	(24,700)	(24,700)	0	0.0%	(31,073)	(30,575)	(31,519)	(24,855)	(27,544)
Repairs & Maint -Bldgs & Grounds	67,760	67,760	0	0.0%	66,701	49,375	45,782	58,452	56,367
Travel	350	350	0	0.0%		291	227	291	
<b>Surplus Adjustment - Depreciation</b>	<b>(793,536)</b>	<b>(636,000)</b>	<b>(157,536)</b>	<b>24.8%</b>	<b>(649,316)</b>	<b>(603,281)</b>	<b>(542,195)</b>	<b>(552,934)</b>	<b>(512,764)</b>
<b>Water / Wastewater</b>	<b>133,700</b>	<b>133,700</b>	<b>0</b>	<b>0</b>	<b>47,213</b>	<b>82,005</b>	<b>115,008</b>	<b>134,371</b>	<b>127,955</b>

**COUNTY OF RENFREW  
2026 BUDGET  
Bonnechere Manor**

	<u>2026 Budget</u> <u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>ADULT DAY PROGRAM</b>	<b>(5,784)</b>	<b>0</b>	<b>(5,784)</b>		<b>(5,791)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Salaries - Direct Care	284,730	272,195	12,535	0.0%	143,952				
Employee Benefits - Direct Care	72,342	75,389	(3,047)		28,609				
Salaries - Administration	55,237	51,667	3,570		62,007				
Employee Benefits - Administration	18,492	6,970	11,522						
internal charges	114,202		114,202						
Central Agency Chgs- ADMIN (AA-FIN-AP,AS-PAYROLL)	0	14,413	(14,413)		13,728				
Computer / Internet	2,800	2,800	0						
Client Services Supplies	12,250	10,000	2,250		15,159				
Meals	62,214	64,520	(2,306)		33,541				
Office Expense	5,023	5,010	13	4.6%	3,111				
Audit	2,750	3,414	(664)	-4.0%	5,292				
Purchased Services (Cable, Outings)	2,395	7,495	(5,100)	6.9%					
Staff Training	1,500	1,250	250	-3.6%	125				
Volunteer Training	250	251	(1)	0.3%					
Transportation	46,999	91,388	(44,389)	-19.4%	100,823				
Travel	800	801	(1)	-68.0%					
Building Occupancy - Direct Care	0	59,973	(59,973)	20.0%	41,073				
Building Occupancy - Administration	0	6,447	(6,447)	-0.4%					
Provincial Revenue - Operating	(528,984)	(520,981)	(8,003)	-48.6%	(385,398)				
Client Revenue	(153,000)	(153,002)	2	-0.1%	(62,025)				
Provincial Revenue - Deferred	(5,784)	(5,790)	6	-100.0%	(5,787)				
Depreciation	5,784	5,790	(6)	-100.0%	5,791				
<b>Surplus Adjustment - Depreciation</b>	<b>(5,784)</b>		<b>(5,784)</b>		<b>(5,791)</b>				
<b>GENERAL AND ADMINISTRATIVE</b>	<b>1,600,216</b>	<b>1,253,754</b>	<b>346,462</b>	<b>27.6%</b>	<b>1,274,857</b>	<b>1,355,154</b>	<b>1,382,836</b>	<b>1,472,508</b>	<b>1,118,252</b>
Salaries	428,237	377,634	50,603	13.4%	481,028	517,048	620,676	736,976	566,548
Employee Benefits	135,470	115,386	20,084	17.4%	117,854	153,233	164,734	227,947	152,147
Salary Allocation	(29,389)	(29,388)	(1)	0.0%	(28,044)	(29,195)	(27,912)	(27,544)	(26,067)
Accreditation Fees	6,000	6,000	0	0.0%	4,878	6,988	5,840	5,704	5,537
Admin Charges	138,690	142,593	(3,903)	-2.7%	128,081	123,305	128,528	123,300	117,969
Advertising/Awards Dinner	15,000	15,000	0	0.0%	10,141	6,597	32,558	33,629	18,852
Audit	18,000	14,000	4,000	28.6%	27,826	7,632	8,229	9,163	9,595
Computer / Internet	234,813	70,960	163,853	230.9%	80,402	81,427	64,905	59,220	56,275
Conventions	1,000	1,000	0	0.0%	1,421	1,321	2,270	1,450	1,867
COVID	0	0	0			1,771	38,556	35,578	15,447
Depreciation	10,428	12,500	(2,072)	-16.6%	11,859	11,849	15,832	13,780	16,353
Equipment - Operation/Maint.	13,700	13,690	10	0.1%	12,773	15,141	12,739	10,073	13,765
Equipment - Replacements	0	0	0		0	0	0	246	0
Gain / Loss from Disposal of Assets	0	0	0		83,631	88,378	4,528		0
Health & Safety Program	1,000	1,000	0	0.0%	0	0	147	702	717
HR Charges	267,288	287,018	(19,730)	-6.9%	111,773	107,451	101,767	110,503	109,942

**COUNTY OF RENFREW  
2026 BUDGET  
Bonnechere Manor**

	<u>2026 Budget</u>				<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>					
Insurance	71,604	57,700	13,904	24.1%	55,769	86,475	62,989	56,364	50,461
IT Charges	79,988	76,961	3,027	3.9%	74,195	70,131	68,440	68,845	67,550
Legal & Labour Contract Costs	50,000	20,000	30,000	150.0%	46,238	64,117	19,029	46,376	7,364
Memberships	19,050	19,600	(550)	-2.8%	17,439	18,393	1,933	14,961	14,256
Postage / Courier	3,120	3,920	(800)	-20.4%	3,731	3,107	3,852	5,108	4,734
Office Supplies	20,000	20,000	0	0.0%	15,977	21,675	18,089	16,944	17,930
Purchased Services	4,300	4,236	64	1.5%	9,195	44,486			
Purchased Services - Internal (net)	177,627	46,340	131,287	283.3%	44,140		52,758	566	1,823
Recoveries - Internal - ML	(102,624)	(49,792)	(52,832)	106.1%	(42,973)	(107,033)	(50,432)	(112,949)	(137,037)
Recoveries - Other	(40,000)	(40,000)	0	0.0%	(53,205)				
Staff Training	33,712	33,556	156	0.5%	28,272	34,322	15,053	12,638	3,889
Surplus Adjustment - Depreciation	(10,428)	(12,500)	2,072	-16.6%	(11,859)	(11,849)	(15,832)	(13,780)	(16,353)
Telephone	14,720	14,720	0	0.0%	15,624	14,008	15,468	14,163	14,414
Travel	12,760	11,620	1,140	9.8%	11,366	9,701	2,257	7,410	13,766
Uniform Allowance	26,150	20,000	6,150	30.8%	17,325	14,675	15,835	15,135	16,508
<b>CAPITAL &amp; OTHER</b>	<b>844,855</b>	<b>743,000</b>	<b>101,855</b>	<b>13.7%</b>	<b>700,193</b>	<b>699,963</b>	<b>1,665,030</b>	<b>719,288</b>	<b>623,419</b>
Loan Repayment - to General Fund	0				0	0	0	0	0
Surplus Adjustment - To Reserves	0	0	0		0	0	49,024	49,024	169,062
Surplus Adjustment - Capital	844,855	743,000	101,855	13.7%	700,193	699,963	1,616,006	670,264	454,357
<b>TOTAL EXPENDITURE</b>	<b>25,176,619</b>	<b>24,019,561</b>	<b>1,157,058</b>	<b>4.8%</b>	<b>20,946,907</b>	<b>20,087,027</b>	<b>18,906,376</b>	<b>17,371,484</b>	<b>16,489,971</b>

**COUNTY OF RENFREW  
2026 BUDGET  
Bonnechere Manor**

	<u>2026 Budget</u>								
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b><u>MUNICIPAL SUBSIDY</u></b>	<b><u>1,483,704</u></b>	<b><u>0</u></b>	<b><u>1,483,704</u></b>		<b><u>2,324,694</u></b>	<b><u>2,256,983</u></b>	<b><u>2,201,935</u></b>	<b><u>2,148,229</u></b>	<b><u>2,095,833</u></b>
City of Pembroke - 30.7%	455,497	0	455,497		713,681	711,852	726,639	658,002	641,953
County of Renfrew - 69.3%	1,028,207	0	1,028,207		1,611,013	1,545,131	1,475,296	1,490,227	1,453,880
<b><u>RESIDENTS REVENUE</u></b>	<b><u>4,651,650</u></b>	<b><u>4,624,152</u></b>	<b><u>27,498</u></b>	<b><u>0.6%</u></b>	<b><u>4,657,700</u></b>	<b><u>4,435,171</u></b>	<b><u>4,096,996</u></b>	<b><u>4,072,713</u></b>	<b><u>4,058,049</u></b>
Basic Accommodation	4,102,476	3,948,616	153,860	3.9%	3,971,896	3,807,542	3,539,996	3,551,317	3,546,232
Bad Debts Expense	0	0	0		(6,372)	(17,935)	(12,720)	(3,232)	1
Preferred Accommodation	549,174	675,536	(126,362)	<b>-18.7%</b>	534,532	518,083	458,106	448,364	509,200
Preferred Accommodation HIN Claims	0	0	0		157,645	127,481	111,614	54,972	
Preferred Accommodation - Prov COVID Reimburse	0	0	0					21,292	
Respite Care	0	0	0					0	2,616
<b><u>OTHER REVENUE</u></b>	<b><u>350,000</u></b>	<b><u>400,000</u></b>	<b><u>(50,000)</u></b>	<b><u>-12.5%</u></b>	<b><u>662,717</u></b>	<b><u>597,850</u></b>	<b><u>303,115</u></b>	<b><u>175,353</u></b>	<b><u>152,246</u></b>
Donations	0	0	0				10,590	7,595	0
Interest Income	250,000	300,000	(50,000)	<b>-16.7%</b>	549,505	496,384	182,451	49,944	38,544
Solar Panel FIT Revenue	100,000	100,000	0	0.0%	113,212	101,466	110,074	117,814	113,702
Transfer from Other Funds	0	0	0						0
Other	0	0	0						0
<b><u>PROVINCIAL SUBSIDY</u></b>	<b><u>16,318,894</u></b>	<b><u>15,904,242</u></b>	<b><u>414,652</u></b>	<b><u>2.6%</u></b>	<b><u>15,383,848</u></b>	<b><u>15,560,877</u></b>	<b><u>12,079,423</u></b>	<b><u>10,731,399</u></b>	<b><u>10,834,209</u></b>
Operating Subsidy	10,591,313	10,131,329	459,984	4.5%	9,849,500	10,887,257	9,322,393	9,417,447	9,101,409
Prov - One Time	0	0	0		567,460	1,069,314	1,220,713	1,367,750	1,732,800
Federal ICIP	0	0	0			189,553	769,788	13,356	
Comprehensive minor capital	204,994	205,260	(266)	<b>-0.1%</b>	225,981	35,909			
Intergrated Technology Soutions	74,244	74,232	12	0.0%				0	0
Recovery - Basic Rev Advance	0	0	0				(62,411)	(67,154)	
Recovery - IPAC	189,036	187,356	1,680	0.9%	147,127	128,270	69,480		
Allied Health Professional Supplement	384,235	355,486	28,749	8.1%	343,093	342,810	151,013	0	0
Professional Growth Fund	23,712	23,556	156	0.7%	28,272	34,322	14,408	0	0
PSW Premium	702,505	912,744	(210,239)	<b>-23.0%</b>	597,173	541,650	427,942		
Nursing Staff Supplement	4,148,855	4,014,279	134,576	3.4%	3,625,242	2,331,792	166,097	0	0
<b><u>SURPLUS ADJUSTMENT</u></b>	<b><u>2,372,371</u></b>	<b><u>3,091,167</u></b>	<b><u>(718,796)</u></b>	<b><u>-23.3%</u></b>	<b><u>61,936</u></b>	<b><u>444,551</u></b>	<b><u>641,133</u></b>	<b><u>386,607</u></b>	<b><u>454,357</u></b>
Surplus Adj - Trf From Reserves Capital	844,855	743,000	101,855	13.7%	61,936	444,551	641,133	386,607	454,357
Surplus Adj - Trf From Reserves Operating	1,527,516	2,348,167							
<b>GRAND TOTAL REVENUES</b>	<b>25,176,619</b>	<b>24,019,561</b>	<b>1,157,058</b>	<b>4.8%</b>	<b>23,090,895</b>	<b>23,295,432</b>	<b>19,322,603</b>	<b>17,514,301</b>	<b>17,594,694</b>
<b>Municipal Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>2,143,988</b>	<b>3,208,405</b>	<b>416,227</b>	<b>142,817</b>	<b>1,104,723</b>

**COUNTY OF RENFREW  
2026 BUDGET  
Miramichi Lodge**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
	<u>Baseline</u>								
<b><u>CLIENT PROGRAMS &amp; SERVICES</u></b>	<b><u>1,214,527</u></b>	<b><u>1,234,424</u></b>	<b><u>(19,897)</u></b>	<b><u>-1.6%</u></b>	<b><u>780,223.54</u></b>	<b><u>842,794</u></b>	<b><u>880,751</u></b>	<b><u>801,355</u></b>	<b><u>831,338</u></b>
Salaries	848,665	887,620	(38,955)	-4.4%	506,983.48	579,861	551,377	543,767	602,109
Employee Benefits	220,707	220,413	294	0.1%	119,242.48	138,070	121,956	120,516	110,253
Salary Allocations		0	0		86,219.98	62,443	76,144	75,320	70,764
Computers Operation/Maint.	2,215	1,645	570	34.7%	1,579.97	1,255	1,155	366	7,212
COVID		0	0				68,463	4,100	1,271
Depreciation	1,080	2,800	(1,720)	-61.4%	2,892.57	3,782	3,782	3,782	3,792
Equipment - Replacements	3,075	3,075	0	0.0%	2,536.54	1,475	1,824	621	1,477
Equipment Operation/Maint.	3,000	3,000	0	0.0%	861.81	605	1,759	1,359	324
Hobby Crafts	0	0	0		5,389.36	4,953	3,247	4,335	3,541
Purchased Service - Physio	116,240	112,770	3,470	3.1%	61,526.35	52,771	44,171	39,517	32,103
Recoveries	0	0	0			(5,875)			(6,065)
Recreation & Entertainment	15,625	15,625	0	0.0%	6,600.82	3,279	8,044	9,762	7,875
Prov Rev - Resident Health and Wellbeing		(14,724)	14,724	-100.0%	(14,649.00)				
Special Events	5,000	5,000	0	0.0%	3,931.75	3,957	2,610	1,692	474
<b>Surplus Adjustment - Depreciation</b>	<b>(1,080)</b>	<b>(2,800)</b>	<b>1,720</b>	<b>-61.4%</b>	<b>(2,892.57)</b>	<b>(3,782)</b>	<b>(3,782)</b>	<b>(3,782)</b>	<b>(3,792)</b>

