Town of RENFREW ONTARIO · CANADA

2021 BUDGET

COUNCIL

April 27, 2021

Index of Schedules

Schedule F

F-1 Summary of Hours & FTE

reviewed by Finance – Oct. 30/20

Year-over-year comparison of change in departmental Hours and Full-time Equivalents (FTE)

F-2 Summary of Wages & Benefits Costs

reviewed by Finance – Oct. 30/20

Year-over-year comparison of Total Wages and Benefits Costs

Schedule G Year-over-Year Comparison of Non-Wage Expenditures

Year-over-year comparison of all Non-Wage Related Expenditures

POSITIVE numbers/percentages represent are FAVOURABLE: indicating INCREASED REVENUES or DECREASED EXPENDITURES

NEGATIVE numbers/percentages represent are UNFAVOURABLE: indicating DECREASE REVENUES or INCREASED EXPENDITURES

Schedule H Year-over-Year Budget Comparison, by Department

Executive Summary

Levy increase resulting from the *draft* 2021 Budget attached:

2021 Levy	**$ 9,320,150**
2020 Levy (incl. Growth)	**- 9,115,050**
2021 Levy Increase	**$ 205,100**

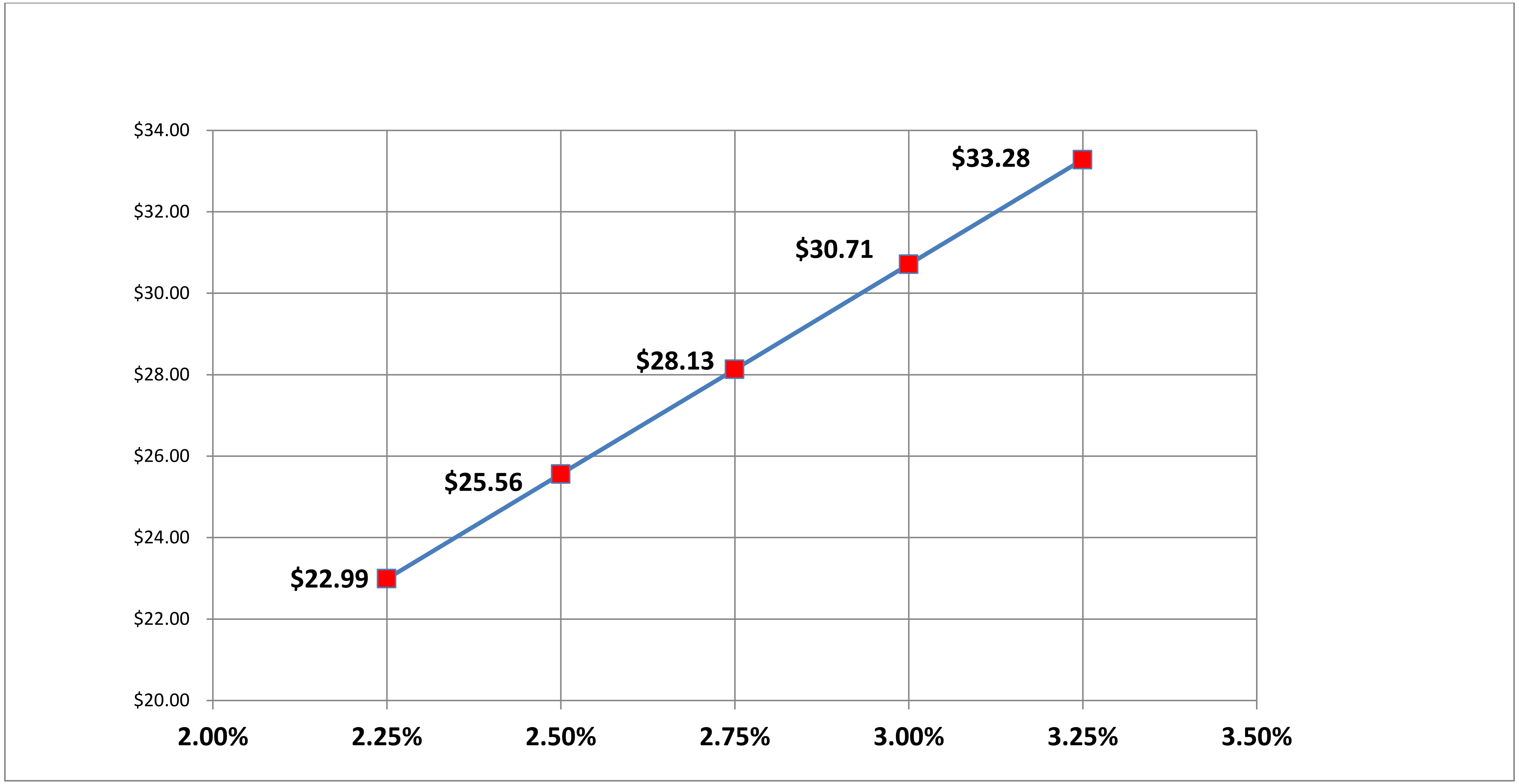
2.25%

This draft budget includes the following **new** or **incremental** expenditures:

1.	Town Hall – year three of 3-year phase-in to replace court revenue	$ 25,000
2.	Downtown Horticulture to Maintain New Flower Beds	35,200
3.	Reduction Renfrew Hydro Promissory Note Interest - 3-year Phase-in	31,900
4.	Human Resources Services	30,000
5.	Increase in Insurance Premiums (in excess of 2%)	30,500
6.	Reduction in Tipping Fees	45,000
7.	Provision for fees for Geotechnical Surveys in Advance of Capital Works	20,000
8.	Accessibility Training and Contracted Services	8,500
		$ 226,100

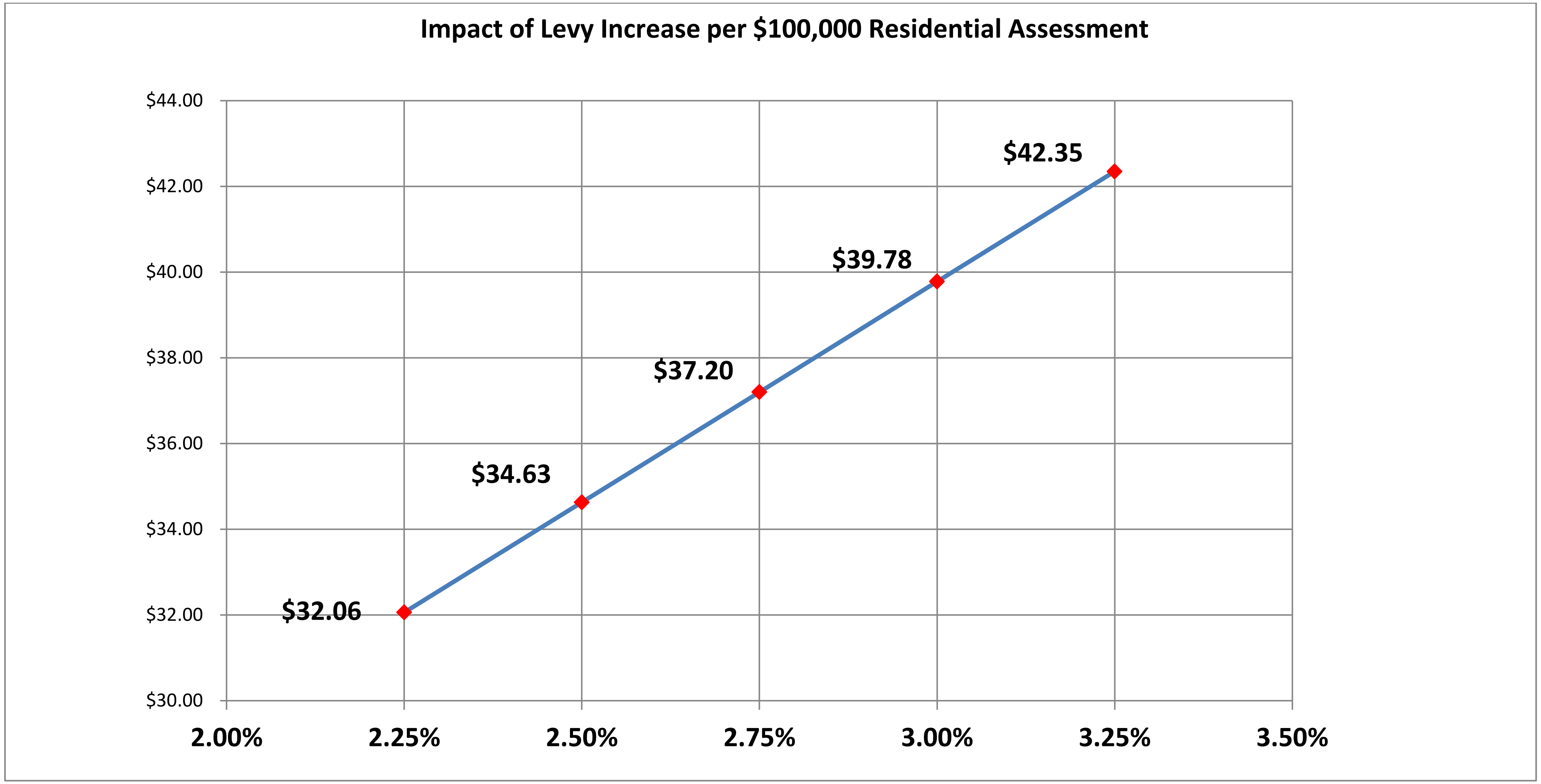
Impact of 2021 Levy Increase Per $100,000 Residential Assessment

Town Portion of Tax Bill ONLY



Impact of 2021 Levy Increase Per $100,000 Residential Assessment

Total Tax Bill



(includes estimate for County rates not yet approved by County Council)

Municipal Structure Review Report

Staffing Recommendations

- **transition to full CAO-model** (3.0.A.1.i)
- **add Human Resource position** (3.0.A.2.i)
- **add Council/Committee Meeting Secretariat-Recorder position** (3.0.A.2.ii)

SMT Recommendation

- ✓ **build capacity in the Operating Budget to accommodate the incremental costs associated with the positions identified by Fournier Consulting Services (FCS)**

Recommendation:

2021 Levy Increase of 2.75%

Impact:

2.75% levy increase	**$ 250,660**
2.25% levy increase	**205,100**
Change	**$ 45,560**

