

SUPPORTING PEOPLE
*Hastings*TM
AND OUR COMMUNITIES

2024

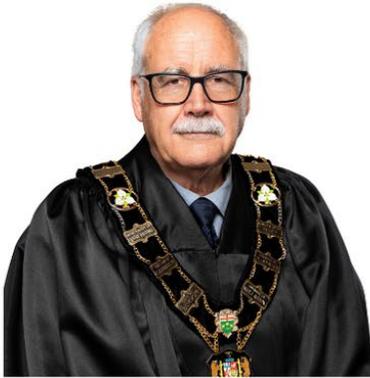
BUDGET
HASTINGS COUNTY



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MESSAGE FROM OUR LEADERS



WARDEN
BOB MULLIN

I am honoured to present Hastings County 2024 Budget on behalf of County Council. Together, staff and council have ensured the 2024 budget has positioned Hastings County to remain fiscally responsible while balancing the competing priorities of our residents and communities. We are confident that the 2024 budget will position the County for success not only in the year ahead, but for future years to come.



CHIEF ADMINISTRATIVE OFFICER
CONNOR DOREY

Hastings County's 2024 budget reflects a balanced approach to financial planning, with a commitment to delivering essential services, investing in infrastructure, and fostering community well-being. It sets the framework to achieve our strategic priorities and objectives which positions Hastings County for success in the future. I want to express my appreciation for the diligent efforts of our staff in managing the budgetary challenges we face while prioritizing the municipality's long-term sustainability.



DIRECTOR OF FINANCE & TREASURER
TONY BIRD

The 2024 budget demonstrates commitment to fiscal responsibility through prudent financial management practices, including debt management, cost containment measures, and long-term planning. Efforts to maintain a balanced budget and strong fiscal health are prioritized to safeguard the municipality's long-term sustainability. We pledge to continue to prioritize transparency and accountability in our budget process and ensure we respond to the evolving needs of our community.

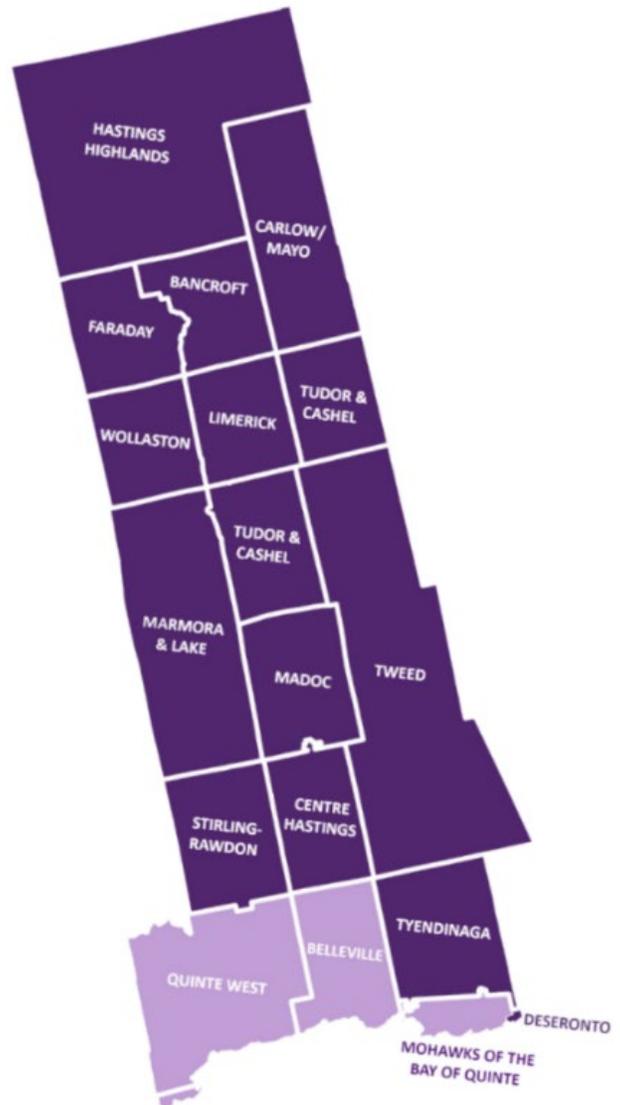
ABOUT HASTINGS COUNTY

Hastings County, situated midway between Toronto and Ottawa, stands as the second largest County in Ontario, spanning approximately 160km from the picturesque shores of the Bay of Quinte to the sprawling forests of Algonquin Park. Serving as an Upper Tier municipality and Consolidated Municipal Services Manager, the County assumes responsibility for a comprehensive array of vital services. These encompass Paramedic and Emergency Response, Ontario Works, Housing, Homelessness Supports, Child Care and Early Years, and Long-Term care services. This mandate extends across all 14 member municipalities, as well as the separated Cities of Belleville and Quinte West.

Moreover, the County provides crucial Planning and Development services and actively engages in tourism marketing efforts to bolster the prosperity of its member municipalities. Additionally, through service contracts, Hastings County extends its Paramedic Services to the County of Prince Edward and the Mohawks of the Bay of Quinte.

The County's workforce comprises nearly 1000 dedicated individuals, diligently working to enhance the well-being and prosperity of the region through the delivery of critical services.

In November 2023, Hastings County implemented the 2024-2026 Strategic Plan for the organization, which serves as a comprehensive roadmap for the future of Hastings County. Over the next three years, Hastings County's priority is fostering healthy, vibrant, connected, and sustainable communities. The four pillars align with strategic goals, objectives, and actions that will support Hastings County in fulfilling its mission and vision. Hastings County's 2024 Budget will support Hastings County's strategic plan coming to fruition, as it will position Hastings County to remain fiscally responsible, matching resources with approved priorities and actions and lead to improved delivery of vital services.



