

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>MEMBERS OF COUNCIL</u>	611,093	533,246	77,847	14.6%	534,769	430,040	437,121	408,209	358,891	336,182
Ad Hoc Per Diem Payments	28,835	28,270	565	2.0%	28,270	21,491	20,489	20,209	17,935	0
AMO Board of Directors	10,000	10,000	0	0.0%	12,000	4,386	8,517	2,824	13,955	0
Computer Supplies	5,000	5,000	0	0.0%	5,500	3,900	3,234	3,717	188	7,779
Council - Former Payment System	0	0	0		0	0	0	0	0	268,349
Council Benefits - EHC/Dental	60,000	60,000	0	0.0%	50,000	66,043	60,639	52,586	35,806	54,145
Council Conventions	62,400	62,400	0	0.0%	62,400	45,798	44,207	37,112	22,947	19,195
Council CPP,Employer Health Tax	16,000	13,785	2,215	16.1%	16,000	11,829	11,698	11,729	10,990	5,902
Council Group Insurance	5,500	5,500	0	0.0%	5,500	4,896	5,304	5,896	5,896	5,549
Council Hospitality	20,000	20,000	0	0.0%	20,000	17,745	20,767	21,804	17,930	0
Council Liability Insurance	8,150	7,800	350	4.5%	8,150	7,703	7,703	7,812	7,662	14,909
Council Mileage	42,000	37,000	5,000	13.5%	42,000	37,853	35,822	40,321	40,627	0
FCM Board of Directors	10,000	8,000	2,000	25.0%	8,000	8,207	7,991	4,642	5,537	0
Legal - Integrity Commissioner	2,000	2,000	0	0.0%	2,000	3,297	7,575			
Office Expenses	5,000	5,000	0	0.0%	5,000	9,397	6,337	7,870	3,681	
Recoveries - County	(59,400)	(59,400)	0	0.0%	(59,400)	(56,086)	(55,228)	(57,383)	(54,916)	(45,490)
Recoveries - Outside	0	0	0		(2,542)	(61)	(461)	(1,731)	(150)	(1,535)
Salary - Council	243,784	238,515	5,269	2.2%	238,515	172,822	169,520	166,008	169,179	0
Salary & Ad Hoc - Warden	73,824	72,376	1,448	2.0%	72,376	64,163	63,624	67,019	55,000	0
Advocacy / Delegations	65,000	8,000	57,000	712.5%	12,000	1,065	12,214			
Warden Banquet	3,000	0	3,000		0	0	0	4,205		7,379
Warden Expenses	10,000	9,000	1,000	11.1%	9,000	5,592	7,169	13,569	6,624	
<u>GENERAL - ADMINISTRATION</u>	912,775	869,040	43,735	5.0%	821,811	789,887	717,617	811,130	775,138	754,875
Bank Charges - Moneris	1,300	1,300	0	0.0%	1,300	1,547	1,207	1,448	1,065	960
Computer Expense	38,000	38,000	0	0.0%	38,000	31,266	43,960	24,346	25,062	26,957
Conferences & Conventions	4,000	4,000	0	0.0%	4,000	2,844	3,131	2,259	1,342	2,682
Depreciation	3,000	4,400	(1,400)	-31.8%	4,400	4,345	6,328	5,647	5,084	4,418
Employee Benefits	290,075	273,177	16,898	6.2%	255,000	227,635	245,188	264,887	251,215	241,711
General Legal & Audit	26,000	26,000	0	0.0%	26,000	22,218	22,429	23,291	27,696	19,557
Membership Fees	29,784	29,200	584	2.0%	29,200	28,817	27,852	27,319	27,404	26,628
Office Expense	26,000	26,000	0	0.0%	26,000	24,885	15,942	20,304	21,831	19,531
Professional Development - Department Staff	5,000	5,000	0	0.0%	5,000	932	284	496	1,518	5,736
Professional Development - Mgt Team (41)	0	15,000	(15,000)	-100.0%	19,000	0	0	0	3,551	0
Recovery - Other Departments	(676,575)	(620,189)	(56,386)	9.1%	(620,189)	(551,159)	(570,791)	(591,617)	(580,565)	(567,603)
Recovery - Outside	(500)	(500)	0	0.0%	(500)	(170)	(53)	(1,567)	(358)	(1,185)
Recruitment	3,000	3,000	0	0.0%	3,000	44,843	554	0		1,329
Salaries	1,090,191	1,013,052	77,139	7.6%	980,000	923,354	902,806	997,619	968,098	947,724
Special Projects - Strategic Plan	30,000	15,000	15,000	100.0%	15,000	-				
Special Projects - EOWC	19,500	14,000	5,500	39.3%	14,000	14,117	9,594	12,260	12,938	10,320
Surplus Adjustment - Capital	0	0	0		0	0	0	16,422		13,524
Surplus Adjustment - Trf From Reserves	0	0	0		0	0	0	0		(12,000)
Surplus Adjustment - Depreciation	(3,000)	(4,400)	1,400	-31.8%	(4,400)	(4,345)	(6,328)	(5,647)	(5,084)	(4,418)
Telephone	5,000	6,000	(1,000)	-16.7%	6,000	5,211	5,428	4,702	5,688	6,183
Travel	22,000	21,000	1,000	4.8%	21,000	13,547	10,086	8,961	8,653	12,821

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PROPERTY - Pembroke	464,053	336,496	127,557	37.9%	336,496	242,806	300,171	313,746	327,343	337,998
Advertising	1,000	1,000	0	0.0%	1,000	943	0	0	535	493
Capital - under threshold	0	22,000	(22,000)	-100.0%	22,000	13,570	18,954	16,721	28,415	31,875
Computer Supplies	14,000	12,300	1,700	13.8%	12,300	0	0	0		7,989
Depreciation	242,000	237,150	4,850	2.0%	237,150	224,648	202,240	200,698	211,092	211,092
Elevator Maintenance	7,529	7,310	219	3.0%	7,310	6,308	5,964	6,450	5,951	5,512
Employee Benefits	64,673	64,201	472	0.7%	64,201	60,171	59,148	60,284	54,467	53,815
Garbage Disposal	5,067	4,920	147	3.0%	4,920	4,890	4,708	4,169	4,060	3,894
Groundskeeping	5,652	5,652	0	0.0%	5,652	3,584	3,715	4,603	5,245	3,999
Insurance	32,128	30,000	2,128	7.1%	30,000	28,357	29,788	31,804	29,908	48,353
Janitorial Contract	110,000	111,000	(1,000)	-0.9%	111,000	90,413	84,631	87,156	93,551	94,606
Legal	1,000	1,000	0	0.0%	1,000	0	1,685	0		0
Lights,Heat & Power	123,000	128,000	(5,000)	-3.9%	128,000	111,190	130,005	155,022	152,867	145,055
Mechanical	19,500	19,500	0	0.0%	19,500	5,449	5,509	15,081	18,948	17,996
Memberships/Subscriptions	2,500	2,500	0	0.0%	2,500	872	1,821	2,257	1,476	1,371
Miscellaneous Bldg	2,800	2,800	0	0.0%	2,800	2,687	2,676	2,458	2,896	3,420
Office Supplies	12,300	12,000	300	2.5%	12,000	11,853	14,726	12,437	10,775	4,029
Professional Development	5,000	5,000	0	0.0%	5,000	0	636	1,257	3,671	4,895
Recoveries - Internal Charges	(16,300)	(16,300)	0	0.0%	(16,300)	(28,195)	(16,159)	(24,925)	(15,842)	(16,100)
Recoveries - Other	(11,752)	(11,503)	(249)	2.2%	(11,503)	(4,479)	(30,806)	(3,470)	(1,550)	(1,503)
Recruitment	750	750	0	0.0%	750	493	772	547	502	291
Repairs & Maintenance	58,220	36,220	22,000	60.7%	36,220	32,104	36,033	29,426	30,378	28,514
Revenue - Lease	(216,754)	(345,409)	128,655	-37.2%	(345,409)	(337,466)	(329,171)	(322,904)	(322,938)	(322,386)
Salaries	227,940	227,755	185	0.1%	227,755	228,245	221,949	219,258	208,613	202,768
Security & Monitoring	6,000	6,000	0	0.0%	6,000	3,129	2,544	2,937	5,746	3,603
Special Projects	0	0	0		0	0	15,000	41		0
Surplus Adjustment - Capital	3,900,000	395,000	3,505,000	887.3%	395,000	148,300	861,204	65,364	25,898	0
Surplus Adjustment - Depreciation	(242,000)	(237,150)	(4,850)	2.0%	(237,150)	(224,648)	(202,240)	(200,698)	(211,092)	(211,092)
Surplus Adjustment - Trf From Reserves	(3,900,000)	(395,000)	(3,505,000)	887.3%	(395,000)	(148,300)	(834,340)	(65,364)	(25,898)	0
Telephone	1,500	1,500	0	0.0%	1,500	2,994	2,768	2,207	2,333	2,830
Travel	4,800	4,800	0	0.0%	4,800	3,282	3,942	6,177	4,360	2,691
Vehicle Expenses	3,500	3,500	0	0.0%	3,500	2,412	2,469	4,753	2,976	9,988

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PROPERTY - Renfrew County Place	(234,273)	(216,852)	(17,421)	8.0%	(216,852)	(262,715)	(221,140)	(208,605)	(194,979)	(186,935)
Capital - Under Threshold	18,450	18,450	0	0.0%	18,450	23,752	9,158	32,503	9,380	7,002
Depreciation	179,000	179,000	0	0.0%	179,000	177,349	186,873	192,934	192,407	192,407
Elevator Maintenance	6,746	6,550	196	3.0%	6,550	4,649	3,671	6,227	5,633	5,107
Garbage Removal	3,790	3,680	110	3.0%	3,680	3,277	3,294	3,261	3,243	3,175
Groundskeeping / Snow Removal	21,501	21,080	421	2.0%	21,080	18,079	17,445	16,638	16,017	16,278
Insurance	15,496	15,500	(4)	0.0%	15,500	14,891	14,979	16,218	15,723	14,655
Janitorial Contract	93,350	93,350	0	0.0%	93,350	79,115	78,444	76,390	74,319	74,278
Lease Revenue- Outside	(336,552)	(296,286)	(40,266)	13.6%	(296,286)	(296,114)	(345,589)	(338,917)	(330,039)	(325,685)
Legal	4,000	4,000	0	0.0%	4,000	0	0	0	0	4,385
Lights,Heat & Power	95,000	95,000	0	0.0%	95,000	83,556	85,781	90,929	87,559	85,543
Mechanical	16,320	16,000	320	2.0%	16,000	12,463	6,426	10,596	9,975	8,717
Miscellaneous Bldg	2,000	2,000	0	0.0%	2,000	3,032	3,638	9,493	13,151	2,237
Municipal Taxes	16,000	16,000	0	0.0%	16,000	8,381	15,837	15,166	14,823	14,654
Office Supplies / Admin Costs	3,000	4,000	(1,000)	-25.0%	4,000	6,683	10,062	3,492	3,481	914
Revenue Lease - Internal	(326,326)	(597,528)	271,202	-45.4%	(597,528)	(303,371)	(282,529)	(274,644)	(266,645)	(258,879)
Recoveries - OPP	(18,759)	(18,392)	(367)	2.0%	(18,392)	0	0	0	0	0
Recoverable - Outside	(12,000)	(16,000)	4,000	-25.0%	(16,000)	(10,510)	(16,856)	(22,059)	(25,987)	(17,017)
Repairs & Maintenance	20,922	20,412	510	2.5%	20,412	13,733	23,406	19,639	18,170	16,220
Salaries / Benefits	90,754	86,733	4,021	4.6%	86,733	71,775	69,201	64,238	66,182	63,127
Security & Monitoring	5,767	5,627	140	2.5%	5,627	3,894	3,847	4,837	2,775	2,337
Surplus Adjustment - Capital	60,000	555,000	(495,000)	-89.2%	555,000	35,610	0	0	0	0
Surplus Adjustment - Depreciation	(179,000)	(179,000)	0	0.0%	(179,000)	(177,349)	(186,873)	(192,934)	(192,407)	(192,407)
Surplus Adjustment - Trf From Reserves	(60,000)	(555,000)	495,000	-89.2%	(555,000)	(35,610)	0	0	0	0
Surplus Adjustment - Trf To Reserves	43,296	300,000	(256,704)	-85.6%	300,000	0	78,645	57,388	87,261	94,597
Vehicle Expenses	2,972	2,972	0	0.0%	2,972	0	0	0	0	1,420
PROPERTY - Base Stations (4)	0	0	0		0	0	0	0	0	0
Depreciation	61,750	61,750	0	0.0%	61,750	61,725	61,725	60,984	60,001	60,161
Capital - Under Threshold	0	0	0		0	11,118	11,220	0	20,820	14,916
Groundskeeping/Snow Removal	44,245	43,750	495	1.1%	43,750	32,732	30,912	28,422	27,631	27,766
Internal Charges	0	0	0		0	2,904	0	0	0	0
Janitorial Contract	31,416	30,800	616	2.0%	30,800	24,512	23,564	18,071	18,505	21,432
Lights,Heat & Power	36,300	36,900	(600)	-1.6%	36,900	26,423	28,059	28,397	29,080	29,244
Mechanical	10,416	10,262	154	1.5%	10,262	4,137	3,920	3,549	8,564	3,197
Miscellaneous Bldg	2,000	2,000	0	0.0%	2,000	4,640	3,663	415	3,969	4,729
Revenue - Internal Lease	(323,556)	(318,717)	(4,839)	1.5%	(318,717)	(313,667)	(308,937)	(304,344)	(310,708)	(296,696)
Recoveries - Outside	0	0	0		0	(177)	0	0	0	0
Repairs & Maintenance	32,964	32,800	164	0.5%	32,800	30,647	28,082	29,616	16,997	24,261
Security & Monitoring	4,160	4,080	80	2.0%	4,080	0	0	3,012	0	0
Surplus Adjustment - Depreciation	(61,750)	(61,750)	0	0.0%	(61,750)	(61,725)	(61,725)	(60,984)	(60,001)	(60,161)
Surplus Adjustment- Capital	12,000	1,400,000	(1,388,000)	-99.1%	1,400,000	0	0	9,932	10,666	0
Surplus Adjustment - Trf From Reserves	(12,000)	(1,400,000)	1,388,000	-99.1%	(1,400,000)	0	0	(9,932)	(20,820)	(14,916)
Surplus Adjustment - Trf To Reserves	162,055	158,125	3,930	2.5%	158,125	176,731	179,517	192,862	195,296	186,067

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PROPERTY - Arnprior Office	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,144</u>	<u>0</u>
Capital Under Threshold	0	0	0		0	0	0	0	3,144	0
Depreciation	38,000	37,000	1,000	2.7%	37,000	36,926	36,926	37,027	36,926	36,926
Groundskeeping / Snow Removal	4,023	4,023	0	0.0%	4,023	2,579	2,087	2,031	2,069	1,832
Insurance	2,678	2,678	0	0.0%	2,678	2,564	2,510	2,690	2,602	0
Janitorial Contract	27,000	27,000	0	0.0%	27,000	27,886	27,833	26,692	25,018	24,691
Lights, Heat & Power	13,249	13,249	0	0.0%	13,249	8,835	10,289	11,329	10,038	8,861
Mechanical	2,000	2,000	0	0.0%	2,000	1,119	1,030	2,014	1,948	588
Miscellaneous Bldg	500	500	0	0.0%	500	0	41	77	13	106
Revenue - Internal Lease	(139,825)	(139,825)	0	0.0%	(139,825)	(132,285)	(134,081)	(129,089)	(120,814)	(138,192)
Recoveries - Outside	0	0	0		0	(52)				
Repairs & Maintenance	5,500	5,500	0	0.0%	5,500	1,800	4,025	4,381	3,496	1,102
Security & Monitoring	1,500	1,500	0	0.0%	1,500	1,332	1,095	1,493	567	239
Surplus Adjustment- Capital	16,000	15,000	1,000	6.7%	15,000			78,382		0
Surplus Adjustment- Depreciation	(38,000)	(37,000)	(1,000)	2.7%	(37,000)	(36,926)	(36,926)	(37,027)	(36,926)	(36,926)
Surplus Adjustment - Trf From Building Reserve	(16,000)	(15,000)	(1,000)	6.7%	(15,000)				(8,312)	
Surplus Adjustment - Trf To Building Reserve	83,375	83,375	0	0.0%	83,375	86,222	85,171		83,375	100,773
PROPERTY - Renfrew OPP	<u>(0)</u>	<u>0</u>	<u>(0)</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Garbage Removal	2,100	2,000	100	5.0%	2,000	2,044	1,632	0	0	0
Groundskeeping / Snow Removal	29,520	29,420	100	0.3%	29,420	26,881	22,136	5,427	0	
Capital Under Threshold	0	8,000	(8,000)	-100.0%	8,000	0				
Depreciation	115,500	115,176	324	0.3%	115,176	115,225	9,782			
Heat, Light & Power		0	0		0		1,984	1,251		
Insurance	12,078	13,000	(922)	-7.1%	13,000	11,581	12,830	0	0	
Internal Chg - County	11,752	11,503	249	2.2%	11,503	24,596	1,171	9,180	0	
LTD Interest Expense	121,314	129,394	(8,080)	-6.2%	129,394	134,021	128,971	0		
Mechanical			0			9,520				
Municipal Taxes	40,656	43,000	(2,344)	-5.5%	43,000	56,394	34,040			
Office Expense		0	0		0	3,027	3,710	1,146		
Recovery - Capital Lease	(461,158)	(461,158)	0	0.0%	(461,158)	(461,158)	(461,158)	(193,027)		
Recovery - Operating Lease	(146,375)	(146,315)	(60)	0.0%	(146,315)	(175,130)	(113,643)	(17,307)	0	
Repairs & Maintenance	31,510	29,000	2,510	8.7%	29,000	21,365	12,408	0	0	
Salary & Benefits	18,759	18,392	367	2.0%	18,392	14,616	20,147	0	0	
Security/Monitoring		0	0		0	4,856	3,585			
Surplus Adjustment- Capital			0			14,554	336,811	3,338,533	891,081	91,059
Surplus Adjustment- Depreciation	(115,500)	(115,176)	(324)	0.3%	(115,176)	(115,225)	(9,782)			
Surplus Adjustment- Proceeds From Debt			0				(520,386)	(3,338,533)	(891,081)	0
Surplus Adjustment - LTD Principal Pmts	274,539	266,459	8,080	3.0%	266,459	258,615	126,439			
Surplus Adjustment - Trf From Reserves		(8,000)	8,000	-100.0%	(8,000)	(14,554)	0	0		(91,059)
Surplus Adjustment - Trf To Reserves	65,305	65,305			65,305	68,772	389,323	193,330		