***There is presently only $30,000 in the 2021 Operating Budget for the implementation of the staffing-related recommendations contained in the Municipal Structure Review report*.**

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Equipment & Other
Capital Expenditures

Schedule A

	DEPT.	EQUIPMENT	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
1		E20 - Generators													-
2	Gen	A - 1984 20 kW Yanmar T&T - Town Hall	76,500												-
3	D&W	B - 1977 12.5 kW Onan	20,000	29,700											-
4	D&W	C - 2007 15 kW Magnum									17,900				17,900
5	D&W	D - 2015 20 kW Magnum (replace in 2035)													-
6	D&W	E - 2004 10 kW Miller Welder						7,300							7,300
7	D&W	F - 2015 120 kW Magnum Kedrosky/MAC (replace in 2035)										80,000			80,000
8	D&W	E33 - Pumps					10,000								10,000
9	D&W	E35 - Tamper/Compactor													-
10	D&W	E36 - Sewer Rodding Machine													-
11	D&W	E37 - Welders					6,000								6,000
12	D&W	E42 - Compressor													-
13	D&W	Hot water pressure washer (2019)													-
14	D&W	Radio System Upgrade	70,000		70,000										70,000
15	D&W	Speed Indicator Signs			6,000										6,000
16	D&W	Pedestrian Crossover Signals	20,000		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
17	D&W	Scan Tool	5,000												-
18	D&W	Asphalt Hot Box			40,000										40,000
19	Fire	Air Compressor	50,000	49,900											-
20	Fire	Communications	20,000		20,000										20,000
21	Fire	Bunker Gear			5,000		25,000			15,000					45,000
22	Fire	Washing Machine for Bunker Gear (2019)													-
23	Gen	Computer Server	30,000	14,600				32,500				35,200			67,700
24	Rec	Floor Scrubber (2015)				12,000					-				12,000
25		**TOTAL EQUIPMENT**	**291,500**	**94,200**	**161,000**	**32,000**	**61,000**	**59,800**	**20,000**	**35,000**	**37,900**	**135,200**	**20,000**	**20,000**	**581,900**
26		**OTHER**													
27	Gen	Digital Entrance Signage		137,300	183,400										**183,400**
28	Rec	Baseball Scoreboard													**-**
29	Rec	Playground Structure - Ma-te-way			100,000		-		-		-		-	-	**100,000**
30	Rec	Body Works Equipment (for new facility)													**-**
31	Rec	Ball Diamond Lighting	70,000	83,700											**-**
32	Rec	Gymnastics Equipment													**-**
33	Rec	Concession Equipment													**-**
34	Rec	Sound System	15,000												**-**
35	Rec	Ball Diamond Fields			70,000										**70,000**
36	Rec	Lights and Drapes				55,000									**55,000**
37		**TOTAL OTHER**	**85,000**	**221,000**	**353,400**	**55,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**408,400**
38		**GRAND TOTAL**	**376,500**	**315,200**	**514,400**	**87,000**	**61,000**	**59,800**	**20,000**	**35,000**	**37,900**	**135,200**	**20,000**	**20,000**	**990,300**

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Equipment & Other
Capital Financing

Schedule A

	Description	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2029	TOTAL 2020-2029
1	Taxation (Capital allocation started at $150,000 in 2018)	156,100	156,100	159,200	162,400	165,600	168,900	172,300	175,700	179,200	182,800	186,500	190,200	**1,742,800**
2	Modernization Funding - Computer Server	30,000	14,600											**-**
3	Modernization Funding - Digital Entrance Signage		137,300	183,400										**183,400**
4														**-**
5	**Sub-total Capital Financing**	**186,100**	**308,000**	**342,600**	**162,400**	**165,600**	**168,900**	**172,300**	**175,700**	**179,200**	**182,800**	**186,500**	**190,200**	**1,926,200**
5	Contribution (to)/from Equipment Reserve	**93,200**	**7,200**		**(75,400)**	**(104,600)**	**25,000**	**(223,424)**	**(174,325)**	**(177,726)**	**(181,227)**	**(184,828)**	**(188,529)**	**(1,285,059)**
6	**Total Capital Financing**	**279,300**	**315,200**	**342,600**	**87,000**	**61,000**	**193,900**	**(51,124)**	**1,375**	**1,474**	**1,573**	**1,672**	**1,671**	**641,141**

Unfinanced Capital

	DESCRIPTION	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
7	Total Capital Expenditures during the year	**376,500**	**315,200**	**514,400**	**87,000**	**61,000**	**59,800**	**20,000**	**35,000**	**37,900**	**135,200**	**20,000**	**20,000**	**990,300**
8	Total Capital Financing during the year	**(279,300)**	**(315,200)**	**(342,600)**	**(162,400)**	**(165,600)**	**(148,800)**	**(20,000)**	**(35,000)**	**(37,900)**	**(135,200)**	**(20,000)**	**(20,000)**	**(1,087,500)**
9	Change in Unfinanced Capital	**97,200**	**-**	**171,800**	**(75,400)**	**(104,600)**	**(89,000)**	**-**	**-**	**-**	**-**	**-**	**-**	**(97,200)**
10	Unfinanced Capital at beginning of year	-		97,200	269,000	193,600	89,000	-	-	-	-	-	-	**97,200**
11	**Unfinanced Capital at end of year**	**97,200**	**-**	**269,000**	**193,600**	**89,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Equipment Reserve (EQPT)

	DESCRIPTION	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
12	**Opening Balance**	93,200	93,200	86,000	86,000	86,000	86,000	106,100	258,400	399,100	540,400	588,000	754,500	**86,000**
13	Annual Equipment Allocation	156,100	156,100	159,200	162,400	165,600	168,900	172,300	175,700	179,200	182,800	186,500	190,200	**1,742,800**
14	Equipment Expenditures Financed from Reserve	(249,300)	(163,300)	(159,200)	(162,400)	(165,600)	(148,800)	(20,000)	(35,000)	(37,900)	(135,200)	(20,000)	(20,000)	**(904,100)**
15	**Closing Balance**	**-**	**86,000**	**86,000**	**86,000**	**86,000**	**106,100**	**258,400**	**399,100**	**540,400**	**588,000**	**754,500**	**924,700**	**924,700**

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Rolling Stock

Schedule B

Capital Expenditures

	DEPT.	VEH. #	ROLLING STOCK	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
1	D&W	V01	2007 Sterling Tandem				300,000									300,000
2	D&W	V02	2008 International Tandem - replace	290,000	281,500											-
3	D&W	V10	2017 International Workstar													-
4	D&W	V15	2014 Silverado 3500 LT 1 ton - add plow in 2020	12,000	10,600				51,000							51,000
5	D&W	V16	2014 Silverado 1500 1/2 ton						40,000							40,000
6	D&W	V17	2005 Ford Crew Cab			50,000										50,000
7	D&W	V18	2015 Freightliner 5 ton - add auto greaser in 2021			5,000									353,500	358,500
8	D&W	V20	2008 Cat Loader					280,000								280,000
9	D&W	V22	2007 Cat Backhoe 420E	140,000	169,300											-
10	D&W	V24	2014 Cat Backhoe 420FFST											203,200		203,200
11	D&W	V25	2020 Cat Backhoe 420F2IT (replaced V22)													
12	D&W	V36	2012 Elgin Whirlwind Sweeper						250,000							250,000
13	D&W	V40	2019 Ford F350										49,000			49,000
14	D&W	E43	Roller/Trailer		10,900											-
15	D&W	E51	2013 MT6-1560 Trackless					160,000								160,000
16	D&W	E52	2016 RMP Snowblower								140,000					140,000
17	D&W	E57	2017 MT7 Trackless									177,000				177,000
18	D&W		Trackless attachments		14,600											-
19	D&W	E58	Mower - 60" Kubota mower							33,000						33,000
20	D&W	L02	Landfill Compactor													-
21	D&W	L03	Landfill Loader													-
22	Fire	F02	2001 Pumper # 9628								754,000					754,000
23	Fire	F03	1996 Pumper # 9627			650,000										650,000
24	Fire	F08	2011 Dodge 1/2 ton - Vehicle # 9817 + plow harness				35,000									35,000
25	Fire	F09	2013 Rosenbauer Aerial # 9931 (replace in 2038)													-
26	Fire	T03	John Deere Tractor **DO NOT REPLACE**													-
27	Rec	T11	2014 Chev 3/4 Ton Crew Cub						46,000							46,000
28	Rec	T12	2014 60" Cub Cadet	20,000		20,000						23,000				43,000
29	Rec	T13	2014 72" Cub Cadet - with front mount mower							31,000						31,000
30	Rec	T14	Dump Trailer (2009)							9,000						9,000
31	Rec	T15	2015 Kubota F3990 72" mower								31,000					31,000
32	Rec	T16	Stealth Enclosed Trailer (2015)													-
33	Rec	T17	2016 Kubota L6060 Tractor													-
34	Rec	T18	2018 Chev Silverado										49,000			49,000
35	Rec	T19	Landscape Trailer (replace in 2039)													-
36	Rec	T20	Kubota F3990 72" mower							30,000						30,000
37	Rec	T21	Kubota RTV-X900W side-by-side								18,000					18,000
38	Rec	Z03	1998 Olympia Ice Resurfacer	85,000		82,500							100,000			182,500
39	Rec	Z04	2014 Olympia Ice Resurfacer						92,000							92,000

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Rolling Stock

Capital Expenditures

	DEPT.	VEH. #	ROLLING STOCK	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
40	Rec		Scissor Lift / Genie Boom		**38,700**											**-**
41	Rec		Aerator										**11,000**			**11,000**
42	Rec		Groomer					**9,600**								**9,600**
43	Rec		Flail mower (2016)								**24,000**					**24,000**
44	Rec		Snow Blower (2017)									**8,000**				**8,000**
45			**TOTAL ROLLING STOCK**	**547,000**	**525,600**	**807,500**	**335,000**	**449,600**	**479,000**	**103,000**	**967,000**	**208,000**	**209,000**	**203,200**	**353,500**	**4,114,800**