EXECUTIVE SUMMARY

The 2024 Hastings County budget reflects the financial plan to efficiently allocate resources, fund key initiatives and meet service delivery demands for critical services that respond to the needs of our community while ensuring fiscal responsibility.

The budget demonstrates a commitment to fiscal responsibility through prudent financial management practices. Efforts to maintain a balanced budget and strong fiscal health are prioritized to safeguard the municipality's long-term sustainability.

2024 BUDGET OVERVIEW

	2023	2024	% Change
Total Expenditures	\$179,840,362	\$196,388,932	9.20%
Total Revenue	\$134,047,569	\$147,840,892	10.29%
Net Cost before Cost Share	\$ 45,792,793	\$48,548,040	6.02%
Contribution from Partners	\$ 28,055,704	\$29,613,767	5.55%
County Levy	\$17,737,090	\$18,934,272	6.75%

Hastings County's assessment growth: 1.39% equal to \$248,463

	2024	%
Budget Increase	\$1,197,182	
Covered by Growth	\$ 248,463	
Increase after growth	\$948,719	5.27%

The 2023 Consumer Price Index (CPI) for Ontario was 3.8%

The County of Hastings administers and delivers many services through the departments of Community and Human Services, Emergency Services, Long-Term Care, Provincial Offences, Planning and General Government. The primary goal of Hastings County is to support people and our community by fostering healthy, vibrant, connected, and sustainable communities. Hastings County continues to see increased demands for the services that the municipality is committed to provide, amidst an environment of inflationary cost increases that are outpacing the Provincial and Federal funding supports.

All of the County's operating departments continue to evolve in the face of new challenges and opportunities. Emergency Services continues to work to address pressures from increasing call volumes, off-load delays and staffing shortages, while it persists to support the broader healthcare community with the Community Paramedicine Program, open the new base in Stirling and establishes a new service relationship with the Mohawks of the Bay of Quinte. As the cost of living continues to rise, requests for the Community and Human Services delivered programs increase. Housing availability and Homelessness challenges have grown within our communities. The department continues to adapt how it delivers services, in conjunction with the ongoing transformation of social services at the provincial level and as the Canada-Wide Early Learning and Child Care agreements move forward. Aging Social Housing stock requires substantial investment in maintenance to ensure units are available as wait lists grow and opportunities to expand the stock are being constantly pursued and advocated for. Work towards providing four hours of direct resident

care is ongoing at our Long-Term Care homes as the province continues to support dedicated funding envelopes. Other service requirements are insufficiently funded in comparison to inflationary increases as the County strives to maintain supportive care and the state of its two long-term care homes. Ongoing efforts in recruitment across all portfolios are a continued priority in an era of challenges surrounding the ability to retain and recruit healthcare staff. The 2024 budget is making best efforts to combat the funding gaps that continue to grow as demand for service outstrips the required growth in the need for critical services. Efforts to redirect debt payments towards building reserves and strategically utilizing interest revenue to incrementally invest in capital projects are crucial steps in this budget. These investments aim to maintain the current level of service and ensure the long-term sustainability of assets. Hastings County's asset management plan identifies capital that requires investments to maintain operating conditions. Opportunities such as the Canada Mortgage and Housing Corporation (CMHC) Renewal and Repair, Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) programs are continuously being applied for and utilized to assist in alleviating this burden.

SUMMARY OF EXPENDITURES/REVENUE 2024 BUDGET

EXHIBIT A1

	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
SUMMARY OF EXPENDITURES				
GENERAL GOVERNMENT	12,730,837	12,757,938	13,320,202	4.63%
PROVINCIAL OFFENCES	1,271,120	1,195,774	1,378,255	8.43%
PLANNING	2,099,047	2,040,112	2,309,783	10.04%
COMMUNITY AND HUMAN SERVICES	94,079,238	89,712,432	101,440,644	7.82%
EMERGENCY SERVICES	27,274,791	26,719,802	30,681,005	12.49%
LONG TERM CARE	42,385,328	44,459,410	47,259,044	11.50%
	179,840,362	176,885,468	196,388,932	9.20%
SUMMARY OF REVENUE				
GENERAL GOVERNMENT	8,074,799	8,101,900	8,312,736	2.95%
PROVINCIAL OFFENCES	1,630,000	1,457,254	2,540,300	55.85%
PLANNING	235,780	176,845	197,950	-16.04%
COMMUNITY AND HUMAN SERVICES	73,444,128	69,204,296	79,234,900	7.88%
EMERGENCY SERVICES	16,149,704	15,594,715	18,633,329	15.38%
LONG TERM CARE	34,513,158	36,587,241	38,921,678	12.77%
	134,047,569	131,122,251	147,840,892	10.29%

NET COST BEFORE MUNICIPAL APPORTIONMENT				
GENERAL GOVERNMENT	4,656,038	4,656,038	5,007,466	7.55%
PROVINCIAL OFFENCES	-358,880	-261,480	-1,162,045	223.80%
PLANNING	1,863,267	1,863,267	2,111,833	13.34%
COMMUNITY AND HUMAN SERVICES	20,635,110	20,508,136	22,205,744	7.61%
EMERGENCY SERVICES	11,125,087	11,125,087	12,047,676	8.29%
LONG TERM CARE	7,872,170	7,872,169	8,337,366	5.91%
	45,792,793	45,763,217	48,548,040	6.02%
MUNICIPAL APPORTIONMENT				
HASTINGS COUNTY / LEVY	17,737,090	17,674,674	18,934,272	6.75%
BELLEVILLE	16,478,723	16,514,779	17,260,477	4.74%
QUINTE WEST	11,575,058	11,571,953	12,351,061	6.70%
8 WING	1,923	1,813	2,228	15.86%
	28,055,704	28,088,545	29,613,767	5.55%
	45,792,794	45,763,219	48,548,039	6.02%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