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<u>INFORMATION TECHNOLOGY</u>	<u>459,507</u>	<u>457,927</u>	<u>1,580</u>	<u>0.3%</u>	<u>414,927</u>	<u>400,595</u>	<u>391,747</u>	<u>409,116</u>	<u>429,242</u>	<u>426,648</u>
Annual Software Maintenance Fees	100,000	98,950	1,050	1.1%	68,950	68,550	54,472	62,714	61,371	40,131
Benefits	128,395	126,102	2,293	1.8%	126,102	117,082	117,406	115,318	108,874	107,177
Communication Fees	24,700	23,000	1,700	7.4%	23,000	10,084	15,587	20,673	20,828	37,789
Computer Technology Supplies	10,000	10,000	0	0.0%	7,000	9,674	8,143	10,048	6,930	5,097
Corporate Software	3,800	9,000	(5,200)	-57.8%	9,000	8,748	2,909	6,918	15,244	59,057
Depreciation	32,000	36,000	(4,000)	-11.1%	36,000	36,192	37,202	38,477	30,213	35,973
Office Expense	1,100	1,100	0	0.0%	1,100	2,350	2,363	4,470	2,306	2,142
Professional Development	5,950	5,950	0	0.0%	5,950	2,993	6,245	3,930	4,558	438
Purchased Services	10,000	10,000	0	0.0%	0	0	4,350	7,957	5,368	6,340
Recoveries - County	(325,509)	(319,266)	(6,243)	2.0%	(319,266)	(313,787)	(308,481)	(300,821)	(292,608)	(287,200)
Recoveries - Outside	(2,000)	(2,000)	0	0.0%	(2,000)	(1,861)	(1,190)	(3,726)	(2,625)	(5,188)
Salaries	485,771	476,291	9,480	2.0%	476,291	463,158	451,017	444,437	428,941	420,455
Surplus Adjustment - Capital	87,000	60,000	27,000	45.0%	45,000	16,619	35,434	18,336	94,053	26,811
Surplus Adjustment - Depreciation	(32,000)	(36,000)	4,000	-11.1%	(36,000)	(36,192)	(37,202)	(38,477)	(30,213)	(35,973)
Surplus Adjustment - Trf From Reserves	(87,000)	(60,000)	(27,000)	45.0%	(45,000)	0	(14,307)	0	(42,347)	0
Telephone Costs	5,300	6,800	(1,500)	-22.1%	6,800	6,783	7,188	6,836	5,518	5,632
Travel	12,000	12,000	0	0.0%	12,000	10,202	10,611	12,026	12,831	7,967
<u>HUMAN RESOURCES DEPARTMENT</u>	<u>242,024</u>	<u>252,158</u>	<u>(10,134)</u>	<u>-4.0%</u>	<u>209,118</u>	<u>254,604</u>	<u>220,880</u>	<u>216,895</u>	<u>192,216</u>	<u>199,646</u>
Benefits	125,544	123,040	2,504	2.0%	120,000	131,181	122,270	119,179	108,054	109,905
Capital Under Threshold		0	0		0	0	0	3,435	4,493	0
Conference & Convention	4,000	4,000	0	0.0%	4,000	3,084	819	2,403		1,816
Depreciation	500	500	0	0.0%	500	461	461	462	461	309
Expenses Recoverable From Others	10,000	10,000	0	0.0%	10,000	17,167	18,515	14,968	37,158	130,861
Legal Fees	10,000	10,000	0	0.0%	7,000	5,468	15,198	11,962	12,477	24,641
Membership Fees	3,000	1,300	1,700	130.8%	1,300	3,267	2,959	1,224	1,791	2,264
Office Expense	33,000	31,000	2,000	6.5%	31,000	35,521	35,341	32,685	28,301	28,681
Professional Development	5,000	5,000	0	0.0%	5,000	6,229	6,898	8,384	8,849	6,799
Purchased Services	99,000	117,000	(18,000)	-15.4%	90,000	105,030	99,656	69,539	53,751	65,556
Recovery - County Departments	(525,623)	(513,221)	(12,402)	2.4%	(513,221)	(568,084)	(558,868)	(549,201)	(537,438)	(527,494)
Recovery - Federal	(1,000)	(3,000)	2,000	-66.7%	(3,000)	0	0	(1,577)		0
Recovery - Outside Agencies	(32,000)	(32,000)	0	0.0%	(32,000)	(35,691)	(37,664)	(29,433)	(46,526)	(159,934)
Recruitment		0	0		0	686	3,526	701	1,834	2,944
Salaries	492,103	480,039	12,064	2.5%	470,039	523,067	487,503	510,949	499,653	489,857
Surplus Adjustment - Capital		0	0		0	0	0	0		4,612
Surplus Adjustment - Depreciation	(500)	(500)	0	0.0%	(500)	(461)	(461)	(462)	(461)	(309)
Travel	19,000	19,000	0	0.0%	19,000	27,679	24,727	21,677	19,819	19,138

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
FORESTRY	27,444	26,775	669	2.5%	106,775	(43,289)	872	6,832	(33,028)	93,998
Advertising	300	300	0	0.0%	300	750	340	247	139	256
Conventions	1,800	1,800	0	0.0%	1,800	583	908	1,257	842	274
Depreciation	18,000	16,500	1,500	9.1%	16,500	16,524	16,524	16,149	15,681	15,681
Legal	900	900	0	0.0%	900	0	0	0	204	15,753
Memberships/Subscriptions	8,900	8,900	0	0.0%	8,900	7,952	7,989	7,923	7,794	7,218
Miscellaneous	1,000	1,000	0	0.0%	1,000	1,579	1,700	1,214	1,326	1,138
Office Supplies	2,900	2,400	500	20.8%	2,400	2,716	2,356	8,573	1,649	4,304
Professional Development	1,500	1,500	0	0.0%	1,500	0	1,575	1,000	568	278
Recoveries - Federal	0	0	0		0	0	0	0		0
Recoveries - Other	(2,000)	(2,000)	0	0.0%	(2,000)	(1,840)	(4,923)	(51)	(22,756)	(830)
Recoveries - Timber Sales	(180,000)	(180,000)	0	0.0%	(100,000)	(255,293)	(205,932)	(200,428)	(204,690)	(89,743)
Recruitment	0	0	0		0	0	0	0		5,114
Salary Allocation	(48,000)	(47,000)	(1,000)	2.1%	(47,000)	(44,034)	0			
Salary/Benefit	209,950	205,975	3,975	1.9%	205,975	190,278	180,484	173,027	157,654	131,496
Small Tools / Supplies	1,000	1,000	0	0.0%	1,000	344	504	0	1,167	1,443
Special Project- Other	2,000	2,000	0	0.0%	2,000	1,221	35	916		0
Special Project - Well Remediation	5,000	5,000	0	0.0%	5,000	1,496	0			
Surplus Adjustment - Capital	0	30,000	(30,000)	-100.0%	30,000	0		30,906		3,053
Surplus Adjustment - Depreciation	(18,000)	(16,500)	(1,500)	9.1%	(16,500)	(16,524)	(16,524)	(16,149)	(15,681)	(15,681)
Surplus Adjustment - Trf From Reserves	(12,400)	(12,400)	0	0.0%	(12,400)	(6,881)	(17,030)	(12,130)	0	0
Surplus Adjustment - Trf From Reserves	0	(30,000)	30,000	-100.0%	(30,000)			(30,906)		
Surplus Adjustment - Trf To Reserves	14,694	17,500	(2,806)	-16.0%	17,500	38,294				
Travel	5,000	5,000	0	0.0%	5,000	7,081	2,766	2,932	3,012	3,648
Tree Marking	5,400	5,400	0	0.0%	5,400	1,212	998	1,144	1,321	407
Tree Planting	2,000	2,000	0	0.0%	2,000	5,385	17,030	12,130	11,242	0
Vehicle Expenses	7,500	7,500	0	0.0%	7,500	5,868	12,072	9,078	7,500	10,190

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
TRAILS	304,500	308,000	(3,500)	-1.1%	308,000	320,038	92,333	19,955	21,331	10,303
Salary/Benefit	16,500	16,500	0	0.0%	16,500	3,956	0			
Salary Allocation	48,000	47,000	1,000	2.1%	47,000	44,034	0			
Office Expenses	500	500	0	0.0%	500	1,006	0			
Recoveries - Other	0	0	0		0	0	(12,792)		(7,550)	
Recoveries - Donations	0	0	0		0	0	(24,100)			
Recoveries - Donations In Kind	(6,703,190)	(6,703,190)	0	0.0%	(6,703,190)	(13,968,792)	(34,952,600)			
Recruitment	1,000	1,000	0	0.0%	1,000	1,817				
Surplus Adjustment - Capital	6,771,612	6,771,612	0	0.0%	6,771,612	14,237,392	35,184,819	97,078	0	0
Surplus Adjustment - Trf From Reserves	(68,422)	(68,422)	0	0.0%	(68,422)			(97,078)		
Surplus Adjustment - Trf To Reserves			0				34,125			
Surplus Adjustment - Trf From Reserves			0			(234,516)	(232,219)	(13,608)	(9,349)	
K&P Rail Line Development	21,500	21,000	500	2.4%	21,000	52,272	20,386	22,158	41,331	10,303
K&P Rail Line Revenue	0	0	0		0	(36,480)	0	(2,203)	(20,000)	0
CN Rail Line Development	0	5,000	(5,000)	-100.0%	5,000	5,496	0	0		0
Algonquin Trail Development	242,000	242,000	0	0.0%	242,000	727,363	192,067	13,608	16,899	42,110
Algonquin Trail Federal Recoveries		0	0		0	(42,156)	0	0		(30,000)
Algonquin Trail Prov Recoveries		0	0		0	(304,140)	(38,548)			
Algonquin Trail Municipal Recoveries		0	0		0	(142,558)	(47,205)			
Algonquin Trail Other Recoveries	(25,000)	(25,000)	0	0.0%	(25,000)	(24,656)	(31,600)	0		(12,110)
GEOGRAPHIC INFORMATION SYSTEMS	241,997	231,260	10,737	4.6%	231,260	225,075	218,145	213,155	199,458	0
Salaries	173,292	169,895	3,397	2.0%	169,895	166,089	162,980	156,262	149,595	0
Benefits	44,205	43,365	840	1.9%	43,365	38,820	40,439	38,254	36,276	0
Computer Supplies	25,500	22,000	3,500	15.9%	22,000	17,939	11,883	18,935	11,455	0
Conventions	500	500	0	0.0%	500	254	344	102	279	0
Office Supplies	2,000	2,000	0	0.0%	2,000	2,769	2,585	1,689	1,688	0
Professional Development	500	500	0	0.0%	500	0	49	0	1,508	0
Special Project	0	0	0		0	0	3,445	0		
Travel	500	500	0	0.0%	500	1,068	864	338	336	
Weed Inspection	2,000	2,000	0	0.0%	2,000	2,795	1,680	861		
Surplus Adjustment - Capital	30,000	30,000	0	0.0%	30,000	0				
Surplus Adjustment - Trf From Reserves	(30,000)	(30,000)	0	0.0%	(30,000)	0				
Recoveries - Municipal	(3,000)	(6,000)	3,000	-50.0%	(6,000)	0	0	0		
Recoveries - Federal	0	0	0		0	(2,200)				
Recoveries - Other	(3,500)	(3,500)	0	0.0%	(3,500)	(2,459)	(6,124)	(3,286)	(1,679)	0

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>PUBLIC WORKS</u>	<u>16,899,091</u>	<u>16,536,999</u>	<u>362,092</u>	<u>2.2%</u>	<u>16,536,999</u>	<u>16,477,109</u>	<u>14,532,147</u>	<u>13,675,530</u>	<u>15,043,880</u>	<u>14,748,902</u>
Administration	1,121,294	1,084,127	37,167	3.4%	1,084,127	1,016,553	1,048,633	979,212	1,020,332	1,282,342
Infrastructure Management	547,634	566,443	(18,809)	-3.3%	566,443	501,560	399,559	506,581	388,189	361,027
Depreciation	9,200,000	9,000,000	200,000	2.2%	9,000,000	8,919,897	8,507,225	8,267,825	7,786,980	7,908,627
Equipment	1,180,577	1,148,970	31,607	2.8%	1,148,970	1,254,110	1,079,395	1,033,860	984,190	1,052,772
Housing	186,550	182,000	4,550	2.5%	182,000	185,799	189,161	153,698	211,195	171,259
Maintenance	5,576,361	5,433,012	143,349	2.6%	5,433,012	5,930,531	5,361,023	5,005,022	4,468,886	4,563,383
Donations In Kind		0	0		0	(296,075)	(185,250)	0		(1,079,154)
Recoveries - Federal	(15,000)	(25,000)	10,000	-40.0%	(25,000)	(13,765)	0	(3,153)		0
Recoveries - Other	(75,000)	(75,000)	0	0.0%	(75,000)	(158,142)	(50,428)	(88,249)	(85,253)	(51,458)
Recoveries - Provincial	(1,357,505)	(1,317,960)	(39,545)	3.0%	(1,317,960)	(864,673)	(605,519)	(317,806)	(1,567,806)	(450,000)
Surplus Adjustment - Trf To Reserves	0	0	0		0	0	0	531,900	1,898,647	1,377,687
Surplus Adjustment - Capital	23,474,113	14,969,898	8,504,215	56.8%	14,969,898	13,828,767	13,447,184	10,456,151	11,583,318	12,387,361
Surplus Adjustment - Debt Financing	(2,750,000)	(2,200,000)	(550,000)	25.0%	(2,200,000)	(170,404)	(2,186,650)	(1,508,058)		(1,644,453)
Surplus Adjustment - Depreciation	(9,200,000)	(9,000,000)	(200,000)	2.2%	(9,000,000)	(8,919,897)	(8,507,225)	(8,267,825)	(7,786,980)	(7,908,627)
Surplus Adjustment - Trf From Reserves	(10,989,933)	(3,229,491)	(7,760,442)	240.3%	(3,229,491)	(4,737,152)	(3,964,961)	(3,073,628)	(3,857,818)	(3,221,864)
<u>EXPO 150</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Special Projects	0	0	0		0	0	0	5,500	5,500	5,500
Surplus Adjustment - Trf From Reserves	0	0	0		0	0	0	(5,500)	(5,500)	(5,500)
<u>BONNECHERE MANOR</u>	<u>1,453,880</u>	<u>1,418,419</u>	<u>35,461</u>	<u>2.5%</u>	<u>1,418,419</u>	<u>1,291,870</u>	<u>1,320,890</u>	<u>1,284,899</u>	<u>1,198,427</u>	<u>1,083,143</u>
Total Municipal Cost	2,095,833	2,044,715	51,118	2.5%	2,044,715	2,099,919	2,058,744	2,018,377	1,850,999	1,815,792
Recoveries - City of Pembroke	(641,953)	(626,296)	(15,657)	2.5%	(626,296)	(808,049)	(737,854)	(733,478)	(652,572)	(732,649)
<u>MIRAMICHI LODGE</u>	<u>1,217,025</u>	<u>1,153,502</u>	<u>63,523</u>	<u>5.5%</u>	<u>1,153,502</u>	<u>1,116,605</u>	<u>1,130,176</u>	<u>1,111,151</u>	<u>1,251,290</u>	<u>1,130,950</u>
Total Municipal Cost	1,754,397	1,662,826	91,571	5.5%	1,662,826	1,815,027	1,761,548	1,745,446	1,932,515	1,895,804
Recoveries - City of Pembroke	(537,372)	(509,324)	(28,048)	5.5%	(509,324)	(698,422)	(631,372)	(634,295)	(681,225)	(764,854)
<u>OTHER LONG TERM CARE</u>	<u>97,783</u>	<u>97,783</u>	<u>0</u>	<u>0.0%</u>	<u>97,783</u>	<u>86,718</u>	<u>90,439</u>	<u>89,981</u>	<u>91,412</u>	<u>84,223</u>
North Renfrew Long Term Care	140,959	140,959	0	0.0%	140,959	140,959	140,959	141,346	140,959	140,959
Recoveries - City of Pembroke	(43,176)	(43,176)	0	0.0%	(43,176)	(54,241)	(50,520)	(51,365)	(49,547)	(56,736)
<u>HEALTH SERVICES</u>	<u>1,598,003</u>	<u>1,452,730</u>	<u>145,273</u>	<u>10.0%</u>	<u>1,452,730</u>	<u>1,421,259</u>	<u>1,421,259</u>	<u>1,143,995</u>	<u>1,171,594</u>	<u>1,095,105</u>
Renfrew County & District Health Unit	1,598,003	1,452,730	145,273	10.0%	1,452,730	1,421,259	1,421,259	1,421,259	1,459,535	1,425,267
Renfrew County & District Health Unit - Rebate		0	0		0	0	0	(277,264)	(287,941)	(330,162)
<u>PUBLICITY/PUBLIC RELATIONS SERVICE</u>	<u>15,000</u>	<u>15,000</u>	<u>0</u>	<u>0.0%</u>	<u>5,000</u>	<u>14,517</u>	<u>9,958</u>	<u>11,794</u>	<u>12,502</u>	<u>9,799</u>
Publicity/Public Relations Service	15,000	15,000	0	0.0%	5,000	14,517	9,958	11,794	12,622	9,902
Recoveries		0	0		0	0	0	0	(120)	(103)

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>ECONOMIC DEVELOPMENT</u>	<u>428,057</u>	<u>419,103</u>	<u>8,954</u>	<u>2.1%</u>	<u>419,103</u>	<u>407,993</u>	<u>404,709</u>	<u>400,499</u>	<u>384,786</u>	<u>357,345</u>
Benefits	65,782	64,597	1,185	1.8%	64,597	60,523	58,728	57,402	53,657	51,785
Computer Expense	4,200	2,000	2,200	110.0%	2,000	1,674	1,949	504	7,568	634
Conventions	3,500	3,500	0	0.0%	3,500	3,617	4,412	2,158	1,710	1,827
Hospitality	1,500	1,300	200	15.4%	1,300	1,958	401	1,367	893	624
Legal	0	0	0		0	0	0	0		0
Marketing Program	66,500	64,500	2,000	3.1%	64,500	73,395	57,016	33,727	29,160	11,285
Memberships/Subscriptions	2,500	2,500	0	0.0%	2,500	2,214	11,355	7,148	7,361	7,269
Office Expense	4,000	9,000	(5,000)	-55.6%	9,000	7,783	10,039	7,744	8,462	11,548
Professional Development/Staff Training	1,000	1,500	(500)	-33.3%	1,500	2,829	2,086	756	660	1,800
Recoveries - Federal	0	0	0		0	(5,538)	(4,376)	0	(2,122)	(1,880)
Recoveries-Other	(10,000)	(15,000)	5,000	-33.3%	(15,000)	(7,436)	(6,543)	(1,870)	(6,662)	(20,867)
Recoveries-Provincial	(31,715)	0	(31,715)		0	(9,343)	0	0		(1,497)
Recruitment	0	0	0		0	0	0	2,367		4,067
Salaries	250,605	245,736	4,869	2.0%	245,736	240,778	232,215	225,393	216,271	196,445
Special Projects - RED	14,455	0	14,455		0		0	0		
Special Projects	22,260	0	22,260		0	6,672	88			
Special Projects	5,000	33,470	(28,470)	-85.1%	33,470	10,000	2,000	32,043	37,302	62,014
Special Projects - Agriculture	22,470	0	22,470		0	22,470	22,470	22,470	22,470	22,470
Surplus Adjustment - Transfer From Reserves	0	0	0		0	(10,000)		0		0
Travel	6,000	6,000	0	0.0%	6,000	6,397	12,869	9,290	8,056	9,821
<u>ENTERPRISE CENTRE</u>	<u>28,055</u>	<u>28,055</u>	<u>0</u>	<u>0.0%</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>	<u>28,055</u>
Benefits	34,261	33,513	748	2.2%	33,513	16,811	19,184	26,164	26,577	27,213
Marketing	7,500	8,500	(1,000)	-11.8%	8,500	451	5,146	250		1,094
Office Expenses	4,500	5,000	(500)	-10.0%	5,000	6,767	6,071	3,039	4,524	6,651
Professional Development	1,000	1,000	0	0.0%	1,000	90	0	0	417	270
County Charges - IT	6,143	6,022	121	2.0%	6,022	5,920	5,819	5,674	5,521	5,420
Recoveries - Federal	0	0	0		0	(5,005)	(750)	(1,000)	(2,000)	(2,257)
Recoveries - Municipalities	(6,000)	(6,000)	0	0.0%	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Recoveries - Other	(5,000)	(8,000)	3,000	-37.5%	(8,000)	(7,435)	(3,589)	(4,670)	(2,250)	(8,016)
Recoveries - Provincial - Starter Company	(55,000)	(130,000)	75,000	-57.7%	(130,000)	(156,232)	(85,918)	(72,858)	(54,187)	(20,716)
Recoveries - Provincial - Summer Company	(21,000)	(18,000)	(3,000)	16.7%	(18,000)	(32,000)	(32,000)			
Recoveries - Provincial	(164,200)	(152,543)	(11,657)	7.6%	(152,543)	(97,972)	(85,357)	(140,633)	(129,671)	(147,060)
Salaries	137,351	134,657	2,694	2.0%	134,657	75,481	76,601	109,828	108,119	113,243
Special Projects - Starter Company	55,000	119,406	(64,406)	-53.9%	119,406	160,238	85,918	72,858	54,187	22,959
Special Projects	5,000	8,000	(3,000)	-37.5%	8,000	27,150	5,097	27,175	14,725	24,202
Special Projects - Summer Company	21,000	18,000	3,000	16.7%	18,000	32,000	32,000			
Telephone/Internet Access	3,500	4,500	(1,000)	-22.2%	4,500	3,373	2,756	4,050	3,151	5,702
Travel	4,000	4,000	0	0.0%	4,000	4,418	3,077	4,178	4,942	5,350