Capital Financing

	Description		2020	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
1	Taxation		364,100	364,100	**371,400**	378,900	386,400	394,200	402,000	410,100	418,300	426,600	435,200	443,900	**4,067,000**
2	Other:														-
3	Trade-in of Ice Resurfacer					-		20,000				20,000			**40,000**
4	Ice Resurfacer Reserve	**ICER**	30,000		**30,000**			42,600	3,400			42,600	7,400		**126,000**
5	Trade-in of Backhoe			**30,500**											
6															-
7	**Sub-total Capital Financing**		**394,100**	**394,600**	**401,400**	**378,900**	**386,400**	**456,800**	**405,400**	**410,100**	**418,300**	**489,200**	**442,600**	**443,900**	**4,233,000**
8	Contribution from Rolling Stock Reserve		**152,900**	**131,000**	**171,300**	**-**	**-**	**-**	**-**	**26,100**	**-**	**-**	**-**	**-**	**197,400**
9	**Total Capital Financing**		**547,000**	**525,600**	**572,700**	**378,900**	**386,400**	**456,800**	**405,400**	**436,200**	**418,300**	**489,200**	**442,600**	**443,900**	**4,430,400**

Debt Repayment Budget

	DESCRIPTION	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
10	**New Facilities Debt:**													
11	2019 Borrowing ~ Landfill Equipment	64,800	64,800	64,800	64,800	64,800	64,800	64,800	64,800	64,800	64,800	64,800	64,800	648,000
12	Debt Financing ~ Landfill Operations	(64,800)	(64,800)	(64,800)	(64,800)	(64,800)	(64,800)	(64,800)	(64,800)	(64,800)	(64,800)	(64,800)	(64,800)	(648,000)
13														-
14	**Total Annual Debt Charges**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

		Rate	Current Debt	Term	New Debt Pymt start	Amount
15						
16						
17	**New Debt:**					
18	2020 Borrowing ~ Landfill Equipment	2.68%		20	2020	998,000
19						
20						**998,000**

Unfinanced Capital

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Rolling Stock

Schedule B

	DESCRIPTION	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
1	Total Capital Expenditures during the year	547,000	525,600	807,500	335,000	449,600	479,000	103,000	967,000	208,000	209,000	203,200	353,500	**4,114,800**
2	Total Capital Financing during the year	(547,000)	(525,600)	(572,700)	(378,900)	(386,400)	(456,800)	(379,300)	(436,200)	(418,300)	(489,200)	(442,600)	(430,700)	**(4,391,100)**
3	Change in Unfinanced Capital	**-**	**-**	**234,800**	**(43,900)**	**63,200**	**22,200**		**530,800**	**(210,300)**	**(280,200)**	**(239,400)**	**(77,200)**	**(276,300)**
4	Unfinanced Capital at beginning of year	-		-	234,800	190,900	254,100	276,300	276,300	807,100	596,800	316,600	77,200	**-**
5	**Unfinanced Capital at end of year**	**-**	**-**	**234,800**	**190,900**	**254,100**	**276,300**	**276,300**	**807,100**	**596,800**	**316,600**	**77,200**	**-**	**(276,300)**

Rolling Stock Reserve (ROLL)

	DESCRIPTION	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
6	**Opening Balance**	**302,300**	302,300	171,300	-	-	-	-	26,100	-	-	-	-	**171,300**
7	Annual Equipment Allocation	364,100	364,100	371,400	378,900	386,400	394,200	402,000	410,100	418,300	426,600	435,200	443,900	**4,067,000**
8	Equipment Expenditures Financed from Reserve	(517,000)	(495,100)	(542,700)	(378,900)	(386,400)	(394,200)	(375,900)	(436,200)	(418,300)	(426,600)	(435,200)	(430,700)	**(4,225,100)**
9	**Closing Balance**	**149,400**	**171,300**	**-**	**-**	**-**	**-**	**26,100**	**-**	**-**	**-**	**-**	**13,200**	**13,200**

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Facilities
Capital Expenditures

Schedule C

	PROJECT DESCRIPTION	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
	SELF-FINANCING DEBT													
1	Salt/Sand Shed	59,300	59,300	59,200	34,540									**93,740**
2	Solar *(until 2036)*	55,200	55,200	54,000	52,900	51,900	50,800	49,700	48,600	47,500	46,500	46,500	46,500	**494,900**
3	MAC Roof *(until 2030)*	36,900	36,900	36,400	35,900	35,400	35,000	34,500	34,000	33,500	33,100	33,100	33,100	**344,000**
4	**TOTAL SELF-FINANCING DEBT**	**151,400**	**151,400**	**149,600**	**123,340**	**87,300**	**85,800**	**84,200**	**82,600**	**81,000**	**79,600**	**79,600**	**79,600**	**932,640**
5	**SELF-FINANCING FOR EXISTING DEBT**													
6	Taxation ~ Salt/Sand Shed	(59,300)	(59,300)	(59,200)	(34,540)	-	-	-	-	-	-	-	-	**(93,740)**
7	Solar Revenue	(55,200)	(55,200)	(54,000)	(52,900)	(51,900)	(50,800)	(49,700)	(48,600)	(47,500)	(46,500)	(46,500)	(46,500)	**(494,900)**
8	Solar Revenue	(36,900)	(36,900)	(36,400)	(35,900)	(35,400)	(35,000)	(34,500)	(34,000)	(33,500)	(33,100)	(33,100)	(33,100)	**(344,000)**
9	**TOTAL SELF-FINANCING FOR EXISTING DEBT**	**(151,400)**	**(151,400)**	**(149,600)**	**(123,340)**	**(87,300)**	**(85,800)**	**(84,200)**	**(82,600)**	**(81,000)**	**(79,600)**	**(79,600)**	**(79,600)**	**(932,640)**
10	**NET IMPACT ON OPERATIONS**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
11	**BUILDINGS**													
12	Town Hall - Renovations			1,100,000										**1,100,000**
13	Town Hall - Generator			76,500										**76,500**
14	Town Hall ~ Office/window for Env. Eng. Officer	11,000		11,000										**11,000**
15	MAC ~ Second Ice/Rec Centre/Retail Space	13,335,400		14,354,300										**14,354,300**
16	MAC ~ Cultural Centre	4,327,300		4,327,300										**4,327,300**
17	MAC ~ Boards and Glass						300,000							**300,000**
18	MAC ~ Phase 2 Expansion						6,000,000							**6,000,000**
19	Garage - Feasibility	300,000	12,600	68,800										**68,800**
20	Garage - Land purchase, Design and Construction		179,400	1,280,000	4,220,000	1,100,000								**6,600,000**
21	Henry Eady Storage Building	60,000	73,400											**-**
22	Fire Hall - Boiler	13,000		15,000										**15,000**
23	Fire Hall - LED lights		3,500											**-**
24	Library - Accessible Washroom		10,800											**-**
25	Library - Security System	7,600	5,400											**-**
26	Library - various items per separate listing			22,000	25,000			20,000						**67,000**
27	Library - per Building Condition Assessment				12,100	33,000	25,300	26,400	8,800			264,000		**369,600**
28	Visitors Information Centre													**-**
29	McDougall Mill Museum - Roof			45,000										**45,000**
30	McDougall Mill Museum - Windows & Doors			60,000										**60,000**
31	Landfill Building Upgrade	45,000		45,000										**45,000**
32	**TOTAL BUILDINGS**	**18,099,300**	**285,100**	**21,404,900**	**4,257,100**	**1,133,000**	**6,325,300**	**46,400**	**8,800**	**-**	**-**	**264,000**	**-**	**33,439,500**

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Facilities

Schedule C

Capital Expenditures

	PROJECT DESCRIPTION	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
33	**OTHER FACILITIES**													
34	LED Street Lights	600,000	546,800	53,200										**53,200**
35	Low Square Improvements				290,000									**290,000**
36	O'Brien Park Shelter	40,000												**-**
37	O'Brien Park Fencing			45,000										**45,000**
38	Splash Pad			75,000	75,000									**150,000**
39	Caboose			15,000	15,000									
40	Tennis Courts													**-**
41	Ma-te-way Master Plan				7,000									**7,000**
42	Recreation Master Plan					75,000								**75,000**
43	Millennium Trail Lights			40,000										**40,000**
44	Smiths Creek Landscape Design				12,000									**12,000**
45	**TOTAL OTHER FACILITIES**	**640,000**	**546,800**	**228,200**	**399,000**	**75,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**672,200**
46	**GRAND TOTAL ~ TAXATION**	**18,739,300**	**831,900**	**21,633,100**	**4,656,100**	**1,208,000**	**6,325,300**	**46,400**	**8,800**	**-**	**-**	**264,000**	**-**	**34,111,700**

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Facilities
Capital Financing

Schedule C

	DESCRIPTION		2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2020-2029
1	Taxation		208,100	208,100	212,300	216,500	220,800	225,200	229,700	234,300	239,000	243,800	248,700	253,700	**2,324,000**
2	Taxation ~ when Salt/Sand Shed paid off					24,700	59,200	-	-	-	-	-	-	-	**83,900**
3	sub-total ~ from Operations		208,100	208,100	212,300	241,200	280,000	225,200	229,700	234,300	239,000	243,800	248,700	253,700	**2,407,900**
4	MAC ~ Phase 1 Expansion:														**-**
5	Second Ice Pad Committee		140,000		140,000										**140,000**
6	Recreation Major Capital Reserve		307,800		307,800										**307,800**
7	Outdoor Rink Reserve	**MISC**	65,000		65,000										**65,000**
8	Gov't of Canada/Province of Ontario		12,369,500		11,807,200										**11,807,200**
9	MAC ~ Phase 2 Expansion							120,000							**120,000**
10	Gov't of Canada - Accessibility Grant			7,600											**-**
11	Other Donations				37,500	37,500									**75,000**
12	Recreation Fundraising Committee				12,500	12,500									**25,000**
13	Reserves:														
14	Future Major Capital Initiatives Reserve	**FMCI**													**-**
15	Ma-te-way Components Reserve	**RMTW**						300,000							**300,000**
16	Capital Work in Progress	**CWIP**		12,600	68,800										**-**
17	Facilities	**FACL**			400,000										**400,000**
18	Borrowing/Debt		5,380,400		641,500	7,061,600	6,779,400		5,880,000						**20,362,500**
19	Sub-total		**18,470,800**	**228,300**	**13,692,600**	**7,352,800**	**7,059,400**	**645,200**	**6,109,700**	**234,300**	**239,000**	**243,800**	**248,700**	**253,700**	**36,010,400**
20	Contribution (to)/from Facilities Reserve			**(115,700)**	**187,200**	**59,900**	**(87,000)**	**(199,900)**	**(183,300)**	**(225,500)**	**(239,000)**	**(243,800)**	**15,300**	**(253,700)**	**(1,169,800)**
21	**Total Capital Financing**		**18,470,800**	**112,600**	**13,879,800**	**7,412,700**	**6,972,400**	**445,300**	**5,926,400**	**8,800**	**-**	**-**	**264,000**	**-**	**34,840,600**