MUNICIPAL APPORTIONMENT 2024 BUDGET

EXHIBIT A2

	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
HASTINGS COUNTY				
GENERAL GOVERNMENT	4,656,038	4,656,038	5,007,466	7.55%
PROVINCIAL OFFENCES	-125,249	-131,883	-310,498	147.90%
PLANNING, 911, ECONOMIC DEVELOPMENT	1,714,361	1,723,467	1,945,854	13.50%
COMMUNITY AND HUMAN SERVICES	6,085,294	6,047,849	6,532,930	7.36%
EMERGENCY SERVICES	3,280,788	3,280,788	3,544,426	8.04%
LONG-TERM CARE	2,125,858	2,098,415	2,214,095	4.15%
	17,737,090	17,674,674	18,934,272	6.75%

BELLEVILLE				
PROVINCIAL OFFENCES	-94,027	-56,767	-627,272	567.12%
911 MANAGEMENT GROUP	79,648	74,771	88,732	11.41%
COMMUNITY AND HUMAN SERVICES	8,381,982	8,330,405	9,028,855	7.72%
EMERGENCY SERVICES	4,519,010	4,519,010	4,898,585	8.40%
LONG-TERM CARE	3,592,110	3,647,360	3,871,577	7.78%
	16,478,723	16,514,779	17,260,477	4.74%
QUINTE WEST				
PROVINCIAL OFFENCES	-139,604	-72,829	-224,275	60.65%
911 MANAGEMENT GROUP	67,335	63,216	75,019	11.41%
COMMUNITY AND HUMAN SERVICES	6,167,835	6,129,882	6,643,959	7.72%
EMERGENCY SERVICES	3,325,289	3,325,289	3,604,665	8.40%
LONG-TERM CARE	2,154,203	2,126,396	2,251,694	4.53%
	11,575,058	11,571,953	12,351,061	6.70%
8 WING TRENTON				
911 MANAGEMENT GROUP	1,923	1,813	2,228	15.86%
	\$1,923	\$1,813	\$2,228	15.86%
	45,792,794	45,763,219	48,548,039	6.02%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

2024 DEPARTMENT BUDGETS

GENERAL GOVERNMENT

	2023	2024	% Change
Expenditures *	\$8,979,353	\$9,017,207	0.42%
Financial Expenses	\$3,009,417	\$3,303,963	9.79%
Roads	\$64,900	\$282,628	335.48%
North Hastings Professional Building	\$677,167	\$716,404	5.79%
Total Expenditures	\$12,730,837	\$13,320,202	4.63%
Revenue	\$8,074,799	\$8,312,736	2.95%
Net Cost	\$4,656,038	\$5,007,466	7.55%

*includes expenses for Legislative, Administration, Information Technology and Facilities

COUNTY COUNCIL/LEGISLATIVE

The County Council/Legislative budget plays a crucial role in facilitating the duties of the Warden and Councillors, encompassing provisions for professional development and advocacy endeavors.

Hastings County maintains active memberships with several key organizations that champion municipal interests. These include the Association of Municipalities of Ontario (AMO), Eastern Ontario Wardens' Caucus (EOWC), Federation of Canadian Municipalities (FCM), Ontario Good Roads Association (OGRA), and the Rural Ontario Municipal Association (ROMA). Through these affiliations, the County actively engages in collaborative efforts to advance its municipal objectives and advocate for the well-being of its residents.

ADMINISTRATION

The Administration budget supports the CAO's office, Finance (Treasury, Purchasing and Payroll) and Human Resources (HR).

Key achievements this past year include the successful design and launch of the new Hastings County website, featuring a refreshed interface aimed at enhancing user experience and showcasing the County's services and tourism marketing. This integrated corporate website consolidates content from the previous Corporate and Economic Development & Tourism websites (hastings.ca), ensuring a seamless presentation of all County services and assets while simplifying search ability for users.

Additionally, significant progress has been made on the Records Management Project, with a focus on migrating all County records to SharePoint by department. This initiative is coupled with the ongoing development of process automation to streamline operations, fostering interdepartmental collaboration and enhancing cross-functional teamwork.

County Council also approved the new strategic plan for 2024-2026, providing a roadmap for the municipality's future direction. The Hastings County 2024-2026 Strategic Plan is a comprehensive three-year framework aimed at improving service delivery and addressing the needs and priorities of residents and businesses across all communities. Rooted in collaboration and engagement, the plan is structured around four pillars:

1. **Healthy Communities:** Champion initiatives that enhance residents' quality of life.
2. **Vibrant Communities:** Foster economically resilient and dynamic communities.
3. **Connected Communities:** Support engagement with the needs of residents, visitors, and partners.
4. **Sustainable Communities:** Promote responsible growth, governance, and financial stability to ensure long-term sustainability.

These pillars serve as guiding principles to drive the County's strategic efforts and promote its overall well-being and prosperity.

SALARIES \$3,284,429

Positions approved in the 2023 budget and filled mid-year are accounted for in full in 2024. The General Government budget now incurs 50% of a Financial Analyst position approved through the

2022 budget as costs transition back as a 2023 one-time child care funding opportunity dissolves. A new Human Resources Advisor secondment position has been included for 5 months in 2024 to support the intensive implementation phase of the Human Resource Information System (HRIS). It is intended to move the Human Resource Integrated Software initiative forward while allowing the current Human Resources department complement to maintain the ongoing obligations of supporting the County operating departments.