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>OTTAWA VALLEY TOURIST ASSOCIATION</u>	<u>269,549</u>	<u>262,975</u>	<u>6,574</u>	<u>2.5%</u>	<u>262,975</u>	<u>256,561</u>	<u>251,530</u>	<u>246,598</u>	<u>241,763</u>	<u>237,023</u>
Salaries	184,228	181,671	2,557	1.4%	181,671	177,273	167,543	166,500	165,066	155,218
Benefits	55,448	54,835	613	1.1%	54,835	51,881	50,011	46,704	47,565	42,627
Transfer To / (From) OVTA	29,873	26,469	3,404	12.9%	26,469	27,407	33,976	33,394	29,132	39,178
<u>PLANNING DEPARTMENT</u>	<u>684,320</u>	<u>639,885</u>	<u>44,435</u>	<u>6.9%</u>	<u>635,571</u>	<u>588,135</u>	<u>594,375</u>	<u>516,847</u>	<u>658,708</u>	<u>779,780</u>
Computer Supplies / Maintenance	12,000	7,500	4,500	60.0%	7,500	10,839	6,390	4,539	4,901	20,205
Conventions	3,000	3,000	0	0.0%	3,000	2,061	2,463	1,323	1,606	1,476
County Official Plan	3,000	0	3,000		0	16,436	200	7,102		0
Depreciation	0	0	0		0	0	0	1,733	2,592	2,592
Employee Benefits	172,854	170,071	2,783	1.6%	170,071	163,728	160,738	146,537	162,292	181,774
Legal Fees	1,000	1,500	(500)	-33.3%	1,500	0	0	2,442		947
Memberships	3,500	3,500	0	0.0%	3,500	2,676	2,439	2,897	3,897	2,917
Office Expense	16,500	16,500	0	0.0%	16,500	22,987	19,100	20,213	20,240	21,920
Professional Development	3,000	3,000	0	0.0%	3,000	2,857	2,790	2,841	3,585	8,499
Recruitment	2,000	2,500	(500)	-20.0%	2,500	0	0	9,396	1,135	0
Revenue - Municipal Projects	(20,000)	(50,000)	30,000	-60.0%	0	(3,318)	(4,902)	(461)	(2,650)	(1,200)
Revenue - Other	(2,000)	(1,000)	(1,000)	100.0%	(1,000)	(1,636)	(2,599)	(2,188)	(3,098)	(6,415)
Revenue - Service Charges	(35,000)	(35,000)	0	0.0%	(35,000)	(51,220)	(35,910)	(33,700)	(25,105)	(31,388)
Revenue - Severance Applications	(137,500)	(148,500)	11,000	-7.4%	(148,500)	(155,350)	(132,050)	(147,950)	(100,250)	(116,290)
Revenues - Subdivision Applications	(25,000)	(25,000)	0	0.0%	(25,000)	(58,850)	(19,200)	(33,100)	(32,600)	(46,400)
Salaries	674,466	679,314	(4,848)	-0.7%	625,000	623,037	582,792	523,522	609,839	728,386
Special Projects	0	0	0		0	1,051	1,413	723	26,792	1,573
Surplus Adjustment - Depreciation	0	0	0		0	0	0	(1,733)	(2,592)	(2,592)
Surplus Adjustment - Trf From Reserves	0	0	0		0	0	0	0	(25,880)	0
Travel	12,500	12,500	0	0.0%	12,500	12,837	10,711	12,711	14,004	13,776
<u>AGRICULTURE & REFORESTATION</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.0%</u>	<u>17,000</u>	<u>15,619</u>	<u>12,674</u>	<u>21,784</u>	<u>12,487</u>	<u>10,882</u>
Reforestation - Grants in Lieu	15,000	15,000	0	0.0%	15,000	14,099	11,154	18,419	11,835	9,643
Forest Fire Protection	5,000	5,000	0	0.0%	2,000	1,520	1,520	3,365	652	1,239

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
ONTARIO WORKS	1,245,175	1,202,868	42,307	3.5%	1,202,868	954,290	1,287,601	1,593,794	1,683,518	1,828,560
Social Assistance - Admin	4,242,415	4,287,761	(45,346)	-1.1%	4,287,761	3,706,610	3,777,641	3,895,661	3,553,116	3,561,506
Social Assistance - Benefits	12,843,000	12,843,000	0	0.0%	12,843,000	12,502,689	12,043,085	10,653,939	10,457,618	9,396,573
Homelessness	5,000	5,000	0	0.0%	5,000	5,000	5,000	5,000	5,000	5,000
Emergency Energy Fund	0	0	0		0	0	0	0	3,600	26,996
Depreciation	24,500	24,500	0	0.0%	24,500	24,101	25,787	30,715	31,608	37,060
Provincial Subsidy - Social Assistance Admin	(2,534,255)	(2,674,831)	140,576	-5.3%	(2,674,831)	(2,384,255)	(2,390,250)	(2,397,077)	(2,252,861)	(2,205,662)
Provincial Subsidy - Social Assistance - Benefits	(12,811,000)	(12,811,000)	0	0.0%	(12,811,000)	(12,503,555)	(11,707,283)	(10,034,914)	(9,557,354)	(8,335,959)
Revenue - Other	(5,000)	(5,000)	0	0.0%	(5,000)	(5,000)	(5,000)	(5,000)	(8,600)	(31,996)
Surplus Adjustment - Capital	0	0	0		0	0	18,943	29,039	30,704	49,632
Surplus Adjustment - Trf From Reserves	0	0	0		0			0	(6,602)	(9,905)
Surplus Adjustment - Depreciation	(24,500)	(24,500)	0	0.0%	(24,500)	(24,101)	(25,787)	(30,715)	(31,608)	(37,060)
Municipal Contribution - City of Pembroke	(494,985)	(442,062)	(52,923)	12.0%	(442,062)	(367,199)	(454,535)	(552,854)	(541,103)	(627,625)
CHILD CARE	512,780	511,991	789	0.2%	511,991	475,437	506,709	492,711	479,822	470,411
Administration	492,753	574,113	(81,360)	-14.2%	574,113	545,656	721,760	578,178	422,662	362,441
Fee Subsidy	3,250,000	3,250,000	0	0.0%	3,250,000	3,250,836	2,982,520	3,094,748	3,079,207	3,022,149
General Operating	1,205,547	1,205,547	0	0.0%	1,205,547	1,324,938	1,649,899	1,284,702	1,198,514	1,159,133
OW Child Care	77,000	75,000	2,000	2.7%	75,000	68,020	85,817	106,410	92,416	132,162
Family Support	0	0	0		0	0	18,241	26,983	26,512	31,490
Healthy Kids	0	0	0		0	195,190	275,941	384,110	10,523	0
Special Needs Resourcing	1,039,306	1,023,157	16,149	1.6%	1,023,157	888,970	792,845	1,045,453	1,214,092	1,118,842
Depreciation	0	6,624	(6,624)	-100.0%	6,624	6,443	9,944	10,053	10,025	10,025
Special Purpose	2,974,696	3,514,056	(539,360)	-15.3%	3,514,056	1,719,801	1,122,837	856,097	493,780	149,977
Pay Equity	122,957	122,957	0	0.0%	122,957	123,527	124,325	124,325	124,325	124,325
Licenced Family Home Day Care	355,720	315,000	40,720	12.9%	315,000	264,568	103,053			
Rev-Licenced Family Home Day Care	(355,720)	(315,000)	(40,720)	12.9%	(315,000)	(264,568)	(103,053)			
Early Years Centres	1,551,241	1,521,052	30,189	2.0%	1,521,052	1,598,228	0			
Expansion Plan			0			1,593,434	337,724			
Provincial Subsidy	(5,616,329)	(5,679,540)	63,211	-1.1%	(5,679,540)	(7,460,106)	(7,545,146)	(6,948,383)	(6,123,305)	(5,551,022)
Provincial Subsidy Special Purpose	(2,974,696)	(3,514,056)	539,360	-15.3%	(3,514,056)	(1,719,801)		0		0
Provincial Subsidy Early Years	(1,551,241)	(1,521,052)	(30,189)	2.0%	(1,521,052)	(1,598,228)				
Provincial Subsidy - Family Support	0	0	0		0	0		0		(31,490)
Recoveries	0	0	0		0	0		0		(4,000)
Surplus Adjustment - Depreciation	0	(6,624)	6,624	-100.0%	(6,624)	(6,443)	(9,944)	(10,053)	(10,025)	(10,025)
Surplus Adjustment - Trf To Reserves	0	0	0		0	0		0		14,426
Municipal Contribution - City of Pembroke	(58,454)	(59,243)	789	-1.3%	(59,243)	(55,028)	(60,054)	(59,912)	(58,904)	(58,022)

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
SOCIAL HOUSING	4,892,189	5,131,520	(239,331)	-4.7%	5,131,520	4,949,276	4,699,652	4,617,607	4,364,981	4,258,666
Admin Charges	130,435	112,855	17,580	15.6%	112,855	112,078	113,191	113,579	111,070	109,052
Tax Rebate (Eganville, Arnprior)	12,000	12,000	0	0.0%	12,000	10,693	10,259	9,546	12,313	5,878
HR Charges	80,913	90,392	(9,479)	-10.5%	90,392	87,453	86,030	84,373	82,317	80,676
IT Charges	33,812	33,161	651	2.0%	33,161	32,588	32,042	31,249	30,516	29,953
Purchased Service (HHP 5 Year Update)	0	50,000	(50,000)	-100.0%	50,000	0	0	0	0	0
Non Profit Housing	1,310,611	1,650,000	(339,389)	-20.6%	1,650,000	1,585,997	1,651,245	1,655,407	1,625,648	1,641,010
Office Supplies	1,000	1,000	0	0.0%	1,000	1,631	1,033	1,254	976	1,408
RCHC - Transfer - Asset Management	0	0	0		0	0	0	0	0	6,548
RCHC - Transfer - Base	5,358,897	5,228,193	130,704	2.5%	5,228,193	5,219,437	4,952,707	5,169,882	4,621,696	4,412,588
RCHC - Transfer - Capital	1,653,062	1,338,961	314,101	23.5%	1,338,961	654,683	687,161	0	0	0
RCHC - Transfer - CHPI	1,447,608	1,401,059	46,549	3.3%	1,401,059	1,004,238	1,037,999	644,760	1,079,522	1,005,317
RCHC - Transfer - IAH	108,000	505,100	(397,100)	-78.6%	505,100	471,150	670,941	204,718	296,184	186,462
RCHC - Transfer - COCHI	259,624	0	259,624		0	0	0	0	0	0
RCHC - Transfer - OPHI	423,500	0	423,500		0	0	0	0	0	0
RCHC - Transfer - SDV - PHB	0	0	0		0	116,676	365,423	108,292	0	0
RCHC - Transfer - SHIP	0	0	0		0	61,565	1,022,056	0	0	0
RCHC - Transfer - Strong Communities	140,086	140,086	0	0.0%	140,086	140,086	140,086	140,086	134,041	140,086
Special Projects - Petawawa IAH	0	0	0		0	200,002	800,006	1,000,008	0	0
Revenue - Province - Petawawa IAH	0	0	0		0	(200,002)	(800,006)	(1,000,008)	0	0
Special Projects - SIF	0	0	0		0	469,553	1,905,297	0	0	0
Revenue - Province - SIF	0	0	0		0	(469,552)	(1,905,297)	0	0	0
Revenue - Federal (Provincial) - Public Housing	(1,259,793)	(1,234,311)	(25,482)	2.1%	(1,234,311)	(1,305,376)	(1,368,884)	(1,352,184)	(1,321,544)	(1,266,408)
Revenue - Outside	(220,000)	(220,000)	0	0.0%	(220,000)	(223,280)	(222,772)	(222,083)	(217,383)	(214,198)
Revenue - Province - Asset Management	0	0	0		0	0	0	0	0	(6,548)
Revenue - Province - CHPI	(1,447,608)	(1,401,059)	(46,549)	3.3%	(1,401,059)	(1,004,238)	(1,037,999)	(644,760)	(1,079,522)	(590,479)
Revenue - Province - IAH	(108,000)	(505,100)	397,100	-78.6%	(505,100)	(471,150)	(670,941)	(204,718)	(296,184)	(86,462)
Revenue - Province - COCHI	(259,624)	0	(259,624)		0	0	0	0	0	0
Revenue - Province - OPHI	(423,500)	0	(423,500)		0	0	0	0	0	0
Revenue - Province - SDV - PHB	0	0	0		0	(116,676)	(365,423)	(108,292)	0	0
Revenue - Province - SHIP	0	0	0		0	(61,565)	(1,022,056)	0	0	0
Revenue - Province - Strong Communities	(140,086)	(140,086)	0	0.0%	(140,086)	(140,086)	(140,086)	(140,086)	(134,041)	(140,086)
Surplus Adjustment - Trf From Reserves	(1,483,904)	(1,200,097)	(283,807)	23.6%	(1,200,097)	(586,786)	(614,349)	(314,765)	(48,381)	(534,868)
Travel	2,000	2,000	0	0.0%	2,000	736	1,795	2,986	3,611	4,014
Municipal Contribution - City of Pembroke Capital	(169,158)	(138,864)	(30,294)	21.8%	(138,864)	(67,897)	(72,812)	0	0	0
Municipal Contribution - City of Pembroke	(557,686)	(593,770)	36,084	-6.1%	(593,770)	(572,682)	(556,994)	(561,637)	(535,858)	(525,277)

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
PARAMEDIC SERVICE	7,998,059	7,639,753	358,306	4.7%	7,639,753	9,580,317	7,244,161	6,843,623	6,629,969	6,484,441
Admin - Admin Charge	117,260	83,551	33,709	40.3%	83,551	85,257	92,841	100,589	98,137	96,356
Admin - Medications/Base Hosp	65,000	60,000	5,000	8.3%	60,000	58,807	56,525	41,153	33,001	26,226
Admin - Communication & Computing	239,700	235,000	4,700	2.0%	235,000	231,016	191,315	197,044	189,465	168,632
Admin - Conferences & Conventions	5,000	5,000	0	0.0%	5,000	594	1,724	4,112	3,399	197
Admin - Employee Benefits	402,267	397,243	5,024	1.3%	397,243	361,314	365,531	305,225	274,732	279,846
Admin - HR Charge	157,501	175,954	(18,453)	-10.5%	175,954	170,230	167,464	164,394	160,769	155,147
Admin - IT Charge	48,360	47,435	925	2.0%	47,435	46,649	45,835	44,702	43,926	43,120
Admin - Legal	15,000	20,000	(5,000)	-25.0%	20,000	10,535	44,919	22,370	26,040	43,957
Admin - Office Expenses	39,000	39,000	0	0.0%	39,000	39,626	46,837	48,101	52,457	36,610
Admin - Professional Development	40,000	40,000	0	0.0%	40,000	56,932	41,386	39,870	32,955	43,608
Admin - Purchased Service	134,500	30,000	104,500	348.3%	30,000	0	14,246			
Admin - Salaries	1,561,352	1,527,047	34,305	2.2%	1,527,047	1,500,645	1,459,669	1,275,462	1,147,500	1,212,700
Admin - Special Projects	65,000	65,000	0	0.0%	65,000	18,816	38,274	34,038	6,836	116,821
Admin - Travel	40,000	40,000	0	0.0%	40,000	46,037	41,807	33,233	45,880	39,729
Admin - PTSD Prevention	400,000	400,000	0	0.0%	400,000	0				
Admin - Fatigue Risk Mgt Standard	159,000	159,000	0	0.0%	159,000	0				
Capital - Under Threshold	0	0	0		0	0	9,206	0	23,372	0
Depreciation	945,000	800,000	145,000	18.1%	800,000	794,126	706,219	755,463	780,939	687,524
Paramedic - Base Station Costs-Internal	468,671	410,243	58,428	14.2%	410,243	383,526	376,761	370,193	374,482	358,646
Paramedic - Base Station Costs-External	49,000	47,000	2,000	4.3%	47,000	40,914	48,290	41,557	40,121	42,059
Paramedic - Base Station Costs - Expenses	86,000	86,000	0	0.0%	86,000	32,729	45,376	38,286	54,015	50,892
Paramedic - Benefits	3,207,597	3,048,587	159,010	5.2%	3,048,587	5,889,703	2,223,317	1,967,353	1,847,449	1,746,711
Paramedic - Insurance	125,035	125,000	35	0.0%	125,000	119,534	121,103	138,529	135,022	323,476
Paramedic - Insurance Claims Costs	10,000	10,000	0	0.0%	10,000	0	1,519	6,359	641	15,903
Paramedic - Leased Equipment	0	145,000	(145,000)	-100.0%	145,000	127,787	127,787	127,787	127,787	127,787
Paramedic - Uniform/Laundry	127,000	127,000	0	0.0%	127,000	137,399	125,527	155,793	103,487	108,219
Paramedic - Salaries	9,787,560	9,547,788	239,772	2.5%	9,547,788	9,938,584	9,672,103	9,181,088	9,212,692	8,900,891
Paramedic - LHIN	0	0	0		0	0	8,848	28,083	39,380	0
Paramedic - CSS	0	0	0		0	0	0	14,529	107,874	0
Paramedic - Community Paramed	415,000	415,000	0	0.0%	415,000	0	48,531	259,664	247,914	0
Paramedic - Small Equipment & Supplies	386,540	361,540	25,000	6.9%	361,540	282,402	316,254	323,428	310,083	260,887
Paramedic - Vehicle Operation & Maintenance	482,264	482,264	0	0.0%	482,264	609,932	486,532	462,811	413,429	455,605
Paramedic - PW Salary Allocations	88,689	86,985	1,704	2.0%	86,985	86,300	84,212	82,037	80,361	87,246
Federal Rev - Can. Safety and Security Program	0	0	0		0	0	0	(14,529)	(107,874)	0
Federal Revenue - DND / Indigenous	(245,988)	(272,981)	26,993	-9.9%	(272,981)	(191,647)	(148,046)	(93,626)		
Federal Revenue - PTSI Prevention	(400,000)	(400,000)	0	0.0%	(400,000)	0				
Fed Revenue - Fatigue Risk Mgt Standard	(159,000)	(159,000)	0	0.0%	(159,000)	0				
Provincial Revenue - Comm Paramed	(415,000)	(415,000)	0	0.0%	(415,000)	(317,788)	(275,610)	(259,664)	(247,914)	0
Provincial Revenue - LHIN	0	0	0		0	0	(8,848)	(28,083)	(39,380)	(40,751)
Provincial Subsidy - Operating	(8,872,473)	(8,671,139)	(201,334)	2.3%	(8,671,139)	(8,129,819)	(7,940,026)	(7,738,198)	(7,682,063)	(7,428,450)
Provincial Subsidy - Other			0			(58,381)		(10,103)		(114,396)
Recovery - County	(27,737)	(27,193)	(544)	2.0%	(27,193)	(26,530)	(26,010)	(25,500)	(25,000)	(55,450)
Recovery - Cross Border	0	(30,000)	30,000	-100.0%	(30,000)	0	0	(651)	(50,832)	(121,061)
Recovery - Donations		0	0		0	(8,566)	(4,100)	(15,000)		(300)
Recovery - Interest	(70,000)	(70,000)	0	0.0%	(70,000)	(92,636)	(65,670)	(56,362)	(63,032)	(72,453)
Recovery - Other Agency	(89,187)	(89,187)	0	0.0%	(89,187)	(101,213)	(50,200)	(30,641)	(34,025)	(15,680)
Recovery - Insurance Proceeds	0	(210,000)	210,000	-100.0%	(210,000)	(192,578)				
Revenue - Other	(241,000)	(145,000)	(96,000)	66.2%	(145,000)	(203,435)	(177,250)	(136,399)	(154,741)	(112,281)
Surplus Adjustment - Trf To Reserves	945,000	800,000	145,000	18.1%	800,000	794,126	706,219	755,463	780,939	687,524