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Facilities

Schedule C

Debt Repayment Budget

	DESCRIPTION	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2020-2029
1	**New Facilities Debt:**													
2	2021 Borrowing ~ LED Street Lights			80,200	80,200	80,200	80,200	80,200	80,200	80,200	80,100	-	-	641,500
3	Self-Financing ~ LED Street Lights: Energy Savings			(80,200)	(80,200)	(80,200)	(80,200)	(80,200)	(80,200)	(80,200)	(80,100)	-	-	(641,500)
4	2021 Borrowing ~ Town Hall Renovations				38,100	76,200	76,200	76,200	76,200	76,200	76,200	76,200	76,200	647,700
5	Debt Financing ~ Incremental Court Lease Revenue				(38,100)	(76,200)	(76,200)	(76,200)	(76,200)	(76,200)	(76,200)	(76,200)	(76,200)	(647,700)
6	2021 Borrowing ~ MAC Second Ice/Rec Centre				173,400	346,900	346,900	346,900	346,900	346,900	346,900	346,900	346,900	2,948,600
7	Debt Financing ~ MAC ~ Net Revenue from Operations				(173,400)	(346,900)	(346,900)	(346,900)	(346,900)	(346,900)	(346,900)	(346,900)	(346,900)	(2,948,600)
8	2023 Borrowing ~ Garage					165,400	330,900	330,900	330,900	330,900	330,900	330,900	330,900	2,481,700
9	Debt Financing ~ Capital Levy (INLV)					(165,400)	(175,800)	(175,800)	(175,800)	(175,800)	(175,800)	(175,800)	(175,800)	(1,396,000)
10	Debt Financing ~ Garage (previously Salt/Sand Shed)					-	(59,200)	(59,200)	(59,200)	(59,200)	(59,200)	(59,200)	(59,200)	(414,400)
11	2025 Borrowing ~ MAC ~ Phase 2 Expansion							143,500	287,000	287,000	287,000	287,000	287,000	1,578,500
12	Debt Financing ~ Capital Levy (INLV)							(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(21,000)
13														
14									-	-	-	-	-	-
15	**Total Annual Debt Charges**	**-**		**-**	**-**	**-**	**95,900**	**235,900**	**379,400**	**379,400**	**379,400**	**379,400**	**379,400**	**2,228,800**

					New Debt	
17, 18	**New Debt:**	**Rate**		**Term**	**Pymt start**	**Amount**
19	2021 Borrowing ~ LED Street Lights	0.00%		8	2021	**641,500**
20	2022 Borrowing ~ Town Hall Renovations *	1.69%		10	2022	**700,000**
21	2022 Borrowing ~ MAC Expansion *	2.60%		25	2022	**6,361,600**
22	2023 Borrowing ~ Garage *	2.71%		30	2023	**6,779,400**
23	2025 Borrowing ~ MAC ~ Phase 2 Expansion *	2.71%		30	2025	**5,880,000**
24						**20,362,500**

Rates as of Feb. 20/21	
Term (yrs)	**Rate**
5	**1.13%**
10	**1.69%**
15	**2.13%**
20	**2.42%**
25	**2.60%**
30	**2.71%**

25 ** assumed quarterly instalments for all new debt and only 50% payments in year of borrowing*

Impact on Operating Budget

	Description	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
26	**Total Annual Debt Charges**	**-**		**-**	**-**	**-**	**95,900**	**235,900**	**379,400**	**379,400**	**379,400**	**379,400**	**379,400**
27	**Taxation Budget**	**9,056,000**	**9,076,500**	**9,303,400**	**9,536,000**	**9,774,400**	**10,018,800**	**10,269,300**	**10,526,000**	**10,789,200**	**11,058,900**	**11,335,400**	**11,618,800**
28	**Incremental Impact on Operating Budget**	**0.0%**		**0.0%**	**0.0%**	**0.0%**	**1.0%**	**1.4%**	**1.4%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Facilities

Schedule C

Unfinanced Capital

	DESCRIPTION	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
1	**Total Capital Expenditures during the year**	**18,739,300**	831,900	21,633,100	4,656,100	1,208,000	6,325,300	46,400	8,800	-	-	264,000	-	**34,141,700**
2	**Total Capital Financing during the year**	**(18,470,800)**	(112,600)	(13,879,800)	(7,412,700)	(6,972,400)	(445,300)	(5,926,400)	(8,800)	-	-	(264,000)	-	**(34,909,400)**
3	**Change in Unfinanced Capital**	**268,500**	**719,300**	**7,753,300**	**(2,756,600)**	**(5,764,400)**	**5,880,000**	**(5,880,000)**	**-**	**-**	**-**	**-**	**-**	**(767,700)**
4	**Unfinanced Capital at beginning of year**	177,500	48,400	767,700	8,521,000	5,764,400	-	5,880,000	-	-	-	-	-	**767,700**
5	**Unfinanced Capital at end of year**	**446,000**	**767,700**	**8,521,000**	**5,764,400**	**-**	**5,880,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Facilities Reserve (FACL)

	DESCRIPTION	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
6	**Opening Balance**		534,900	650,600	63,400	3,500	90,500	290,400	473,700	699,200	938,200	1,182,000	1,166,700	**650,600**
7	Annual Facilities Allocation - after Debt Payments		208,100	212,300	241,200	280,000	225,200	229,700	234,300	239,000	243,800	248,700	253,700	**2,407,900**
8	Facilities Expenditures Financed from Reserve		(92,400)	(799,500)	(301,100)	(193,000)	(25,300)	(46,400)	(8,800)	-	-	(264,000)	-	**(1,638,100)**
9	**Closing Balance**		**650,600**	**63,400**	**3,500**	**90,500**	**290,400**	**473,700**	**699,200**	**938,200**	**1,182,000**	**1,166,700**	**1,420,400**	**1,420,400**

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Roads/Infrastructure

Schedule D

Capital Expenditures

	ROADS/INFRASTRUCTURE	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
1	**ROADS ~ CONSTRUCTION/RECONSTRUCTION**													
2	**APPROVED and IN PROGRESS**													
3	Highway 60: Downtown		80,100	39,100										**39,100**
4	Highway 60: Stewart St.	2,503,100	410,300	4,363,600										**4,363,600**
5	Arnprior/Ross (ICIP)	670,100	810,600	102,700										**102,700**
6	Cty Road 52/Raglan St. S. (Burnstown Road)	1,797,200	184,400	1,214,800										**1,214,800**
7	Reeve Smith Road (Servicing Comm./Ind. Park)	245,000	6,500	238,500										**238,500**
8	**PROPOSED**													
9	Munroe/Harry	165,200												**-**
10	Joffre Ave. (360 m)			144,000	576,000									**720,000**
11	Haig Ave. (350 m)			140,000	560,000									**700,000**
12	Dufferin St. (190 m)			76,000	304,000									**380,000**
13	Ma-te-way Park/Opeongo Connector Road					328,000	1,312,000							**1,640,000**
14	Highway 60: O'Brien Road (Gillan to Mask)			168,000	1,732,300	1,732,200								**3,632,500**
15	Road Reconstruction Projects - Design/Construction					477,500	487,100	496,800	226,800			537,800	548,500	**2,774,500**
16	Highway 60: O'Brien Road (Mask to Wrangler)						233,300	1,550,000	1,550,000					**3,333,300**
17	Hall Ave. Extension: Design and Construction								280,000	1,860,000	1,860,000			**4,000,000**
18	Hall Ave. Extension: multi-use pathway	50,000												**-**
19	**TOTAL ROADS ~ RECONSTRUCTION**	**5,430,600**	**1,491,900**	**6,486,700**	**3,172,300**	**2,537,700**	**2,032,400**	**2,046,800**	**2,056,800**	**1,860,000**	**1,860,000**	**537,800**	**548,500**	**23,139,000**
20	**OTHER INFRASTRUCTURE**													
21	Visitor Information Centre - creation of lots	25,000		25,000										**25,000**
22	Master Transportation Plan			100,000	100,000									**200,000**
23	Ravines: 2020 = William St. storm outlet	31,200			32,500		33,800		35,200		36,600		38,100	**176,200**
24	Landfill Site - Stage 5 Expansion	20,000		20,400	20,800	21,200	21,600	22,000	22,400					**128,400**
25	Parking Lots	20,800	177,400	-	-	-	18,700	22,500	23,000	23,400	23,900	24,400	24,900	**160,800**
26	Millennium Trail	15,000		15,300	15,600	15,900	16,200	16,500	16,800	17,100	17,400	17,700	18,100	**166,600**
27	Zoning By-law	25,000												**-**
28	**TOTAL OTHER INFRASTRUCTURE**	**137,000**	**177,400**	**160,700**	**168,900**	**37,100**	**90,300**	**61,000**	**97,400**	**40,500**	**77,900**	**42,100**	**81,100**	**857,000**
29	**TOTAL ROADS and OTHER INFRASTRUCTURE**	**5,567,600**	**1,669,300**	**6,647,400**	**3,341,200**	**2,574,800**	**2,122,700**	**2,107,800**	**2,154,200**	**1,900,500**	**1,937,900**	**579,900**	**629,600**	**23,996,000**
30	**ROADS ~ SHAVE & PAVE**													
31	**APPROVED and IN PROGRESS**													
32	Shave & Pave - McAndrew from Aberdeen to dead end	621,000	495,300	104,700										**104,700**
33	Shave & Pave - Airth Blvd. from Raglan to Coleraine		27,900	326,300										**326,300**
34	**PROPOSED**													
35	Shave & Pave - Other	-			541,200	552,000	563,000	574,300	585,800	597,500	609,500	621,700	634,100	**5,279,100**
36	**TOTAL ROAD ~ SHAVE & PAVE**	**621,000**	**523,200**	**431,000**	**541,200**	**552,000**	**563,000**	**574,300**	**585,800**	**597,500**	**609,500**	**621,700**	**634,100**	**5,710,100**
29	**GRAND TOTAL ~ TAXATION**	**6,188,600**	**2,192,500**	**7,078,400**	**3,882,400**	**3,126,800**	**2,685,700**	**2,682,100**	**2,740,000**	**2,498,000**	**2,547,400**	**1,201,600**	**1,263,700**	**29,706,100**