BENEFITS \$903,200

The benefit rate increased to 27.5% (2023 - 25%) and reflects the costs for Canada Pension Plan (CPP), Employment Insurance (EI), Employer Health Tax (EHT), Worker Safety Insurance Board (WSIB), excess indemnity and occupational accident insurance, OMERS pension, Long-term Disability (LTD), extended health, dental, life insurance, accidental death and dismemberment. This increase is attributable to a combination of benefit premium increases (12.6%) and CPP enhancements.

MILEAGE AND TRAVEL \$56,000

Reflects 2024 commitments and inflationary adjustments as operations transition back to pre-pandemic levels.

RECRUITMENT ADVERTISING \$30,000

Efforts and the frequency of recruitment continue to grow in a competitive hiring market. Updates are required in recruiting material to reflect Hastings County branding for job fairs.

EDUCATION \$40,000

Staff training continues to be a priority in efforts to develop and retain valued employees. Leadership training dollars from the Financial Expense section of the budget have been reallocated to education to streamline the document.

LEGAL \$50,000

Anticipated expenses are associated with agreement reviews, labour relations and litigation. Unforeseen circumstances are challenging to anticipate, and efforts to mitigate costs are consistently considered against risk management. Further investments are included in the 2024 budget to reflect the evolving complexities within the portfolio.

CONSULTANTS \$50,000

Expert outside assistance is required at times surrounding policy, recruitment and studies. The County's bi-annual actuarial review is scheduled for 2024.

INFORMATION TECHNOLOGY (IT)

Hastings County IT is committed to providing efficient, reliable, and secure IT services to support the needs of our community, employees, and stakeholders. Our mandate is to leverage technology to enhance the delivery of essential services, improve operational effectiveness, and foster innovation while ensuring the privacy and security of sensitive data. Additionally, Hastings County GIS continues

to provide advanced geospatial solutions in support of decision-making processes that affect its communities, employees, and stakeholders. By leveraging existing and new technology, Hastings County GIS aims to expand its presence to all departments, offering support for existing solutions, as well as innovative and creative approaches to assist County operations and services.

The IT department focused on key initiatives in 2023 that continued to enhance our service delivery potential across our departments. In particular, they also supported and directed the implementation of the Electronic Document and Records Management System (EDRMS) County-wide, supported the new website design and continued with the IT support provided to 5 of our 14 member municipalities through contract, as well as supporting EORN Inc. The IT managed service program continues to grow with additional member municipalities planned to onboard in early 2024. The department also supported various County departments with engagement surveys to enhance stakeholder engagement on multiple projects while leveraging the Esri capabilities through in-depth data analysis.

Additionally, the department supported our member municipalities by creating a mapping feature that was used to link consultant asset management data to allow easy access and a visual component to data management that had not been provided by the consultant.

In 2024, the department will continue to leverage and expand EDRMS use. This will include workflow development, optimizing processes to streamline tasks, improve efficiency, and enhance services across all departments. With innovation and capacity building as a key focus, departments engage in projects that require support, engagement and leadership from the IT department. The Human Resource Information System (HRIS) project will be a key focus along with other department specific solutions to assist with service delivery and support.

COMPUTER HARDWARE / SOFTWARE / COMMUNICATIONS / IT SECURITY \$683,700

Hardware and software costs include licenses for accounting and HR systems, communication exchanges and annual data protection software. Hastings County continues to invest in IT security. Investments will continue to be made in Long-Term Care and Paramedic services.

ELECTRONIC DATA MANAGEMENT \$186,706

The balance of the Electronic Data Management project to enhance data protection and integrity will be completed in 2024. The system will manage and maintain the County's records and provide easy access and usability of electronic documents while protecting private and confidential information in accordance with legislation. This project is 100% funded by Provincial Municipal Modernization Funding.

CONSULTANTS \$40,000

Consultants will perform security audits and a SharePoint initiative.

SCOOP \$5,000

This is a project through the Ministry of Natural Resources to acquire orthophotography or digital aerial imagery to be used as a background for GIS mapping. The imagery is updated every 5 years at a cost to the County of approximately \$25,000. Each year \$5,000 is put aside to cover the cost.

EXPENDITURE RECOVERIES \$52,000

The Department continues to support member municipalities under a cost recovery model and provides support to EORN under a purchase of service agreement.

CORPORATE FACILITIES

The Facilities and Capital Infrastructure (FCI) department was created to provide oversight of maintenance and capital construction projects for the County of Hastings' infrastructure assets including 10km of roads, 2 bridges, 200+km of trails, 1473 Social Housing Units, 2 Long-Term Care Facilities, 2 Ambulance Bases, and Administration building spaces in 4 municipalities. The goal of the FCI is to provide transparent, forward-looking, budget conscious oversight of the maintenance and capital construction to meet the needs of the community while promoting health and safety, innovation, environmental consciousness, constancy, and prioritization. This is further enhanced by the FCI's commitment to conducting business and completing work in an ethical, code and by-law compliant manner that serves the needs of the communities in which we live and work.

FACILITY SERVICES – ADMINISTRATION BUILDING

The costs for the operation of the County Administration building, including maintenance staff, repairs, maintenance, and utilities are included in this budget.

MAINTENANCE AND REPAIRS \$80,000

Adjustments reflect the inflationary costs of supplies and contractors, while \$8,000 is budgeted to address a health and safety concern related to fire exits.

SECURITY SERVICES \$120,000

Security Services are used at the entrances of the administration building.