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
Surplus Adjustment - Capital	765,000	1,175,000	(410,000)	-34.9%	1,175,000	1,637,748	1,121,669	653,106	890,019	605,309
Surplus Adjustment - Depreciation	(945,000)	(800,000)	(145,000)	18.1%	(800,000)	(794,126)	(706,219)	(755,463)	(780,939)	(687,524)
Surplus Adjustment - Trf From Reserves	(765,000)	(965,000)	200,000	-20.7%	(965,000)	(2,428,102)	(1,121,669)	(653,106)	(890,019)	(605,309)
Municipal Contribution - City of Pembroke	(1,148,852)	(1,097,384)	(51,468)	4.7%	(1,097,384)	(1,376,130)	(1,070,037)	(1,010,874)	(979,315)	(983,532)

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>EMERGENCY MANAGEMENT</u>	184,738	182,193	2,545	1.4%	132,193	119,751	113,515	101,444	94,592	107,835
911	60,000	60,000	0	0.0%	60,000	51,933	51,919	51,919	51,919	51,919
Admin Charge (Paramedic Service)	27,738	27,193	545	2.0%	27,193	26,530	26,010	25,500	25,000	55,450
Emergency Management	51,000	50,000	1,000	2.0%	50,000	31,835	16,758	4,398	4,783	7,917
Fire Services Charges	110,000	110,000	0	0.0%	110,000	110,128	107,679	104,961	104,629	96,793
Purchased Service	51,000	50,000	1,000	2.0%	0	16,903	26,278	27,078	20,340	0
Recoveries - Other	(115,000)	(115,000)	0	0.0%	(115,000)	(117,578)	(115,129)	(112,412)	(112,079)	(104,244)
<u>PROVINCIAL OFFENCES ADMINISTRATION</u>	(560,264)	(688,425)	128,161	-18.6%	(602,344)	(708,163)	(516,336)	(631,405)	(815,228)	(735,801)
Adjudication	80,850	80,850	0	0.0%	70,850	81,966	80,544	71,990	63,116	55,982
Admin Charges	49,492	38,810	10,682	27.5%	38,810	39,075	42,484	47,738	46,577	45,739
Bank Charges (Visa/Mastercard)	26,000	26,000	0	0.0%	26,000	26,233	22,749	25,175	23,494	21,235
Benefits	78,991	85,477	(6,486)	-7.6%	75,000	73,271	79,831	78,496	74,865	62,371
Capital Under Threshold	0	0	0		0	0	0	0		5,235
Certificates of Offence	10,000	10,000	0	0.0%	10,000	1,349	5,545	5,849	3,048	8,305
City of Pembroke - Share of Net Revenue	80,477	98,886	(18,409)	-18.6%	86,521	101,721	76,268	93,265	120,418	111,603
Collection Costs	40,000	25,000	15,000	60.0%	25,000	16,684	25,655	23,121	12,714	5,327
Computer & Technology	15,000	14,336	664	4.6%	14,336	7,427	12,124	13,267	7,551	16,938
Conventions	3,150	3,150	0	0.0%	3,150	1,281	2,798	1,652	1,462	400
Court Transcripts	3,000	3,000	0	0.0%	3,000	850	4,280	922	2,857	515
Depreciation	6,500	9,540	(3,040)	-31.9%	9,540	9,278	6,865	3,894	6,045	7,862
ICON Charges	25,350	25,350	0	0.0%	25,350	23,967	20,186	22,041	25,046	26,715
Interpreter Fees	3,000	3,000	0	0.0%	3,000	1,606	2,456	3,220	2,149	4,577
IT Charges	17,704	17,364	340	2.0%	17,364	17,066	16,777	16,362	15,916	15,619
Lease Costs	102,000	100,000	2,000	2.0%	100,000	101,978	100,142	97,018	94,520	93,433
Legal Costs	1,000	1,000	0	0.0%	20,000	1,018	830	1,323	1,697	565
Miscellaneous	1,000	1,000	0	0.0%	1,000	282	364	728	449	314
Monitoring / Enforcement Fees	8,200	8,200	0	0.0%	8,200	7,776	7,780	7,780	4,056	4,056
Office Equipment / Furniture	2,000	4,050	(2,050)	-50.6%	4,050	1,708	6,396	8,468	1,729	1,742
Office Supplies	6,500	6,500	0	0.0%	6,500	5,754	6,598	7,239	6,333	5,829
Part III Prosecution	16,500	16,500	0	0.0%	12,500	14,504	17,456	12,147	13,614	15,566
Postage	6,800	6,800	0	0.0%	6,800	5,741	5,241	4,665	4,179	5,325
Purchase of Service - Notice of Fines	4,000	4,000	0	0.0%	4,000	4,195	3,738	4,117	4,452	4,583
Purchase of Service - Prosecution	43,800	2,000	41,800	2090.0%	30,000	2,946	5,034	877		
Recoveries - Other		0	0		0	(975)	(910)	(8,536)	(1,050)	0
Revenues - Fees and Charges	(1,500,000)	(1,630,000)	130,000	-8.0%	(1,500,000)	(1,590,000)	(1,403,172)	(1,518,892)	(1,661,806)	(1,555,653)
Salaries	296,397	334,077	(37,680)	-11.3%	280,000	329,065	307,041	311,903	298,164	288,224
Satellite Courtroom Costs	4,925	4,925	0	0.0%	4,925	3,297	3,297	3,472	3,536	3,536
Staff Training/Development	2,000	4,350	(2,350)	-54.0%	4,350	900	2,373	1,836	2,294	2,622
Surplus Adjustment - Capital	0	0	0		0	0	16,094	18,820		0
Surplus Adjustment - Depreciation	(6,500)	(9,540)	3,040	-31.9%	(9,540)	(9,278)	(6,865)	(3,894)	(6,045)	(7,862)
Telephone	6,100	6,100	0	0.0%	6,100	5,692	5,163	4,561	5,130	4,980
Travel	4,500	9,050	(4,550)	-50.3%	9,050	5,134	6,520	7,275	7,440	6,762
Witness Fees	1,000	1,800	(800)	-44.4%	1,800	326	1,982	696	822	1,754

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
MPAC	1,555,448	1,549,942	5,506	0.4%	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289	1,507,017
Property Assessment	1,555,448	1,549,942	5,506	0.4%	1,549,942	1,542,141	1,527,720	1,525,386	1,514,289	1,507,017
FINANCIAL EXPENSE	9,808,279	10,429,752	(621,473)	-6.0%	13,679,466	8,549,662	7,888,038	6,234,643	5,514,311	5,341,483
Capping Costs (ends 2020)	0	2,000	(2,000)	-100.0%	0	59	815	(3,579)	6,559	(19,289)
County Share - Taxes Written Off	300,000	300,000	0	0.0%	300,000	178,223	322,416	278,781	228,449	380,027
Provision for Unallocated Funds	300,000	291,792	8,208	2.8%	0	25,198	198,333	26,681	12,614	25,581
OW Sick Leave Liability	0	0	0			0		(229,482)	229,482	0
Post Employment Expenses - Reg 284/09	1,165,963	1,165,963	0	0.0%	1,165,963	0	0	0	0	0
Post Employment Expenses (Contra)	(1,165,963)	(1,165,963)	0	0.0%	(1,165,963)	0	0	0	0	0
Special Project - Transfer to BM	0	0	0		0	0	0	0		592,800
EOWC Cell Project - Starts 2019	0	1,000,000	(1,000,000)	-100.0%	905,995	40,000				
Claybank Debt Interest (2028)	97,739	107,998	(10,259)	-9.5%	107,998	81,130				
Surplus Adj-Principal-Claybank Bridge (2028)	340,827	330,568	10,259	3.1%	330,568	536,534				
Surplus Adjustment - Trf to Gas Tax Reserve	2,671,773	2,671,773	0	0.0%	5,427,963	2,756,191	2,677,485	2,630,909	2,505,628	2,573,820
Surplus Adjustment - Trf to TCA Renewal Reserve	5,722,940	5,226,854	496,086	9.5%	5,226,854	4,786,809	4,168,552	3,013,946	1,971,617	351,510
Surplus Adjustment - Trf to Cannabis/Modernization Reserve	0				881,321					
Surplus Adjustment - Trf to WSIB Sched 2 Reserve	0	0	0		0	0	0	0	21,510	0
Surplus Adjustment - Trf to Building Reserve (FIT)	0	123,767	(123,767)	-100.0%	123,767	123,767	123,767	123,767	123,767	0
Surplus Adj. Unfinanced Cap (Centennial Lake Bridge 2023)	375,000	375,000	0	0.0%	375,000		375,000	375,000	375,000	0
Surplus Adjustment - Principal - ML (2014)	0	0	0		0		0	0		1,393,000
Debenture Interest - Miramichi Lodge (2014)	0	0	0		0	0	0	0		8,070
Vacant Building Rebates (ends 2018)	0	0	0		0	21,751	21,670	18,620	39,685	35,964
TOTAL EXPENSES	51,376,286	50,802,095	574,191	1.1%	54,018,830	49,524,193	44,705,018	41,499,369	41,639,914	40,800,534

**COUNTY OF RENFREW
2020 BUDGET
GENERAL REVENUE FUND**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>COUNTY LEVY</u>	<u>47,253,904</u>	<u>45,655,946</u>	<u>1,597,958</u>	<u>3.50%</u>	<u>45,655,946</u>	<u>43,984,534</u>	<u>42,292,821</u>	<u>40,728,834</u>	<u>38,697,229</u>	<u>37,406,801</u>
<u>PIL ADJUSTMENTS</u>	<u>(150,000)</u>	<u>(150,000)</u>	<u>0</u>	<u>0.0%</u>	<u>(150,000)</u>	<u>(55,879)</u>	<u>(136,460)</u>	<u>(130,367)</u>	<u>497,112</u>	<u>(64,115)</u>
<u>WATERPOWER GENERATING STATION</u>	<u>394,109</u>	<u>394,109</u>	<u>0</u>	<u>0.0%</u>	<u>394,109</u>	<u>394,109</u>	<u>394,109</u>	<u>394,109</u>	<u>394,109</u>	<u>394,109</u>
<u>RAILWAY/HYDRO RIGHTS-OF-WAY</u>	<u>5,000</u>	<u>5,000</u>	<u>0</u>	<u>0.0%</u>	<u>5,000</u>	<u>4,211</u>	<u>0</u>	<u>4,067</u>	<u>4,121</u>	<u>63,494</u>
<u>SUPPLEMENTARY REVENUE</u>	<u>500,000</u>	<u>500,000</u>	<u>0</u>	<u>0.0%</u>	<u>500,000</u>	<u>443,963</u>	<u>421,676</u>	<u>297,965</u>	<u>454,412</u>	<u>502,136</u>
<u>OTHER REVENUE</u>	<u>3,373,273</u>	<u>4,397,040</u>	<u>(1,023,767)</u>	<u>-23.3%</u>	<u>8,040,546</u>	<u>3,263,754</u>	<u>3,158,723</u>	<u>2,880,779</u>	<u>2,608,883</u>	<u>3,390,124</u>
Interest Revenue	700,000	600,000	100,000	16.7%	700,000	625,064	384,962	281,687	232,708	211,999
Other Revenue		0	0		881,321	40	10	15	45	3,026
Gain / (Loss) Sale of Assets	0	0	0		0	(282,468)	(28,807)	(156,470)	(254,425)	7,174
BM Repayment of Loan (ends 2019)	0	123,767	(123,767)	-100.0%	123,767	123,767	123,767	123,767	123,767	0
Gas Tax Funding	2,671,773	2,671,773	(0)	0.0%	5,427,963	2,756,191	2,677,485	2,630,909	2,505,628	2,573,820
Surplus Adjustment - From Reserve	0	1,000,000	(1,000,000)	-100.0%	905,995	40,000				592,800
Licenses	1,500	1,500	0	0.0%	1,500	1,160	1,306	871	1,160	1,305
TOTAL REVENUES	51,376,286	50,802,095	574,191	1.1%	54,445,601	48,034,692	46,130,869	44,175,387	42,655,866	41,692,549
Municipal Surplus / (Deficit)	(0)	0	(0)		426,771	(1,489,501)	1,425,851	2,676,018	1,015,952	892,015

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>804,953</u>	<u>802,662</u>	<u>2,291</u>	<u>0.3%</u>	<u>802,662</u>	<u>799,983</u>	<u>789,444</u>	<u>772,051</u>	<u>754,438</u>	<u>736,229</u>
Salaries	636,325	627,235	9,090	1.4%	627,235	616,352	640,402	581,712	571,698	433,973
Employee Benefits	122,498	117,277	5,221	4.5%	117,277	75,874	124,718	111,958	92,656	81,810
Salary Allocations	34,816	36,985	(2,169)	-5.9%	36,985	33,464	0	0	0	0
Computers - Operation/Maint	902	900	2	0.2%	900	5,535	2,453	5,135	7,841	2,834
Depreciation	1,000	1,000	0	0.0%	1,000	774	774	776	774	774
Equipment - Replacements	1,000	1,000	0	0.0%	1,000	1,123	1,252	1,695	5,206	6,348
Equipment Operation/Maint.	670	900	(230)	-25.6%	900	110	152	487	495	94
Hobby Crafts	500	612	(112)	-18.3%	612	459	714	503	528	858
New Horizons	0	0	0		0	0	3,280	0	0	24,874
New Horizons - Federal Subsidy	0	0	0		0	0	(3,642)	0	0	(24,874)
Office Supplies	0	0	0		0	66	141	1,603	322	675
Other - Cable TV	0	3,443	(3,443)	-100.0%	3,443	2,198	2,198	3,135	3,930	3,657
Physio	0	0	0		0	0	0	0	0	154,647
Purchased Services	0	5,400	(5,400)	-100.0%	5,400	58,237	4,407	46,333	45,918	28,835
Recoveries - Other	(9,950)	(9,950)	0	0.0%	(9,950)	(16,184)	(11,411)	(15,179)	(19,191)	(16,472)
Recreation & Entertainment	8,912	9,112	(200)	-2.2%	9,112	9,534	11,578	14,608	18,911	22,248
Special Events	9,280	9,748	(468)	-4.8%	9,748	13,215	13,202	19,537	25,949	16,460
Staff Education	0	0	0		0	0	0	524	175	262
Surplus Adjustment - Depreciation	(1,000)	(1,000)	0	0.0%	(1,000)	(774)	(774)	(776)	(774)	(774)

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	<u>2020</u> <u>Budget</u>	<u>2019</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019</u> <u>Forecast</u>	<u>2018</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2014</u> <u>Actual</u>
<u>NURSING SERVICES</u>	<u>8,549,197</u>	<u>8,329,167</u>	<u>220,030</u>	<u>2.6%</u>	<u>8,079,167</u>	<u>7,481,890</u>	<u>7,715,369</u>	<u>7,576,818</u>	<u>7,344,954</u>	<u>7,255,481</u>
Salaries - Direct Care	6,439,567	6,333,522	106,045	1.7%	6,183,522	6,080,766	5,853,680	5,733,338	5,670,640	5,576,917
Employee Benefits - Direct Care	1,145,636	1,123,925	21,711	1.9%	1,073,925	701,460	1,093,559	1,126,731	964,134	993,375
Salaries - Nursing Administration	465,704	476,379	(10,675)	-2.2%	436,379	438,920	434,382	433,897	380,655	345,737
Employee Benefits - Nursing Administ	119,770	126,505	(6,735)	-5.3%	116,505	86,107	110,595	115,057	95,078	86,882
Salary Allocation	(369)	0	(369)		0	(2,890)	0	0	0	0
Computers - Operation/Maint	24,864	19,500	5,364	27.5%	19,500	18,057	14,548	12,669	45,532	26,668
Depreciation	48,000	58,250	(10,250)	-17.6%	58,250	56,870	57,989	56,172	53,656	55,552
Equipment Operation/Maint.	2,797	1,900	897	47.2%	1,900	550	0	61	332	574
Equipment Replacement	7,000	9,150	(2,150)	-23.5%	9,150	3,000	17,963	2,018	4,104	7,229
Furniture Replacements	0	0	0		0	0	0	1,476	0	0
High Intensity Needs - Claims Based	15,000	15,000	0	0.0%	15,000	24,269	24,473	5,418	3,047	2,331
High Intensity Needs -Non Claims Ba	42,822	42,705	117	0.3%	42,705	24,050	14,922	11,766	13,910	30,032
High Intensity Needs - Prov Subsidy	(14,250)	(14,250)	0	0.0%	(14,250)	(23,056)	(23,249)	(5,148)	(2,895)	(2,214)
Incontinent Products (@\$1.20)	76,980	76,980	0	0.0%	76,980	81,496	79,973	83,388	97,422	94,507
Fall Prevention	18,000	18,000	0	0.0%	18,000	13,579				
Fall Prevention - Subsidy	(18,000)	(18,000)	0	0.0%	(18,000)	(13,500)				
Lab Fees	8,000	8,000	0	0.0%	8,000	7,045	7,180	7,240	8,255	8,010
Lab Fees - Prov Subsidy	(8,000)	(8,000)	0	0.0%	(8,000)	(7,045)	(7,180)	(7,240)	(8,255)	(8,010)
Medical Director (@\$0.30)	19,710	19,710	0	0.0%	19,710	19,710	19,710	19,764	19,710	19,710
Medical Nursing Supplies	68,500	68,500	0	0.0%	68,500	81,710	72,806	74,423	85,417	68,339
Memberships	0	0	0		0	1,445	806	396	679	1,239
Misc	1,599	1,223	376	30.7%	1,223	917	1,181	1,241	1,801	1,705
Phys On Call - Expenses (@\$100/bed	17,100	17,100	0	0.0%	17,100	18,000	18,000	18,000	18,000	18,000
Phys On Call - Prov Subsidy	(17,100)	(17,100)	0	0.0%	(17,100)	(17,433)	(17,433)	(17,432)	(17,633)	(17,910)
Professional Development	0	0	0		0	0	0	2,554	6,650	33,553
Purchased Services	4,000	0	4,000		0	0	2,071	362	1,110	1,578
Purchased Services - Nurse Practition	42,743	22,874	19,869	86.9%	22,874	12,294	18,415	18,391	10,236	7,914
RAI / MDS Expenses	87,124	87,344	(220)	-0.3%	87,344	85,346	94,851	84,018	82,316	87,353
RAI/MDS - Prov Subsidy	0	(81,800)	81,800	-100.0%	(81,800)	(81,804)	(81,804)	(81,804)	(81,804)	(81,804)
Recoveries	0	0	0		0	(71,103)	(34,080)	(63,766)	(53,487)	(46,234)
Surplus Adjustment - Depreciation	(48,000)	(58,250)	10,250	-17.6%	(58,250)	(56,870)	(57,989)	(56,172)	(53,656)	(55,552)