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TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Roads/Infrastructure
Capital Financing

Schedule D

	Description		**2020 BUDGET**	**2020 ACTUAL YTD**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**TOTAL 2021-2030**
1	Taxation		312,100	312,100	318,300	324,700	331,200	337,800	344,600	351,500	358,500	365,700	373,000	380,500	**3,485,800**
2	Shave & Pave - Taxation		245,200	245,200	255,600	266,200	277,000	288,000	299,300	310,800	322,500	334,500	346,700	359,100	**3,059,700**
3	Shave & Pave - OMPF		275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	**2,750,000**
4	**Plaunt St. - Phase 2 - AMP1 Reserve**														**-**
5	AMP1 Reserve	**AMP1**		210,100											**-**
6	**Highway 60: Stewart St.**														**-**
7	Water Fund		221,200												**-**
8	Wastewater Fund		329,500												**-**
9	Connecting Link		1,500,000		3,000,000										**3,000,000**
10	County of Renfrew		25,400		25,400										**25,400**
11	Federal Gas Tax	**GASF**	249,500		249,500										**249,500**
12	Infrastructure Levy Reserve	**INLV**			559,900										**559,900**
13	Renfrew Power Generation (RPG)		70,000		140,000										**140,000**
14	Debt				846,600										**846,600**
15	**Arnprior/Ross (ICIP)**														**-**
16	Water Fund		51,500		120,000										**120,000**
17	Wastewater Fund		46,500		62,700										**62,700**
18	ICIP Program		558,300		558,300										**558,300**
19	OCIF Formula Component - 2020	**OCIF**			184,800										**184,800**
20	**Cty Road 52/Raglan St. S. (Burnstown Road)**														**-**
21	Water Fund		419,300												**-**
22	Wastewater Fund		345,500												**-**
23	OCIF Formula Component - 2019	**OCIF**	477,200		854,500										**854,500**
24	County of Renfrew		555,200		555,200										**555,200**
25	**Reeve Smith Road**														
26	Land Sales	**LAND**			245,000										**245,000**
27	**Highway 60: O'Brien Road**														**-**
28	Connecting Link					1,500,000	1,500,000								**3,000,000**
29	Federal Gas Tax	**GASF**				330,300									**330,300**
30	Renfrew Power Generation (RPG)					70,000	70,000								**140,000**
31	OCIF Formula Component	**OCIF**					162,200								**162,200**
32	**Joffre/Haig/Dufferin**														**-**
33	Future Major Capital Reserve	**FMCI**			285,900										**285,900**
34	OCIF Formula Component - 2020, 2021 & 2022 (part)	**OCIF**			74,100	1,440,000									**1,514,100**

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Roads/Infrastructure
Capital Financing

Schedule D

	Description		2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
35	**Ma-te-way Park/Opeongo Connector Road**														-
36	AMP1 Accumulated balance	**AMP1**						318,100							**318,100**
37	AMP2 Accumulated balance	**AMP2**						353,100							**353,100**
38	Debt							968,800							**968,800**
39	**Highway 60: O'Brien Road (Mask to Wrangler)**														-
40	Connecting Link							210,000	1,395,000	1,395,000					**3,000,000**
41	Renfrew Power Generation (RPG)							23,300	70,000	70,000					**163,300**
42	Federal Gas Tax	**GASF**							85,000	85,000					**170,000**
43	**Hall Ave. Extension**														-
44	Federal Gas Tax	**GASF**									294,500	294,500			**589,000**
45	Renfrew Power Generation (RPG)										70,000	70,000			**140,000**
46	Infrastructure Levy Reserve	**INLV**										490,000			**490,000**
47	AMP3 Accumulated balance	**AMP3**										577,800			**577,800**
48	Debt											700,000			**700,000**
49	**Munroe/Harry (ICIP)**														-
50	ICIP Program		120,600												-
51	OCIF Formula Component		44,600												-
52	Federal Gas Tax	**GASF**					272,100	272,100	198,000	198,000			306,300	306,300	**1,552,800**
53	Renfrew Power Generation (RPG)												70,000	70,000	**140,000**
54	Reserves:														-
55	Infrastructure Improvements	**INFR**	240,900												-
56	Parking Lots	**LOTS**		110,400											-
57	Borrowing/Debt			2,000,000											-
58	**Sub-total Capital Financing**		**6,087,500**	**3,152,800**	**8,610,800**	**4,206,200**	**2,887,500**	**3,046,200**	**2,666,900**	**2,685,300**	**1,320,500**	**3,107,500**	**1,371,000**	**1,390,900**	**31,292,800**
59	From/(to) Road Infrastructure Reserve			(312,100)	(236,800)	(34,600)	(67,100)	(29,100)	15,200	54,700	350,000	267,400	(169,400)	(127,200)	**23,100**
60	From/(to) Shave & Pave Reserve		101,100	(520,200)	423,600	-	-	-	-	-	-	-	-	-	**423,600**
61	**Total Capital Financing**		**6,188,600**	**2,320,500**	**8,797,600**	**4,171,600**	**2,820,400**	**3,017,100**	**2,682,100**	**2,740,000**	**1,670,500**	**3,374,900**	**1,201,600**	**1,263,700**	**31,739,500**

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TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Roads/Infrastructure
Debt Repayment Budget

Schedule D

	Description		2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
1	**New Infrastructure Debt:**														
2	2020 Borrowing - *Hwy 60/Downtown*		126,100	41,400	122,700	122,700	122,700	122,700	122,700	122,700	122,700	122,700	122,700	122,700	1,227,000
3	Debt Financing	**AMP1**	(123,000)	(41,400)	(122,700)	(122,700)	(122,700)	(122,700)	(122,700)	(122,700)	(122,700)	(122,700)	(122,700)	(122,700)	(1,227,000)
4	2021 Borrowing - *Hwy 60/Stewart St.*					53,600	53,600	53,600	53,600	53,600	53,600	53,600	53,600	53,600	482,400
5	Debt Financing	**AMP2**				(53,600)	(53,600)	(53,600)	(53,600)	(53,600)	(53,600)	(53,600)	(53,600)	(53,600)	(482,400)
6	2022 Borrowing - *Ma-te-way/Opeongo*								61,200	61,200	61,200	61,200	61,200	61,200	367,200
7	Debt Financing	**AMP2**							(61,200)	(61,200)	(61,200)	(61,200)	(61,200)	(61,200)	(367,200)
8	2028 Borrowing - *Hall Ave. Extension*												44,300	44,300	88,600
9	Debt Financing	**AMP3**											(44,300)	(44,300)	(88,600)
10															-
11														-	-
12															-
13	**Sub-total New Infrastructure Debt**		**3,100**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**		**-**	**-**
14	**Total Annual Debt Charges**		**3,100**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**		**-**	**-**
15															

		Rate		Current Debt	Term	New Debt Pymt start	Amount
18	2020 Borrowing - *Hwy 60/Downtown*	2.42%			20	2020	2,000,000
19	2021 Borrowing - *Hwy 60/Stewart St.*	2.42%			20	2022	846,600
20	2022 Borrowing - *Ma-te-way/Opeongo*	2.42%			20	2025	968,800
21	2028 Borrowing - *Hall Ave. Extension*	2.42%			20	2029	700,000
22							-
23							4,515,400

Rates as of Feb. 20/21	
Term (yrs)	Rate
20	**2.42%**
25	**2.60%**
30	**2.71%**

Impact on Operating Budget

	Description	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
24	**Total Annual Debt Charges**	**3,100**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
25	**Taxation Budget**	**9,056,000**	**9,076,500**	**9,303,400**	**9,536,000**	**9,774,400**	**10,018,800**	**10,269,300**	**10,526,000**	**10,789,200**	**11,058,900**	**11,335,400**	**11,618,800**
26	**Incremental Impact on Operating Budget**	**0.0%**		**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**

TOWN OF RENFREW
2021 10-year Capital Forecast
Taxation ~ Roads/Infrastructure

Schedule D

Unfinanced Capital

	DESCRIPTION	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
1	**Total Capital Expenditures during the year**	6,188,600	2,192,500	7,078,400	3,882,400	3,126,800	2,685,700	2,682,100	2,740,000	2,498,000	2,547,400	1,201,600	1,263,700	**29,706,100**
2	**Total Capital Financing during the year**	(6,188,600)	(2,320,500)	(8,797,600)	(4,171,600)	(2,820,400)	(3,017,100)	(2,682,100)	(2,740,000)	(1,670,500)	(3,374,900)	(1,201,600)	(1,263,700)	**(31,739,500)**
3	**Change in Unfinanced Capital**	-	(128,000)	(1,719,200)	(289,200)	306,400	(331,400)	-	-	827,500	(827,500)	-	-	**(2,033,400)**
4	**Unfinanced Capital at beginning of year**	2,161,400	2,161,400	2,033,400	314,200	25,000	331,400	-	-	-	827,500	-	-	**2,033,400**
5	**Unfinanced Capital at end of year**	**2,161,400**	**2,033,400**	**314,200**	**25,000**	**331,400**	**-**	**-**	**-**	**827,500**	**-**	**-**	**-**	**-**

Roads Infrastructure Reserve

	DESCRIPTION	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
6	**Opening Balance**	369,100	369,100	681,200	918,000	952,600	1,019,700	1,048,800	1,033,600	978,900	628,900	361,500	530,900	**681,200**
7	Annual Roads Infrastructure Allocation	312,100	312,100	318,300	324,700	331,200	337,800	344,600	351,500	358,500	365,700	373,000	380,500	**3,485,800**
8	Roads Infrastructure Expenditures Financed from Reserve	(312,100)	-	(81,500)	(290,100)	(264,100)	(308,700)	(359,800)	(406,200)	(708,500)	(633,100)	(203,600)	(253,300)	**(3,508,900)**
9	**Closing Balance**	**369,100**	**681,200**	**918,000**	**952,600**	**1,019,700**	**1,048,800**	**1,033,600**	**978,900**	**628,900**	**361,500**	**530,900**	**658,100**	**658,100**