DEBT FINANCING OF RENOVATIONS \$236,200

In 2016 renovations were made to the administration building. These capital costs were financed by a 25-year \$1.4 m bank loan. The 2024 budget costs are the principal and interest payments.

CONTRIBUTION TO BUILDING CAPITAL RESERVE \$80,000

The contribution to the capital reserve is to support the capital requirement of the building (roof replacement, elevators, mechanical systems, air handling units).

FINANCIAL EXPENSES

PROPERTY ASSESSMENT CORPORATION \$912,876

Represents the fee charged by MPAC for maintaining the assessment database. The charge is based on the number of properties and the value of the assessments.

HEALTH UNIT \$934,987

Represents Hastings County's share to Hastings and Prince Edward Public Health levy. The charge is based on the 2021 Statistics Canada population data.

JOINT ARCHIVES \$100,000

The County is a partner with the City of Belleville for a Joint Archives facility located in the Belleville Library. Under the agreement, the County shares 50% of the operating costs. The archives accept materials from the County and the 14 member municipalities. There was an error in the reporting of the 2023 budget as it was \$97,700 making for an actual 2024 increase of 2.35%.

COMMUNITY AND HEALTH PARTNERSHIPS \$200,000

The County created a Community and Health partnerships budget line to fund the various Healthcare and Community Agencies from year to year. The intent of this budget line is to support the health, education and well-being of County residents and a dedicated amount of \$200,000 was established.

In April 2022, Council approved funding in the amount of \$645,000 to the University Hospitals Kingston Foundation. A payment of \$305,000 was made in 2022 and \$85,000 will be paid annually from 2023 to 2026. At the same time, Council approved \$500,000 in funding to the Belleville General Hospital Foundation. A payment of \$244,000 was made in 2022 and \$64,000 will be paid annually from 2023 to 2026. A total of \$51,000 is uncommitted for 2024.

DOCTOR RECRUITMENT \$167,500

The County has successfully recruited 23 candidates under the Doctor Recruitment Program. The 2024 budget represents payments to the current candidates plus insurance and recruiting costs. There are funds available through a reserve fund to support the recruitment of additional candidates in 2024.

CORPORATE COMMUNICATIONS / ADVERTISEMENTS \$45,000

The budget line reflects corporate marketing and communication requirements and the rollup of the Records Management and Accessibility for Ontarians with Disabilities Act lines, to streamline the document. A \$25,000 sponsorship of the 2024 Quinte International Air Show is reflected in this budget line. This is a one-time cost that will be funded by a reserve contribution.

CONSULTANTS \$5,000

Investigator and Weed Inspector

These are budgeted annually to cover the costs of the closed meeting investigator (LAS) and a weed inspector, which is appointed at the upper tier level should there be a complaint of noxious weeds throughout the County.

WELLNESS INITIATIVES \$40,000

The County-wide Wellness Committee was established to make wellness initiatives a priority with the goal of improving the health of our staff.

CAPITAL LEVY \$265,000

The capital levy contributes toward the replacement of capital assets owned solely by the County (roads, trails, administration building, North Hastings Professional building). This line has not been adjusted for many years and as a result, the capital reserve is estimated to go into a deficit state in 2027. A 3% increase has been budgeted to the ongoing commitment, plus a temporary contribution of an additional \$100,000 (approximately 1% of 2024 estimated interest) to take advantage of an era of higher interest revenue to alleviate the reserve pressure without making a permanent commitment to an uncertain revenue source.

CONTRIBUTION TO RESERVES \$428,600

The contributions to the general contingency and computer replacement reserves are the charges received from the operating departments being placed into reserve funds for corporate expenses that benefit the operating departments. The computer replacement contributions have seen adjustments with the transfer of the Paramedic iPad complement and the County's Microsoft 365 licencing into the allocation and out of the IT software budget line making for more accurate cost allocation.

ROADS

The County is responsible for 9.6 km of roads within the boundaries of the Tyendinaga Mohawk Territory. The Mohawks of the Bay of Quinte are responsible for the maintenance of these roads under a service contract that is currently under review.

CONSULTANT \$40,528

2024 requires a bi-annual road inspection along with two detailed bridge condition surveys. \$30,000 in dedicated Ontario Community Infrastructure Funding (OCIF) will be used to offset these costs.

CONTRIBUTION TO RESERVES \$177,000

The contribution to the reserve is to support the capital requirements of the roads and bridges. Concerns about the declining reserve balance and the future capital commitments prompted Council to commit 1% of the 2024 levy.

REVENUE

ADMINISTRATION REVENUE

ONTARIO COMMUNITY INFRASTRUCTURE FUND (OCIF) \$70,528

The County's annual allocation from the OCIF is \$100,000. Eligible expenditures include funding toward hours worked by municipal staff whose responsibilities include asset management planning

and infrastructure related projects. \$40,000 will be dedicated to staffing, \$30,528 for road and bridge inspections and approximately \$19,000 will be applied within the Community and Health Services budget for fees associated with asset management software. The balance of the funding will be allocated to a specific obligatory OCIF reserve.

ONTARIO MUNICIPAL PARTNERSHIP FUND (OMPF) \$39,800

The County receives transitional funding under OMPF. The transitional funding is provided at 85% of the previous year's allocation. It is intended to support areas with limited property assessment and assist municipalities that are adjusting to year-over-year funding changes.

ADDITIONS TO ASSESSMENTS \$225,000

These are the supplementary assessments and additional tax revenues collected because of new assessments that occur throughout the year (new construction building permits). This amount fluctuates annually and 2024 has been based on an average of the last five years.