**COUNTY OF RENFREW  
2026 BUDGET  
Miramichi Lodge**

	<u>2026 Budget Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b><u>NURSING SERVICES</u></b>	<b>13,610,060</b>	<b>13,534,999</b>	<b>75,061</b>	<b>0.6%</b>	<b>11,738,909.09</b>	<b>11,113,431</b>	<b>9,964,798</b>	<b>9,085,356</b>	<b>8,993,597</b>
Salaries - Direct Care	10,213,117	9,931,643	281,474	2.8%	9,003,029.28	8,142,855	7,372,397	6,735,781	6,916,904
Employee Benefits - Direct Care	2,230,703	1,991,896	238,807	12.0%	1,645,394.64	1,795,083	1,325,488	1,329,798	1,161,173
Salary Allocations	0	0	0			0	(17,765)	(17,765)	(14,368)
Salaries - Administration	627,246	606,807	20,439	3.4%	492,869.45	453,313	580,662	410,027	426,180
Employee Benefits - Administration	173,788	171,447	2,341	1.4%	129,861.29	135,396	148,658	122,725	114,457
Computers-Operation/Maint.	55,000	51,700	3,300	6.4%	32,913.00	9,097	36,048	25,491	26,593
COVID	0	0	0			18,178	133,937	125,969	196,268
Depreciation	62,016	60,000	2,016	3.4%	62,990.81	57,227	42,621	40,395	40,804
Equipment - Replacements	0	13,000	(13,000)	-100.0%					0
Equipment-Operation/Maint.	5,500	5,000	500	10.0%	2,542.82	31	415	5,562	3,076
High Intensity Needs Claims Based	30,000	30,000	0	0.0%	152,648.74	62,909	47,937	27,040	56,235
High Intensity Needs -Non Claims Based (0.72)	43,625	38,884	4,741	12.2%	30,272.94	14,276	29,653	29,598	22,030
High Intensity Needs - Prov Subsidy (95%)	(28,500)	(28,500)	0	0.0%	(145,016.30)	(59,764)	(45,540)	(25,688)	(53,423)
Incontinent Products	148,000	135,000	13,000	9.6%	156,249.64	131,886	113,261	101,695	93,096
IPAC	0	0	0		139,553.82	115,708	41,312	92,028	
Misc	1,500	1,500	0	0.0%					
Fall Prevention Equip		0	0			16,596	12,158	20,106	16,517
Fall Prevention Prov Subsidy		0	0			(16,596)	(12,158)	(20,106)	(16,517)
Lab Fees	8,700	6,700	2,000	29.9%	8,910.00	7,110	6,520	6,215	5,835
Lab Fees - Prov Subsidy	(8,700)	(6,700)	(2,000)	29.9%	(8,910.00)	(7,110)	(6,520)	(6,215)	(5,835)
Medical Director (@\$0.30)	18,227	18,227	0	0.0%	18,177.00	18,177	18,177	17,825	17,334
Medical Nursing Supplies	123,000	108,000	15,000	13.9%	118,163.93	119,156	100,266	119,445	99,341
Medication Safety Technology	0	0	0			19,418	8,892	14,253	
Integrated technology solutions	68,472	68,460	12	0.0%					
Nurse Practitioner Salary		188,415	(188,415)	-100.0%	190,536.16	180,916	181,188	155,388	72,321
Nurse Practitioner Overhead	8,513	8,513	0	0.0%					
Nurse Practitioner - Prov Subsidy	(122,844)	(122,844)	0	0.0%	(122,844.00)	(120,857)	(117,181)	(117,827)	(72,321)
IPAC other	14,713	56,388	(41,675)	-73.9%					
IPAC personnel Salary & Benefit	0	129,242	(129,242)	-100.0%			2,080		
Recoveries - BM	0	0	0				(32,004)	(18,781)	0
Phys On Call - Expense	19,272	16,600	2,672	16.1%	18,395.79	17,705	17,447	17,188	17,689
Phys On Call - Prov Subsidy	(19,272)	(16,600)	(2,672)	16.1%	(18,395.79)	(17,706)	(17,447)	(17,188)	(16,199)
Resident Health & Wellbeing	0	0	0			25,260			
RAI-MDS - Expenses	0	132,221	(132,221)	-100.0%	93,250.00	120,931	85,036	87,617	87,616
RAI-MDS - Prov Subsidy	0	0	0					(86,640)	(86,878)
Recovery	0	0	0		(198,693.32)	(68,537)	(48,122)	(27,358)	(73,527)
Subscriptions and Memberships	0	0	0					(20,827)	0
Surplus Adjustment - Depreciation	(62,016)	(60,000)	(2,016)	3.4%	(62,990.81)	(57,227)	(42,621)	(40,395)	(40,804)

**COUNTY OF RENFREW  
2026 BUDGET  
Miramichi Lodge**

	<u>2026 Budget Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b><u>FOOD SERVICES</u></b>	<b><u>2,689,410</u></b>	<b><u>2,643,774</u></b>	<b><u>45,636</u></b>	<b><u>1.7%</u></b>	<b><u>2,305,267.42</u></b>	<b><u>2,203,782</u></b>	<b><u>2,171,249</u></b>	<b><u>2,067,046</u></b>	<b><u>2,071,989</u></b>
Salaries	1,499,060	1,458,085	40,975	2.8%	1,256,306.08	1,230,784	1,249,267	1,177,353	1,216,601
Employee Benefits	322,888	341,178	(18,290)	-5.4%	253,609.80	257,195	246,326	247,106	231,044
Salary Allocations	0	0	0		(71,570.98)	(62,443)	(58,379)	(57,555)	(44,895)
Dietary Supplies	23,000	23,000	0	0.0%	22,284.90	19,204	11,624	20,357	18,101
Computer - Operation/Maintenance	2,532	0	2,532		5,416.66			634	(145)
COVID	0	0	0			840	37,582	21,729	417
Depreciation	15,996	17,000	(1,004)	-5.9%	16,555.50	17,096	16,674	13,254	12,065
Equipment - Operation/Replacement	12,000	12,000	0	0.0%	11,456.14	11,225	8,405	10,182	9,257
Food Wrap & Disposable Items	12,200	12,200	0	0.0%	10,968.87	10,961	12,460	7,583	7,773
Meals on Wheels	0	0	0					-	2,765
Memberships & Subscriptions	0	0	0					-	0
Purchased Service - Supervisor from BM	0	0	0		40,346.64	19,909	18,234	27,159	21,445
Raw Food Costs	820,830	798,411	22,419	2.8%	793,751.22	724,402	645,847	613,816	622,604
Raw Food Recoveries	(6,500)	(6,500)	0	0.0%	(8,821.65)	(4,619)	(1,370)	(2,948)	(6,360)
Replacement - Dishes/Cutlery	9,000	11,000	(2,000)	-18.2%	9,097.93	9,322	9,934	9,165	9,713
Recoveries		0	0		(5,478.15)	(6,881)	(3,798)	(3,578)	(7,434)
Surplus Adjustment - Depreciation	(15,996)	(17,000)	1,004	-5.9%	(16,555.50)	(17,096)	(16,674)	(13,254)	(12,065)
Café M (net)	(1,600)	(1,600)	0	0.0%	(6,595.95)	1,257		-	(4,596)
Vending Machine Operation (Net)	(4,000)	(4,000)	0	0.0%	(5,504.09)	(7,374)	(4,883)	(3,957)	(4,301)
<b><u>HOUSEKEEPING SERVICES</u></b>	<b><u>1,145,270</u></b>	<b><u>1,063,990</u></b>	<b><u>81,280</u></b>	<b><u>7.6%</u></b>	<b><u>1,052,077.67</u></b>	<b><u>1,036,549</u></b>	<b><u>1,061,680</u></b>	<b><u>949,725</u></b>	<b><u>988,049</u></b>
Salaries	871,326	819,039	52,287	6.4%	819,136.91	798,529	801,120	733,391	787,999
Employee Benefits	186,794	157,801	28,993	18.4%	150,987.66	159,543	150,005	157,419	149,936
Depreciation	3,216	3,500	(284)	-8.1%	3,405.75	3,587	2,806	3,070	2,489
COVID	0	0	0				47,773	7,586	8,179
Equipment - Operation/Maint.	1,750	1,750	0	0.0%		191	398	1,332	1,990
Equipment - Replacements	5,000	5,000	0	0.0%	2,227.09	763	323	4,198	4,792
Housekeeping Supplies	80,400	80,400	0	0.0%	80,030.73	78,032	62,521	45,985	35,916
Other	0	0	0					983	0
Recoveries	0	0	0		(304.72)	(509)	(460)	(1,169)	(763)
Surplus Adjustment - Depreciation	(3,216)	(3,500)	284	-8.1%	(3,405.75)	(3,587)	(2,806)	(3,070)	(2,489)

**COUNTY OF RENFREW  
2026 BUDGET  
Miramichi Lodge**

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
	<u>Baseline</u>								
<b><u>LAUNDRY AND LINEN SERVICES</u></b>	<b><u>367,115</u></b>	<b><u>341,495</u></b>	<b><u>25,620</u></b>	<b><u>7.5%</u></b>	<b><u>347,796.58</u></b>	<b><u>313,563</u></b>	<b><u>244,402</u></b>	<b><u>297,731</u></b>	<b><u>318,553</u></b>
Salaries	256,362	247,309	9,053	3.7%	260,944.78	233,234	169,454	206,063	239,170
Employee Benefits	57,153	47,686	9,467	19.9%	51,286.08	48,589	29,719	48,105	49,004
Depreciation	8,004	8,000	4	0.0%	8,012.77	7,991	6,600	1,461	109
COVID	0	0	0				5,006	10,427	1,149
Equipment - Operation/Maint.	3,000	2,500	500	20.0%	1,000.73	1,577	1,115	1,228	535
Equipment - Replacements	2,000	2,000	0	0.0%		328	2,395	322	
Laundry Supplies	27,600	21,000	6,600	31.4%	18,953.56	20,338	17,537	19,770	16,513
Recoveries	0	0	0		(2,017.61)	(3,239)	(2,084)	(3,050)	(2,225)
Replacement - Bedding	21,000	21,000	0	0.0%	17,629.04	12,736	21,261	14,866	14,407
Surplus Adjustment - Depreciation	(8,004)	(8,000)	(4)	0.0%	(8,012.77)	(7,991)	(6,600)	(1,461)	(109)
<b><u>BUILDINGS AND PROPERTY MAINTENANCE</u></b>	<b><u>1,613,194</u></b>	<b><u>1,504,858</u></b>	<b><u>108,336</u></b>	<b><u>7.2%</u></b>	<b><u>1,451,055.56</u></b>	<b><u>1,254,136</u></b>	<b><u>1,070,192</u></b>	<b><u>1,087,964</u></b>	<b><u>999,143</u></b>
Salaries	298,771	281,869	16,902	6.0%	271,174.84	275,533	250,458	247,649	258,837
Employee Benefits	86,907	82,416	4,491	5.4%	61,787.70	56,880	58,918	71,854	66,185
Depreciation	1,058,400	790,000	268,400	34.0%	842,591.79	755,192	743,727	742,116	729,724
COVID	0	0	0			5,739	21,918	63,701	16,517
Computers - Operation/Maint.	1,200	1,200	0	0.0%	4,421.72	3,205	1,407	1,235	685
Equipment - Replacements	95,000	95,000	0	0.0%	156,403.70	84,207	44,775	49,095	46,766
Furniture - Replacements	40,000	40,000	0	0.0%	41,081.07	10,728	23,419	17,878	5,690
Insurance	131,583	113,000	18,583	16.4%	109,445.55	97,917	75,703	67,741	65,830
Hydro	208,000	208,000	0	0.0%	206,143.53	219,327	196,710	204,282	193,842
Natural Gas	90,000	90,000	0	0.0%	92,462.85	80,545	71,978	61,846	69,984
Purchased Services	331,295	331,295	0	0.0%	294,115.59	265,259	257,921	233,004	216,160
Resident - Cable/Phone	25,310	25,310	0	0.0%	24,683.40	22,841	22,572	22,587	22,587
Resident - Cable/Phone Recoveries	(58,700)	(58,700)	0	0.0%	(67,128.84)	(64,372)	(61,587)	(67,432)	(59,522)
Recoveries	(5,000)	(5,000)	0	0.0%	(29,899.77)	(15,436)	(14,693)	(15,568)	(16,634)
Repairs & Maint-Bldgs & Grounds	125,500	125,500	0	0.0%	137,717.69	88,791	64,872	70,630	59,668
Comp Minor Capital (Funded)	193,328	124,968	68,360	54.7%	85,445.79	77,099		2,538	
Surplus Adjustment - Depreciation	(1,058,400)	(790,000)	(268,400)	34.0%	(842,591.79)	(755,192)	(743,727)	(742,116)	(729,724)
Water / Wastewater	50,000	50,000	0	0.0%	63,200.74	45,873	55,821	56,924	52,548