Shave & Pave Reserve

10	Description	2020 BUDGET	2020 ACTUAL YTD	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL 2021-2030
11	**Opening Balance**	103,800	96,500	616,700	193,100	193,100	193,100	193,100	193,100	193,100	193,100	193,100	193,100	**616,700**
12	Annual Shave & Pave allocation	520,200	520,200	530,600	541,200	552,000	563,000	574,300	585,800	597,500	609,500	621,700	634,100	**5,809,700**
13	Shave & Pave Expenditures Financed from Reserve	(621,300)	-	(954,200)	(541,200)	(552,000)	(563,000)	(574,300)	(585,800)	(597,500)	(609,500)	(621,700)	(634,100)	**(6,233,300)**
		2,700	**616,700**	**193,100**	**193,100**	**193,100**	**193,100**	**193,100**	**193,100**	**193,100**	**193,100**	**193,100**	**193,100**	**193,100**

Town of Renfrew **Schedule E-1**

2021 Capital Reserves Forecast **AMENDED**

		2019	2020			2021			2022		
		Ending Balance	Allocation	Financing	Ending Balance	Allocation	Financing	Ending Balance	Allocation	Financing	Ending Balance
Asset Management	AMP1	445,400	123,000	(251,500)	**316,900**	123,000	(122,700)	**317,200**	123,000	(122,700)	**317,500**
Asset Management	AMP2	23,300	58,100	-	**81,400**	86,300	-	**167,700**	115,400	(53,600)	**229,500**
Asset Management	AMP3										
Asset Management	AMP4										
Total AMP		468,700	181,100	(251,500)	**398,300**	209,300	(122,700)	**484,900**	238,400	(176,300)	**547,000**
Work in Progress	CWIP	85,300	-	(12,600)	**72,700**	-	(68,800)	**3,900**	-	-	**3,900**
Equipment	EQPT	93,200	156,100	(163,300)	**86,000**	159,200	(159,200)	**86,000**	162,400	(162,400)	**86,000**
Facilities	FACL	534,900	208,100	(92,400)	**650,600**	212,300	(799,500)	**63,400**	241,200	(301,100)	**3,500**
Future Major Capital	FMCI	285,900	-	-	**285,900**	-	(285,900)	**-**			
Ice Resurfacer	ICER	30,000	5,000	-	**35,000**	5,200	(30,000)	**10,200**	10,600	-	**20,800**
Infrastructure Levy	INLV	531,800	162,400	-	**694,200**	165,600	(559,900)	**299,900**	168,900		**468,800**
Land Sales	LAND	270,200	-	-	**270,200**	-	(245,000)	**25,200**			**25,200**
Ma-te-way Components	RMTW	282,500	50,000	-	**332,500**	50,000		**382,500**	50,000		**432,500**
Miscellaneous	MISC	108,000	80,000	-	**188,000**	70,000	(258,000)	**-**			**-**
Parking Lots	LOTS	90,000	20,400	(110,400)	**-**	20,800	(20,800)	**-**	21,200	(21,200)	**-**
Shave and Pave	PAVE	96,500	520,200	-	**616,700**	530,600	(954,200)	**193,100**	541,200	(541,200)	**193,100**
Roads/Infrastructure	ROAD	369,100	312,100	-	**681,200**	318,300	(81,500)	**918,000**	324,700	(290,100)	**952,600**
Rolling Stock	ROLL	302,300	364,100	(495,100)	**171,300**	371,400	(542,700)	**-**	378,900	(378,900)	**-**
		3,548,400	**2,059,500**	**(1,125,300)**	**4,482,600**	**2,112,700**	**(4,128,200)**	**2,467,100**	**2,137,500**	**(1,871,200)**	**2,733,400**
Federal Gas Tax	GASF	675,400	258,500	-	**933,900**	260,800	(849,500)	**345,200**	260,800	(330,300)	**275,700**
OCIF	OCIF	854,600	855,500	-	**1,710,100**	553,500	(1,113,400)	**1,150,200**	559,500	(1,440,000)	**269,700**
		1,530,000	**1,114,000**	**-**	**2,644,000**	**814,300**	**(1,962,900)**	**1,495,400**	**820,300**	**(1,770,300)**	**545,400**
		5,078,400	**3,173,500**	**(1,125,300)**	**7,126,600**	**2,927,000**	**(6,091,100)**	**3,962,500**	**2,957,800**	**(3,641,500)**	**3,278,800**

Town of Renfrew **Schedule E-1**

2021 Capital Reserves Forecast **AMENDED**

		2023			2024			2025		
		Allocation	Financing	Ending Balance	Allocation	Financing	Ending Balance	Allocation	Financing	Ending Balance
Asset Management	AMP1	123,000	(122,700)	**317,800**	123,000	(440,800)	**-**	123,000	(122,700)	**300**
Asset Management	AMP2	115,400	(53,600)	**291,300**	115,400	(406,700)	**-**	115,400	(114,800)	**600**
Asset Management	AMP3	30,400	-	**30,400**	62,100	-	**92,500**	95,300	-	**187,800**
Asset Management	AMP4									
Total AMP		268,800	(176,300)	**639,500**	300,500	(847,500)	**92,500**	333,700	(237,500)	**188,700**
Work in Progress	CWIP	-	-	**3,900**	-	-	**3,900**	-	-	**3,900**
Equipment	EQPT	165,600	(165,600)	**86,000**	168,900	(148,800)	**106,100**	172,300	(20,000)	**258,400**
Facilities	FACL	280,000	(193,000)	**90,500**	225,200	(25,300)	**290,400**	229,700	(46,400)	**473,700**
Future Major Capital	FMCI									
Ice Resurfacer	ICER	10,800	-	**31,600**	11,000	(42,600)	**-**	11,200	(3,400)	**7,800**
Infrastructure Levy	INLV	172,300	(165,400)	**475,700**	175,800	(175,800)	**475,700**	179,300	(179,300)	**475,700**
Land Sales	LAND			**25,200**			**25,200**			**25,200**
Ma-te-way Components	RMTW	50,000		**482,500**	50,000	(300,000)	**232,500**	50,000		**282,500**
Miscellaneous	MISC			**-**	70,000	(23,300)	**46,700**			**46,700**
Parking Lots	LOTS	21,600	(21,600)	**-**	22,100	(3,400)	**18,700**	22,500		**41,200**
Shave and Pave	PAVE	552,000	(552,000)	**193,100**	563,000	(563,000)	**193,100**	574,300	(574,300)	**193,100**
Roads/Infrastructure	ROAD	331,200	(264,100)	**1,019,700**	337,800	(308,700)	**1,048,800**	344,600	(359,800)	**1,033,600**
Rolling Stock	ROLL	386,400	(386,400)	**-**	394,200	(394,200)	**-**	402,000	(375,900)	**26,100**
		2,238,700	**(1,924,400)**	**3,047,700**	**2,318,500**	**(2,832,600)**	**2,533,600**	**2,319,600**	**(1,796,600)**	**3,056,600**
Federal Gas Tax	GASF	272,100	(272,100)	**275,700**	272,100	(272,100)	**275,700**	283,000	(283,000)	**275,700**
OCIF	OCIF	563,000	(162,200)	**670,500**	577,600		**1,248,100**	594,000		**1,842,100**
		835,100	**(434,300)**	**946,200**	**849,700**	**(272,100)**	**1,523,800**	**877,000**	**(283,000)**	**2,117,800**
		3,073,800	**(2,358,700)**	**3,993,900**	**3,168,200**	**(3,104,700)**	**4,057,400**	**3,196,600**	**(2,079,600)**	**5,174,400**

Town of Renfrew **Schedule E-1**

2021 Capital Reserves Forecast **AMENDED**

		2026			2027			2028		
		Allocation	Financing	Ending Balance	Allocation	Financing	Ending Balance	Allocation	Financing	Ending Balance
Asset Management	AMP1	123,000	(122,700)	**600**	123,000	(122,700)	**900**	123,000	(122,700)	**1,200**
Asset Management	AMP2	115,400	(114,800)	**1,200**	115,400	(114,800)	**1,800**	115,400	(114,800)	**2,400**
Asset Management	AMP3	130,000	-	**317,800**	130,000	-	**447,800**	130,000	(577,800)	**-**
Asset Management	AMP4				36,200		**36,200**	73,900		**110,100**
Total AMP		368,400	(237,500)	**319,600**	404,600	(237,500)	**486,700**	442,300	(815,300)	**113,700**
Work in Progress	CWIP	-	-	**3,900**	-	-	**3,900**	-	-	**3,900**
Equipment	EQPT	175,700	(35,000)	**399,100**	179,200	(37,900)	**540,400**	182,800	(135,200)	**588,000**
Facilities	FACL	234,300	(8,800)	**699,200**	239,000	-	**938,200**	243,800	-	**1,182,000**
Future Major Capital	FMCI									
Ice Resurfacer	ICER	11,400		**19,200**	11,600		**30,800**	11,800	(42,600)	**-**
Infrastructure Levy	INLV	182,900	(179,300)	**479,300**	186,600	(179,300)	**486,600**	190,300	(669,300)	**7,600**
Land Sales	LAND			**25,200**			**25,200**			**25,200**
Ma-te-way Components	RMTW	50,000		**332,500**	50,000		**382,500**	50,000		**432,500**
Miscellaneous	MISC			**46,700**			**46,700**			**46,700**
Parking Lots	LOTS	23,000		**64,200**	23,400		**87,600**	23,900		**111,500**
Shave and Pave	PAVE	585,800	(585,800)	**193,100**	597,500	(597,500)	**193,100**	609,500	(609,500)	**193,100**
Roads/Infrastructure	ROAD	351,500	(406,200)	**978,900**	358,500	(708,500)	**628,900**	365,700	(633,100)	**361,500**
Rolling Stock	ROLL	410,100	(436,200)	**-**	418,300	(418,300)	**-**	426,600	(426,600)	**-**
		2,393,100	**(1,888,800)**	**3,560,900**	**2,468,700**	**(2,179,000)**	**3,850,600**	**2,546,700**	**(3,331,600)**	**3,065,700**
Federal Gas Tax	GASF	283,000	(283,000)	**275,700**	294,500	(294,500)	**275,700**	294,500	(294,500)	**275,700**
OCIF	OCIF	610,700		**2,452,800**	627,800		**3,080,600**	645,300		**3,725,900**
		893,700	**(283,000)**	**2,728,500**	**922,300**	**(294,500)**	**3,356,300**	**939,800**	**(294,500)**	**4,001,600**
		3,286,800	**(2,171,800)**	**6,289,400**	**3,391,000**	**(2,473,500)**	**7,206,900**	**3,486,500**	**(3,626,100)**	**7,067,300**