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	2020	2019			2019	2018	2017	2016	2015	2014
	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
<u>FOOD SERVICES</u>	<u>2,107,576</u>	<u>2,115,445</u>	<u>(7,869)</u>	<u>-0.4%</u>	<u>2,115,445</u>	<u>1,899,074</u>	<u>1,915,385</u>	<u>1,968,860</u>	<u>1,877,548</u>	<u>1,817,597</u>
Salaries	1,229,161	1,221,346	7,815	0.6%	1,221,346	1,177,558	1,094,463	1,093,563	1,065,915	1,042,258
Employee Benefits	252,341	250,480	1,861	0.7%	250,480	163,853	214,865	240,167	197,218	202,249
Salary Allocations	(65,963)	(68,107)	2,144	-3.1%	(68,107)	(60,929)	0	0	0	0
Depreciation	12,000	12,000	0	0.0%	12,000	11,373	11,038	10,704	10,287	10,287
Dietary Supplies	62,985	71,957	(8,972)	-12.5%	71,957	77,469	80,430	74,485	66,527	65,812
Equipment - Operation/Maint.	6,800	8,860	(2,060)	-23.3%	8,860	7,799	4,048	3,916	4,001	4,014
Computers - Operation/Maint	1,980	3,000	(1,020)	-34.0%	3,000	1,954	1,725	1,649	4,577	916
Equipment - Replacements	14,500	19,500	(5,000)	-25.6%	19,500	9,592	12,761	2,253	13,758	14,442
Other Expenses	1,750	1,750	0	0.0%	1,750	1,906	2,064	915	1,807	1,079
Professional Development	0	0	0		0	0	0	172		0
Purchased Services	600	600	0	0.0%	600	397	366	336	425	506
Surplus Adjustment - Depreciation	(12,000)	(12,000)	0	0.0%	(12,000)	(11,373)	(11,038)	(10,704)	(10,287)	(10,287)
Raw Food Costs	649,291	647,574	1,717	0.3%	647,574	575,481	574,366	623,559	585,233	538,540
Raw Food Recoveries	(20,796)	(20,796)	0	0.0%	(20,796)	(25,943)	(27,614)	(39,768)	(34,397)	(24,891)
Recoveries - Charge to ML - Supervis	(21,445)	(17,828)	(3,617)	20.3%	(17,828)	(15,000)	(14,720)	(14,700)		0
Recoveries	(11,761)	(11,624)	(137)	1.2%	(11,624)	(21,788)	(26,732)	(18,653)	(30,168)	(30,342)
Replacement - Dishes / Cutlery	9,633	9,633	0	0.0%	9,633	6,806	3,791	6,192	7,859	7,458
Vending - Net	(1,500)	(900)	(600)	66.7%	(900)	(81)	(4,428)	(5,226)	(5,207)	(4,444)
<u>HOUSEKEEPING SERVICES</u>	<u>924,717</u>	<u>914,943</u>	<u>9,774</u>	<u>1.1%</u>	<u>914,943</u>	<u>833,804</u>	<u>880,949</u>	<u>922,068</u>	<u>838,155</u>	<u>827,386</u>
Salaries	702,837	692,456	10,381	1.5%	692,456	665,748	666,148	662,750	643,095	631,757
Employee Benefits	154,480	155,028	(548)	-0.4%	155,028	102,448	151,714	159,872	131,678	137,394
Salary Allocations	(8,873)	(8,814)	(59)	0.7%	(8,814)	0	0	0		
Depreciation	2,223	2,223	0	0.0%	2,223	2,217	2,217	2,223	2,217	2,217
Equipment - Operation/Maint.	2,500	2,500	0	0.0%	2,500	1,384	0	0	235	0
Equipment - Replacements	2,100	2,100	0	0.0%	2,100	519	1,965	35,946	1,650	1,343
Housekeeping Supplies	71,673	71,673	0	0.0%	71,673	72,620	70,387	73,313	69,655	68,077
Purchased Services	0	0	0		0	0	0	0	0	
Surplus Adjustment - Depreciation	(2,223)	(2,223)	0	0.0%	(2,223)	(2,217)	(2,217)	(2,223)	(2,217)	(2,217)
Recoveries	0	0	0		0	(8,915)	(9,265)	(9,813)	(8,158)	(11,185)

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>LAUNDRY AND LINEN SERVICES</u>	<u>463,935</u>	<u>458,634</u>	<u>5,301</u>	<u>1.2%</u>	<u>458,634</u>	<u>471,603</u>	<u>499,166</u>	<u>453,950</u>	<u>408,083</u>	<u>420,962</u>
Salaries	334,607	329,713	4,894	1.5%	329,713	356,463	331,309	334,121	313,467	321,601
Employee Benefits	78,830	77,705	1,125	1.4%	77,705	58,072	76,701	82,593	66,323	67,924
Salary Allocations	(3,377)	(3,327)	(50)	1.5%	(3,327)	0	0	0		
Bedding Etc Replacements	18,760	18,760	0	0.0%	18,760	30,565	60,965	23,841	14,201	14,674
Depreciation	7,200	7,000	200	2.9%	7,000	7,429	6,281	5,885	5,287	5,287
Equipment Operation/Maint.	13,800	10,800	3,000	27.8%	10,800	8,083	11,500	4,769	1,675	1,869
Equipment Replacements	0	0	0		0	679	1,200	2,616	935	456
Laundry Supplies	21,315	24,983	(3,668)	-14.7%	24,983	28,441	25,930	22,166	21,052	24,258
Recoveries	0	0	0		0	(10,700)	(8,439)	(16,156)	(9,570)	(9,820)
Surplus Adjustment - Depreciation	(7,200)	(7,000)	(200)	2.9%	(7,000)	(7,429)	(6,281)	(5,885)	(5,287)	(5,287)
<u>BUILDINGS AND PROPERTY MAIN</u>	<u>1,152,934</u>	<u>1,193,177</u>	<u>(40,243)</u>	<u>-3.4%</u>	<u>1,193,177</u>	<u>1,037,342</u>	<u>1,135,737</u>	<u>1,140,189</u>	<u>1,169,899</u>	<u>1,068,258</u>
Salaries	322,028	327,782	(5,754)	-1.8%	327,782	296,452	300,535	297,325	298,842	271,278
Employee Benefits	85,085	87,185	(2,100)	-2.4%	87,185	58,235	75,554	78,579	68,037	60,512
Salary Allocations	(3,626)	(3,327)			(3,327)	0	0	0		
Depreciation	560,000	555,800	4,200	0.8%	555,800	524,121	508,361	498,491	470,065	451,175
Equipment - Operation/Maint.	0	0	0		0	1,200	55,202	63,316	90,595	84,874
Computers - Operation/Maint	2,900	2,900	0	0.0%	2,900	2,852	0	0		
Equipment - Replacements	53,500	53,500	0	0.0%	53,500	17,775	5,241	3,489	5,157	8,475
Furniture - Replacements	40,064	44,064	(4,000)	-9.1%	44,064	44,548	41,308	0	27,764	40,033
Hydro	185,000	210,000	(25,000)	-11.9%	210,000	200,176	235,237	281,330	229,984	226,057
Natural Gas	105,000	105,000	0	0.0%	105,000	103,844	92,572	93,090	97,955	96,831
Insurance	55,635	55,873	(238)	-0.4%	55,873	53,347	54,510	58,414	56,313	54,767
Office Expenses	0	0	0		0	0	1,052			
Purchased Services	169,083	167,350	1,733	1.0%	167,350	157,619	137,995	139,201	135,668	129,442
Special Project - Phone / Cable System	32,000	32,000	0	0.0%	32,000	31,442	31,384	31,442	30,796	28,697
Recoveries - Residents (cable/phone)	(64,710)	(63,000)	(1,710)	2.7%	(63,000)	(63,544)	(60,218)	(61,803)	(61,188)	(60,123)
Recoveries	(19,485)	(20,610)	1,125	-5.5%	(20,610)	(34,485)	(32,333)	(29,397)	(40,749)	(47,936)
Repairs & Maint -Bldgs & Grounds	70,460	74,460	(4,000)	-5.4%	74,460	48,854	83,076	64,003	127,935	80,000
Surplus Adjustment - Depreciation	(560,000)	(555,800)	(4,200)	0.8%	(555,800)	(524,121)	(508,361)	(498,491)	(470,065)	(451,175)
Water / Wastewater	120,000	120,000	0	0.0%	120,000	119,027	114,622	121,200	102,790	95,351
							<u>0</u>			

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	<u>2020</u> <u>Budget</u>	<u>2019</u> <u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019</u> <u>Forecast</u>	<u>2018</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2014</u> <u>Actual</u>
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,158,259</u>	<u>1,141,778</u>	<u>16,481</u>	<u>1.4%</u>	<u>1,141,778</u>	<u>1,004,266</u>	<u>1,045,418</u>	<u>1,237,767</u>	<u>1,158,804</u>	<u>1,126,374</u>
Salaries	512,240	500,460	11,780	2.4%	500,460	458,433	438,081	597,931	468,561	486,691
Employee Benefits	142,658	134,514	8,144	6.1%	134,514	100,350	119,062	142,013	107,790	105,958
Salary Allocation	(26,067)	(25,154)	(913)	3.6%	(25,154)	(31,119)	0	0		0
Accreditation Fees	5,825	5,825	0	0.0%	5,825	5,333	5,156	5,127	7,646	5,157
Admin Charges	117,969	94,673	23,296	24.6%	94,673	94,872	96,005	96,745	94,515	92,803
Advertising/Awards Dinner	23,000	23,000	0	0.0%	23,000	21,444	22,658	19,656	26,211	23,362
Audit	8,900	8,500	400	4.7%	8,500	8,385	8,141	7,996	7,903	7,717
Computer / Internet	67,570	77,106	(9,536)	-12.4%	77,106	62,197	54,375	35,495	47,292	49,466
Conventions	3,000	3,000	0	0.0%	3,000	2,348	2,679	0	0	1,193
Depreciation	18,000	19,500	(1,500)	-7.7%	19,500	18,941	21,142	20,554	21,286	21,856
Equipment - Operation/Maint.	8,340	8,340	0	0.0%	8,340	8,387	9,019	7,545	7,400	7,326
Equipment - Replacements	400	400	0	0.0%	400	0	0	553	4,672	997
Gain / Loss from Disposal of Assets	0	0	0		0	2,706	3,965	0	87,217	0
Health & Safety Program	1,100	2,000	(900)	-45.0%	2,000	1,005	1,155	763	302	2,182
HR Charges	109,942	122,824	(12,882)	-10.5%	122,824	118,827	116,896	114,572	112,557	111,704
Insurance	47,846	42,000	5,846	13.9%	42,000	41,386	41,386	42,910	42,425	146,660
IT Charges	67,550	66,257	1,293	2.0%	66,257	65,114	64,018	62,422	60,450	59,324
Legal & Labour Contract Costs	15,000	25,000	(10,000)	-40.0%	25,000	13,336	28,204	28,782	33,192	35,782
Memberships	15,760	15,760	0	0.0%	15,760	12,937	12,847	12,567	13,629	12,302
Postage / Courier	7,024	7,065	(41)	-0.6%	7,065	4,076	4,719	6,271	5,516	6,351
Office Supplies	18,800	19,300	(500)	-2.6%	19,300	17,938	15,715	17,272	15,048	15,378
Purchased Services	1,520	1,520	0	0.0%	1,520	1,781	928	1,832	1,551	48,772
Recoveries - Other	(69,418)	(69,912)	494	-0.7%	(69,912)	(75,607)	(57,541)	(23,549)	(49,155)	(161,970)
Resident Transportation	0	0	0		0	0	0	4,986	8,531	9,961
Staff Training	27,000	27,000	0	0.0%	27,000	17,556	10,345	5,813	7,173	11,892
Surplus Adjustment - Depreciation	(18,000)	(19,500)	1,500	-7.7%	(19,500)	(18,941)	(21,142)	(20,554)	(21,286)	(21,856)
Telephone	15,300	15,300	0	0.0%	15,300	15,788	14,680	13,229	13,786	12,940
Travel	17,000	17,000	0	0.0%	17,000	18,018	15,956	18,145	14,053	15,996
Uniform Allowance	20,000	20,000	0	0.0%	20,000	18,775	16,969	18,691	20,539	18,430
<u>BONNECHERE MANOR TOTALS</u>	<u>15,161,571</u>	<u>14,955,806</u>	<u>205,765</u>	<u>1.4%</u>	<u>14,705,806</u>	<u>13,527,962</u>	<u>13,981,468</u>	<u>14,071,703</u>	<u>13,551,881</u>	<u>13,252,287</u>

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	2020	2019			2019	2018	2017	2016	2015	2014
	<u>Budget</u>	<u>Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>73,342</u>	<u>172,791</u>	<u>(99,449)</u>	<u>-57.6%</u>	<u>172,791</u>	<u>379,689</u>	<u>339,135</u>	<u>172,791</u>	<u>193,453</u>	<u>17,327</u>
Homes for Aged Committee			0			0	0	0	0	1,536
Loan Repayment - to General Fund	0	123,767			123,767	123,767	123,767	123,767	123,767	
Surplus Adjustment - To Reserves	73,342	49,024	24,318	49.6%	49,024	255,922	215,368	49,024	69,686	15,791
<u>CAPITAL</u>	<u>755,000</u>	<u>486,225</u>	<u>268,775</u>	<u>55.3%</u>	<u>486,225</u>	<u>329,785</u>	<u>569,650</u>	<u>351,384</u>	<u>352,659</u>	<u>1,121,894</u>
Surplus Adjustment - Capital	755,000	486,225	268,775	55.3%	486,225	329,785	569,650	351,384	352,659	1,121,894
TOTAL EXPENDITURE	15,989,913	15,614,822	375,091	2.4%	15,364,822	14,237,436	14,890,253	14,595,878	14,097,993	14,391,508

**COUNTY OF RENFREW
2020 BUDGET
Bonnechere Manor**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>MUNICIPAL SUBSIDY</u>	<u>2,095,833</u>	<u>2,044,715</u>	<u>51,118</u>	<u>2.5%</u>	<u>2,044,715</u>	<u>2,099,919</u>	<u>2,058,744</u>	<u>2,018,377</u>	<u>1,847,999</u>	<u>1,814,328</u>
City of Pembroke - 30.63%	641,953	626,296	15,657	2.5%	626,296	808,049	737,854	733,478	649,572	731,185
County of Renfrew - 69.37%	1,453,879	1,418,419	35,460	2.5%	1,418,419	1,291,870	1,320,890	1,284,899	1,198,427	1,083,143
<u>RESIDENTS REVENUE</u>	<u>4,056,618</u>	<u>3,944,538</u>	<u>112,080</u>	<u>2.8%</u>	<u>3,944,538</u>	<u>3,995,321</u>	<u>3,922,614</u>	<u>3,821,678</u>	<u>3,636,966</u>	<u>3,479,294</u>
Basic Accommodation	3,559,778	3,470,638	89,140	2.6%	3,470,638	3,493,813	3,422,138	3,371,257	3,280,130	3,161,524
Bad Debts Expense	0	0	0		0	(3,758)	23,950	2,484	95	1,270
Preferred Accommodation	485,000	458,500	26,500	5.8%	458,500	488,885	464,537	411,486	344,304	293,378
Respite Care	11,840	15,400	(3,560)	-23.1%	15,400	16,381	11,989	12,434	12,437	23,122
Estate Recoveries - Provincial	0	0	0		0	0	0	16,813	0	0
Estate Recoveries - Municipal	0	0	0		0	0	0	7,204	0	0
<u>OTHER REVENUE</u>	<u>173,767</u>	<u>153,767</u>	<u>20,000</u>	<u>13.0%</u>	<u>153,767</u>	<u>282,746</u>	<u>237,436</u>	<u>149,584</u>	<u>151,646</u>	<u>619,240</u>
Donations	0	0	0		0	0	0	0	0	0
Donations In Kind	0	0	0		0	0	0	0	0	0
Interest Income	50,000	30,000	20,000	66.7%	30,000	40,349	22,034	19,302	22,907	0
Solar Panel FIT Revenue	123,767	123,767	0	0.0%	123,767	117,397	115,402	130,282	128,739	26,440
Transfer from Other Funds	0	0	0		0	0	100,000	0	0	592,800
Other	0	0	0		0	125,000	0	0	0	0
<u>PROVINCIAL SUBSIDY</u>	<u>8,908,695</u>	<u>8,985,577</u>	<u>(76,882)</u>	<u>-0.9%</u>	<u>8,985,577</u>	<u>8,774,040</u>	<u>8,545,975</u>	<u>8,375,091</u>	<u>8,218,821</u>	<u>8,191,438</u>
Operating Subsidy	8,908,695	8,985,577	(76,882)	-0.9%	8,985,577	8,740,299	8,411,728	8,242,656	8,086,551	8,034,751
Recovery - RPN Funding- MOH	0	0	0		0	33,741	134,247	132,435	132,270	133,287
One Time Funding	0	0	0		0	0	0	0	0	23,400
<u>SURPLUS ADJUSTMENT</u>	<u>755,000</u>	<u>486,225</u>	<u>268,775</u>	<u>55.3%</u>	<u>486,225</u>	<u>329,785</u>	<u>569,650</u>	<u>351,384</u>	<u>352,659</u>	<u>497,074</u>
Surplus Adjustment - Teml Loan	0	0	0		0	0	0	0	0	0
Surplus Adjustment - From Reserves	755,000	486,225	268,775	55.3%	486,225	329,785	569,650	351,384	352,659	497,074
GRAND TOTAL REVENUES	15,989,913	15,614,822	375,091	2.4%	15,614,822	15,481,811	15,334,419	14,716,114	14,208,091	14,601,374
Municipal Surplus / (Deficit)	(0)	0	(0)	-130.0%	250,000	1,244,375	444,166	120,236	110,098	209,866

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>744,008</u>	<u>741,846</u>	<u>2,162</u>	<u>0.3%</u>	<u>741,846</u>	<u>715,527</u>	<u>676,665</u>	<u>690,436</u>	<u>665,548</u>	<u>657,850</u>
Salaries	483,225	485,428	(2,203)	-0.5%	485,428	495,206	514,554	529,564	529,428	403,391
Employee Benefits	106,981	110,776	(3,795)	-3.4%	110,776	87,544	105,656	105,311	53,618	83,771
Salary Allocations	70,764	69,892	872	1.2%	69,892	76,471	0	0		
Computers Operation/Maint.	8,708	3,000	5,708	190.3%	3,000	2,530	955	381	858	1,384
Depreciation	1,200	1,200	0	0.0%	1,200	1,139	1,139	1,143	1,139	5,856
Equipment - Replacements	3,075	3,000	75	2.5%	3,000	0	636	0		542
Equipment Operation/Maint.	2,460	2,400	60	2.5%	2,400	783	1,007	1,156	2,228	1,606
Hobby Crafts	5,125	5,000	125	2.5%	5,000	4,007	2,875	2,564	4,165	3,438
Purchased Service - Physio	48,807	47,850	957	2.0%	47,850	35,860	34,700	36,504	17,535	103,308
Purchased Service	0	0	0		0	0	2,024	0	44,347	52,577
Recoveries	0	0	0		0	0	(405)	0	(1,003)	(5,066)
Recreation & Entertainment	11,275	11,000	275	2.5%	11,000	12,109	13,271	12,174	12,209	11,175
Special Events	3,588	3,500	88	2.5%	3,500	1,017	1,392	2,782	2,163	1,724
Surplus Adjustment - Depreciation	(1,200)	(1,200)	0	0.0%	(1,200)	(1,139)	(1,139)	(1,143)	(1,139)	(5,856)