**COUNTY OF RENFREW  
2026 BUDGET  
Miramichi Lodge**

	<u>2026 Budget</u>								
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>GENERAL AND ADMINISTRATIVE</b>	<b>1,581,993</b>	<b>1,327,772</b>	<b>254,221</b>	<b>19.1%</b>	<b>1,267,117.51</b>	<b>1,303,510.00</b>	<b>1,572,897.45</b>	<b>1,506,583.00</b>	<b>1,110,394.00</b>
Salaries	580,517	344,982	235,535	68.3%	447,853.12	471,688	698,407	646,743	400,461
Employee Benefits	169,891	115,716	54,175	46.8%	143,253.52	147,126	157,804	147,984	109,938
Salary Allocations	0	0	0						(11,501)
Accreditation	6,000	6,000	0	0.0%	4,878.48	6,988		5,633	5,463
Admin Charges	138,481	142,394	(3,913)	-2.7%	127,891.00	123,128	128,333	123,111	117,791
Advertising & Awards	15,000	15,000	0	0.0%	12,306.95	3,265	15,657	23,239	16,073
Audit	17,000	17,000	0	0.0%	20,301.12	7,739	8,229	9,163	9,595
Computer & Internet	143,806	98,520	45,286	46.0%	146,851.99	69,088	39,346	42,270	38,545
Conventions	1,000	1,000	0	0.0%	971.25	1,616	719	1,847	708
Depreciation	11,052	30,000	(18,948)	-63.2%	29,559.86	29,956	27,483	24,443	21,597
COVID	0	0	0			4,311	14,898	21,597	9,903
Equipment-Operation/Maint.	12,070	11,470	600	5.2%	45,612.75	7,870	5,474	5,742	10,027
Gain / Loss from Disposal of Asset	0	0	0			10,397	4,086		0
Health & Safety Program	1,000	1,000	0	0.0%	3,767.13	1,665	630	1,623	750
HR Charges	246,734	262,670	(15,936)	-6.1%	110,518.00	106,243	100,623	109,260	108,706
Insurance	79,345	75,500	3,845	5.1%	73,335.89	80,171	64,588	56,953	46,788
IT Charges	79,988	76,961	3,027	3.9%	74,195.00	70,129	68,440	68,845	67,550
Legal & Labour Contract Costs	60,000	60,000	0	0.0%	29,593.68	104,663	242,765	136,622	60,048
Memberships	18,925	17,875	1,050	5.9%	17,154.91	17,203	16,746	16,649	16,391
Postage	7,200	7,200	0	0.0%	6,148.97	5,890	6,566	6,994	7,861
Office Supplies	23,000	22,700	300	1.3%	20,831.52	21,686	19,832	16,093	16,114
Staff Training	31,864	31,732	132	0.4%	26,076.00	34,342	5,345	6,987	10,265
Purchased Services	4,650	4,450	200	4.5%	5,410.73				
Purchased Services - Internal - Admin.Assis.-BM	102,624	49,792	52,832	106.1%	42,973.06	58,390	7,202	64,585	76,744
Recovery - DLTC - Internal - BM	(177,627)	(46,340)	(131,287)	283.3%	(44,139.94)	(89,937)	(72,925)	(37,545)	(42,550)
Recoveries	(35,000)	(35,000)	0	0.0%	(87,534.17)	(29,956)	(27,483)	(24,443)	(21,597)
Surplus Adjustment - Depreciation	(11,052)	(30,000)	18,948	-63.2%	(29,559.86)	16,222	18,586	15,449	14,775
Telephone	23,950	23,950	0	0.0%	16,100.91	6,232	5,112	2,304	4,326
Travel	8,350	5,200	3,150	60.6%	6,320.64	17,395	16,435	14,435	15,623
Uniform Allowance	23,225	18,000	5,225	29.0%	16,445.00				
<b>NON-SUBSIDIZABLE EXPENSE</b>	<b>1,050,981</b>	<b>1,332,000</b>	<b>(281,019)</b>	<b>-21.1%</b>	<b>1,237,385.86</b>	<b>1,156,236</b>	<b>1,566,410</b>	<b>921,006</b>	<b>1,163,353</b>
Seniors Housing Strategy	0		0		0.00	-	-	2,656	26,173
Surplus Adjustment - Trf To Reserves	0		0				100,614		126,583
Surplus Adjustment - Principal	0		0		601,188.77	568,575	537,731	508,560	480,972
Debenture Payment Interest Only (2024)	0		0		17,399.93	50,461	81,725	111,295	139,261
Surplus Adjustment - Capital	1,050,981	1,332,000	(281,019)	-21.1%	618,797.16	537,200	846,339	298,495	390,364
<b>GRAND TOTAL EXPENDITURE</b>	<b>23,272,550</b>	<b>22,983,312</b>	<b>289,238</b>	<b>1.3%</b>	<b>20,179,833.23</b>	<b>19,224,001</b>	<b>18,532,379</b>	<b>16,716,766</b>	<b>16,476,416</b>

**COUNTY OF RENFREW  
2026 BUDGET  
Miramichi Lodge**

	<u>2026 Budget Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>MUNICIPAL SUBSIDY</b>	<b>2,098,867</b>	<b>1,557,365</b>	<b>541,502</b>	<b>34.8%</b>	<b>1,945,973.00</b>	<b>1,889,293</b>	<b>1,843,213</b>	<b>1,798,257</b>	<b>1,754,398</b>
City of Pembroke - 30.7%	644,352	478,111	166,241	34.8%	597,413.71	595,883	608,260	550,806	537,372
County of Renfrew - 69.3%	1,454,515	1,079,254	375,261	34.8%	1,348,559.29	1,293,410	1,234,953	1,247,451	1,217,026
<b>REVENUE - MIRAMICHI LODGE</b>	<b>4,567,997</b>	<b>4,351,195</b>	<b>216,802</b>	<b>5.0%</b>	<b>4,375,907.09</b>	<b>4,223,575</b>	<b>3,902,405</b>	<b>4,153,939</b>	<b>4,228,465</b>
Basic Accommodation	3,707,851	3,520,585	187,266	5.3%	3,545,962.24	3,405,366	3,113,984	3,264,831	3,324,344
Bad Debt (Expense) / Recovery	0	0	0		(23,951.96)	11,446	(14,650)		825
Preferred Accommodation	838,391	814,250	24,141	3.0%	797,265.63	745,093	723,568	789,066	898,226
Preferred Accommodation HIN Claims	0	0	0		35,901.60	45,257	29,860	27,040	
Preferred Accommodation - Prov COVID Reimburse	0	0	0				49,644	73,002	
Respite Care	21,755	16,360	5,395	33.0%	20,729.58	16,413			5,070
<b>OTHER REVENUE</b>	<b>175,000</b>	<b>200,000</b>	<b>(25,000)</b>	<b>-12.5%</b>	<b>319,046.62</b>	<b>267,265</b>	<b>103,404</b>	<b>30,775</b>	<b>24,329</b>
Donations	0	0	0						0
Interest Income	175,000	200,000	(25,000)	-12.5%	319,046.62	267,265	103,404	30,775	24,329
Federal - Revenue	0	0	0						0
<b>PROVINCIAL SUBSIDY</b>	<b>15,039,580</b>	<b>14,695,678</b>	<b>343,902</b>	<b>2.3%</b>	<b>15,242,973.77</b>	<b>14,569,624</b>	<b>11,988,268</b>	<b>10,565,389</b>	<b>10,379,630</b>
Operating Subsidy	9,789,506	9,467,200	322,306	3.4%	9,956,065.83	10,133,588	8,721,535	8,111,667	8,480,614
One Time Funding	0	0	0		147,938.33	553,530	1,844,289	1,719,199	1,270,202
Allied Health Professional Supplement	354,345	327,837	26,508	8.1%	316,406.00	284,181	179,003		
Professional Growth Fund	21,864	21,732	132	0.6%	26,076.00		5,345	6,987	
Nursing Staff Supplement	3,826,166	3,702,049	124,117	3.4%	3,343,273.00	2,150,430	167,126		
PSW Premium	606,023	804,320	(198,297)	-24.7%	684,846.79	619,522	443,874		
Intergrated Technology Soutlions	67,472	68,460	(988)	-1.4%					
ICIP	0	0	0			60,239		10,685	
IPAC	180,876	179,112	1,764	1.0%	139,553.82	115,708		89,755	
Comprehensive minor capital	193,328	124,968	68,360	54.7%		25,330			
Capital Facility Subsidy (2024)	0	0	0		628,814.00	627,096	627,096	627,096	628,814
<b>SURPLUS ADJUSTMENT - From Reserves</b>	<b>1,391,106</b>	<b>2,179,074</b>	<b>(787,968)</b>	<b>-36.2%</b>	<b>68,982.36</b>	<b>402,046</b>	<b>207,178</b>	<b>192,714</b>	<b>390,364</b>
Surplus Adj - Trf From Reserves Capital	1,050,981	1,332,000	(281,019)	-21.1%	68,982.36	402,046	207,178	192,714	390,364
Surplus Adj - Trf From Reserves Operating	340,125	847,074	(506,949)	-59.8%	-	-	-	-	-
<b>GRAND TOTAL REVENUES</b>	<b>23,272,550</b>	<b>22,983,312</b>	<b>289,238</b>	<b>1.3%</b>	<b>21,952,882.84</b>	<b>21,351,803</b>	<b>18,044,468</b>	<b>16,741,074</b>	<b>16,777,186</b>
<b>Municipal Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>1,773,049.61</b>	<b>2,127,802</b>	<b>(487,911)</b>	<b>24,308</b>	<b>300,770</b>

**COUNTY OF RENFREW  
2026 BUDGET  
Ontario Works - Benefits**

	<u>2026 Budget Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b><u>SOCIAL ASSISTANCE BENEFITS</u></b>	<b><u>15,620</u></b>	<b><u>15,620</u></b>	<b><u>0</u></b>	<b><u>0.0%</u></b>	<b><u>31,348</u></b>	<b><u>12,277</u></b>	<b><u>2,241</u></b>	<b><u>4,740</u></b>	<b><u>7,143</u></b>
SOCIAL ASSISTANCE	12,000,000	12,000,000	0	0.0%	11,605,077	10,562,308	9,724,198	8,743,967	10,365,495
SOCIAL ASSISTANCE - RECOVERIES	(315,000)	(315,000)	0	0.0%	(123,643)	(138,146)	(199,616)	(164,336)	(215,049)
SPECIAL ASSISTANCE - HEALTH	250,000	250,000	0	0.0%	138,904	152,529	105,375	121,439	312,176
SPECIAL ASSISTANCE - NON HEALTH	10,000	10,000	0	0.0%	101,423	315,994	8,202	545	510
FUNERALS & BURIALS	175,000	175,000	0	0.0%	250,600	213,663	206,515	164,596	143,571
FUNERALS 100% MUNIC.	20,000	20,000	0	0.0%	60,865	20,704	2,957	6,357	9,616
TRANSITION CHILD BENEFIT	100,000	100,000	0	0.0%	18,630	87,006	264,932	132,965	136,026
Mandatory Special Necessities	376,330	376,330	0	0.0%	382,009	347,126	308,733	287,971	255,561
CITY OF PEMBROKE REVENUE- SA BENEFITS	(4,380)	(4,380)	0	0.0%	(8,813)	(3,578)	(717)	(1,617)	(2,473)
PROVINCIAL SA SUBSIDY	(12,596,330)	(12,596,330)	0	0.0%	(12,393,704)	(11,545,330)	(10,418,339)	(9,287,148)	(10,998,290)
<b><u>SPECIAL ASSISTANCE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0.0%</u></b>	<b><u>0</u></b>	<b><u>(2,404)</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
LEAP - Low Income Energy Assistance	0	0	0	0.0%	0	0	5,043	5,043	5,000
LEAP - OEB - SUBSIDY	0	0	0	0.0%	0	(2,404)	(5,043)	(5,043)	(5,000)

COUNTY OF RENFREW

2026 BUDGET

Ontario Works Administration

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<u>Local Systems Support</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.0%</u>	<u>14,904</u>	<u>8,585</u>	<u>39,993</u>	<u>10,559</u>	<u>1,980</u>
EQUIPMENT	20,000	20,000	0	0.0%	14,904	8,585	39,993	10,559	1,980
<u>OW ADMIN</u>	<u>454,361</u>	<u>426,432</u>	<u>27,929</u>	<u>6.5%</u>	<u>766,657</u>	<u>772,869</u>	<u>827,473</u>	<u>675,186</u>	<u>650,610</u>
SALARIES & BENEFITS	0	0	0		163,137	243,015	235,646	208,908	184,934
BENEFITS	0	0	0		71,278	90,181	80,269	70,940	53,575
ADMIN CHARGE finance	105,734	117,338	(11,604)	-9.9%	126,262	124,758	129,629	123,490	118,576
ADMIN CHARGE council/property	92,046	86,033	6,013	7.0%	95,248	81,300	77,383	71,133	83,454
HUMAN RESOURCES	72,905	69,100	3,805	5.5%	55,259	53,122	50,312	54,630	54,352
IT CHARGE	79,988	76,961	3,027	3.9%	74,195	70,131	68,440	68,845	67,550
Computer Supply/Expense	21,100	5,000	16,100	322.0%	10,371	5,991	5,978	4,301	1,496
STAFF TRAINING	0	0	0		48,248	33,661	23,374	14,185	23,612
RECRUITMENT	0	0	0		669	1,750	1,297	1,074	0
TRAVEL	0	0	0		423	6,089	5,936	1,505	1,137
OFFICE SUPPLIES	0	0	0		1,777	1,172	7,956	278	1,725
PHOTOCOPY EXP.	0	0	0				0	813	1,157
POSTAGE	0	0	0				0	64	95
CELL TELEPHONE/PAGER	0	0	0		5,628	1,007	1,259	1,104	894
COVID	0	0	0				204	2,001	38,785
TELEPHONE	0	0	0			1,077	1,299	1,579	1,813
COMMUNICATION FEES	40,000	40,000	0	0.0%	20,476	29,834	27,851	33,508	36,735
LEGAL COSTS	5,000	5,000	0	0.0%		830	1,502	267	259
SPECIAL PROJECTS- TRANSITION	0	0	0		67,949	4,446	59,064		
MEMBERSHIP FEES	15,000	5,000	10,000	200.0%	4,508	249	6,641	3,452	7,396
INSURANCE	16,588	16,000	588	3.7%	15,894	13,659	10,464	9,226	7,580
MANDATORY DENTAL ADMINISTRATION	6,000	6,000	0	0.0%	7,850	10,597	3,649	3,883	4,270
RECOVERABLE OTHER	0	0	0		(2,515)				
RECOVERABLE - Prov	0	0	0				(42,235)		(38,785)
DEPRECIATION	15,900	0	15,900		15,906	18,238	12,887	11,531	19,025
SURPLUS ADJ - DEPRECIATION	(15,900)	0	(15,900)		(15,906)	(18,238)	(12,887)	(11,531)	(19,025)
SURPLUS ADJ - CAPITAL			0				71,555		
<u>O.W. PEMBROKE SITE</u>	<u>2,305,602</u>	<u>2,178,175</u>	<u>76,226</u>	<u>5.9%</u>	<u>1,494,189</u>	<u>1,642,095</u>	<u>1,490,828</u>	<u>1,692,622</u>	<u>1,864,041</u>
SALARIES	1,480,223	1,453,346	26,877	1.8%	921,940	1,108,133	972,977	1,084,567	985,810
BENEFITS	498,479	463,884	34,595	7.5%	270,726	289,156	278,555	278,264	260,182
PURCHASED SERVICES	51,201								
TRAVEL	20,000	12,000	8,000	66.7%	22,556	8,812	9,419	1,833	2,041
HEALTH & SAFETY	500	500	0	0.0%		318	406	154	65
OFFICE SUPPLIES	45,000	45,000	0	0.0%	62,027	46,427	32,898	22,727	23,215
PHOTOCOPY EXP	5,000	6,000	(1,000)	-16.7%	4,199	6,175	5,710	3,322	1,135
POSTAGE	25,000	25,000	0	0.0%	32,087	20,968	29,263	19,146	26,600
CELL TELEPHONE/PAGER	15,000	9,000	6,000	66.7%	7,790	5,266	6,991	8,620	6,460
TELEPHONE	2,000	5,000	(3,000)	-60.0%	18,806	7,286	7,723	18,426	29,761
Computer Supplies/Expense	0	0	0		227	204	1,927		0
LEASE	0	0	0					23,098	90,563
LEASE - Internal	163,199	158,445	4,754	3.0%	153,831	149,350	145,000	234,583	400,000
RENOVATIONS	0	0	0						40,915
O/S RECOVERABLE	0	0	0				(42)	(2,118)	(2,706)