MISCELLANEOUS REVENUE/INTERESTED EARNED \$550,000

The revenue line reflects increased bank interest due to further interest rate increases in 2023. A conservative approach to this line is taken to cautiously not place reliance on a fluctuating revenue stream that can create future levy pressures. \$100,000 (approximately 1% of 2024 estimated interest) of these funds will be applied to the capital levy line to take advantage of an era of higher interest revenue to alleviate the reserve pressure without making a permanent commitment to an uncertain revenue source. Without this commitment, the reserve is forecasted to be in a deficit state in 2027.

EORN PURCHASE OF SERVICE \$196,875

The County provides support to the EORN projects under a contract for service. The finance, human resources and information technology departments support the regional initiative. Requirements for human resources support is being reduced in 2024.

MUNICIPAL MODERNIZATION FUND \$186,723

Dedicated funding specific to the Electronic Document and Records Management System implementation.

INTERDEPARTMENTAL CHARGES

ACCOMMODATION \$738,961

The interdepartmental rent reflects the rental charges to the various departments for the space they occupy within the Administration building. The rent is set at current market rents plus a charge of \$3.92 per square foot to recover the leasehold improvement costs over a 25-year period.

PAYBACK – DESKTOP P.C./ SOFTWARE \$282,300

Interdepartmental contributions to computer replacements and Microsoft 365 licencing charges.

9-1-1 MAPPING \$12,000

Costing recovery associated with GIS mapping support for the 9-1-1 department.

ALLOCATION OF COMMON COSTS \$5,376,300

The County provides a wide range of services to its 14 member municipalities, the cities of Belleville, Quinte West and in the case of paramedic services to Prince Edward County. These services (POA, Community and Human Services, Emergency Services, and Long-term Care) are delivered under several different agreements and cost sharing arrangements. The departments that deliver these services are supported by the following central administrative and legislative groups:

- Administration (CAO's office)
- Corporate Facilities
- Council
- Finance/Treasury/Purchasing
- Human Resources & Payroll
- Information Technology

Costs associated with this support are shared among the operating departments based on standard templates that have been in place since 1998, with modifications from time to time, when the County was appointed Consolidated Municipal Services Manager (CMSM) by the province. Using a standard template provides for a transparent and equitable method to ensure that each of the departments and partners pay their fair share.

GENERAL GOVERNMENT 2024 BUDGET

EXHIBIT B1

	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
LEGISLATIVE				
WARDEN'S HONORARIUM	62,592	56,820	58,710	-6.20%
COUNCIL / COMMITTEE FEES	221,431	231,437	238,381	7.65%
FRINGE BENEFITS	13,000	15,095	15,547	19.59%
MILEAGE	55,000	43,147	50,000	-9.09%
CONVENTIONS, DELEGATIONS, ETC.	42,000	41,807	57,000	35.71%
COMMUNICATIONS (PHONE, COMPUTER)	5,750	4,509	5,500	-4.35%
LEGISLATIVE MISC.	25,000	24,413	20,000	-20.00%
WARDEN'S EXPENSE	20,000	15,985	25,000	25.00%
MEMBERSHIPS	39,000	38,278	44,700	14.62%
INTEGRITY COMMISSIONER	20,000	0	20,000	0.00%
	503,773	471,491	534,838	6.17%
ADMINISTRATION				
SALARIES	3,167,400	3,042,733	3,284,429	3.69%
FRINGE BENEFITS	791,900	804,163	903,200	14.05%
MILEAGE & TRAVEL	35,000	49,185	56,000	60.00%

TELEPHONE	55,000	53,031	55,000	0.00%
POSTAGE	6,000	3,364	5,000	-16.67%
OFFICE SUPPLIES	24,000	25,337	26,000	8.33%
OFFICE EQUIPMENT	22,500	16,696	20,000	-11.11%
PHOTOCOPY	12,000	14,810	13,500	12.50%
RECRUITMENT ADVERTISING	15,000	13,744	30,000	100.00%
SUBSCRIPTIONS	4,000	5,265	5,400	35.00%
INSURANCE	7,170	7,045	7,200	0.42%
INSURANCE CLAIMS EXPENSE		428		
EDUCATION	22,500	27,849	40,000	77.78%
MEMBERSHIPS	20,000	18,339	20,000	0.00%
LEGAL COST	12,500	84,799	50,000	300.00%
AUDIT COST	3,840	4,838	5,170	34.64%
CONSULTANTS	167,400	228,384	50,000	-70.13%
PAYROLL COSTS	25,800	27,302	29,800	15.50%
MISCELLANEOUS	20,000	38,785	30,000	50.00%
EMPLOYEE ASSISTANCE PLAN	45,000	50,513	50,000	11.11%
OCCUPATIONAL HEALTH & SAFETY	5,000	2,382	5,000	0.00%
	4,462,010	4,518,992	4,685,699	5.01%
INFORMATION TECHNOLOGY				
SALARIES	1,025,100	1,012,885	1,081,000	5.45%
FRINGE BENEFITS	256,300	268,900	297,300	16.00%
TRAVEL / MILEAGE	19,500	19,732	20,500	5.13%
EDUCATION / STAFF TRAINING	35,000	32,838	35,000	0.00%
MEMBERSHIPS / SUBSCRIPTIONS	1,500	1,225	1,500	0.00%
OFFICE SUPPLIES	6,000	821	6,000	0.00%
COMPUTER - HARDWARE	60,000	56,285	60,000	0.00%
- SOFTWARE	469,700	488,527	456,000	-2.92%
- COMMUNICATIONS / CABLING	74,700	60,343	67,700	-9.37%
- INFORMATION TECHNOLOGY	80,000	27,452	100,000	25.00%
ELECTRONIC DATA MANAGEMENT	525,800	339,094	186,706	-64.49%
INSURANCE	35,750	35,750	35,750	0.00%
TELEPHONE	12,000	9,219	12,000	0.00%
OFFICE EQUIPMENT	3,500	1,831	3,500	0.00%
PURCHASED SERVICES	10,000	6,106	10,000	0.00%
CONSULTANTS	30,000	26,488	40,000	33.33%
SCOOP	5,000	5,000	5,000	0.00%
MISCELLANEOUS	1,000	814	1,000	0.00%
EXPENDITURE RECOVERIES	-60,000	-55,695	-52,000	-13.33%
	2,590,850	2,337,615	2,366,956	-8.64%
FACILITY SERVICES - ADMINISTRATION BUILDING				
SALARIES	179,900	169,031	182,900	1.67%
BENEFITS	45,000	50,427	54,900	22.00%
TRAINING	1,500		1,500	0.00%
UTILITY COSTS WATER & SEWER	10,000	9,966	10,500	5.00%