Town of Renfrew **Schedule E-1**

2021 Capital Reserves Forecast **AMENDED**

		2029			2030		
		Allocation	Financing	Ending Balance	Allocation	Financing	Ending Balance
Asset Management	AMP1	123,000	(122,700)	**1,500**	123,000	(122,700)	**1,800**
Asset Management	AMP2	115,400	(114,800)	**3,000**	115,400	(114,800)	**3,600**
Asset Management	AMP3	130,000	(44,300)	**85,700**	130,000	(44,300)	**171,400**
Asset Management	AMP4	113,300		**223,400**	154,400		**377,800**
Total AMP		481,700	(281,800)	**313,600**	522,800	(281,800)	**554,600**
Work in Progress	CWIP	-	-	**3,900**	-	-	**3,900**
Equipment	EQPT	186,500	(20,000)	**754,500**	190,200	(20,000)	**924,700**
Facilities	FACL	248,700	(264,000)	**1,166,700**	253,700		**1,420,400**
Future Major Capital	FMCI						
Ice Resurfacer	ICER	12,000	(7,400)	**4,600**	12,200		**16,800**
Infrastructure Levy	INLV	194,100	(179,300)	**22,400**	198,000	(179,300)	**41,100**
Land Sales	LAND			**25,200**			**25,200**
Ma-te-way Components	RMTW	50,000		**482,500**	50,000		**532,500**
Miscellaneous	MISC			**46,700**			**46,700**
Parking Lots	LOTS	24,400		**135,900**	24,900		**160,800**
Shave and Pave	PAVE	621,700	(621,700)	**193,100**	634,100	(634,100)	**193,100**
Roads/Infrastructure	ROAD	373,000	(203,600)	**530,900**	380,500	(253,300)	**658,100**
Rolling Stock	ROLL	435,200	(435,200)	**-**	443,900	(430,700)	**13,200**
		2,627,300	**(2,013,000)**	**3,680,000**	**2,710,300**	**(1,799,200)**	**4,591,100**
Federal Gas Tax	GASF	306,300	(306,300)	**275,700**	306,300	(306,300)	**275,700**
OCIF	OCIF	663,100		**4,389,000**	681,400		**5,070,400**
		969,400	**(306,300)**	**4,664,700**	**987,700**	**(306,300)**	**5,346,100**
		3,596,700	**(2,319,300)**	**8,344,700**	**3,698,000**	**(2,105,500)**	**9,937,200**

TOWN OF RENFREW

Schedule F

2021 BUDGET

SUMMARY OF HOURS and FULL-TIME EQUIVALENTS (FTE)

DEPARTMENT	HOURS			FTE		
	2020	2021	Change	2020	2021	Change
CLERK	3,640	3,640	-	2.0	2.0	0.0
ECONOMIC DEVELOPMENT	1,975	1,820	(155)	1.1	1.0	(0.1)
TOURISM	833	1,407	574	0.4	0.9	0.5
TREASURY	9,775	9,775	-	5.4	5.4	0.0
FIRE	23,660	23,660	-	11.0	11.0	0.0
CROSSING GUARDS	3,059	3,059	-	8.2	8.2	0.0
DEVELOPMENT & WORKS	47,090	47,090	-	23.8	23.8	0.0
PARKS, RECREATION & FACILITIES	29,972	29,222	(750)	14.4	14.4	0.0
LIBRARY	11,567	11,567	-	6.4	6.4	0.0
GRAND TOTALS	131,571	131,240	(331)	72.7	73.1	0.4

TOWN OF RENFREW
2021 BUDGET
SUMMARY OF WAGES & BENEFITS COSTS

Schedule F

DEPARTMENT	TOTAL WAGES & BENEFITS							
	2020			2021			Change	
	Total	Water & Wastewater	Taxation Budget	Total	Water & Wastewater	Taxation Budget	Total	%
COUNCIL	179,360	-	179,360	182,840	-	182,840	3,480	2.0%
CLERK	242,240	-	242,240	247,550	-	247,550	5,310	2.2%
ECONOMIC DEVELOPMENT	73,170	-	73,170	75,860	-	75,860	2,690	3.7%
TOURISM	14,240	-	14,240	26,340	-	26,340	12,100	85.0%
TREASURY	545,950	(41,080)	504,870	557,720	(41,960)	515,760	10,890	2.2%
FIRE	1,650,960	-	1,650,960	1,692,950	-	1,692,950	41,990	2.5%
POLICE SERVICES BOARD	13,730	-	13,730	14,380	-	14,380	650	4.7%
POLICE DISBANDMENT	8,460	-	8,460	8,460	-	8,460	-	0.0%
CROSSING GUARDS	54,410	-	54,410	56,600	-	56,600	2,190	4.0%
DEVELOPMENT & WORKS	1,821,810	(651,920)	1,169,890	1,864,850	(661,080)	1,203,770	33,880	2.9%
LANDFILL	238,180		238,180	248,380	(4,260)	244,120	5,940	2.5%
PARKS, RECREATION & FACILITIES	1,113,350	-	1,113,350	1,165,760	-	1,165,760	52,410	4.7%
LIBRARY	448,350	-	448,350	457,970	-	457,970	9,620	2.1%
GRAND TOTALS	6,404,210	(693,000)	5,711,210	6,599,660	(707,300)	5,892,360	181,150	3.2%

Increase over 2020 3.2%

Town of Renfrew

2021 Budget

Year-over-Year Change in NON-WAGE EXPENDITURES Budget

Schedule G

DEPARTMENT		2020 BUDGET	2021 BUDGET	Change from 2020 to 2021 $$ Fav/(Unfav)	Change from 2020 to 2021 % Fav/(Unfav)
062	TOTAL UNALLOCATED GRANT REVENUES	2,334,700	2,395,600	60,900	2.6%
064	TOTAL UNASSIGNED REVENUES	336,235	305,775	(30,460)	-9.1%
100	GENERAL GOVERNMENT	(39,000)	(41,500)	(2,500)	-6.4%
111	TOTAL MAYOR & MEMBERS OF COUNCIL	(96,505)	(97,485)	(980)	-1.0%
112	TOTAL CLERK	(14,125)	(13,200)	925	6.5%
115	TOTAL ACCESSIBILITY	(500)	(9,000)	(8,500)	-1700.0%
120	TOTAL INFORMATION TECHNOLOGY	(48,000)	(48,000)	-	0.0%
121	TOTAL TREASURY	(29,300)	(24,000)	5,300	18.1%
125	TOTAL HUMAN RESOURCES	-	(30,000)	(30,000)	
131	TOTAL TOWN HALL COMPLEX	(39,600)	(64,560)	(24,960)	-63.0%
135	TOTAL 550 HALL AVE.	15,600	15,000	(600)	-3.8%
211	TOTAL FIRE	(89,500)	(91,750)	(2,250)	-2.5%
225	TOTAL OPP CONTRACT POLICING	(1,944,840)	(1,935,070)	9,770	0.5%
226	TOTAL POLICE SERVICES BOARD	(13,950)	(11,350)	2,600	18.6%
241	BY-LAW ENFORCEMENT	(61,100)	(61,800)	(700)	-1.1%
246	TOTAL CROSSING GUARDS	1,330	1,660	330	24.8%
311	TOTAL DEVELOPMENT AND WORKS	(334,245)	(349,845)	(15,600)	-4.7%
312	TOTAL BUILDINGS	(45,200)	(40,900)	4,300	9.5%
313	TOTAL STREETS & ROADS -NON SUBSIDY	(5,000)	(3,000)	2,000	40.0%
314	TOTAL COUNTY - SUMMER MAINTENANCE	8,200	8,365	165	2.0%
315	TOTAL TOWN STREETS	(300,400)	(293,450)	6,950	2.3%
317	TOTAL MUNICIPAL ACTIVITY	(23,850)	(23,850)	-	0.0%
318	THIRD PARTY WORK	(9,500)	(9,500)	-	0.0%
319	TOTAL SIDEWALKS	(55,600)	(55,600)	-	0.0%
324	TOTAL COUNTY - WINTER MAINTENANCE	23,715	24,175	460	1.9%
325	TOTAL WINTER MAINTENANCE - ROADS	(387,150)	(292,100)	95,050	24.6%
351	TOTAL STREET LIGHTING	(190,000)	(199,000)	(9,000)	-4.7%

Town of Renfrew

2021 Budget

Year-over-Year Change in NON-WAGE EXPENDITURES Budget

DEPARTMENT		2020 BUDGET	2021 BUDGET	Change from 2020 to 2021 $$ Fav/(Unfav)	% Fav/(Unfav)
421	TOTAL STORM SEWER MAINTENANCE	(9,000)	(9,000)	-	0.0%
442	TOTAL COLLECTIONS	(198,645)	(190,090)	8,555	4.3%
443	TOTAL DISPOSAL/LAND FILL SITES	211,140	142,200	(68,940)	-32.7%
452	TOTAL RECYCLING	(177,980)	(194,000)	(16,020)	-9.0%
711	TOTAL RECREATION	-	(35,240)	(35,240)	
731	TOTAL RECREATION LAND & BUILDINGS	(38,000)	(39,000)	(1,000)	-2.6%
733	TOTAL ARENA OPERATIONS	(45,100)	(44,400)	700	1.6%
761	TOTAL PUBLIC LIBRARY	(42,940)	(44,950)	(2,010)	-4.7%
785	TOTAL MCDOUGALL MILL MUSEUM	(36,600)	(36,770)	(170)	-0.5%
812	TOTAL PLANNING & ZONING	2,365	4,765	2,400	101.5%
815	TOTAL BUILDING INSPECTION	69,410	114,310	44,900	64.7%
817	TOTAL COMMITTEE OF ADJUSTMENT	5,500	7,000	1,500	27.3%
822	TOTAL DOWNTOWN BUSINESS ASSOCIATION	(2,000)	(2,000)	-	0.0%
823	TOTAL SELF HELP CENTRE	(1,000)	(1,000)	-	0.0%
824	TOTAL CHAMBER OF COMMERCE	(9,000)	(9,000)	-	0.0%
825	TOTAL NHA/NHL COMMITTEE	(24,800)	(24,800)	-	0.0%
826	TOTAL ECONOMIC DEVELOPMENT	(31,100)	(23,100)	8,000	25.7%
827	TOTAL COMMUNITY IMPROVEMENT PLAN	(7,500)	(7,500)	-	0.0%
830	TOURISM & MARKETING	(20,750)	(23,400)	(2,650)	-12.8%
831	TOTAL COMMUNITY EVENTS	3,400	(300)	(3,700)	-108.8%
850	TOTAL TRANSIT OPERATIONS	(15,000)	(15,000)	-	0.0%
900	CAPITAL	(1,983,730)	(2,046,730)	(63,000)	-3.2%
GT	TOTAL NON-WAGE COSTS	(3,358,915)	(3,422,390)	(63,475)	-1.9%