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>NURSING SERVICES</u>	<u>8,298,320</u>	<u>8,122,966</u>	<u>175,355</u>	<u>2.2%</u>	<u>8,012,966</u>	<u>7,873,758</u>	<u>7,676,308</u>	<u>7,538,719</u>	<u>6,772,004</u>	<u>7,247,798</u>
Salaries - Direct Care	6,327,417	6,236,903	90,514	1.5%	6,226,903	6,328,384	5,891,142	5,735,860	5,629,935	5,523,965
Employee Benefits - Direct Care	1,034,008	1,079,666	(45,658)	-4.2%	1,029,666	938,299	1,029,973	1,024,540	443,101	999,505
Salary Allocations	(14,368)	(14,368)	0	0.0%	(14,368)	(21,954)	0	0	0	0
Salaries - Administration	422,947	401,478	21,469	5.3%	376,478	365,317	390,029	364,331	382,582	372,589
Employee Benefits - Administration	114,698	112,404	2,294	2.0%	102,404	94,771	105,433	108,364	68,456	102,707
Computers-Operation/Maint.	23,816	17,724	6,092	34.4%	17,724	15,384	19,277	17,707	15,926	26,133
Depreciation	32,000	30,000	2,000	6.7%	30,000	30,509	29,208	23,291	21,873	65,972
Equipment - Replacements	0	0	0		0	5,089	3,864	23,733	1,246	1,865
Equipment-Operation/Maint.	3,940	3,940	0	0.0%	3,940	6,174	2,802	6,847	7,359	6,422
High Intensity Needs Claims Based	7,000	7,000	0	0.0%	7,000	101,876	59,605	54,419	47,204	19,680
High Intensity Needs -Non Claims Based (0.64'	38,778	38,778	0	0.0%	38,778	21,109	36,040	41,015	43,519	40,612
High Intensity Needs - Prov Subsidy (95%)	(6,650)	(6,650)	0	0.0%	(6,650)	(96,782)	(56,625)	(51,698)	(44,843)	(18,696)
Incontinent Products (@\$1.20)	72,700	72,700	0	0.0%	72,700	87,863	95,328	93,251	87,224	84,261
Fall Prevention Equip	16,600	16,600	0	0.0%	16,600	5,960				
Fall Prevention Prov Subsidy	(16,600)	(16,600)	0	0.0%	(16,600)	(5,960)				
Lab Fees	10,000	10,000	0	0.0%	10,000	7,480	7,135	7,525	8,740	7,870
Lab Fees - Prov Subsidy	(10,000)	(10,000)	0	0.0%	(10,000)	(7,480)	(7,135)	(7,525)	(8,740)	(7,870)
Medical Director (@\$0.30)	18,177	18,177	0	0.0%	18,177	18,177	18,177	18,177	18,177	18,177
Medical Nursing Supplies	100,000	100,000	0	0.0%	85,000	88,605	95,126	117,562	156,268	113,943
Nurse Practitioner	208,338	168,600	39,738	23.6%	168,600	145,375	152,449	153,447	131,039	130,757
Nurse Practitioner - Prov Subsidy	(122,853)	(122,853)	0	0.0%	(122,853)	(120,788)	(115,618)	(116,666)	(120,803)	(118,656)
Recoveries - BM	(42,743)	(22,874)	(19,870)	86.9%	(22,874)	(12,294)	(18,415)	(18,391)	(57,399)	(64,446)
Phys On Call - Expense (@\$100 per bed)	16,515	16,515	0	0.0%	16,515	16,517	16,517	16,517	16,517	16,517
Phys On Call - Prov Subsidy	(16,515)	(16,515)	0	0.0%	(16,515)	(16,077)	(16,077)	(16,075)	(16,263)	(16,517)
Professional Development	0	0	0		0	0	0	0	0	23,300
RAI-MDS - Expenses	112,115	111,040	1,075	1.0%	111,040	88,832	95,023	82,210	79,826	102,367
RAI-MDS - Prov Subsidy	0	(79,700)	79,700	-100.0%	(79,700)	(79,704)	(79,704)	(79,704)	(79,704)	(79,704)
Recovery	0	0	0		0	(100,415)	(48,230)	(37,585)	(37,880)	(37,816)
Subscriptions and Memberships	1,000	1,000	0	0.0%	1,000	0	192	858	517	833
Surplus Adjustment - Depreciation	(32,000)	(30,000)	(2,000)	6.7%	(30,000)	(30,509)	(29,208)	(23,291)	(21,873)	(65,972)

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>FOOD SERVICES</u>	<u>2,005,636</u>	<u>1,947,064</u>	<u>58,572</u>	<u>3.0%</u>	<u>1,902,064</u>	<u>1,861,710</u>	<u>1,819,298</u>	<u>1,762,791</u>	<u>1,622,671</u>	<u>1,777,471</u>
Salaries	1,175,059	1,156,900	18,159	1.6%	1,141,900	1,140,864	1,071,753	1,026,961	1,013,761	1,049,255
Employee Benefits	265,384	261,337	4,047	1.5%	231,337	207,955	216,202	214,382	103,257	221,567
Salary Allocations	(67,897)	(67,025)	(872)	1.3%	(67,025)	(43,297)	0	0		0
Dietary Supplies	18,137	17,695	442	2.5%	17,695	17,939	17,571	15,350	17,577	17,767
Computer - Operation/Maintenance	500	500	0	0.0%	500	0	0	153	916	2,628
Depreciation	20,250	20,250	0	0.0%	20,250	20,250	16,786	15,812	15,448	14,660
Equipment - Operation/Replacement	10,663	6,500	4,163	64.0%	6,500	6,107	5,879	10,260	3,439	5,434
Food Wrap & Disposable Items	7,995	7,800	195	2.5%	7,800	7,450	7,747	6,669	7,345	7,087
Meals on Wheels	3,000	3,000	0	0.0%	3,000	3,105	2,769	1,936	2,849	2,003
Memberships & Subscriptions	0	0	0		0	1,388	1,379	852	1,337	1,368
Purchased Service - Supervisor from BM	21,445	17,828	3,617	20.3%	17,828	15,795	14,720	17,331	15,905	14,058
Raw Food Costs	606,612	578,029	28,583	4.9%	578,029	563,248	519,206	508,883	494,928	481,664
Raw Food Recoveries	(27,000)	(27,000)	0	0.0%	(27,000)	(22,918)	(29,144)	(35,187)	(34,154)	(29,318)
Replacement - Dishes/Cutlery	9,738	9,500	238	2.5%	9,500	8,934	8,750	8,481	9,596	10,262
Recoveries	0		0			(27,499)				
Surplus Adjustment - Depreciation	(20,250)	(20,250)	0	0.0%	(20,250)	(20,250)	(16,786)	(15,812)	(15,448)	(14,660)
Café M	(14,000)	(14,000)	0	0.0%	(14,000)	(13,145)	(13,155)	(10,824)	(11,086)	0
Vending Machine Operation (Net)	(4,000)	(4,000)	0	0.0%	(4,000)	(4,216)	(4,379)	(2,456)	(2,999)	(6,304)
<u>HOUSEKEEPING SERVICES</u>	<u>900,841</u>	<u>883,777</u>	<u>17,064</u>	<u>1.9%</u>	<u>863,777</u>	<u>868,518</u>	<u>854,622</u>	<u>837,378</u>	<u>759,828</u>	<u>799,734</u>
Salaries	692,573	682,332	10,241	1.5%	672,332	692,925	669,046	663,137	646,277	629,677
Employee Benefits	150,268	147,995	2,273	1.5%	137,995	127,582	135,399	134,720	58,882	121,842
Depreciation	3,000	3,000	0	0.0%	3,000	3,141	3,104	2,875	2,867	2,867
Equipment - Operation/Maint.	1,750	750	1,000	133.3%	750	0	2,899	1,018	1,800	2,088
Equipment - Replacements	5,000	2,700	2,300	85.2%	2,700	2,038	2,809	279		45
Furniture - Replacements	0		0			0	0	0		0
Housekeeping Supplies	50,000	50,000	0	0.0%	50,000	47,249	47,824	44,296	56,104	46,835
Other	1,250		1,250			0	0			0
Recoveries	0		0			(1,276)	(3,355)	(6,072)	(3,235)	(753)
Surplus Adjustment - Depreciation	(3,000)	(3,000)	0	0.0%	(3,000)	(3,141)	(3,104)	(2,875)	(2,867)	(2,867)

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>LAUNDRY AND LINEN SERVICES</u>	<u>280,049</u>	<u>274,303</u>	<u>5,746</u>	<u>2.1%</u>	<u>274,303</u>	<u>277,614</u>	<u>262,044</u>	<u>271,142</u>	<u>260,295</u>	<u>246,150</u>
Salaries	200,323	197,380	2,943	1.5%	197,380	208,575	191,019	198,020	207,129	181,576
Employee Benefits	44,071	46,268	(2,197)	-4.7%	46,268	40,220	42,358	40,777	24,155	39,836
Depreciation	4,600	4,600	0	0.0%	4,600	4,561	4,561	4,574	4,561	4,561
Equipment - Operation/Maint.	2,105	2,105	0	0.0%	2,105	977	3,690	643	3,888	1,669
Equipment Replacement	0	0	0		0	0	0	0	0	0
Laundry Supplies	18,000	15,000	3,000	20.0%	15,000	15,417	13,203	14,745	13,819	10,848
Purchased Services - Other	0	0	0		0	0	0	0	0	0
Recoveries	0	0	0		0	(1,649)	(1,256)	(1,010)	(1,785)	(108)
Replacement - Bedding	15,550	13,550	2,000	14.8%	13,550	14,074	13,030	17,967	13,089	12,329
Surplus Adjustment - Depreciation	(4,600)	(4,600)	0	0.0%	(4,600)	(4,561)	(4,561)	(4,574)	(4,561)	(4,561)
<u>BUILDINGS AND PROPERTY</u>										
<u>OPERATION & MAINTENANCE</u>	<u>1,040,496</u>	<u>1,059,567</u>	<u>(19,071)</u>	<u>-1.8%</u>	<u>1,009,567</u>	<u>1,003,451</u>	<u>1,045,489</u>	<u>1,160,781</u>	<u>1,028,812</u>	<u>1,021,481</u>
Salaries	251,206	247,271	3,935	1.6%	217,271	241,967	245,104	236,867	234,396	233,079
Employee Benefits	66,427	68,299	(1,872)	-2.7%	58,299	56,014	64,330	62,957	32,379	62,154
Depreciation	765,000	755,000	10,000	1.3%	755,000	703,957	695,388	666,167	661,703	670,379
Computers - Operation/Maint.	900	800	100	12.5%	800	620	591	563	899	1,410
Equipment - Replacements	70,000	80,000	(10,000)	-12.5%	80,000	71,428	62,650	91,262	113,581	99,549
Furniture - Replacements	40,380	40,380	0	0.0%	40,380	18,257	6,169	35,330		5,647
Insurance	66,864	68,300	(1,436)	-2.1%	68,300	64,115	66,383	71,138	68,588	67,162
Hydro	185,000	210,000	(25,000)	-11.9%	200,000	184,173	238,956	288,675	231,362	217,385
Natural Gas	70,000	70,000	0	0.0%	70,000	75,404	72,595	68,287	90,761	75,749
Purchased Services	213,030	198,368	14,662	7.4%	198,368	212,989	195,988	206,128	223,138	162,292
Resident - Cable/Phone	20,000	20,000	0	0.0%	20,000	15,161	0	0	0	0
Resident - Cable/Phone Recoveries	(50,000)	(50,000)	0	0.0%	(50,000)	(31,640)	0	0	0	0
Recoveries	(20,264)	(20,264)	0	0.0%	(20,264)	(28,124)	(18,111)	(12,784)	(108,473)	(20,198)
Repairs & Maint-Bldgs & Grounds	86,953	86,413	540	0.6%	86,413	76,828	86,397	67,358	92,707	69,258
Surplus Adjustment - Depreciation	(765,000)	(755,000)	(10,000)	1.3%	(755,000)	(703,957)	(695,388)	(666,167)	(661,703)	(670,379)
Water / Wastewater	40,000	40,000	0	0.0%	40,000	46,259	24,437	45,000	49,474	47,994

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,110,538</u>	<u>1,076,615</u>	<u>33,923</u>	<u>3.2%</u>	<u>1,051,615</u>	<u>1,130,982</u>	<u>1,174,852</u>	<u>1,089,474</u>	<u>1,062,324</u>	<u>1,097,472</u>
Salaries	366,103	368,163	(2,060)	-0.6%	368,163	431,062	438,843	431,832	429,366	399,499
Employee Benefits	111,619	106,598	5,021	4.7%	106,598	110,482	124,093	120,561	78,269	107,700
Salary Allocations	(11,501)	(11,501)	0	0.0%	(11,501)	(1,436)	0	0		
Accreditation	5,825	5,825	0	0.0%	5,825	5,823	5,207	5,030	4,863	0
Admin Charges	117,791	94,673	23,118	24.4%	94,673	94,872	96,005	96,745	94,515	92,803
Advertising & Awards	15,000	15,000	0	0.0%	15,000	15,235	12,557	16,470	16,370	13,722
Audit	8,637	8,500	137	1.6%	8,500	8,385	8,141	7,995	7,903	7,717
Computer - Internet	57,679	46,640	11,039	23.7%	46,640	41,658	48,284	21,062	21,664	20,501
Conventions	3,000	3,000	0	0.0%	3,000	0	737	2,202	2,335	3,316
Depreciation	22,000	19,000	3,000	15.8%	19,000	20,102	15,118	13,623	14,103	25,196
Equipment - Replacements	0	0	0		0	0	0	499		0
Equipment-Operation/Maint.	7,000	7,000	0	0.0%	7,000	7,238	6,964	6,777	7,153	7,283
Gain / Loss from Disposal of Asset	0	0	0		0	0	5,643	978		0
Health & Safety Program	1,000	1,000	0	0.0%	1,000	189	819	2,504	1,567	1,854
HR Charges	108,706	121,443	(12,737)	-10.5%	121,443	117,492	115,582	113,752	111,737	111,704
Insurance	45,000	39,000	6,000	15.4%	39,000	38,370	38,370	39,783	39,308	138,955
IT Charges	67,550	66,257	1,293	2.0%	66,257	65,114	64,018	62,422	60,450	59,324
Legal & Labour Contract Costs	40,000	40,000	0	0.0%	40,000	77,572	87,239	72,200	76,716	41,193
Memberships	16,135	15,285	850	5.6%	15,285	13,003	12,921	12,546	13,212	14,506
Postage	6,500	6,500	0	0.0%	6,500	6,966	6,864	5,879	6,773	5,850
Office Supplies	16,908	16,520	388	2.3%	16,520	20,326	17,883	16,496	19,358	15,025
Staff Training	20,000	20,000	0	0.0%	20,000	38,050	11,276	14,495	22,510	19,448
Purchased Services	70,786	69,912	874	1.3%	69,912	42,117	41,086	1,647	1,537	6,024
Recoveries	(5,000)	(5,000)	0	0.0%	(30,000)	(43,769)	(15,676)	(10,377)	(6,341)	(25,915)
Surplus Adjustment - Depreciation	(22,000)	(19,000)	(3,000)	15.8%	(19,000)	(20,102)	(15,118)	(13,623)	(14,103)	(25,196)
Telephone	23,300	23,300	0	0.0%	23,300	22,715	29,500	28,312	28,848	36,469
Travel	2,000	2,000	0	0.0%	2,000	3,298	1,841	3,276	7,016	4,484
Uniform Allowance	16,500	16,500	0	0.0%	16,500	16,220	16,655	16,388	17,195	16,010
<u>MIRAMICHI LODGE TOTALS</u>	<u>14,379,888</u>	<u>14,106,138</u>	<u>273,750</u>	<u>1.9%</u>	<u>13,856,138</u>	<u>13,731,560</u>	<u>13,509,278</u>	<u>13,350,721</u>	<u>12,171,482</u>	<u>12,847,956</u>

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>711,228</u>	<u>675,833</u>	<u>35,395</u>	<u>5.2%</u>	<u>675,833</u>	<u>620,928</u>	<u>823,615</u>	<u>701,170</u>	<u>702,407</u>	<u>654,153</u>
Homes for Aged Committee		0	0		0	0	0	0	0	1,536
Seniors Housing Strategy	50,000	0	50,000							
Transfer to BM		0	0		0	0	100,000			
Valley Manor Capital		0	0		0	0	12,624	30,598	30,514	30,514
Surplus Adjustment - Trf To Reserves	34,419	49,024	(14,605)	-29.8%	49,024	0	89,745	49,024	50,059	0
Surplus Adjustment - Principal	454,880	454,880	0	0.0%	454,880	430,204	406,866	384,794	363,920	344,178
Debenture Payment Interest Only (2024)	171,929	171,929	0	0.0%	171,929	190,724	214,380	236,754	257,914	277,925
<u>EQUIPMENT ACQUISITIONS</u>	<u>626,615</u>	<u>418,360</u>	<u>208,255</u>	<u>49.8%</u>	<u>418,360</u>	<u>277,554</u>	<u>299,011</u>	<u>375,696</u>	<u>205,608</u>	<u>139,322</u>
Surplus Adjustment - Capital	626,615	418,360	208,255	49.8%	418,360	277,554	299,011	375,696	205,608	139,322
GRAND TOTAL EXPENDITURE	15,717,731	15,200,331	517,400	3.4%	14,950,331	14,630,042	14,631,904	14,427,587	13,079,497	13,641,431

**COUNTY OF RENFREW
2020 BUDGET
Miramichi Lodge**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>MUNICIPAL SUBSIDY</u>	<u>1,754,397</u>	<u>1,662,826</u>	<u>91,571</u>	<u>5.5%</u>	<u>1,662,826</u>	<u>1,815,027</u>	<u>1,761,548</u>	<u>1,745,446</u>	<u>1,929,515</u>	<u>1,894,340</u>
City of Pembroke - 30.63%	537,372	509,324	28,048	5.5%	509,324	698,422	631,372	634,295	678,225	763,390
County of Renfrew - 69.37%	1,217,025	1,153,502	63,523	5.5%	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290	1,130,950
<u>REVENUE - MIRAMICHI LODGE</u>	<u>4,201,094</u>	<u>4,081,815</u>	<u>119,280</u>	<u>2.9%</u>	<u>4,081,815</u>	<u>4,112,806</u>	<u>4,030,253</u>	<u>3,973,392</u>	<u>3,875,719</u>	<u>3,769,915</u>
Basic Accommodation	3,315,929	3,250,486	65,443	2.0%	3,250,486	3,255,456	3,201,917	3,191,343	3,157,295	3,100,242
Bad Debt (Expense) / Recovery		0	0		0	(5,812)	5,217	(4,183)	0	(6,635)
Estate Recoveries - Municipal		0	0		0	0	0	0	65	0
Estate Recoveries - Provincial		0	0		0	0	0	0	152	0
Preferred Accommodation	867,134	815,175	51,959	6.4%	815,175	847,127	804,612	769,849	704,893	664,995
Respite Care	18,031	16,154	1,878	11.6%	16,154	16,035	18,507	16,383	13,314	11,313
<u>OTHER REVENUE</u>	<u>40,000</u>	<u>35,000</u>	<u>5,000</u>	<u>14.3%</u>	<u>35,000</u>	<u>40,016</u>	<u>113,984</u>	<u>23,830</u>	<u>30,715</u>	<u>3,314</u>
Donations			0			0	46,532	0	11,344	
Other			0			0	40,721	0		3,314
Interest Income	40,000	35,000	5,000	14.3%	35,000	40,016	26,731	23,830	19,371	
Federal - Revenue			0			0	0	0		
<u>PROVINCIAL SUBSIDY</u>	<u>9,095,625</u>	<u>9,002,330</u>	<u>93,295</u>	<u>1.0%</u>	<u>9,002,330</u>	<u>8,654,264</u>	<u>8,585,303</u>	<u>8,688,417</u>	<u>8,258,800</u>	<u>7,848,257</u>
Operating Subsidy	8,468,518	8,375,223	93,295	1.1%	8,375,223	7,994,621	7,826,309	7,923,009	7,493,943	7,096,544
One Time Funding		0	0		0	0	0	0	5,989	0
RPN Subsidy		0	0		0	32,547	131,898	136,594	131,772	124,617
Capital Facility Subsidy (2024)	627,107	627,107	0	0.0%	627,107	627,096	627,096	628,814	627,096	627,096
<u>SURPLUS ADJUSTMENT - From Reserves</u>	<u>626,615</u>	<u>418,360</u>	<u>208,255</u>	<u>49.8%</u>	<u>418,360</u>	<u>244,270</u>	<u>399,011</u>	<u>180,921</u>	<u>159,558</u>	<u>202,767</u>
Surplus Adjustment - Temp Loan			0							
Surplus Adjustment - Trf From Reserves	626,615	418,360	208,255	49.8%	418,360	244,270	399,011	180,921	159,558	202,767
GRAND TOTAL REVENUES	15,717,731	15,200,331	517,401	3.4%	15,200,331	14,866,383	14,890,099	14,612,006	14,254,307	13,718,593
Municipal Surplus / (Deficit)	0	0	0		250,000	236,341	258,195	184,419	1,174,810	77,162