ELECTRICITY	93,300	91,061	95,614	2.48%
GAS	24,400	19,362	24,400	0.00%
MAINTENANCE & REPAIRS	65,000	74,344	80,000	23.08%
MAINTENANCE AGREEMENTS	40,000	43,098	45,000	12.50%
SECURITY SERVICES	120,000	114,066	120,000	0.00%
SNOWPLOWING & REMOVAL	60,000	45,188	60,000	0.00%
SUPPLIES	40,000	32,755	40,000	0.00%
INSURANCE	27,020	26,549	27,400	1.41%
EQUIPMENT	5,000	4,126	5,000	0.00%
GROUND IMPROVEMENTS	5,000	8,175	5,000	0.00%
DEBT FINANCING OF RENOVATIONS	236,200	236,218	236,200	0.00%
CONTRIBUTION TO BLDG. CAPITAL RESERVE	75,000	75,000	80,000	6.67%
	1,027,320	999,366	1,068,414	4.00%
CORPORATE FACILITIES				
SALARIES	304,100	330,417	269,700	-11.31%
BENEFITS	76,000	49,454	74,200	-2.37%
TRAVEL	5,500	5,165	5,700	3.64%
EDUCATION	2,000	495	3,200	60.00%
MEMBERSHIP	1,000		1,000	0.00%
OFFICE SUPPLIES	1,500	1,301	1,500	0.00%
PHONE	1,800	1,366	1,800	0.00%
EQUIPMENT	3,000	1,727	3,000	0.00%
COMPUTER	500	1,064	1,200	140.00%
CONSULTANTS				
	395,400	390,989	361,300	-8.62%
FINANCIAL EXPENSES				
PROPERTY ASSESSMENT CORP.	899,675	899,675	912,876	1.47%
HEALTH UNIT	885,118	893,585	934,987	5.63%
JOINT ARCHIVES	87,000	87,000	100,000	14.94%
COMMUNITY AND HEALTH PARTNERSHIPS	200,000	200,000	200,000	0.00%
DOCTOR ATTRACTION PROPOSAL	167,500	167,500	167,500	0.00%
CORPORATE COMMUNICATIONS / ADVERTISEMENT	10,000	10,463	45,000	350.00%
LEADERSHIP TRAINING	7,560	7,560	0	-100.00%
CONTINGENCY	40,000	36,000	40,000	0.00%
EMPLOYEE VACATION EARNED (net)	60,000	-25,633	60,000	0.00%
RECORDS MANAGEMENT	2,500		0	-100.00%
ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT	2,500		0	-100.00%
CONSULTANTS	7,500		5,000	-33.33%
WELLNESS INITIATIVES	30,000	25,128	40,000	33.33%
TAX WRITE-OFFS	100,000	107,114	105,000	5.00%
CAPITAL LEVY	160,000	160,000	265,000	65.63%
CONTRIBUTION TO RESERVES	67,564	67,564	68,000	0.65%
General Contingency				

Computer Replacement	282,500	282,500	360,600	27.65%
2023 Surplus		434,868		
	3,009,417	3,353,324	3,303,963	9.79%
ROADS				
ROAD MAINTENANCE (AGREEMENT MOHAWK TERRITORY)	50,000	33,975	60,000	20.00%
LEGAL / AUDIT	1,500		1,500	0.00%
HYDRO FOR TRAFFIC LIGHTS	1,800	1,808	2,000	11.11%
WATER TESTING & SUPPLYING	1,000	821	1,000	0.00%
CONSULTANT	10,000	2,723	40,528	305.28%
CONTRIBUTIONS TO RESERVES			177,000	
MISCELLANEOUS	600	282	600	0.00%
	64,900	39,609	282,628	335.48%
NORTH HASTINGS PROFESSIONAL BUILDING				
OPERATING	588,362	557,746	627,599	6.67%
CAPITAL	88,805	88,806	88,805	0.00%
	677,167	646,552	716,404	5.79%
TOTAL GENERAL GOVERNMENT EXPENDITURES				
	12,730,837	12,757,938	13,320,202	4.63%
REVENUE				
OCIF FUNDING	40,000	40,000	70,528	76.32%
ONTARIO MUNICIPAL PARTNERSHIP FUND	46,800	46,800	39,800	-14.96%
ADDITIONS TO ASSESSMENT	175,000	349,499	225,000	28.57%
MISCELLANEOUS REVENUE / INTEREST EARNED	250,000	594,556	550,000	120.00%
PAYMENTS IN LIEU	75,700	82,368	80,000	5.68%
PURCHASE OF SERVICE -EORN & EOWC	210,000	210,000	196,875	-6.25%
MUNICIPAL MODERNIZATION FUND INTAKE	525,817	339,094	186,723	-64.49%
3				
COVID PROVINCIAL FUNDING			0	
	1,323,317	1,662,317	1,348,926	1.94%
NORTH HASTINGS PROFESSIONAL BUILDING				
	497,321	508,123	529,249	6.42%
INTERDEPARTMENT CHARGES				
ACCOMMODATION	738,961	738,960	738,961	0.00%
PAYBACK-DESKTOP P.C./SOFTWARE	214,000	214,000	282,300	31.92%
911 MAPPING	12,000	12,000	12,000	0.00%
	964,961	964,960	1,033,261	7.08%