COUNTY OF RENFREW

2026 BUDGET

Ontario Works Administration

	<u>2026 Budget</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
<b>O.W. RENFREW</b>	<b>1,396,853</b>	<b>1,402,205</b>	<b>(5,352)</b>	<b>-0.4%</b>	<b>876,553</b>	<b>884,079</b>	<b>880,114</b>	<b>793,785</b>	<b>778,124</b>
SALARIES	907,306	920,175	(12,869)	-1.4%	522,221	530,974	542,800	519,904	504,544
BENEFITS	278,620	273,791	4,829	1.8%	146,351	157,692	148,562	136,265	115,267
TRAVEL	10,000	12,000	(2,000)	-16.7%	9,615	8,887	6,351	1,258	1,235
HEALTH & SAFETY	500	500	0	0.0%		69	182	41	124
OFFICE SUPP.	15,000	15,000	0	0.0%	14,198	18,659	21,195	5,181	7,418
PHOTOCOPY EXP	500	500	0	0.0%			124	763	307
POSTAGE	5,000	5,000	0	0.0%	18,439	12,576	12,653	12,975	7,715
CELL TELEPHONE/PAGER	7,000	7,000	0	0.0%	4,660	4,076	4,066	3,577	3,032
TELEPHONE	12,000	12,000	0	0.0%	15,206	9,530	6,691	6,134	5,286
RENOVATIONS	0	0	0						1,240
Lease - Internal	160,927	156,239	4,688	3.0%	145,864	141,616	137,491	135,255	131,956
O/S RECOVERABLE			0					(27,568)	
<b>O.W. ARNPRIOR</b>	<b>5,100</b>	<b>5,100</b>	<b>0</b>	<b>0.0%</b>	<b>333,101</b>	<b>343,223</b>	<b>339,170</b>	<b>271,096</b>	<b>324,321</b>
SALARIES	0		0		242,220	227,161	191,739	153,620	196,182
BENEFITS	0		0		71,087	68,163	52,354	42,324	52,162
TRAVEL	0		0		2,746	3,468	1,858	427	969
OFFICE SUPP.	0		0		2,040	29,276	5,021	2,597	1,454
PHOTOCOPY EXP	0		0				287	627	122
POSTAGE	0		0			8,956		712	2,076
CELL TELEPHONE/PAGER	0		0		9,908	1,099	1,100	1,377	1,464
TELEPHONE	0		0				9,098	8,973	9,343
EQUIPMENT/FURNITURE	0		0				15,511		
Lease - Internal	0		0				57,104	55,339	55,449
LEASE - External	5,100	5,100	0	0.0%	5,100	5,100	5,100	5,100	5,100
			0						
<b>O.W. - PROGRAM COSTS</b>	<b>400,000</b>	<b>402,000</b>	<b>(2,000)</b>	<b>-0.5%</b>	<b>304,395</b>	<b>423,340</b>	<b>408,926</b>	<b>305,416</b>	<b>271,739</b>
OW Employment Program Costs	400,000	400,000	0	0.0%	304,395	423,340	409,426	304,916	271,739
LEAP INCENTIVES	0	2,000	(2,000)	-100.0%			(500)	500	
<b>OW Program Administration - Expenses</b>	<b>4,581,916</b>	<b>4,433,912</b>	<b>96,803</b>	<b>3.3%</b>	<b>3,789,799</b>	<b>4,074,191</b>	<b>3,986,503</b>	<b>3,748,664</b>	<b>3,890,815</b>
<b>RECOVERIES</b>	<b>(3,019,470)</b>	<b>(2,979,057)</b>	<b>(89,800)</b>	<b>1.4%</b>	<b>(2,350,359)</b>	<b>(2,681,333)</b>	<b>(2,789,369)</b>	<b>(2,749,358)</b>	<b>(2,856,653)</b>
RECOVERY PEMBROKE	(437,562)	(421,764)	(15,798)	3.7%	(404,660)	(405,933)	(382,869)	(340,857)	(358,045)
PROV UPLOAD FUNDING	(581,900)	(581,900)	0	0.0%	(1,300,108)	(1,300,100)	(1,106,400)	(1,106,400)	(1,106,400)
PROV REVENUE 50%	(2,000,008)	(1,926,006)	(74,002)	3.8%	(581,900)	(975,300)	(1,300,100)	(1,300,100)	(1,242,208)
PROV REVENUE SPECIAL	0	0	0	0.0%	(63,691)	0		(2,001)	(150,000)
Surplus Adjustment - Trf From Reserves	0	(49,387)							
<b>OW Program Administration - Net Expenses</b>	<b>1,562,446</b>	<b>1,454,855</b>	<b>7,003</b>	<b>7.4%</b>	<b>1,439,439</b>	<b>1,392,858</b>	<b>1,197,134</b>	<b>999,306</b>	<b>1,034,162</b>

**COUNTY OF RENFREW**  
**2026 BUDGET**  
**Child Care**

	<u>2026 Budget</u>								
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<b>ADMINISTRATION EXPENSES</b>	<b>385,581</b>	<b>442,756</b>	<b>(57,175)</b>	<b>-12.9%</b>	<b>140,409</b>	<b>185,711</b>	<b>347,665</b>	<b>369,516</b>	<b>565,272</b>
SALARIES	523,029	435,353	87,676	20.1%	323,755	357,912	362,066	339,580	292,202
BENEFITS	164,863	139,427	25,436	18.2%	103,495	102,576	107,574	88,674	73,303
ADMINISTRATION CHARGES	25,598	26,187	(589)	-2.2%	28,228	32,532			0
HR CHARGES	24,899	23,079	1,820	7.9%	14,442	9,256			0
IT CHARGES	20,106	19,260	846	4.4%	18,619	17,589			0
COVID	0	0	0					0	580
STAFF DEVELOPMENT	25,000	5,000	20,000	400.0%	1,378	7,910	6,895	730	4,223
RECRUITMENT	0	0	0				456	1,237	0
TRAVEL	10,000	6,000	4,000	66.7%	6,536	5,094	5,856	354	1,418
OFFICE SUPPLIES	15,000	6,000	9,000	150.0%	13,217	9,370	20,094	3,195	2,634
COMPUTERS	27,400	26,000	1,400	5.4%	27,140	27,589	26,548	17,762	19,651
PHOTOCOPY EXP.	0	0	0		464			37	311
POSTAGE & COURIER	1,000	1,000	0	0.0%	685	123	(485)	632	1,318
TELEPHONE	8,000	8,000	0	0.0%	15,089	8,318	8,256	6,608	7,227
COMMUNICATION FEES	0	5,000	(5,000)	-100.0%			659	1,097	2,535
EQUIP. OPERATION	0	0	0					1,038	0
LEGAL COSTS	0	0	0						4,276
LEASE-External	0	0	0					14,620	32,642
LEASE - INTERNAL	89,395	86,790	2,605	3.0%	84,263	72,100	11,918	23,054	178,696
AUDIT	7,000	5,000	2,000	40.0%	3,155	3,604	268	2,033	
MEMBERSHIP FEES	5,000	5,000	0	0.0%	4,375		6,192	3,040	2,328
RECOVERABLE - COUNTY	0	0	0					(134,177)	(57,492)
RECOVERABLE - Prov-One Time	0	0	0				(1,964)		(580)
Internal Transfer - CWELCC	0	(47,875)	47,875	-100.0%	(321,613)	(56,712)	(56,985)	0	0
Internal Transfer - Core base admin funding allocation	(480,160)	(165,553)	(314,607)	190.0%	(140,409)	(331,397)		0	0
Internal Transfer - workforce admin funding allocation	0	0	0				(63,114)	0	0
Internal Transfer - wage enhancement admin	0	(40,314)	40,314	-100.0%			(36,282)	0	0
Internal Transfer - Special purpose ELCC admin	0	(80,603)	80,603	-100.0%			(17,634)	0	0
Internal Transfer - EarlyON/Indigenous	(80,549)	(19,995)	(60,554)	302.8%	(42,410)	(80,153)	(32,652)	0	0

**COUNTY OF RENFREW  
2026 BUDGET  
Child Care**

	<u>2026 Budget</u>				<u>2024 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>					
<b>CORE - CHILD CARE</b>	<b>454,188</b>	<b>227,094</b>	<b>(3,946,433)</b>	<b>100.0%</b>	<b>(50,434)</b>	<b>262,178</b>	<b>25,779</b>	<b>6,128,057</b>	<b>3,267,387</b>
Core Funding allocation	(30,095,789)	(4,427,094)	(25,668,695)	579.8%	(7,627,389)	(8,330,240)	(8,146,393)	0	0
Core Funding - transition Grant			0		(448,954)	(165,844)	(145,475)	0	0
Internal Transfer - Core Admin	480,160	165,553	314,607	190.0%	140,409	331,397		0	0
Internal Transfer - LHCC costs	431,326	316,982	114,344	36.1%	242,986			0	0
Internal Transfer - OW Formal & Informal		0	0			248,586		0	0
Internal Transfer - Special needs allocation	1,520,176	1,486,842	33,334	2.2%	1,452,678			0	0
Internal Transfer - transition grant to admin			0			1,404,394	1,172,100	0	0
Internal Transfer - Special Purpose		321,085	(321,085)		2,058,400				
Program Costs - CAPACITY BUILDING	48,832		48,832		0	1,737,427	1,584,634	0	0
Program Costs - Wage Subsidies								3,986,144	1,723,968
Program Costs - Fee Subsidy		1,200,000	(1,200,000)	-100.0%	1,266,144	1,476,426	2,410,224	2,018,956	1,471,694
Program Costs - Pay Equity		82,000	(82,000)	-100.0%	122,955	122,955	122,957	122,957	71,725
Prior Year Adjustment			0		(55,668)	(26,166)	(120,379)		
Program Costs - Cost based (CWELCC/General Operating)	23,895,956	1,081,726	22,814,230		2,798,006	3,463,243	3,148,111	0	0
Program costs - professional learning	104,990								
Program costs - wage enhancement	132,447								
Program costs - workforce	331,708								
Program costs - flexible funding	2,104,382								
Program costs - ELCC infrastructure	1,500,000								
<b>OW Child Care</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>600</b>	<b>4,875</b>	<b>23,735</b>
CC ONTARIO WORKS FORMAL A400			0		0	0		3,195	23,235
CC ONTARIO WORKS INFORMAL A401			0		0	0	600	1,680	500
<b>Licensed Family Home</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Salary	143,320	138,476	4,844	3.5%	130,299	120,267	94,308	89,052	94,254
Benefits	46,006	44,506	1,500	3.4%	42,438	37,844	20,380	16,237	17,460
Program Expenses	2,000	2,000	0	0.0%					0
Travel	2,000	2,000	0	0.0%					
Program Costs - Home DayCare Provider	400,000	400,000	0	0.0%	393,295	343,149	212,889	147,487	116,155
Internal allocation - LHCC costs	(431,326)	(316,982)	(114,344)	36.1%	(242,986)	(248,586)	(187,624)	(170,774)	(183,477)
Revenue - Parent	(162,000)	(270,000)	108,000	-40.0%	(323,046)	(252,674)	(139,953)	(82,002)	(44,392)

**COUNTY OF RENFREW**  
**2026 BUDGET**  
**Child Care**

	<u>2026 Budget</u>				<u>2024 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>					
<b>TOTAL SPECIAL NEEDS COSTS</b>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>824,442</u>	<u>608,634</u>
SALARIES	479,593	462,461	17,132	3.7%	433,335	356,325	252,589	227,909	229,645
BENEFITS	156,583	140,381	16,202	11.5%	135,765	105,446	54,297	62,274	61,503
ADMINISTRATION CHARGES	0	0	0				27,032	26,000	25,052
HR CHARGES	0	0	0				13,150	14,278	14,209
IT CHARGES	0	0	0				17,216	17,186	16,840
RECRUITMENT	0	0	0				244		0
TRAVEL	20,000	20,000	0	0.0%	18,000	17,411	4,868	3,208	1,760
OFFICE SUPPLIES	5,000	5,000	0	0.0%	497	1,110	977	361	701
COMPUTERS	5,000	5,000	0	0.0%		8,045	9,247	0	5,731
TELEPHONE	4,000	4,000	0	0.0%	2,218	2,610	1,478	2,237	2,198
COMMUNICATION FEES		0	0				142	1,068	162
LEASE		0	0					13,171	33,368
LEASE - INTERNAL		0	0				62,586	22,144	0
PURCHASED SERVICES		0	0		25,233	12,229	19,421	26,122	9,073
RESOURCE PROGRAM	850,000	850,000	0	0.0%	837,629	901,218	708,853	408,240	207,361
Internal Transfer - Special needs allocation	(1,520,176)	(1,486,842)	(33,334)		(1,452,678)	(1,404,394)	(1,172,100)		
PROGRAM SUPPLIES			0					244	1,031
<b>Special Purpose</b>	<u>0</u>	<u>20,157</u>	<u>(20,157)</u>		<u>20,157</u>	<u>0</u>	<u>0</u>	<u>2,797,406</u>	<u>1,838,599</u>
CAPACITY BUILDING		48,832	(48,832)	100.0%	32,524	45,788	52,976	72,760	37,367
COVID - Admin Charge	0	0	0					97,895	
Workforce Funding	0	0	0			177,024	517,066		
Internal Transfer - special purpose		(321,085)	321,085		(2,058,400)	(1,737,427)	(1,584,634)		
Internal Transfer - ELCC admin		80,603	(80,603)	-100.0%			17,634		
Internal Transfer - W/E		40,314	(40,314)	-100.0%			36,282		
Internal Transfer - workforce admin		0	0				63,114		
Prov Rev - Workforce		0	0			(157,786)	(580,180)		
ELCC		0	0			544,667			
Internal CHG-Fee Stabilization	0	0	0					36,282	36,282
Fee Stabilization - new	0	0	0		1,073				176,202
Emergency Child Care	0	0	0				62,984	542,838	
COVID	0	0	0					695,809	
Expansion Plan	0	0	0						559,483
Early Learning & Child Care	0	0	0		670,920		360,541	465,605	485,898
Wage Enhancement		171,493	(171,493)	-100.0%	1,374,040	1,127,734	1,039,858	867,918	426,967
SPECIAL PROJECT - REPAIRS & MAINT A375	0	0	0				14,359	18,300	6,000
LHCC Base Funding	0	0	0						110,400