**COUNTY OF RENFREW
2020 BUDGET
Public Works**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>INFRASTRUCTURE MANAGEMENT</u>	<u>547,634</u>	<u>566,443</u>	<u>(18,809)</u>	<u>-3.3%</u>	<u>566,443</u>	<u>501,560</u>	<u>399,559</u>	<u>506,581</u>	<u>388,189</u>	<u>361,028</u>
Salaries	259,188	278,073	(18,885)	-6.8%	278,073	287,530	263,360	244,067	221,603	241,805
Benefits	61,696	67,120	(5,424)	-8.1%	67,120	74,033	65,128	61,350	51,563	60,363
Capital Projects - Under Threshold	0	0	0		0	0	21,544	41,275	16,549	(7,837)
Legal - Right of Way	0	0	0		0	0	0	0		583
Misc	6,000	10,000	(4,000)	-40.0%	10,000	8,355	14,326	18,368	12,579	9,445
Recoveries	0	0	0		0	0	0	0	(840)	(1,890)
Infrastructure Management	196,250	191,250	5,000	2.6%	191,250	112,983	32,353	119,497	56,082	50,869
Supplies	24,500	20,000	4,500	22.5%	20,000	18,659	2,848	22,024	30,653	7,690
<u>ADMINISTRATION</u>	<u>1,121,294</u>	<u>1,084,127</u>	<u>37,167</u>	<u>3.4%</u>	<u>1,084,127</u>	<u>1,016,553</u>	<u>1,064,727</u>	<u>979,066</u>	<u>1,020,332</u>	<u>1,295,867</u>
Salaries	525,265	503,769	21,496	4.3%	503,769	440,818	510,832	487,731	488,981	474,068
Benefits	141,781	138,758	3,023	2.2%	138,758	136,067	152,909	146,300	151,770	138,827
Advertising	10,000	10,000	0	0.0%	10,000	9,805	9,709	12,629	8,811	9,304
Answering Service	4,500	4,500	0	0.0%	4,500	4,644	4,419	4,141	3,932	3,595
Cell Telephone/Pager	13,000	10,000	3,000	30.0%	10,000	10,785	11,771	10,210	11,428	11,815
Communications (Radio System)	70,000	70,000	0	0.0%	70,000	75,316	62,915	45,306	43,300	48,590
Computer Supplies	61,900	53,200	8,700	16.4%	53,200	51,420	39,147	31,716	35,231	43,479
Conferences & Conventions	7,100	6,200	900	14.5%	6,200	3,500	6,432	2,717	4,041	3,619
Courier	750	750	0	0.0%	750	635	332	533	534	496
Health & Safety (Protection)	41,000	34,500	6,500	18.8%	34,500	34,791	33,661	33,297	31,887	32,445
Insurance	105,448	104,000	1,448	1.4%	104,000	101,490	101,490	105,226	100,435	343,348
Insurance Claims	30,000	30,000	0	0.0%	30,000	41,713	30,027	17,742	46,676	10,755
Internet	5,000	3,500	1,500	42.9%	3,500	4,193	3,350	3,347	2,912	3,223
Legal Fees	20,000	20,000	0	0.0%	20,000	7,690	6,918	5,322	21,084	76,486
Membership Fees	8,300	8,000	300	3.8%	8,000	6,980	7,949	7,683	8,062	7,193
Office Equipment Replacement	4,000	4,000	0	0.0%	4,000	3,112	3,965	3,973	3,161	2,980
Office Supplies/Publications/Awards	13,500	13,500	0	0.0%	13,500	12,709	13,287	12,531	9,419	14,895
Photocopier Supplies/Maint	4,200	4,200	0	0.0%	4,200	3,099	2,878	3,452	2,975	2,368
Postage	450	750	(300)	-40.0%	750	951	817	559	646	576
Recoveries	0	0	0		0	(2,281)	0	(3,000)	(11,598)	(95)
Recoveries - County	0	0	0		0	0	(8,257)	0		
Recruitment	15,000	25,000	(10,000)	-40.0%	25,000	30,757	13,994	12,180	22,939	13,112
Surplus Adjustment - Capital Equipment	0	0	0		0	0	16,094	0		13,524
Staff Training	20,000	20,000	0	0.0%	20,000	19,690	19,888	16,266	15,727	18,854
Telephone	11,000	11,000	0	0.0%	11,000	12,597	11,054	12,032	11,969	13,155
Travel	9,100	8,500	600	7.1%	8,500	6,072	9,146	7,173	6,010	9,255

**COUNTY OF RENFREW
2020 BUDGET
Public Works**

	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2019 Forecast</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>	<u>2014 Actual</u>
<u>MAINTENANCE</u>	<u>5,576,361</u>	<u>5,433,012</u>	<u>143,349</u>	<u>2.6%</u>	<u>5,433,012</u>	<u>5,930,531</u>	<u>5,361,023</u>	<u>5,005,022</u>	<u>4,468,886</u>	<u>4,686,226</u>
Salaries	1,895,094	1,826,659	68,435	3.7%	1,826,659	1,787,275	1,782,044	1,743,150	1,723,563	1,623,345
Benefits	513,917	498,353	15,564	3.1%	498,353	466,680	457,378	454,040	424,981	412,790
Bridges and Culverts	20,000	20,000	0	0.0%	20,000	48,722	38,954	22,664	1,899	3,114
Roadside Maintenance	200,000	200,000	0	0.0%	200,000	152,316	144,959	92,677	162,139	168,844
Hard Top Maintenance	360,000	360,000	0	0.0%	360,000	318,704	176,354	94,709	231,694	302,972
Loose Top Maintenance	0	0	0		0	0	0	0		1,606
Winter Control	2,117,350	2,058,000	59,350	2.9%	2,058,000	2,757,115	2,383,152	2,213,120	1,480,951	1,728,285
Safety Devices	570,000	570,000	0	0.0%	570,000	540,840	502,571	476,194	536,543	413,737
Misc	0	0	0		0	0	0	0	6,981	7,075
Surplus Adjustment - Trf To Reserves	0		0			0	0	0	0	122,843
Recoveries	(100,000)	(100,000)	0	0.0%	(100,000)	(141,121)	(124,389)	(91,532)	(99,865)	(98,385)
<u>EQUIPMENT</u>	<u>1,180,577</u>	<u>2,016,970</u>	<u>(836,393)</u>	<u>-41.5%</u>	<u>2,016,970</u>	<u>1,254,110</u>	<u>1,079,395</u>	<u>1,931,807</u>	<u>1,704,634</u>	<u>1,827,772</u>
Salaries	208,374	204,291	4,083	2.0%	204,291	198,679	204,519	193,455	194,066	196,216
Benefits	61,510	56,664	4,846	8.6%	56,664	51,124	54,240	52,642	50,126	48,762
Salary Allocations	(88,689)	(86,985)	(1,704)	2.0%	(86,985)	(85,855)	(84,212)	(82,037)	(80,361)	(87,246)
Small Equipment, Misc	65,600	64,000	1,600	2.5%	64,000	52,250	7,177	12,806	8,854	15,035
Vehicle Operating Costs - Fuel	425,000	400,000	25,000	6.3%	400,000	478,143	383,637	349,814	347,394	434,666
Vehicle Operating Costs-Insurance	39,782	42,000	(2,218)	-5.3%	42,000	40,337	37,322	50,957	49,451	51,347
Vehicle Operating Costs-Repairs	444,000	444,000	0	0.0%	444,000	493,642	451,744	445,812	390,198	378,739
Vehicle Operating Costs-Licence	55,000	55,000	0	0.0%	55,000	53,440	53,404	50,665	50,508	46,090
Vehicle Operating Revenue	(20,000)	(20,000)	0	0.0%	(20,000)	(14,850)	(16,580)	(28,915)	(14,465)	(17,080)
Surplus Adjustment - Capital Equipment	889,700	868,000	21,700	2.5%	868,000	771,024	745,378	808,767	932,285	498,044
Surplus Adjustment - Trf To Reserves		0	0		0		0	531,900	575,000	775,000
Surplus Adjustment - Trf From Reserves	(889,700)	0	(889,700)		0	(771,024)	(745,378)	(442,719)	(786,841)	(498,044)
Recoveries	(10,000)	(10,000)	0	0.0%	(10,000)	(12,800)	(11,856)	(11,340)	(11,581)	(13,757)
<u>HOUSING</u>	<u>186,550</u>	<u>295,000</u>	<u>(108,450)</u>	<u>-36.8%</u>	<u>295,000</u>	<u>185,800</u>	<u>189,161</u>	<u>229,466</u>	<u>276,951</u>	<u>171,257</u>
Operating Expenses	162,000	160,000	2,000	1.3%	160,000	154,837	142,765	134,157	181,552	150,813
Surplus Adjustment - Capital	185,525	113,000	72,525	64.2%	113,000	73,368	82,020	75,767	65,756	0
Surplus Adjustment - Trf From Reserves	(185,525)	0	(185,525)		0	(73,368)	(82,020)	0		
Major Repairs - Under Threshold	24,550	22,000	2,550	11.6%	22,000	31,301	47,191	19,798	29,923	22,756
Recoveries	0	0	0		0	(338)	(795)	(256)	(280)	(2,312)

**Renfrew County Housing Corporation
2020 BUDGET**

	2020	2019			2019	2018	2017	2016	2015	2014
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Gain / (Loss) on Disposal of Assets	0		0			-17,434	6,586	(34,658)	(5,180)	(5,366)
Interest on Investments	54,000	25,000	29,000	116.0%	25,000	40,618	22,793	24,694	46,230	69,526
Miscellaneous Revenue	81,579	80,100	1,479	1.8%	80,100	69,295	85,081	85,544	87,610	55,187
Federal Subsidy	0	0	0		0	0	0	0	31,450	
Insurance Proceeds - 41 Vimy	0	0	0		0	0	0	0	1,550,775	
Insurance Proceeds - Rental Loss	0	0	0		0	0	0	0	104,567	
Provincial Subsidy - Debentures	829,150	1,010,047	(180,897)	-17.9%	1,010,047	1,009,834	1,114,413	1,114,413	1,132,144	1,153,199
Surplus Adjustment - From Reserves	60,000	118,368	(58,368)	-49.3%	118,368	9,350	116,593	540,446	1,845,145	556,182
Tenant Revenue	4,573,930	4,135,846	438,084	10.6%	4,135,846	4,195,368	4,026,506	4,015,478	3,778,274	3,808,327
County Transfer - Base	5,358,897	5,228,193	130,704	2.5%	5,228,193	5,219,437	4,952,707	5,169,882	4,621,696	4,412,588
County Transfer - Capital	1,653,062	1,338,961	314,101	23.5%	1,338,961	654,683	687,161	0		
County Transfer - CHPI	1,375,228	1,260,953	114,275	9.1%	1,260,953	882,763	935,205	556,010	969,414	899,138
County Transfer - CHPI Admin	72,380	140,106	(67,726)	-48.3%	140,106	121,475	102,794	88,750	110,108	106,179
County Transfer - COCHI	246,643	0	246,643							
County Transfer - COCHI Admin	12,981	0	12,981							
County Transfer - OPHI	402,325	0	402,325							
County Transfer - OPHI Admin	21,175	0	21,175							
County Transfer - Asset Mgt	0	0	0		0	0	0	0	6,331	6,657
County Transfer - IAH	108,000	479,845	(371,845)	-77.5%	479,845	418,127	672,571	232,257	296,184	186,465
County Transfer - IAH Admin	0	25,255	(25,255)	-100.0%	25,255	53,023				
County Transfer - SHIP	0	0	0		0	61,565	1,022,056			
County Transfer - SIF	0	0	0		0	269,549	55,265			
County Transfer - SDV - PHB	0	0	0		0	116,676	365,422	108,291		
County Transfer - Strong Communities	140,086	140,086	0	0.0%	140,086	140,086	140,086	140,086	174,474	158,709
Total Revenues	14,989,436	13,982,760	1,006,676	7.2%	13,982,760	13,244,415	14,305,239	12,041,193	14,749,222	11,406,791

**Renfrew County Housing Corporation
2020 BUDGET**

	2020	2019			2019	2018	2017	2016	2015	2014
	<u>BUDGET</u>	<u>BUDGET</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Forecast</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Salaries	1,905,556	1,876,943	28,613	1.5%	1,876,943	1,791,822	1,778,554	1,769,964	1,708,889	1,643,262
Benefits	467,800	460,511	7,289	1.6%	460,511	390,475	404,520	404,456	304,810	366,479
Administration	1,224,176	1,170,971	53,205	4.5%	1,170,971	1,075,915	1,123,556	1,117,413	965,563	956,320
Building - Heat, Light & Power	926,582	1,000,000	(73,418)	-7.3%	900,000	898,943	992,932	1,173,086	1,070,233	1,031,555
Building - Repairs & Maintenance	426,245	378,250	47,995	12.7%	378,250	382,598	364,026	331,354	355,484	299,093
Building - Natural Gas	210,875	206,000	4,875	2.4%	206,000	188,144	189,604	170,154	179,721	177,805
Building - Heating & Plumbing	137,742	92,200	45,542	49.4%	92,200	82,027	102,953	103,014	99,681	72,208
Building - Taxes	1,674,219	1,575,252	98,967	6.3%	1,575,252	1,514,493	1,487,267	1,465,061	1,387,902	1,291,196
Building - Water	744,349	654,149	90,200	13.8%	654,149	668,136	669,998	653,065	616,986	618,192
Building - Elevator	66,300	65,000	1,300	2.0%	65,000	46,531	46,049	41,648	47,099	40,112
Building - Painting	234,637	234,000	637	0.3%	234,000	177,429	184,480	177,568	209,555	142,418
Building - Garbage Removal	75,316	62,124	13,192	21.2%	62,124	48,443	53,667	51,706	52,421	46,700
Building - Snow Removal	222,207	193,620	28,587	14.8%	193,620	161,908	171,833	130,430	109,400	
Building - Grounds Keeping	60,000	60,000	0	0.0%	60,000	47,364	52,170	55,507	94,868	149,973
Building - Repairs - non TCA	839,136	818,670	20,466	2.5%	818,670	761,816	497,016	604,383	1,136,810	638,940
Financial - Depreciation	1,193,647	994,000	199,647	20.1%	994,000	989,319	938,197	806,155	773,605	750,014
Financial - Rent Waiver	226,925	223,324	3,601	1.6%	223,324	229,534	210,054	270,162	303,467	229,986
Financial - Mortgage Interest	887,074	1,055,811	(168,737)	-16.0%	1,055,811	1,063,900	1,182,856	1,190,056	1,214,727	1,242,781
Financial - Rent Supplement	290,761	284,502	6,259	2.2%	284,502	233,885	248,611	285,543	284,381	281,134
Financial - Rent Supplement - Strong Communities	140,086	140,086	0	0.0%	140,086	133,912	151,064	167,182	174,474	158,709
Financial - CHPI	1,375,228	1,260,953	114,275	9.1%	1,260,953	882,763	935,205	556,010	969,414	899,138
Financial - Can Ont Community Housing Initiative	246,643	0	246,643							
Financial - Ontario Priorities Housing Initiative	402,325	0	402,325							
Financial - Asset Management	0	0	0		0	0	0	0	6,657	6,657
Financial - SDV - PHB (90%)	0	0	0		0	106,050	347,143	92,176		
Financial - SHIP	0	0	0		0	21,878	442,401	0		
Financial - IAH Home Ownership	0	0	0		0	114,300	250,910	0		
Financial - IAH/SIF Ontario Renovates	36,000	359,845	(323,845)	-90.0%	359,845	510,827	344,533	167,098	229,115	170,660
Financial - IAH HADD	72,000	120,000	(48,000)	-40.0%	120,000	43,000	23,750	12,000	750	
Financial - IAH Project Costs	0	0	0		0	0	0	0	0	10,328
Surplus Adjustment - To Reserves	0	0	0		0	0	44,571	43,749	47,482	47,610
Surplus Adjustment - TCA Capital	1,713,062	1,457,329	255,733	17.5%	1,457,329	732,158	1,275,902	830,547	2,957,135	295,949
Surplus Adjustment - Depreciation	(1,193,647)	(994,000)	(199,647)	20.1%	(994,000)	(989,319)	(938,197)	(806,155)	(773,605)	(750,014)
Surplus Adjustment - Principal	384,192	233,220	150,972	64.7%	233,220	227,176	217,327	210,117	203,213	196,331
Total Expenditures	14,989,436	13,982,760	1,006,676	7.2%	13,882,760	12,535,427	13,792,952	12,073,449	14,730,237	11,013,536
Municipal Surplus / (Deficit)	(0)	0	(0)		100,000	708,988	512,287	(32,256)	18,985	393,255

County of Renfrew
 Schedule of Reserves
 2020 BUDGET

		Budget Balance 31-Dec-19	Prop-Pembroke	Property-RCP	Property - Base	Prop- Arnprior	Housing	GIS	Trails	PW	Forestry	Transfers To	Transfers From	Transfers Between	Net Change	Balance 31-Dec-20	c = capital reserve	s = shared provicity
Child Care	Child Care	0													0	0		s
Child Care	Mitigation	1,376,972													0	1,376,972		s
Ec Dev	Contingency	0													0	0		
Ec Dev	RED	0													0	0		
Expo 150	150th Anniversary	0													0	0		
Trail	Algonquin Trail	0													0	0		
General	Building Reserve	2,263,944	(175,000)	(16,704)	150,055	67,375					(185,525)				(159,799)	2,104,145	c	
General	Development Reserve	8,163													0	8,163	c	
General	Federal Gas Tax Reserve	3,157,523								(5,829,296)		2,671,773			(3,157,523)	0		
General	Insurance	150,000													0	150,000		
General	Reforestation Reserve	130,260										14,694	(12,400)		2,294	132,554	c	s
General	OPP Bldg	336,245										65,305			65,305	401,550	c	
General	Sick leave	69,458													0	69,458		
General	TCA Renewal Reserve	13,412,770	(3,000,000)				(1,483,904)	(30,000)		(4,975,112)		5,722,940	(87,000)		(3,853,076)	9,559,694	c	
General	Working Capital	9,121,430							(68,422)						(68,422)	9,053,008	c	
General	WSIB Sched 2	643,057													0	643,057		
General	Cannabis Reserve	156,321													0	156,321		
General	Provincial Modernization	725,000	(725,000)												(725,000)	0	c	
Housing	DOOR	0													0	0	c	s
Housing	Non Profit Capital	116,222													0	116,222		s
Housing	Severance	208,635													0	208,635		s
Paramedic	Infrastructure	1,233,373										945,000	(765,000)		180,000	1,413,373	c	s
Paramedic	Severance	1,378,862													0	1,378,862		s
Paramedic	WSIB (County/City)	23,391													0	23,391		s
Paramedic	WSIB Sched 2	0													0	0		s
Public Works	Equip	0													0	0	c	
Public Works	Inventory	0													0	0		
Public Works	Capital	292,643													0	292,643	c	
Public Works	Winter Control	0													0	0		
Social Service	Sick leave	0													0	0		s
Social Service	Fiscal Pressure	316,047													0	316,047		s
County Of Renfrew		35,120,316	(3,900,000)	(16,704)	150,055	67,375	(1,483,904)	(30,000)	(68,422)	(10,989,933)	0	9,419,712	(864,400)	0	(7,716,221)	27,404,095		
BM	WSIB Sched 2	322,720										49,024			49,024	371,744		s
BM	Butterfly	125,000										24,318			24,318	149,318		
BM	Unallocated	975,802											(755,000)		(755,000)	220,802	c	s
BM	LTC CMI Stabilization	94,411													0	94,411		
BM	Equip	100,000													0	100,000	c	s
BM	Inventory	0													0	0		s
Bonnechere Manor		1,617,933	0	0	0	0	0	0	0	0	0	73,342	(755,000)	0	(681,658)	936,275		
ML	Contingency	0													0	0		s
ML	Butterfly	125,000										34,419			34,419	159,419		s
ML	WSIB Sched 2	326,490													0	326,490		
ML	Unallocated	887,188											(626,615)		(626,615)	260,573	c	s
ML	Equip	38,782													0	38,782	c	s
ML	Sick leave	186,402													0	186,402		s
ML	Inventory	0													0	0		s
Miramichi Lodge		1,563,862	0	0	0	0	0	0	0	0	0	34,419	(626,615)	0	(592,196)	971,666		
Ottawaska	Ottawaska - Capital	0													0	0	c	s
Opeongo	Capital	500,000											(60,000)		(60,000)	440,000	c	s
RCHC	Capital	255,259													0	255,259	c	s
RCHC	AHP Reserve	0													0	0		s
RCHC	AHP Admin Reserve	0													0	0		s
RCHC	Home Ownership	0													0	0		s
RCHC	Working Capital	50,000													0	50,000	c	s
RCHC	WSIB Sched 2	152,628													0	152,628		s
Renfrew County Housing Corp		957,887	0	0	0	0	0	0	0	0	0	0	(60,000)	0	(60,000)	897,887		
Total Surplus Adjustment		39,259,998	(3,900,000)	(16,704)	150,055	67,375	(1,483,904)	(30,000)	(68,422)	(10,989,933)	0	9,527,473	(2,306,015)	0	(9,050,075)	30,209,923		
capital reserve balance for LTFP		30,330,859														24,330,546		