TOWN of RENFREW

BUDGET-TO-BUDGET COMPARISON BY DEPARTMENT

SCHEDULE H

DEPARTMENT	TOTAL REVENUE 2020 BUDGET	TOTAL REVENUE 2021 BUDGET	TOTAL REVENUE Change in Budget	TOTAL EXPENSE 2020 BUDGET	TOTAL EXPENSE 2021 BUDGET	TOTAL EXPENSE Change in Budget	TOTAL REVENUE less TOTAL EXPENDITURES 2020 BUDGET	TOTAL REVENUE less TOTAL EXPENDITURES 2021 BUDGET	TOTAL REVENUE less TOTAL EXPENDITURES Change in Budget	%
DEPARTMENTS WITH "NET REVENUE"										
051 TAXATION	9,076,545	9,115,050	38,505	54,000	54,000	-	9,022,545	9,061,050	38,505	0.4%
062 OMPF	2,334,700	2,395,600	60,900	-	-	-	2,334,700	2,395,600	60,900	2.6%
064 UNASSIGNED	846,600	836,600	(10,000)	510,365	530,825	20,460	336,235	305,775	(30,460)	-9.1%
TOTAL "NET REVENUE"	12,257,845	12,347,250	89,405	564,365	584,825	20,460	11,693,480	11,762,425	68,945	0.6%
DEPARTMENTS WITH "NET EXPENDITURES"										
100 GEN ADMIN	-	-	-	39,000	41,500	2,500	(39,000)	(41,500)	(2,500)	6.4%
111 COUNCIL	1,500	1,500	-	277,365	281,825	4,460	(275,865)	(280,325)	(4,460)	1.6%
112 CLERK	23,500	23,500	-	274,865	279,140	4,275	(251,365)	(255,640)	(4,275)	1.7%
115 ACCESSIBILITY	-	-	-	5,500	14,110	8,610	(5,500)	(14,110)	(8,610)	156.5%
120 INFORMATION TECH	-	-	-	48,000	48,000	-	(48,000)	(48,000)	-	0.0%
121 TREASURY	32,000	31,800	(200)	566,170	571,560	5,390	(534,170)	(539,760)	(5,590)	1.0%
125 HUMAN RESOURCES	-			-	30,000	30,000	-	(30,000)	(30,000)	
131 TOWN HALL	77,900	77,940	40	171,810	197,980	26,170	(93,910)	(120,040)	(26,130)	27.8%
135 550 HALL	55,800	57,340	1,540	40,200	42,340	2,140	15,600	15,000	(600)	3.8%
211 FIRE	52,500	55,500	3,000	1,794,160	1,841,400	47,240	(1,741,660)	(1,785,900)	(44,240)	2.5%
225 O.P.P.	54,800	52,360	(2,440)	1,999,640	1,987,430	(12,210)	(1,944,840)	(1,935,070)	9,770	-0.5%
226 POLICE SERVICES BOARD	-	-	-	27,680	25,730	(1,950)	(27,680)	(25,730)	1,950	-7.0%
227 POLICE DISBANDMENT	-	-	-	8,460	8,460	-	(8,460)	(8,460)	-	0.0%
241 BY-LAW / ANIMAL CONTROL	32,000	32,400	400	93,100	94,200	1,100	(61,100)	(61,800)	(700)	1.1%
246 CROSSING GUARDS	3,330	3,660	330	56,410	58,600	2,190	(53,080)	(54,940)	(1,860)	3.5%
311 DEVELOPMENT & WORKS	-	3,920	3,920	419,755	432,355	12,600	(419,755)	(428,435)	(8,680)	2.1%
312 BUILDINGS	500	500	-	77,740	88,660	10,920	(77,240)	(88,160)	(10,920)	14.1%
313 STREETS & ROADS	-	-	-	10,380	7,080	(3,300)	(10,380)	(7,080)	3,300	-31.8%
314 COUNTY - SUMMER	8,200	8,365	165	-	-	-	8,200	8,365	165	2.0%
315 TOWN STREETS	-	-	-	507,160	519,460	12,300	(507,160)	(519,460)	(12,300)	2.4%
317 MUNICIPAL ACTIVITY	650	650	-	109,920	105,670	(4,250)	(109,270)	(105,020)	4,250	-3.9%

	TOTAL REVENUE			TOTAL EXPENSE			TOTAL REVENUE less TOTAL EXPENDITURES			
DEPARTMENT	2020 BUDGET	2021 BUDGET	Change in Budget	2020 BUDGET	2021 BUDGET	Change in Budget	2020 BUDGET	2021 BUDGET	Change in Budget	%
318 THIRD PARTY WORK	1,100	1,100	-	13,150	20,380	7,230	(12,050)	(19,280)	(7,230)	60.0%
319 SIDEWALKS	-	-	-	128,200	156,580	28,380	(128,200)	(156,580)	(28,380)	22.1%
324 COUNTY - WINTER	23,715	24,175	460	-	-	-	23,715	24,175	460	1.9%
325 WINTER MTCE. - ROADS	-	-	-	664,610	535,780	(128,830)	(664,610)	(535,780)	128,830	-19.4%
329 WINTER MTCE. - SIDEWALKS	-	-	-	49,820	45,350	(4,470)	(49,820)	(45,350)	4,470	-9.0%
351 STREET LIGHTING	-	-	-	190,000	199,000	9,000	(190,000)	(199,000)	(9,000)	4.7%
421 STORM SEWER MTCE.	-	-	-	10,200	10,200	-	(10,200)	(10,200)	-	0.0%
442 GARBAGE COLLECTIONS	31,880	43,600	11,720	271,655	276,720	5,065	(239,775)	(233,120)	6,655	-2.8%
443 LANDFILL SITE	570,000	525,000	(45,000)	558,930	591,930	33,000	11,070	(66,930)	(78,000)	-704.6%
452 RECYCLING	190,000	85,000	(105,000)	413,180	325,740	(87,440)	(223,180)	(240,740)	(17,560)	7.9%
711 RECREATION	216,800	199,500	(17,300)	857,630	999,680	142,050	(640,830)	(800,180)	(159,350)	24.9%
731 RECREATION - LAND & BLDGS.	23,500	20,000	(3,500)	181,760	152,800	(28,960)	(158,260)	(132,800)	25,460	-16.1%
733 ARENA OPERATIONS	283,600	298,300	14,700	605,140	570,400	(34,740)	(321,540)	(272,100)	49,440	-15.4%
761 LIBRARY	43,820	40,270	(3,550)	545,650	553,960	8,310	(501,830)	(513,690)	(11,860)	2.4%
785 McDOUGALL MILL MUSEUM	30,100	-	(30,100)	70,070	40,900	(29,170)	(39,970)	(40,900)	(930)	2.3%
812 PLANNING & ZONING	10,000	12,000	2,000	129,005	132,295	3,290	(119,005)	(120,295)	(1,290)	1.1%
815 BUILDING INSPECTION	80,100	125,100	45,000	120,650	123,560	2,910	(40,550)	1,540	42,090	-103.8%
817 COMM. OF ADJUSTMENT	5,500	7,000	1,500	20,710	21,160	450	(15,210)	(14,160)	1,050	-6.9%
821 1 INNOVATION	68,000	82,750	14,750	68,000	82,750	14,750	-	-	-	0.0%
822 DOWNTOWN B.I.A.	65,000	65,000	-	67,000	67,000	-	(2,000)	(2,000)	-	0.0%
823 SELF-HELP CENTRE	-	-	-	1,000	1,000	-	(1,000)	(1,000)	-	0.0%
824 CHAMBER OF COMMERCE	-	-	-	9,000	9,000	-	(9,000)	(9,000)	-	0.0%
825 NHA/NHL MUSEUM	-	-	-	24,800	24,800	-	(24,800)	(24,800)	-	0.0%
826 ECONOMIC DEVELOPMENT	25,000	25,000	-	126,770	123,960	(2,810)	(101,770)	(98,960)	2,810	-2.8%
827 COMMUNITY IMPROVEMENT	-	7,500	7,500	7,500	15,000	7,500	(7,500)	(7,500)	-	0.0%
830 TOURISM	5,150	9,500	4,350	49,850	70,280	20,430	(44,700)	(60,780)	(16,080)	36.0%
831 COMMUNITY EVENTS	96,000	17,000	(79,000)	95,100	17,300	(77,800)	900	(300)	(1,200)	-133.3%

TOWN of RENFREW **BUDGET-TO-BUDGET COMPARISON BY DEPARTMENT** **SCHEDULE H**

	TOTAL REVENUE			TOTAL EXPENSE			TOTAL REVENUE less TOTAL EXPENDITURES			
DEPARTMENT	2020 BUDGET	2021 BUDGET	Change in Budget	2020 BUDGET	2021 BUDGET	Change in Budget	2020 BUDGET	2021 BUDGET	Change in Budget	%
850 SUNSHINE COACH	240,000	245,000	5,000	255,000	260,000	5,000	(15,000)	(15,000)	-	0.0%
900 CAPITAL	-	-	-	1,983,730	2,046,730	63,000	(1,983,730)	(2,046,730)	(63,000)	3.2%
TOTAL "NET EXPENDITURES"	2,351,945	2,182,230	(169,715)	14,045,425	14,149,755	104,330	(11,693,480)	(11,967,525)	(274,045)	2.3%
TOTAL TAXATION	14,609,790	14,529,480	(80,310)	14,609,790	14,734,580	124,790	-	(205,100)	(205,100)	
	-	-	-0.5%	-	-	0.9%				