**COUNTY OF RENFREW  
2026 BUDGET  
Child Care**

	<u>2026 Budget</u>									
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	
EarlyON Centres	0	0	0		(0)	0	0	1,540,669	1,551,127	
SALARIES	179,101	170,549	8,552	5.0%	156,377	140,005	123,165	95,745	131,544	
BENEFITS	53,262	51,003	2,259	4.4%	46,183	43,579	33,198	20,735	25,523	
Office Expenses	10,000	10,000	0		17,197	3,601	0			
Travel	5,000	5,000	0		6,608	25,643	4,085			
Cell Phone	5,000	5,000	0		555	1,473	369			
internal allocation - Admin Expenses	80,549	19,995	60,554	302.8%	42,410	80,153	32,652	48,593	71,986	
Program Costs - Purchased Service - Indegenous led	190,885	190,885	0	0.0%	190,885	190,885	190,885	212,095	190,885	
Program Costs	1,220,501	1,318,169	(97,668)	-7.4%	1,299,907	1,256,130	1,265,790	1,163,500	1,131,189	
Prov Rev - EarlyON	(1,532,203)	(1,558,506)	26,303		(1,548,027)	(1,529,374)	(1,438,050)			
Prov Rev - Indigenous led	(212,095)	(212,095)	0		(212,095)	(212,095)	(212,095)			
<b>CWELCC (\$10/day childcare)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Salary & Benefits		117,825	(117,825)	-100.0%	110,300	100,181	62,189			
Office/Travel/Other Expenses		20,000	(20,000)	-100.0%	587,585	19,688	3,769			
Internal Transfer - admin		47,875	(47,875)	-100.0%	321,613	56,712	56,985			
Program Costs - Fee Reduction & Workforce Compensation		19,177,969	(19,177,969)	-100.0%	7,187,524	6,949,078	2,500,555			
Prov Rev - CWELCC		(19,363,669)	19,363,669	-100.0%	(8,207,022)	(7,125,659)	(2,623,498)			
<b>Total Child Care Costs</b>	<b>839,769</b>	<b>690,007</b>	<b>(4,023,765)</b>	<b>21.7%</b>	<b>110,131</b>	<b>447,889</b>	<b>374,044</b>	<b>11,664,964</b>	<b>7,854,754</b>	
<b>REVENUE</b>	<b>(671,497)</b>	<b>(522,227)</b>	<b>(149,270)</b>	<b>28.6%</b>	<b>(10,909)</b>	<b>(44,366)</b>	<b>(37,408)</b>	<b>(11,154,569)</b>	<b>(7,400,568)</b>	
CITY OF PEMBROKE - CHILD CARE	(17,438)	(17,596)	158	-0.9%	(10,909)	(44,366)	(37,408)	(57,638)	(52,170)	
<b>SURPLUS ADJ - Reserve Transfer In</b>	<b>(654,059)</b>	<b>(504,631)</b>	<b>(149,428)</b>	<b>29.6%</b>						
PROVINCIAL SUBSIDY - ADMIN 50%			0					(204,915)	(59,851)	
PROVINCIAL SUBSIDY - CHILD CARE 80%			0					(1,816,752)		
PROV SUBSIDY - Special Purpose-100%			0					(2,844,961)	(2,707,513)	
PROVINCIAL SUBSIDY - CHILD CARE			0					(4,689,635)	(3,029,907)	
PROV - EarlyON Journey Together			0					(212,095)	(212,095)	
Prov - EarlyON			0					(1,328,574)	(1,339,032)	
<b>TOTAL</b>	<b>168,272</b>	<b>167,780</b>	<b>(4,173,035)</b>	<b>0.3%</b>	<b>99,222</b>	<b>403,523</b>	<b>336,636</b>	<b>510,395</b>	<b>454,186</b>	

**COUNTY OF RENFREW**  
**Renfrew County Housing Corporation**  
**2026 BUDGET**

	<u>2026 Budget</u>				<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>					
<b>External Revenue</b>	<b>(\$8,855,000)</b>	<b>(5,301,970)</b>	<b>(3,553,030)</b>	<b>67.0%</b>	<b>(5,523,800)</b>	<b>(5,839,407)</b>	<b>(5,869,081)</b>	<b>(5,297,884)</b>	<b>(6,456,711)</b>
Asset Transfer agreement	\$0	0	0			0	0	0	(790,657)
Gain / (Loss) on Disposal of Assets	(\$3,600,000)	0	(3,600,000)		32,163	81,768	44,609	25,556	(7,564)
Home Ownership - Revolving Loans	\$0	0	0			(212,096)	(118,238)	0	0
Interest on Investments	(\$70,000)	(90,000)	20,000	-22.2%	(186,483)	(121,089)	(121,671)	(47,368)	(49,790)
Miscellaneous Revenue	(\$85,000)	(85,000)	0	0.0%	(78,955)	(100,599)	(60,913)	(63,889)	(65,038)
Provincial Subsidy - Debentures	\$0	(126,970)	126,970	-100.0%	(319,730)	(474,077)	(619,986)	(681,990)	(829,150)
Tenant Revenue	(\$5,100,000)	(5,000,000)	(100,000)	2.0%	(4,970,795)	(5,013,314)	(4,992,883)	(4,530,193)	(4,714,512)
<b>Program Rev &amp; Exp</b>	<b>(\$1,794,397)</b>	<b>(1,512,051)</b>	<b>(282,346)</b>	<b>18.7%</b>	<b>(2,500,892)</b>	<b>(4,075,146)</b>	<b>(597,965)</b>	<b>(1,176,902)</b>	<b>(644,204)</b>
CHPI	\$0	0	0			0	226,619	1,160,716	1,585,281
CHPI - County Transfer	\$0	0	0			0	(226,619)	(1,160,716)	(1,585,281)
CHPI Admin - County Transfer	\$0	0	0			0	(261,254)	(30,762)	(108,053)
CMHC - County Transfer	(\$268,560)	(350,378)	81,818	-23.4%	(1,318,012)	(1,119,191)	0	0	0
COCHI	\$300,000	299,880	120	0.0%	530,052		538,008	158,532	31,640
COCHI - County Transfer	(\$1,420,025)	(913,235)	(506,790)	55.5%	(758,823)	(706,622)	(538,008)	(71,137)	(119,034)
COCHI Admin - County Transfer	(\$69,475)	(48,065)	(21,410)	44.5%	(35,330)	(14,355)	(16,485)	(14,198)	(16,990)
COHB	\$0	0	0			6,240	0	2,932	25,158
COHB - County Transfer	\$0	0	0		(250)	(6,240)	0	(2,932)	(25,158)
COHB admin - County Transfer	\$0	(9,600)	9,600	-100.0%		(11,510)	(16,500)	(3,000)	(10,000)
Home Ownership - County Transfer	\$0	0	0			0	0	0	(621,069)
Home Ownership - Revolving Loans	\$0	0	0		108,199	212,096	118,238		
HPP	\$3,282,863	2,642,667	640,196	24.2%	3,536,995	1,647,973	1,259,205		
HPP - County Transfer	(\$3,390,740)	(2,745,560)	(645,180)	23.5%	(3,601,077)	(2,647,973)	(1,259,205)	0	0
HPP admin - County Transfer	(\$178,460)	(178,460)	0	0.0%	(178,460)	(163,815)	(100,446)	0	0
IAH - County Transfer	\$0	0	0			0	0	0	0
IAH Admin - County Transfer	\$0	0	0			0	0	0	(6,314)
IAH HADD	\$0	0	0		26,767	39,250	45,000	58,750	68,000
IAH HADD - County Transfer	\$0	0	0		(26,767)	(39,250)	(45,000)	(58,750)	(68,000)
IAH Home Ownership	\$0	0	0		(108,199)	0			
IAH ON Renovates - County Transfer	\$0	0	0			0	(4,322)	(42,497)	(178,711)
IAH/SIF Ontario Renovates	\$0	0	0		4,255	0	11,721	42,497	178,711
OPHI	\$0	0	0		52,584	160,000	394,362	624,929	158,637
OPHI - County Transfer	(\$323,950)	(475,285)	151,335	-31.8%	(333,790)	(400,905)	(394,362)	(624,929)	(158,637)
OPHI Admin - County Transfer	(\$17,050)	(25,015)	7,965	-31.8%	(25,925)	(11,633)	(31,813)	(26,470)	(48,901)
Rent Supplement	\$291,000	291,000	0	0.0%	290,119	275,773	271,729	264,628	251,125
SIF - County Transfer	\$0	0	0			0	0	0	(500)
SSRF/COVID - County Transfer	\$0	0	0		(663,230)	(1,294,984)	(562,934)	(1,444,966)	0
Strong Communities	\$0	0	0				29,121	130,557	143,978
Strong Communities - County Transfer	\$0	0	0			0	(35,021)	(140,086)	(140,086)

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

**2026 BUDGET**

	<u>2026 Budget</u>									
	<u>Baseline</u>	<u>2025 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2024 Actual</u>	<u>2023 Actual</u>	<u>2022 Actual</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	
<b>General Expenses</b>	<b>\$5,573,909</b>	<b>3,103,498</b>	<b>2,470,411</b>	<b>79.6%</b>	<b>3,180,022</b>	<b>3,889,647</b>	<b>3,933,279</b>	<b>4,797,139</b>	<b>4,105,809</b>	
Salaries	\$1,088,463	1,013,910	74,553	7.4%	1,119,206	1,981,018	1,768,268	1,777,325	1,812,113	
Benefits	\$335,215	276,347	58,868	21.3%	307,056	509,500	441,183	412,889	409,795	
Advertisement	\$0	0	0			752	6,838	8,278	6,306	
Audit Fees	\$21,800	21,000	800	3.8%	34,914	-3,174	22,511	11,209	10,693	
Bank and Interest Charges	\$10,000	8,500	1,500	17.6%	9,150	8,740	8,062	10,335	8,046	
Cell Phone	\$21,000	20,000	1,000	5.0%	108,144	16,095	19,420	16,288	21,590	
Collection Costs	\$3,000	3,000	0	0.0%		2,884	2,165	2,790	8,504	
Computer Expenses	\$156,101	112,000	44,101	39.4%	107,316	107,006	102,740	79,325	113,020	
COVID	\$0	0	0				472,624	1,326,509	476,190	
External Lease & Janitor Contract	\$0	0	0				0	20,585	51,204	
Health & Safety Supplies	\$15,000	15,000	0	0.0%		14,384	14,901	12,402	16,214	
Insurance	\$491,000	495,000	(4,000)	-0.8%	357,496	307,358	242,723	257,291	233,114	
Internal Charge - County of Renfrew Admin	\$360,000	362,628	(2,628)	-0.7%	314,774	235,000	295,496	240,272	234,109	
Internal Lease	\$179,429	174,203	5,226	3.0%	169,129	164,203	235,988	208,606	173,605	
Legal	\$40,000	40,000	0	0.0%	44,800	25,803	33,642	48,294	35,674	
Memberships	\$5,000	3,000	2,000	66.7%		200	3,071	3,040	3,912	
Miscellaneous	\$2,000	2,000	0	0.0%	13,319	1,125	744	2,746	8,092	
Office Exp	\$30,000	30,000	0	0.0%	43,553	15,836	18,868	23,312	31,536	
Postage & Courier	\$20,000	20,000	0	0.0%		10,692	5,301	8,254	15,367	
Purchased Service	\$139,663	90,000	49,663	55.2%	97,209	87,310	50,499	50,499	27,890	
Rent Waiver/Bad Debts	\$100,000	5,000	95,000	1900.0%	96,916	210,765	67,138	145,686	284,493	
Staff Training & Conferences	\$15,000	15,000	0	0.0%		14,482	7,495	4,513	8,440	
<b>Surplus Adjustment - To Reserves</b>	<b>\$2,340,238</b>	<b>200,910</b>	<b>2,139,328</b>	<b>1064.8%</b>	<b>210,910</b>					
Telephone	\$65,000	60,000	5,000	8.3%		69,952	65,083	57,188	53,803	
Travel	\$95,000	95,000	0	0.0%	119,214	74,959	53,922	31,693	32,496	
Uniforms & Boots	\$15,000	15,000	0	0.0%		10,898	13,081	11,938	9,505	
Vehicle Expense	\$26,000	26,000	0	0.0%	26,914	23,859	32,017	25,874	20,097	
<b>Building Costs</b>	<b>\$14,410,039</b>	<b>10,455,632</b>	<b>3,954,407</b>	<b>37.8%</b>	<b>11,137,653</b>	<b>10,869,275</b>	<b>7,127,489</b>	<b>6,356,588</b>	<b>6,995,019</b>	
Salaries	\$1,528,517	1,413,567	114,950	8.1%	1,306,759					
Benefits	\$453,584	415,168	38,416	9.3%	349,398					
Depreciation	\$1,615,200	1,400,000	215,200	15.4%	2,229,423	1,611,190	1,170,895	1,184,025	1,098,916	
Elevator	\$72,000	72,000	0	0.0%	40,998	44,393	78,374	52,776	49,321	
Garbage Removal	\$110,000	100,000	10,000	10.0%	143,100	94,825	106,959	71,855	67,643	
Grounds Keeping	\$87,000	85,000	2,000	2.4%	83,418	114,147	59,068	62,139	87,887	
Heat, Light & Power	\$1,050,000	1,002,195	47,805	4.8%	935,625	755,468	896,780	859,230	885,472	
Heating & Plumbing	\$160,000	160,000	0	0.0%	137,672	128,979	58,585	56,976	126,449	
Mortgage Interest	\$6,376	136,348	(129,972)	-95.3%	331,795	491,223	645,730	716,736	874,904	
Natural Gas	\$220,000	212,000	8,000	3.8%	207,179	180,042	196,578	177,440	167,563	
Painting	\$200,000	250,000	(50,000)	-20.0%	108,508	117,126	115,640	130,976	113,885	
Repairs - Capital Under Threshold	\$895,201	1,167,928	(272,727)	-23.4%	1,112,279	989,127	792,332	506,034	530,104	
Repairs & Maintenance	\$1,200,000	1,000,000	200,000	20.0%	1,351,301	860,073	841,685	614,739	419,092	
Snow Removal	\$485,000	528,000	(43,000)	-8.1%	462,983	487,442	426,158	257,331	215,248	
Taxes	\$1,870,000	1,850,000	20,000	1.1%	1,845,580	1,729,338	1,686,804	1,677,897	1,636,178	
Water	\$875,000	860,000	15,000	1.7%	898,343	814,056	860,976	806,337	790,343	
<b>Surplus Adjustment - From Reserves</b>	<b>(\$2,687,389)</b>	<b>(1,944,873)</b>	<b>(742,516)</b>	<b>38.2%</b>	<b>(1,254,485)</b>	<b>(1,205,490)</b>	<b>(986,296)</b>	<b>(1,250,894)</b>		
<b>Surplus Adjustment - New Debt</b>	<b>(\$4,165,000)</b>	<b>(3,780,000)</b>	<b>(385,000)</b>	<b>10.2%</b>					<b>(577,013)</b>	
<b>Surplus Adjustment - Depreciation</b>	<b>(\$1,615,200)</b>	<b>(1,400,000)</b>	<b>(215,200)</b>	<b>15.4%</b>	<b>(2,229,423)</b>	<b>(1,611,190)</b>	<b>(1,170,895)</b>	<b>(1,184,025)</b>	<b>(1,098,916)</b>	
<b>Surplus Adjustment - Principal</b>	<b>\$153,386</b>	<b>114,806</b>	<b>38,580</b>	<b>33.6%</b>	<b>111,871</b>	<b>307,809</b>	<b>361,821</b>	<b>366,121</b>	<b>396,746</b>	
<b>Surplus Adjustment - TCA Capital funded by OPHI/COCHI/COVID</b>	<b>\$0</b>	<b>0</b>	<b>0</b>				<b>(1,020,449)</b>	<b>(723,838)</b>		
<b>Surplus Adjustment - TCA Capital</b>	<b>\$11,896,364</b>	<b>6,813,493</b>	<b>5,082,871</b>	<b>74.6%</b>	<b>2,965,328</b>	<b>4,960,717</b>	<b>2,006,746</b>	<b>1,974,733</b>	<b>1,211,197</b>	
<b>County Transfers to RCHC</b>	<b>(\$9,334,551)</b>	<b>(6,745,109)</b>	<b>(2,589,442)</b>	<b>38.4%</b>	<b>(6,245,991)</b>	<b>(5,526,872)</b>	<b>(5,392,754)</b>	<b>(5,474,518)</b>	<b>(5,373,006)</b>	
Base	(\$9,334,551)	(6,745,109)	(2,589,442)	38.4%	(6,245,991)	(5,526,872)	(5,392,754)	(5,474,518)	(5,373,006)	
<b>Municipal Surplus (Deficit)</b>	<b>\$0</b>	<b>0</b>	<b>0</b>		<b>(46,993)</b>	<b>682,503</b>	<b>799,032</b>	<b>795,577</b>	<b>1,373,093</b>	