County of Renfrew
2020 BUDGET

Department	Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised 10 Year Plan	Budget \$	Sources of Financing					Total
								Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax	Reserves	
BM	Building	D1010 - Elevators & Lift	motors		L	15,000	15,000					15,000	15,000
BM	Building	C3020 - Floor Finishes	rolled vinyl		M	30,000	30,000					30,000	30,000
BM	Building	D2010 - Plumbing Fixtur	Argo Tubs (2)		L	35,000	35,000					35,000	35,000
BM	Building	Architects Fees	Butterfly Bldg Re-design				25,000					25,000	25,000
BM	Building	D5037 - Fire Alarm Syst	Fire Alarm System Upgrade				50,000					50,000	50,000
BM	Building	B30 - Roofing	washed river stone over single EPDM roof ment		M	225,000	215,000					215,000	215,000
BM	Building	D3031 - Chillers	air handling units (phase 1 of 3)		M	463,488	285,000					285,000	285,000
BM	Land Improvements	G2020 - Parking Lots	Asphalt - damaged sections and curbs		L	100,000	100,000					100,000	100,000
BM Total						868,488	755,000	0	0	0	0	755,000	755,000
GIS	Equipment	Software - DRAPE III	Digital Imagery (carryover from 2019)		H		30,000					30,000	30,000
GIS Total						0	30,000	0	0	0	0	30,000	30,000
IT	Equip	Software	Website Redevelopment and Licence (balance from 201		H		20,000					20,000	20,000
IT	Equip	VM Server	Hosting multiple virtual servers (replaces 2016 server)		H		17,000					17,000	17,000
IT	Equipment	Storage Area Network (SAN)	All data for CAB resides (replaces 2014 server)		H		50,000					50,000	50,000
IT Total						0	87,000	0	0	0	0	87,000	87,000
ML	Building	E1042 - Laundry Room	Commercial Laundry and Dry Cleaning Equipme		M	12,000	12,000					12,000	12,000
ML	Building	B2030 - Exterior Doors	steel doors - front entrance		L	30,000	30,000					30,000	30,000
ML	Building	D5037 - Fire Alarm Syst	control panel upgrade		M	30,000	30,000					30,000	30,000
ML	Building	D3045 - Exhaust Ventila	Variable Air Ventilators - 100		M	50,000	50,000					50,000	50,000
ML	Building	Architects Fees	Butterfly Bldg Re-design				25,000					25,000	25,000
ML	Building	D2010 - Plumbing Fixtur	3 x New tubs		M	70,000	70,000					70,000	70,000
ML	Building	D1010 - Elevators & Lift	New Tracks		M	80,000	80,000					80,000	80,000
ML	Building	D3034 - Packaged Air C	Humidifer for Air Handler 1		M	85,000	85,000					85,000	85,000
ML	Building	C3020 - Floor Finishes	Ceramic tile flooring (carpet to ceramic - C Block		M	86,615	86,615					86,615	86,615
ML	Equipment	Phone System Replacement			H		100,000					100,000	100,000
ML	Equipment	D5031 - Public Address	Community Centre		L	28,000	28,000					28,000	28,000
ML	Land Improvements	G-Building Sitework	G2020 - Parking Lots - Repairs		L	291,140	30,000					30,000	30,000
ML Total						762,755	626,615	0	0	0	0	626,615	626,615
Property-Arnprior Base	Roof	Replace Shingle Roof - Arnprior			H		12,000					12,000	12,000
Property-Arnprior Base Total						0	12,000	0	0	0	0	12,000	12,000
Property-Arnprior Office	Building	B30 - Roofing	BUR, 2ply mod bit. - repairs		L	6,000	6,000					6,000	6,000
Property-Arnprior Office	Land Improvements	G2020 - Parking Lots	Asphalt parking lot, 6-8 spaces.		M	10,000	10,000					10,000	10,000
Property-Arnprior Office Total						16,000	16,000	0	0	0	0	16,000	16,000
Property-CAB	Building	D-Services - Mechanica	Humidifiers		L	50,000	50,000					50,000	50,000
Property-CAB	Building	D-Services - Electrical	councilor chambers sound/light/electrical		M	50,000							0
Property-CAB	Building	D-Services - Mechanica	Hydraulic elevator.		M	60,000							0
Property-CAB	Building	B-Shell	soffits / wood siding		L	75,000	75,000					75,000	75,000
Property-CAB	Building	B-Shell	SDIP Project				3,725,000					3,725,000	3,725,000
Property-CAB	Land Improvements	G2040 - Site Developm	Electronic sign		L	50,000	50,000					50,000	50,000
Property-CAB Total						285,000	3,900,000	0	0	0	0	3,900,000	3,900,000
Property-RCP	Building	D5038 - Security System	Camera - interior and exterior		M	5,000	5,000					5,000	5,000
Property-RCP	Building	D5033 - Telephone Syst	Telephone system. Server room.		L	10,000							0
Property-RCP	Building	B2010 - Exterior Walls	Caulking around windows EFIS		L	25,000	25,000					25,000	25,000
Property-RCP	Building	C3060 - Floor Finishes	epoxy coating (Paramedic areas)		M	30,000	30,000					30,000	30,000
Property-RCP Total						70,000	60,000	0	0	0	0	60,000	60,000
PS	Equipment	Oxygen Analyzer	Equip to test O2 in Vehicle				10,000					10,000	10,000
PS	Equipment	Bosch Vehicle Scan Tool	For Mercedes				10,000					10,000	10,000
PS	Equipment	I-Stat Blood Analyzer Tool	(2)				20,000					20,000	20,000
PS	Equipment	Generator	For Pembroke Base				20,000					20,000	20,000
PS	Vehicles	AMBU-16-1321566	AMBULANCE DEMERS TYPE III		H	235,000	235,000					235,000	235,000
PS	Vehicles	AMBU-16-1330434	AMBULANCE DEMERS TYPE III		H	235,000	235,000					235,000	235,000
PS	Vehicles	AMBU-16-1333254	AMBULANCE DEMERS TYPE III		H	235,000	235,000					235,000	235,000
PS Total						705,000	765,000	0	0	0	0	765,000	765,000
PW	Bridge	B258	Madawaska River Bridge - final		H	2,750,000	2,750,000						2,750,000

County of Renfrew
2020 BUDGET

Department	Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised		Sources of Financing						
						10 Year Plan	Budget \$	Pembroke		Provincial			Total	
								Taxation/Other	Share	Grant	Gas Tax	Reserves		Debt
PW	Bridge	B008	Sylvester Power's Bridge		H	600,000	600,000	600,000						600,000
PW	Bridge	B026	Old Hwy 62 Bridge		H	500,000	700,000	700,000						700,000
PW	Bridge	B101	Bonnechere River Bridge		M	950,000	950,000				950,000			950,000
PW	Bridge	B180	Hurds Creek Bridge		M	700,000	0							0
PW	Bridge	B202	Cameron Street Bridge		M	800,000	800,000	800,000						800,000
PW	Bridge	B203	Petawawa River Bridge		H		700,000				700,000			700,000
PW	Bridge	B234	Coles Creek Bridge		H	1,600,000	1,600,000				1,600,000			1,600,000
PW	Bridge	B002	Bonnechere River Bridge		H	40,000	40,000	40,000						40,000
PW	Bridge	B095	Hyland Creek Bridge		M	20,000	20,000	20,000						20,000
PW	Bridge	B240	Fourth Chute Bridge		M	40,000	40,000	40,000						40,000
PW	Bridge	B319	Bucholtz Bridge		M	48,000	48,000	6,088				41,912		48,000
PW	Bridge	Various	General Structure Repairs			200,000	200,000	200,000						200,000
PW	Building	Calabogie-Main	B2040 - Industrial Doors		L	8,000								0
PW	Building	Cobden-Main	B2010 - Exterior Walls		H	25,090	28,525					28,525		28,525
PW	Building	Cobden-Main	B30 - Roofing		H	75,000	75,000					75,000		75,000
PW	Building	Cobden-Salt	A10 - Foundations		M	4,000								0
PW	Building	Cobden-Sand	A10 - Foundations		M	4,000								0
PW	Building	Goshen-Main	C1030 - Interior Doors		H	3,000								0
PW	Building	Goshen-Main	B2030 - Exterior Doors		M	7,000								0
PW	Building	Southwest-Salt	B10 - Superstructure (Phase 1 only)		M	6,000	6,000					6,000		6,000
PW	Building	Southwest-Sand	B10 - Superstructure (Phase 1 only)		M	5,985	6,000					6,000		6,000
PW	Building	White Water-Sand	B10 - Roofing		M	30,000	30,000					30,000		30,000
PW	Building	White Water-Sand	B10 - Superstructure		M	40,000	40,000					40,000		40,000
PW	Culvert	C003	Moores Creek Culvert		M	50,000	50,000	50,000						50,000
PW	Culvert	C013	Bromley Culvert		M	252,000	252,000	252,000						252,000
PW	Culvert	C036	Halliday Creek Culvert		H	234,000	234,000	234,000						234,000
PW	Culvert	C041	Osceola Culvert		M		350,000				350,000			350,000
PW	Culvert	C046	O'Neil Culvert (South Fork)		H	342,000	342,000	342,000						342,000
PW	Culvert	C048	Egan Culvert		H	235,000	235,000	235,000						235,000
PW	Culvert	C159	Gutz Culvert		L	300,000	300,000				300,000			300,000
PW	Culvert	C222	Pleasant Valley Steel Arch		H	200,000	200,000	200,000						200,000
PW	Culvert	C300	Wolf Road Twin pipes		H	200,000	200,000	200,000						200,000
PW	Culvert	C058	Constant Creek Culverts		H	60,000	60,000	60,000						60,000
PW	Culvert	C099	Colton Creek Culvert		H	28,000	28,000	28,000						28,000
PW	Culvert	C116	Dunlop Crescent Culvert		H	40,000	40,000	40,000						40,000
PW	Culvert	C142	Quade Creek Culvert		H	22,500	22,500	22,500						22,500
PW	Culvert	C197	Etmanskie Swamp Culvert		M	30,000	30,000	30,000						30,000
PW	Culvert	C201	Broomes Creek Culvert		M	200,000	200,000	200,000						200,000
PW	Culvert	C252	Vanderploegs Culvert		M	20,000	20,000	20,000						20,000
PW	Equipment	TRAI-10-H102142 WWF	Asphalt Hot box				38,000					38,000		38,000
PW	Equipment	2000- Line Paint Machin	Line Paint Machine WWRP/SWP				11,700					11,700		11,700
PW	Equipment	ATTA-99-PSWEEP	SWEPPER				20,000					20,000		20,000
PW	Equipment	ATTA-13-HED0298	MASCHIO MOWER				14,000					14,000		14,000
PW	Equipment	ATTA-12-HED0282	MASCHIO MOWER				14,000					14,000		14,000
PW	Roads	1 River Road	Sand Point E Limit to Mast Rd		H		500,000					500,000		500,000
PW	Roads	1 River Road	Mullins Rd-to-Rex Lane		H	646,304	646,304			646,304				646,304
PW	Roads	1 River Road	Rex Lane-to-Cty Rd 4 (Storyland Rd)		H	299,313	299,313			299,313				299,313
PW	Roads	5 Stone Road	Reid Rd-to-Foy Rd		H	369,656	369,656			369,656				369,656
PW	Roads	5 Stone Road	Foy Rd-to-Berlanquet Rd		H	472,320	472,320	430,087		42,232				472,319
PW	Roads	7 Forresters Falls Rd	Marjorie Rd-to-Zion Line		E	594,617	594,617			594,617				594,617
PW	Roads	7 Forresters Falls Rd	Zion Line-to-Cty Rd 4 (Queens Line)		E	769,699	769,699			769,699				769,699
PW	Roads	52 Burnstown Rd	1.8 km N Fraser Road -to-Lime Kiln Rd		E		270,900			270,900				270,900
PW	Roads	52 Burnstown Rd	Lime Kiln Rd-to-Pucker St		E		262,300			262,300				262,300
PW	Roads	52 Burnstown Rd	Pucker St-to-Graham Ave		E	187,860	225,000	193,220		31,780				225,000
PW	Roads	52 Raglan St S	Graham Ave-to-Hwy 60 (Coubes St)		E	369,357	557,217	557,217						557,217
PW	Roads	65 Centennial Lake Rd	Chimo Rd North-to-Black Donald Rd		H	1,054,630	890,930					890,930		890,930

County of Renfrew
2020 BUDGET

Department	Primary Category	Detail	Asset Purchase Description	Unit #	Risk	Revised 10 Year Plan	Budget \$	Sources of Financing					Total	
								Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax	Reserves		Debt
PW	Roads	67 Simpson Pit Rd	Mask Rd-to-Byers Creek Rd		H	675,680	675,680					675,680	675,680	
PW	Roads	508 Black Donald Rd	Cty Rd 65 (Centennial Lake Rd)-to-Cty Rd 508 (I		H	326,250	326,250					326,250	326,250	
PW	Roads	512 Foymount Rd	Buelow Rd-to-Verch Rd		H	1,094,500	0					0	0	
PW	Roads	512 Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)		H	703,120	703,120					703,120	703,120	
PW	Roads	512 Foymount Rd	Miller Rd (Heidemans Lumber)-to-Silver Lake Rc		H	947,520	947,520					947,520	947,520	
PW	Roads	515 Palmer Rd	Latchford Bdge N Exp Jnt-to-Guiney Rd		H	630,298	630,298	630,298				630,298	630,298	
PW	Roads	515 Quadeville Rd	Kargus Rd-to-Sacred Heart Rd		M	563,300	563,300	563,300				563,300	563,300	
PW	Roads	515 Quadeville Rd	Sacred Heart Rd-to-1400 Quadeville Rd.		M	636,400	636,400	636,400				636,400	636,400	
PW	Roads	Various	Scratch Coat			695,564	695,564	695,564				695,564	695,564	
PW	Roads	Various	Active Transportation			150,000	150,000	150,000				150,000	150,000	
PW	Roads		Traffic Signal - upgrades CR 51 & CR 26				67,000	67,000				67,000	67,000	
PW	Roads		Traffic Signal - upgrades CR 51 & CR 16				67,000	67,000				67,000	67,000	
PW	Roads		Traffic Signal - upgrades CR 51 & CR 55				67,000	67,000				67,000	67,000	
PW	Vehicles	LDTR-13-S648197	Pickup Truck		L	34,000	34,000					34,000	34,000	
PW	Vehicles	LDTR-13-S647785	Pickup Truck		L	34,000	34,000					34,000	34,000	
PW	Vehicles	LDTR-13-S689597	Pickup Truck		L	34,000	34,000					34,000	34,000	
PW	Vehicles	HDTR-00-H345758	6 Ton Truck		E	345,000	345,000					345,000	345,000	
PW	Vehicles	HDTR-03-J085282	6 Ton Truck		H	345,000	345,000					345,000	345,000	
PW Total						22,647,963	23,474,113	8,376,675	0	1,357,505	5,829,296	5,160,637	2,750,000	23,474,113
RCHC	Building	1 Mackercher Drive	T8 Fluorescent Light - Interior		H	30,000	30,000		3,070			26,930	30,000	
RCHC	Building	130-144 Fraser, 135-147 Ar	Vinyl framed dual glazed windows.		E	205,000	205,000		20,978			184,022	205,000	
RCHC	Building	236 Hall Avenue	Face brick.		M	33,150	33,150		3,392			29,758	33,150	
RCHC	Building	26 Spruce Street - (3)	Town Vinyl clad wood dual glazed windows.		E	70,000	70,000		7,163			62,837	70,000	
RCHC	Building	26 Spruce Street - (3)	Town Vinyl siding 70%		E	170,000	170,000		17,396			152,604	170,000	
RCHC	Building	26 Spruce Street - (3)	Town Vinyl clad wood dual glazed windows.		E	220,000	220,000		22,513			197,487	220,000	
RCHC	Building	260 Elizabeth Street North	Balcony rails upgrade & paint		M	55,000	55,000		5,628			49,372	55,000	
RCHC	Building	510 MacKay Street / 515 Ri	Attic insulation/ventilation		H	55,000	55,000		5,628			49,372	55,000	
RCHC	Building	510 MacKay Street 515 Riv	Canopy over upper balconies		H	80,000	80,000		8,186			71,814	80,000	
RCHC	Building	515 River Road	Patio doors (25 doors)		H	100,000	100,000		10,233			89,767	100,000	
RCHC	Building	5967 Palmer Rapids Road	Replacement of aged waterline from well to building		E	75,000	75,000		7,675			67,325	75,000	
RCHC	Building	63 Russell Street	Balcony repairs		H	100,000	100,000		10,233			89,767	100,000	
RCHC	Building	8 Burwash Street	phase 2 of masonry balcony repairs		H	75,000	75,000		7,675			67,325	75,000	
RCHC	Building	Opeongo Family - Vimy St	Porch Roofs		H		60,000					60,000	60,000	
RCHC	Land Improvements	150 Elizabeth Street North	Sidewalks		H	55,000	55,000		5,628			49,372	55,000	
RCHC	Land Improvements	260 Elizabeth Street North	Concrete sidewalks.		H	26,000	26,000		2,661			23,339	26,000	
RCHC	Land Improvements	260 Elizabeth Street North	-4 lighting poles, and wall mounted Hg lighting		H	45,000	45,000		4,605			40,395	45,000	
RCHC	Land Improvements	510 & 515 MacKay Street -	Concrete walkways.		E	40,000	40,000		4,093			35,907	40,000	
RCHC	Land Improvements	59 Wallace Street - Site	Interlocking pavers 70% and concrete 30%		H	45,000	45,000		4,605			40,395	45,000	
RCHC	Land Improvements	59 Wallace Street - Site	Site lighting*		E	50,000	50,000		5,117			44,883	50,000	
RCHC	Land Improvements	Bronx Street/Reynolds Aver	Site lighting		H	25,500	25,500		2,609			22,891	25,500	
RCHC	Roof	174/178,202 Massey, 220/3	Asphalt shingles.		E	65,000	65,000		6,651			58,349	65,000	
RCHC	Vehicles	LDTR-12-G206190	TRUCK PICKUP DODGE RAM 2500		L	33,412	33,412		3,419			29,993	33,412	
RCHC Total						1,653,062	1,713,062	0	169,158	0	0	1,543,904	0	1,713,062
Trails	Land Imp	Phase III Final Transfer	Former CP Rail Transfer		L		68,422					68,422	68,422	
Trails Total						0	68,422	0	0	0	0	68,422	0	68,422
Grand Total						27,008,268	31,507,212	8,376,675	169,158	1,357,505	5,829,296	13,024,578	2,750,000	31,507,212