**County of Renfrew  
2026 BUDGET  
Capital**

Department	Primary Category	Location/Other	Detail	Asset Mgmt Plan V3.2 Oct 2025	Budget \$	Sources of Financing					
						Taxation/Other	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	Total
CORP SERVICE - GEN ADMIN	VEHICLES	LIGHT VEHICLE	CAB STANDBY VEHICLE	35,000	35,000					35,000	35,000
<b>CORP SERVICE - GEN ADMIN Total</b>				<b>35,000</b>	<b>35,000</b>	-	-	-	-	<b>35,000</b>	<b>35,000</b>
CORP SERVICE - IT	EQUIPMENT	COUNTY ADMINISTRATION	SAN	100,000	0						
CORP SERVICE - IT	EQUIPMENT	COUNTY ADMINISTRATION	VM Ware Server	30,000	30,000				30,000		30,000
<b>CORP SERVICE - IT Total</b>				<b>130,000</b>	<b>30,000</b>	-	-	-	<b>30,000</b>	-	<b>30,000</b>
D&P PROPERTY - 80 McGonigal	BUILDING	80 McGonigal	Building Automation System	0	31,000					31,000	31,000
<b>D&amp;P PROPERTY - 80 McGonigal Total</b>				<b>0</b>	<b>31,000</b>	-	-	-	<b>31,000</b>	-	<b>31,000</b>
D&P PROPERTY - Base Stations	ING - AMBULANCE	All Para Bases	Foundation Repair - Deterioration a	40,000	40,000					40,000	40,000
D&P PROPERTY - Base Stations	ING - AMBULANCE	Arnprior Paramedic Base Building	LED Lighting/Electrical and Mechar	15,000	15,000					15,000	15,000
D&P PROPERTY - Base Stations	ING - AMBULANCE	Barrys Bay Paramedic Base	Fuel tank & Fob System	50,000	50,000					50,000	50,000
D&P PROPERTY - Base Stations	ING - AMBULANCE	Barry's Bay paramedic Base Building	LED Lighting/Electrical and Mechar	15,000	15,000					15,000	15,000
D&P PROPERTY - Base Stations	ING - AMBULANCE	Deep River Paramedic Base Building	Fuel tank & Fob System	50,000	50,000					50,000	50,000
D&P PROPERTY - Base Stations	ING - AMBULANCE	Deep River Paramedic Base Building	LED Lighting/Electrical and Mechar	15,000	15,000					15,000	15,000
D&P PROPERTY - Base Stations	ING - AMBULANCE	EGANVILLE BASE STATION	Fuel tank & Fob System	50,000	50,000					50,000	50,000
D&P PROPERTY - Base Stations	ING - AMBULANCE	PEMBROKE BASE STATION	Fuel tank & Fob System	50,000	50,000					50,000	50,000
D&P PROPERTY - Base Stations	ING - AMBULANCE	PEMBROKE BASE STATION	New Build	5,100,000	5,100,000					5,100,000	5,100,000
D&P PROPERTY - Base Stations	ING - AMBULANCE	Petawawa Paramedic Base Building	LED Lighting/Electrical and Mechar	15,000	15,000				15,000		15,000
D&P PROPERTY - Base Stations	ING - AMBULANCE	WHITEWATER BASE STATION	Fuel tank & Fob System	50,000	50,000					50,000	50,000
D&P PROPERTY - Base Stations	ING - AMBULANCE	WHITEWATER BASE STATION	Fuel tank & Fob System	50,000	50,000					50,000	50,000
D&P PROPERTY - Base Stations	ING - AMBULANCE	WHITEWATER BASE STATION	New Build	3,400,000	3,400,000					3,400,000	3,400,000
<b>D&amp;P PROPERTY - Base Stations Total</b>				<b>8,900,000</b>	<b>8,900,000</b>	-	-	-	<b>400,000</b>	<b>8,500,000</b>	<b>8,900,000</b>
D&P PROPERTY - Pembroke	BUILDING	Carry Forward	D5038 - Building automation/securi	75,000	75,000					75,000	75,000
D&P PROPERTY - Pembroke	BUILDING	County Admin - Site	G2020 - Parking Lots	200,000	200,000					200,000	200,000
D&P PROPERTY - Pembroke	BUILDING	County Admin - Site	Staircase replacement at front entr	75,000	75,000					75,000	75,000
D&P PROPERTY - Pembroke	BUILDING	County Admin Building	B30 - Roofing	37,000	37,000					37,000	37,000
D&P PROPERTY - Pembroke	BUILDING	County Admin Building	B30 - Roofing	80,000	80,000					80,000	80,000
D&P PROPERTY - Pembroke	BUILDING	County Admin Building	Air Conditioning replacement	0	35,000					35,000	35,000
D&P PROPERTY - Pembroke	BUILDING	COUNTY ADMINISTRATION	Generator Transfer Switch & load b	0	50,000					50,000	50,000
<b>D&amp;P PROPERTY - Pembroke Total</b>				<b>467,000</b>	<b>552,000</b>	-	-	-	<b>552,000</b>	-	<b>552,000</b>
D&P PROPERTY - RCP	BUILDING	RENFREW COUNTY PLACE	Parking Lot behind Storage	120,000	120,000					120,000	120,000
D&P PROPERTY - RCP	BUILDING	Renfrew County Place Building	B30 - Roofing	100,000	100,000					100,000	100,000
D&P PROPERTY - RCP	BUILDING	Renfrew County Place Building	Building Automation System	75,000	75,000					75,000	75,000
D&P PROPERTY - RCP	BUILDING	Renfrew County Place Building	C3060 - Floor Finishes - Units	43,831	43,831					43,831	43,831
D&P PROPERTY - RCP	BUILDING	Renfrew County Place Building	Fuel tank & Fob System	50,000	50,000					50,000	50,000
D&P PROPERTY - RCP	EQUIPMENT	RENFREW COUNTY PLACE	VM Ware Server	20,000	20,000					20,000	20,000
<b>D&amp;P PROPERTY - RCP Total</b>				<b>408,831</b>	<b>408,831</b>	-	-	-	<b>408,831</b>	-	<b>408,831</b>
D&P PROPERTY - Renfrew OPP	BUILDING	OPP Police Station	Building Automation System	75,000	75,000					75,000	75,000
<b>D&amp;P PROPERTY - Renfrew OPP Total</b>				<b>75,000</b>	<b>75,000</b>	-	-	-	<b>75,000</b>	-	<b>75,000</b>
LONG TERM CARE - BM	BUILDING	B2020 - Exterior Windows	exterior windows	100,000	100,000					100,000	100,000
LONG TERM CARE - BM	BUILDING	C1030 - Interior Doors	4 interior sliding doors, 2 interior gl	38,000	38,000					38,000	38,000
LONG TERM CARE - BM	BUILDING	C3020 - Floor Finishes	Concrete	45,855	45,855					45,855	45,855
LONG TERM CARE - BM	BUILDING	C3020 - Floor Finishes	rolled vinyl	54,000	54,000					54,000	54,000
LONG TERM CARE - BM	BUILDING	D1010 - Elevators & Lifts	OTIS passenger elevator	250,000	250,000					250,000	250,000
LONG TERM CARE - BM	BUILDING	D1010 - Elevators & Lifts	OTIS passenger elevator	14,000	14,000					14,000	14,000
LONG TERM CARE - BM	BUILDING	D2010 - Plumbing Fixtures	Argo Tubs	60,000	60,000					60,000	60,000
LONG TERM CARE - BM	BUILDING	D3034 - Packaged Air Conditioning Units	replacement of servery units	50,000	50,000					50,000	50,000
LONG TERM CARE - BM	BUILDING	D3055 - Fin Tube Radiation	Heaters in all rooms	83,000	83,000					83,000	83,000
LONG TERM CARE - BM	EQUIPMENT	E1042 - Laundry Room Equipment	3 washers new dryers	40,000	40,000					40,000	40,000
LONG TERM CARE - BM	EQUIPMENT	E2010 - Fixed Furnishings	kitchen cabinets 2 x servery 2 x cal	50,000	50,000					50,000	50,000
LONG TERM CARE - BM	EQUIPMENT	E-Equipment and Furnishings	Ride on Auto scrubber	20,000	20,000					20,000	20,000
LONG TERM CARE - BM	EQUIPMENT	IT	Firewall (2 @ site)	20,000	20,000					20,000	20,000
LONG TERM CARE - BM	EQUIPMENT	IT	Firewall (2 @ site)	20,000	20,000					20,000	20,000
<b>LONG TERM CARE - BM Total</b>				<b>844,855</b>	<b>844,855</b>	-	-	-	<b>844,855</b>	-	<b>844,855</b>
LONG TERM CARE - ML	BUILDING	C1030 Interior Doors	Swipe access on controlled entry rc	75,000	75,000					75,000	75,000
LONG TERM CARE - ML	BUILDING	C3020 - Floor Finishes	Vinyl plank flooring in offices	60,000	60,000					60,000	60,000
LONG TERM CARE - ML	BUILDING	D2095 - Domestic Water Heaters	2 domestic and 2 laundry / kitchen	127,375	127,375					127,375	127,375
LONG TERM CARE - ML	BUILDING	D3022 - Hot Water Boilers	building heating	200,000	200,000					200,000	200,000
LONG TERM CARE - ML	BUILDING	D3034 - Packaged Air Conditioning Units	ERV 1 - Supply L/s 2600 Exhaust L	0	25,000					25,000	25,000
LONG TERM CARE - ML	BUILDING	D3034 - Packaged Air Conditioning Units	ERV 2 - Supply L/s 2600 Exhaust L	0	25,000					25,000	25,000
LONG TERM CARE - ML	BUILDING	D3034 - Packaged Air Conditioning Units	ERV 3 - Supply L/s 2600 Exhaust L	0	25,000					25,000	25,000
LONG TERM CARE - ML	BUILDING	D3034 - Packaged Air Conditioning Units	ERV 4 - Supply L/s 2600 Exhaust L	0	25,000					25,000	25,000
LONG TERM CARE - ML	BUILDING	D3035 - Cooling Piping And Fittings		136,546	136,546					136,546	136,546
LONG TERM CARE - ML	BUILDING	D3045 - Exhaust Ventilation Systems	2 x air volume 4700 x 3300 Unit ver	30,000	30,000					30,000	30,000
LONG TERM CARE - ML	BUILDING	D3058-D - Make-Up AHU	Room C222 - AHU #4 - Kitchen	25,000	25,000					25,000	25,000
LONG TERM CARE - ML	EQUIPMENT	Adaptive Bike	Adaptive Bike	22,000	22,000					22,000	22,000
LONG TERM CARE - ML	EQUIPMENT	COMPUTER	VM Ware Server	20,000	20,000					20,000	20,000

**County of Renfrew  
2026 BUDGET  
Capital**

Department	Primary Category	Location/Other	Detail	Asset Mgmt Plan V3.2 Oct 2025	Budget \$	Sources of Financing				
						Taxation/Other	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt
LONG TERM CARE - ML	EQUIPMENT	D1011 - Passage Elevators	35 ceiling lift motors with tilt carrier	175,000	175,000	-	-	175,000	-	175,000
LONG TERM CARE - ML	EQUIPMENT	D5038 - Security Systems	Multiple cameras	20,000	20,000	-	-	20,000	-	20,000
LONG TERM CARE - ML	EQUIPMENT	E2010 - Fixed Furnishings	Kitchen areas 2 x each floor	30,060	30,060	-	-	30,060	-	30,060
LONG TERM CARE - ML	EQUIPMENT	E2010 - Fixed Furnishings	Servery 1 A & 1 B	30,000	30,000	-	-	30,000	-	30,000
<b>LONG TERM CARE - ML Total</b>				<b>950,981</b>	<b>1,050,981</b>	-	-	<b>1,050,981</b>	-	<b>1,050,981</b>
PARAMEDIC SERVICE	EQUIPMENT	STRETCHER	Power Load STYKER POWERLOA	34,628	34,628	-	-	34,628	-	34,628
PARAMEDIC SERVICE	EQUIPMENT	STRETCHER	Power Load STYKER POWERLOA	34,628	34,628	-	-	34,628	-	34,628
PARAMEDIC SERVICE	EQUIPMENT	STRETCHER	Power Load STYKER POWERLOA	34,628	34,628	-	-	34,628	-	34,628
PARAMEDIC SERVICE	EQUIPMENT	STRETCHER	STRETCHER - STRYKER POWER	29,160	29,160	-	-	29,160	-	29,160
PARAMEDIC SERVICE	EQUIPMENT	STRETCHER	STRETCHER - STRYKER POWER	29,160	29,160	-	-	29,160	-	29,160
PARAMEDIC SERVICE	EQUIPMENT	STRETCHER	STRETCHER - STRYKER POWER	29,160	29,160	-	-	29,160	-	29,160
PARAMEDIC SERVICE	EQUIPMENT	STRETCHER	STRETCHER - STRYKER POWER	29,160	29,160	-	-	29,160	-	29,160
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	Mercedes MX152A (2024 order fit u	225,000	225,000	-	-	225,000	-	225,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	Mercedes MX152A (2024 order fit u	225,000	225,000	-	-	225,000	-	225,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	Mercedes MX152A (2024 order fit u	225,000	225,000	-	-	225,000	-	225,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	Mercedes MX152A (2025 order)	324,000	324,000	-	-	324,000	-	324,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	Mercedes MX152A (2025 order)	324,000	324,000	-	-	324,000	-	324,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	Mercedes MX152A (2025 order)	324,000	324,000	-	-	324,000	-	324,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	Mercedes MX152A (2025 order)	324,000	324,000	-	-	324,000	-	324,000
PARAMEDIC SERVICE	VEHICLES	AMBULANCE	Mercedes MX152A (2025 order)	324,000	324,000	-	-	324,000	-	324,000
PARAMEDIC SERVICE	VEHICLES	LIGHT VEHICLE	CHEV Tahoe	125,000	125,000	-	-	-	125,000	125,000
PARAMEDIC SERVICE	VEHICLES	LIGHT VEHICLE	CHEV Tahoe	125,000	125,000	-	-	-	125,000	125,000
PARAMEDIC SERVICE	VEHICLES	LIGHT VEHICLE	CHEV Tahoe	125,000	125,000	-	-	-	125,000	125,000
PARAMEDIC SERVICE	VEHICLES	LIGHT VEHICLE	MTCE VAN	0	80,000	-	-	-	80,000	80,000
PARAMEDIC SERVICE	VEHICLES	LIGHT VEHICLE	COMAND VAN	0	170,000	-	-	170,000	-	170,000
PARAMEDIC SERVICE	VEHICLES	TRAILER	UTV TRAILER	0	20,000	-	-	20,000	-	20,000
<b>PARAMEDIC SERVICE Total</b>				<b>3,115,524</b>	<b>3,385,524</b>	-	-	<b>2,930,524</b>	<b>455,000</b>	<b>3,385,524</b>
PW CAPITAL CONSTRUCTION	BRIDGE	Armprior CPR Overhead	1 0.01 km S of Lot 6 Con B-McNab	60,000	0	-	-	-	-	-
PW CAPITAL CONSTRUCTION	BRIDGE	Calabogie Bridge	B032	35,000	35,000	-	-	35,000	-	35,000
PW CAPITAL CONSTRUCTION	BRIDGE	Combermere Bridge	carry forward of unfinished 2025 work		118,000	-	-	118,000	-	118,000
PW CAPITAL CONSTRUCTION	BRIDGE	Constant Creek Bridge	Ferguson Lake Road. 5.3 km N of C	60,000	60,000	-	-	60,000	-	60,000
PW CAPITAL CONSTRUCTION	BRIDGE	Danny Constant Bridge	Constant Lake Road 1.5 km W of H	700,000	700,000	-	-	700,000	-	700,000
PW CAPITAL CONSTRUCTION	BRIDGE	General Structure Repairs	various	150,000	150,000	-	-	150,000	-	150,000
PW CAPITAL CONSTRUCTION	BRIDGE	Mackey Creek Bridge	Mackey Creek Rd 6.2 km S of High	13,000	13,000	-	-	13,000	-	13,000
PW CAPITAL CONSTRUCTION	BRIDGE	Madawaska River Bridge	B031	35,000	35,000	-	-	35,000	-	35,000
PW CAPITAL CONSTRUCTION	BRIDGE	O'Grady Bridge	O'Grady Settlement Road 4.5 km fr	750,000	750,000	-	-	750,000	-	750,000
PW CAPITAL CONSTRUCTION	BRIDGE	Turcotte Bridge	B188	1,000,000	1,000,000	-	-	1,000,000	-	1,000,000
PW CAPITAL CONSTRUCTION	BRIDGE	Waba Creek Bridge	2 0.8 km W of County Road 23	850,000	850,000	-	-	850,000	-	850,000
PW CAPITAL CONSTRUCTION	CULVERT	Broomes Creek Culvert	0.1 km E of Foresters Falls	2,000,000	680,000	-	-	-	680,000	680,000
PW CAPITAL CONSTRUCTION	CULVERT	Burnt Bridge	Burnt Bridge Road 0.35 km N of CF	287,000	287,000	-	-	287,000	-	287,000
PW CAPITAL CONSTRUCTION	CULVERT	Eneas Road Culvert	Eneas Creek Rd 0.2 km S of Count	18,000	18,000	-	-	18,000	-	18,000
PW CAPITAL CONSTRUCTION	CULVERT	Hurds Creek Culverts	Wittkie Road 1km S of Foymount R	66,500	18,000	-	-	18,000	-	18,000
PW CAPITAL CONSTRUCTION	CULVERT	McGregor Culvert	Lochwinnoch Road 2.3 km S of Co	18,000	18,000	-	-	18,000	-	18,000
PW CAPITAL CONSTRUCTION	CULVERT	McPhee Road Culvert	McPhees Bay Road 0.5 km S of Co	162,000	162,000	-	-	162,000	-	162,000
PW CAPITAL CONSTRUCTION	CULVERT	Mill Creek Pipes	Zion Line 2 km N of County Road 2	372,000	10,000	-	-	10,000	-	10,000
PW CAPITAL CONSTRUCTION	CULVERT	Mud Creek Culvert	Stafford Second Line 4 km NW of C	402,000	10,000	-	-	10,000	-	10,000
PW CAPITAL CONSTRUCTION	CULVERT	Olsheskie Creek Culvert	Stan Olsheskie Road 8 km N of Co	382,000	382,000	-	-	382,000	-	382,000
PW CAPITAL CONSTRUCTION	CULVERT	Peter Black Culvert	24 400m from Stafford 3rd Line	54,000	54,000	-	-	54,000	-	54,000
PW CAPITAL CONSTRUCTION	CULVERT	Pleasant Valley Culvert	Pleasant Valley Road 0.25 km N of	232,000	232,000	-	-	232,000	-	232,000
PW CAPITAL CONSTRUCTION	CULVERT	Silver Creek Culverts	Silver Lake Road 1.1 km W of Wolf	18,000	0	-	-	-	-	-
PW CAPITAL CONSTRUCTION	CULVERT	Stencell's Culvert	Stencells Road 0.3 km N of County	18,000	18,000	-	-	18,000	-	18,000
PW CAPITAL CONSTRUCTION	ROAD	Bulger Rd	Agnew Rd-to-McGaghran Rd	947,940	947,940	-	-	947,940	-	947,940
PW CAPITAL CONSTRUCTION	ROAD	Calabogie Rd	Fleming Rd-to-Fraser Rd	698,640	890,244	-	-	-	890,244	890,244
PW CAPITAL CONSTRUCTION	ROAD	Calabogie Rd	Fraser Rd-to-Riopelle Rd	1,543,300	1,543,300	-	-	-	1,543,300	1,543,300
PW CAPITAL CONSTRUCTION	ROAD	Calabogie Rd	Riopelle Rd-to-Cty Rd 52 (Burnstov	1,157,820	1,157,820	-	-	-	1,157,820	1,157,820
PW CAPITAL CONSTRUCTION	ROAD	Castleford Rd	Humphries Rd-to-Cty Rd 1 (River R	778,160	778,160	-	-	778,160	-	778,160
PW CAPITAL CONSTRUCTION	ROAD	Chenaux Rd	Cty Rd 48 (Magnesium Rd)-to-Cam	405,917	405,917	-	-	405,917	-	405,917
PW CAPITAL CONSTRUCTION	ROAD	Chenaux Rd	Hwy 17-to-Cty Rd 48 (Magnesium F	487,291	487,291	-	-	487,291	-	487,291
PW CAPITAL CONSTRUCTION	ROAD	Deep River Road	Champlain St/ Glendale Ave-to-Rid	854,012	854,012	-	-	854,012	-	854,012
PW CAPITAL CONSTRUCTION	ROAD	Doran Rd	Cty Rd 28 (Barron Canyon Rd)-to-H	171,895	171,895	-	-	-	171,895	171,895
PW CAPITAL CONSTRUCTION	ROAD	Doran Rd	Forest Lea Rd-to-Cty Rd 28 (Barror	1,118,766	1,118,766	-	-	-	1,118,766	1,118,766
PW CAPITAL CONSTRUCTION	ROAD	Foymount Rd.	carry forward of unfinished 2025 work		1,145,000	-	-	1,145,000	-	1,145,000
PW CAPITAL CONSTRUCTION	ROAD	Matawatchesan Rd.	carry forward of unfinished 2025 work		78,000	-	-	78,000	-	78,000
PW CAPITAL CONSTRUCTION	ROAD	Palmer Rd	Finch Rd-to-Palmer Rapids Dam Rr	662,460	0	-	-	-	-	-
PW CAPITAL CONSTRUCTION	ROAD	Palmer Rd	Jewellville Bdge N Exp Jnt-to-Palm	651,480	0	-	-	-	-	-

**County of Renfrew  
2026 BUDGET  
Capital**

Department	Primary Category	Location/Other	Detail	Asset Mgmt Plan V3.2 Oct 2025	Budget \$	Sources of Financing					
						Taxation/Other	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	Total
PW CAPITAL CONSTRUCTION	ROAD	Palmer Rd	Palmer Rapids Dam Rd-to-Jewellvil	461,160	0						
PW CAPITAL CONSTRUCTION	ROAD	Petawawa Blv Roundabout	Cty Rd 26 (Doran St)-to-Cty Rd 16	500,000	500,000		500,000				500,000
PW CAPITAL CONSTRUCTION	ROAD	Petawawa Blv Roundabout	Cty Rd 37 (Murphy Rd)-to-Cty Rd 2	500,000	500,000				500,000		500,000
PW CAPITAL CONSTRUCTION	ROAD	Ridge Road	Champlain St-to-Deep River Road	616,430	616,430				500,000		616,430
PW CAPITAL CONSTRUCTION	ROAD	Ridge Road	Dalton St-to-Champlain St	495,900	495,900				495,900		495,900
PW CAPITAL CONSTRUCTION	ROAD	River Road	County Road 20-to-Grantham Roac	333,960	333,960				333,960		333,960
PW CAPITAL CONSTRUCTION	ROAD	Rockingham Rd	Guiney Rd-to-Letterkenny Rd	1,096,964	1,096,964				1,096,964		1,096,964
PW CAPITAL CONSTRUCTION	ROAD	Round Lake Rd	Bonnechere R Bdge E Exp Jnt-to-D	561,660	561,660			561,660			561,660
PW CAPITAL CONSTRUCTION	ROAD	Round Lake Rd	Dunnes Bay Lane-to-Red Rock Rd	1,492,700	1,492,700			938,340	554,360		1,492,700
PW CAPITAL CONSTRUCTION	ROAD	Round Lake Rd	Red Rock Rd-to-Foy Park Corridor	551,540	551,540				551,540		551,540
PW CAPITAL CONSTRUCTION	ROAD	Ruby Rd	Hoffman Rd-to-Zadow Rd	831,970	831,970		831,970		-		831,970
PW CAPITAL CONSTRUCTION	ROAD	Ruby Rd	Wolfe Rd-to-Hoffman Road	790,560	790,560		168,030		622,530		790,560
PW CAPITAL CONSTRUCTION	ROAD	Siberia Rd	Babinski Rd-to-Pipedream Lane	873,120	873,120		856,181		16,939		873,120
PW CAPITAL CONSTRUCTION	ROAD	Siberia Rd	Sunny Hill Rd-to-Babinski Rd	742,335	742,335				742,335		742,335
PW CAPITAL CONSTRUCTION	ROAD	Storyland Rd	carry forward of unfinished 2025 work		178,000				178,000		178,000
PW CAPITAL CONSTRUCTION	ROAD	various	INTERSECTION UPGRADES	75,000	75,000				75,000		75,000
PW CAPITAL CONSTRUCTION	ROAD	various	SCRATCH COAT	750,000	750,000				750,000		750,000
PW CAPITAL CONSTRUCTION	ROAD	Wilno South Rd	Hwy 60-to-Mountain View Rd	838,880	838,880				838,880		838,880
PW CAPITAL CONSTRUCTION	ROAD	Wilno South Rd	Mountain View Rd-to-Inukshuk Rd	415,160	415,160				415,160		415,160
PW CAPITAL CONSTRUCTION	ROAD	Witt Rd	Cty Rd 56 (Woito Station Rd)-to-Lor	973,474	973,474			973,474			973,474
PW CAPITAL CONSTRUCTION	ROAD	Witt Rd	Locksley Rd-to-Cty Rd 26 (Doran R	979,362	979,362			523,523	455,839		979,362
<b>PW CAPITAL CONSTRUCTION Total</b>				<b>31,040,357</b>	<b>28,775,360</b>	-	<b>2,356,181</b>	<b>2,996,997</b>	<b>17,860,157</b>	<b>5,562,025</b>	<b>28,775,360</b>
PW EQUIPMENT	EQUIPMENT	15 K 2 Post Hoist	GP	25,000	25,000				25,000		25,000
PW EQUIPMENT	EQUIPMENT	Hydrovac Trailer	WWRP	150,000	150,000				150,000		150,000
PW EQUIPMENT	EQUIPMENT	Light Tower	CON	30,000	30,000				30,000		30,000
PW EQUIPMENT	VEHICLES	3 Ton Truck	CP	240,000	240,000				240,000		240,000
PW EQUIPMENT	VEHICLES	6 Ton Truck	CP	480,000	480,000				480,000		480,000
PW EQUIPMENT	VEHICLES	6 Ton Truck	GP	480,000	480,000				480,000		480,000
PW EQUIPMENT	VEHICLES	6 Ton Truck	carry forward		486,948				486,948		486,948
PW EQUIPMENT	VEHICLES	6 Ton Truck	carry forward		486,948				486,948		486,948
PW EQUIPMENT	VEHICLES	6 Ton Truck	carry forward		486,948				486,948		486,948
PW EQUIPMENT	VEHICLES	LIGHT VEHICLE	PICK UP TRUCK CP	80,000	80,000					80,000	80,000
PW EQUIPMENT	VEHICLES	LIGHT VEHICLE	PICK UP TRUCK CP	70,000	70,000					70,000	70,000
PW EQUIPMENT	VEHICLES	LIGHT VEHICLE	PICK UP TRUCK WWRP	70,000	70,000					70,000	70,000
PW EQUIPMENT	VEHICLES	Loader		450,000	450,000				450,000		450,000
PW EQUIPMENT	VEHICLES	Side by Side	Trails	50,000	50,000				50,000		50,000
PW EQUIPMENT	VEHICLES	TRAILER 18' Utility	CON	20,000	20,000				20,000		20,000
<b>PW EQUIPMENT Total</b>				<b>2,145,000</b>	<b>3,605,844</b>	-	-	-	<b>3,385,844</b>	<b>220,000</b>	<b>3,605,844</b>
PW HOUSING	BUILDING	Goshen Storage Shed N	Foundation Concrete Wall & Slab	50,000	50,000				50,000		50,000
PW HOUSING	BUILDING	Goshen Storage Shed N	Superstructure Wood Superstructur	60,000	60,000				60,000		60,000
PW HOUSING	BUILDING	Goshen Storage Shed N	Walls Wall structure & Sheathing	50,000	50,000				50,000		50,000
PW HOUSING	BUILDING	Goshen Storage Shed S	Foundation Concrete Wall & Slab	50,000	50,000				50,000		50,000
PW HOUSING	BUILDING	Goshen Storage Shed S	Superstructure Wood Superstructur	45,000	45,000				45,000		45,000
PW HOUSING	BUILDING	Goshen Storage Shed S	Walls Wall structure & Sheathing	45,000	45,000				45,000		45,000
PW HOUSING	BUILDING	Southwest Main Building	Doors Man Doors	25,000	25,000				25,000		25,000
PW HOUSING	BUILDING	Southwest Main Building	Doors Man/Fire Doors	25,000	25,000				25,000		25,000
PW HOUSING	BUILDING	Southwest Main Building	Fixed Furnishings Kitchen, Laundry	25,000	25,000				25,000		25,000
PW HOUSING	BUILDING	Whitewater Patrol	HVAC Carry forward		43,000				43,000		43,000
<b>PW HOUSING Total</b>				<b>375,000</b>	<b>418,000</b>	-	-	-	<b>418,000</b>	-	<b>418,000</b>
PW TRAILS	TRAILS - BRIDGE	17 and Bissett Creek Overpass	0.6 kms west of Crossing Road	110,000	110,000				110,000		110,000
PW TRAILS	TRAILS - BRIDGE	Gould's Creek	0.5 kms south of Astrolabe Road	20,000	20,000				20,000		20,000
PW TRAILS	TRAILS - BRIDGE	Haley's Gully	0.2 kms east of highway 17 near Ol	75,000	75,000				75,000		75,000
PW TRAILS	TRAILS - BRIDGE	Madawaska River	0.3 kms south of Daniel Street	200,000	200,000				200,000		200,000
PW TRAILS	TRAILS - BRIDGE	Madawaska River 1	0.1 kms north of Generating Station	46,000	46,000				46,000		46,000
PW TRAILS	TRAILS - BRIDGE	Sheedys Creek 1	14.3 kms east of Dunlop Crescent	20,000	20,000				20,000		20,000
PW TRAILS	TRAILS - BRIDGE	Sheedys Creek 3	12.4 kms east of Dunlop Crescent	15,000	15,000				15,000		15,000
PW TRAILS	TRAILS - BRIDGE	Snake River	0.5 kms north of Poff Road	75,000	75,000				75,000		75,000
PW TRAILS	TRAILS - LAND	Algonquin Trail	Crossing Rd. (Bissett Creek) to She	1,068,200	1,068,200				1,068,200		1,068,200
PW TRAILS	TRAILS - LAND	CN TRANSFER	LEGAL FEES FOR LAND TRANF	10,000	10,000				10,000		10,000
<b>PW TRAILS Total</b>				<b>1,639,200</b>	<b>1,639,200</b>	-	-	-	<b>1,639,200</b>	-	<b>1,639,200</b>
RENFREW COUNTY HOUSING	BUILDING	1030-1106 Lea St - (4) Townhome Block	Vacant Unit Renovation	750,000	750,000		270,025		479,975		750,000
RENFREW COUNTY HOUSING	BUILDING	1030-1106 Lea St - Shop	A10 - Foundations	150,000	150,000				150,000		150,000
RENFREW COUNTY HOUSING	BUILDING	1110-1144 Lea St - (2) Townhome Block	B2010 - Exterior Walls	750,000	750,000		750,000		-		750,000
RENFREW COUNTY HOUSING	BUILDING	150 Elizabeth Street North	Balconues	195,000	195,000		195,000		-		195,000
RENFREW COUNTY HOUSING	BUILDING	:04/206-240/242 Cecil Street - (18) Duple	B30 - Roofing	100,000	100,000				100,000		100,000
RENFREW COUNTY HOUSING	BUILDING	:04/206-240/242 Cecil Street - (18) Duple	G2050 - Landscaping	50,000	50,000				50,000		50,000

**County of Renfrew  
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Department	Primary Category	Location/Other	Detail	Asset Mgmt Plan V3.2 Oct 2025	Budget \$	Sources of Financing					
						Taxation/Other	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	Total
RENFREW COUNTY HOUSING	BUILDING	Oak Cres, 596-598 Frank Dench St - (13	B30 - Roofing	250,000	250,000						
RENFREW COUNTY HOUSING	BUILDING	236 Hall Avenue	Flooring	100,000	100,000		128,950		121,050		250,000
RENFREW COUNTY HOUSING	BUILDING	26 Spruce Street - Apartment	26 Spruce Street - Apartment	63,250	63,250				63,250		63,250
RENFREW COUNTY HOUSING	BUILDING	26 Spruce Street - Apartment	B2030 - Exterior Doors	115,000	115,000				115,000		115,000
RENFREW COUNTY HOUSING	BUILDING	26 Spruce Street - Apartment	B30 - Roofing	180,000	180,000				180,000		180,000
RENFREW COUNTY HOUSING	BUILDING	35 Francis	triplex carryover	0	50,000		50,000				50,000
RENFREW COUNTY HOUSING	BUILDING	400 Nelson Street	D5013 - Main Electrical Service anc	34,500	34,500				34,500		34,500
RENFREW COUNTY HOUSING	BUILDING	400 Nelson Street	G2020 - Parking Lots	25,000	25,000				25,000		25,000
RENFREW COUNTY HOUSING	BUILDING	41 Vimy Boulevard	A10 - Foundations	100,000	100,000				100,000		100,000
RENFREW COUNTY HOUSING	BUILDING	425 Nelson Street	G2020 - Parking Lots	25,000	25,000				25,000		25,000
RENFREW COUNTY HOUSING	BUILDING	425 Nelson Street - Site	Driveway Paving	100,000	100,000				100,000		100,000
RENFREW COUNTY HOUSING	BUILDING	425 Nelson Street - Site	G2030 - Pedestrian Paving	21,114	21,114				21,114		21,114
RENFREW COUNTY HOUSING	BUILDING	44 Lorne Street	Garage	25,000	25,000				25,000		25,000
RENFREW COUNTY HOUSING	BUILDING	55 Poplar Street	Lighting	17,500	17,500				17,500		17,500
RENFREW COUNTY HOUSING	BUILDING	5967 Palmer Rapids Road	B30 - Roofing	75,000	75,000				75,000		75,000
RENFREW COUNTY HOUSING	BUILDING	8 Burwash Street	Lighting	90,000	90,000				90,000		90,000
RENFREW COUNTY HOUSING	BUILDING	bronx & reynolds	window & door	0	50,000		50,000				50,000
RENFREW COUNTY HOUSING	BUILDING	Entire portfolio	Camera replacements across portf	250,000	250,000				250,000		250,000
RENFREW COUNTY HOUSING	BUILDING	Entire portfolio	New install bathroom fans	50,000	50,000				50,000		50,000
RENFREW COUNTY HOUSING	BUILDING	HC Renewal project #1 (24 units, Pembroke)		7,600,000	7,600,000	3,600,000			-	4,000,000	7,600,000
RENFREW COUNTY HOUSING	BUILDING	Various apartment buildings	Balcony Inspection and Repair	150,000	150,000				150,000		150,000
RENFREW COUNTY HOUSING	BUILDING	Various apartment buildings	Electrical Consultant to review 600	175,000	175,000				175,000		175,000
RENFREW COUNTY HOUSING	BUILDING	Various apartment buildings	Hallway Floor Replacement	75,000	75,000				75,000		75,000
RENFREW COUNTY HOUSING	BUILDING	Various housing units	Tree cutting	100,000	100,000				100,000		100,000
RENFREW COUNTY HOUSING	VEHICLES	LIGHT VEHICLE	TRUCK PICKUP Chevrolet Silverac	80,000	80,000				-	80,000	80,000
RENFREW COUNTY HOUSING	VEHICLES	LIGHT VEHICLE	TRUCK PICKUP DODGE RAM 25C	85,000	85,000				-	85,000	85,000
RENFREW COUNTY HOUSING	VEHICLES	TRAILER DUMP P12 - Pembroke		15,000	15,000				15,000		15,000
<b>RENFREW COUNTY HOUSING Total</b>				<b>11,796,364</b>	<b>11,896,364</b>	<b>3,600,000</b>	<b>1,443,975</b>	<b>-</b>	<b>2,687,389</b>	<b>4,165,000</b>	<b>11,896,364</b>
<b>Grand Total</b>				<b>61,923,112</b>	<b>61,647,959</b>	<b>3,600,000</b>	<b>3,800,156</b>	<b>2,996,997</b>	<b>32,313,781</b>	<b>18,937,025</b>	<b>61,647,959</b>



**COUNTY OF RENFREW  
2026 BUDGET  
GENERAL REVENUE FUND**

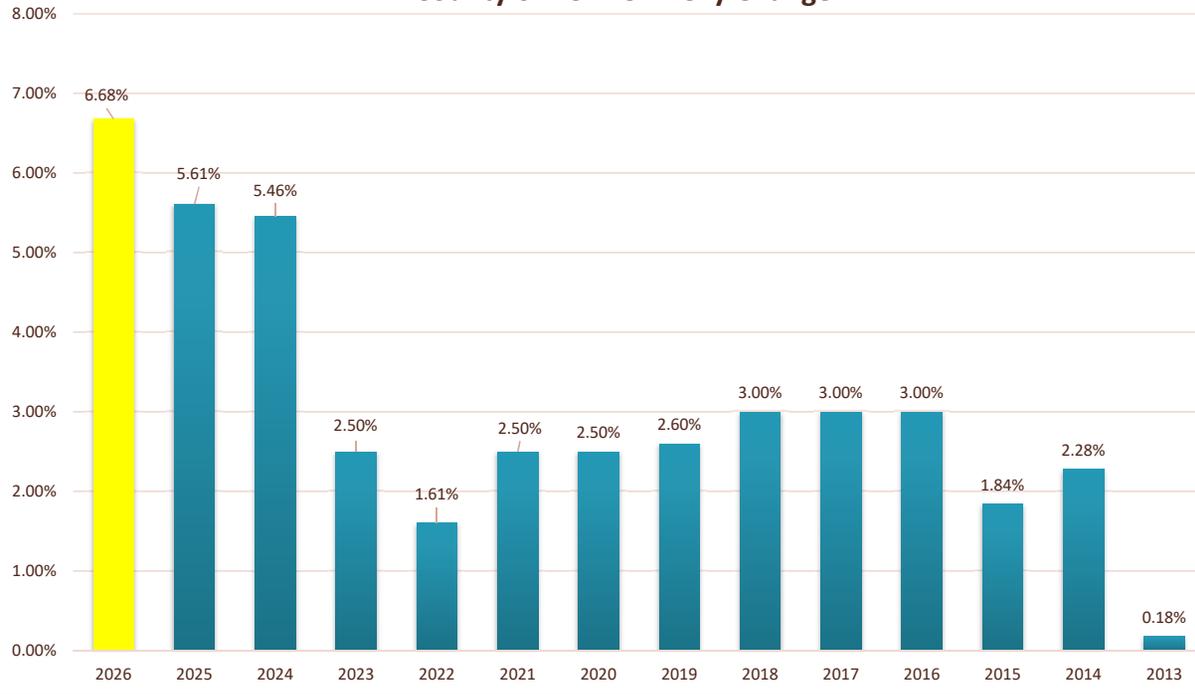
Dept/acct	Description	Gross Costs - Enhancement	Funding/Cost Share	Reserve Transfer	Total	% of Levy
BM - Nursing salaries	PT Unit Clerk	34,003	0		34,003	0.06%
BM - Property salaries	Assistant Maintenance Supervisor (shared with ML)	101,023	(50,511)		50,512	0.08%
ML - Admin - Internal charges	Assistant Maintenance Supervisor (shared with BM)		50,511		50,511	
ML - Nursing salaries	ML - new PSW line	138,280	(10,446)		127,834	0.21%
ML - Nursing salaries	ML - 2 PT Unit Clerks	161,780			161,780	0.26%
PS - Admin salaries	Fleet Maintenance Technician	108,030	(14,217)		93,813	0.15%
PS - Paramedic Salaries	1,000 extra PCP Training hours (Delta team)	67,465	(8,878)		58,587	0.10%
OW - Admin computer supply	MFOI tracking software	9,000	(5,484)		3,516	0.01%
OW - Admin purchased service	Staff/Contract Support for Caseload	51,201	(31,201)		20,000	0.03%
RCHC - Admin computer	Yardi Replacement	50,000	(4,695)		45,305	0.07%
RCHC - Purchased Service	Staff/Contract Support for Caseload	49,663	(4,663)		45,000	0.07%
Financial Exp Reserve Contribution	Savings from Corporate Services reorganization contributed to Strategic Priorities Reserve	143,160			143,160	0.23%
Public Works Capital	4th Engineering Technician (net - assumed capital engineering fee reduction)	7,000			7,000	0.01%
BM - Transfer From Reserves	To come from mix of Operating & Capital Reserves (Shared Reserves)			(84,515)	(84,515)	
ML - Transfer From Reserves	To come from mix of Operating & Capital Reserves (Shared Reserves)			(340,125)	(340,125)	
Paramedic - Transfer From Reserve	To come from Capital Reserves (Shared Reserves)			(152,400)	(152,400)	-0.25%
Housing - Transfer From Reserve	Strategic Priorities Reserve			(45,305)	(45,305)	-0.07%
Financial Exp - Transfer To Reserve	Reduce Capital Reserve Contribution			(218,676)	(218,676)	-0.36%
		920,605	(79,584)	(841,021)	0	0.00%

**COUNTY OF RENFREW  
2026 BUDGET  
Property Tax Impact**

<b>Year</b>	<b>Residential Rate</b>	<b>Rate per \$100,000</b>	<b>Median Property Value</b>	<b>County Taxes per Median Property</b>
<b>2026</b>	<b>0.00464037</b>	<b>\$464.04</b>	<b>\$217,000.00</b>	<b>\$1,006.96</b>
<b>2025</b>	<b>0.00435326</b>	<b>\$435.33</b>	<b>\$217,000.00</b>	<b>\$944.66</b>
<b>\$ Change - Annual</b>		<b>\$28.71</b>	<b>\$0.00</b>	<b>\$62.30</b>
<b>% Change</b>		<b>6.60%</b>	<b>0.00%</b>	<b>6.60%</b>

\*Median single family home is assessed at \$217,000 (2016 valuation date)

### County of Renfrew Levy Change



CVA Growth - County of Renfrew