ALLOCATION OF COMMON COSTS				
PROVINCIAL OFFENCES	172,000	172,000	184,200	7.09%
LONG TERM CARE FACILITIES	1,501,700	1,501,700	1,634,600	8.85%
COMMUNITY AND HUMAN SERVICES	1,458,600	1,458,600	1,559,800	6.94%
CHILD CARE	155,800	155,800	165,400	6.16%
PLANNING	221,900	221,900	239,300	7.84%
EMERGENCY MEDICAL SERVICES	644,900	644,900	718,200	11.37%
SOCIAL HOUSING	811,600	811,600	874,800	7.79%
	4,966,500	4,966,500	5,376,300	8.25%
CONTRIBUTION FROM RESERVES				
GENERAL CONTINGENCY	322,700		25,000	-92.25%
	322,700	0	25,000	-92.25%
TOTAL GENERAL GOVERNMENT REVENUE	8,074,799	8,101,900	8,312,736	2.95%
NET COST	4,656,038	4,656,038	5,007,466	7.55%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

NORTH HASTINGS PROFESSIONAL BUILDING

The North Hastings Professional Building was renovated in 2004 after the new Hastings-Centennial Manor Long-term Care facility opened in Bancroft. The new manor was built adjacent to the original building to provide access to laundry, kitchen and maintenance facilities that remained in the original building. To maximize community services in a co-located area, leased office space was developed to serve other community medical and social service requirements.

The tenants of the North Hastings Professional Building include:

- Centennial Manor (Laundry, Kitchen, Maintenance)
- Community and Human Services
- Dialysis Clinic – Kingston Health Sciences Centre
- Hastings Prince Edward Public Health
- CARE North Hastings
- South East Local Health Integration Network
- Children’s Treatment Centre – Quinte Health
- Canadian Mental Health Association Hastings Prince Edward Addictions and Mental Health Services
- North Hastings District Hospital Auxiliary

	2023	2024	% Change
Operating Expenditures	\$588,362	\$627,599	6.67%
Capital Expenditures	\$88,805	\$88,805	0.00%
Revenue	-\$497,321	-\$529,249	6.42%
Net Cost	\$179,846	\$187,155	4.06%

The 2024 budget has been adjusted for inflationary adjustments in staffing, utilities, maintenance and other operating cost requirements. The insurance line has been corrected to accurately reflect the proper split in premiums with Centennial Manor. Inter-Departmental Services from Centennial Manor are the charges associated with the housekeeping and maintenance services provided by Centennial Manor.

NORTH HASTINGS PROFESSIONAL BUILDING 2024 BUDGET

EXHIBIT B2

	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
SALARIES	20,604	19,128	22,218	7.83%
BENEFITS	5,916	4,399	5,999	1.40%
PROPANE	120,100	92,533	115,000	-4.25%
ELECTRICITY	160,400	155,810	164,000	2.24%
WATER & SEWER	82,800	81,387	88,000	6.28%
BUILDING MAINTENANCE	53,000	61,605	60,000	13.21%
PROPERTY TAXES	30,000	29,466	31,234	4.11%

INTERDEPT SERVICES FROM CENTENNIAL MANOR	91,332	91,332	106,639	16.76%
INSURANCE	14,210	13,990	24,509	72.48%
FACILITY PROJECTS	7,500	6,401	7,500	0.00%
LEGAL/AUDIT	2,500	1,695	2,500	0.00%
	588,362	557,746	627,599	6.67%
REVENUE				
TENANT REVENUE	195,517	206,319	201,360	2.99%
INTERDEPARTMENTAL RENT CENTENNIAL MANOR	272,854	272,854	298,933	9.56%
CHS	28,950	28,950	28,956	0.02%
CONTRIBUTION FROM RESERVE				
	497,321	508,123	529,249	6.42%
TOTAL OPERATING	91,041	49,623	98,350	8.03%
CAPITAL				
CAPITAL LEVY	34,025	34,025	34,025	0.00%
LONG TERM DEBT COST - PRINCIPAL AND INTEREST	54,780	54,781	54,780	0.00%
TOTAL CAPITAL	88,805	88,806	88,805	0.00%
NET COST	179,846	138,429	187,155	4.06%

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PROVINCIAL OFFENCES BUDGET

The Provincial Offences Act (POA) is a procedural law for administering and prosecuting provincial offences, including offences created under municipal by-law and minor federal offences designated as contraventions. The POA provisions govern all aspects, from serving notices to a defendant to conducting trials. Provincial offences are non-criminal charges, primarily issued by the police, and include, but are not limited to offences found in the following Acts:

- Highway Traffic Act: offences such as speeding, careless driving, failure to wear a seatbelt assembly
- Compulsory Automobile Insurance Act: offences such as failing to surrender an insurance card or possessing an invalid insurance card
- Liquor Licence Act: offences such as being intoxicated in a public space, selling alcohol to a minor
- Trespass to Property Act: offences such as entering premises when entry is prohibited, failing to leave premises as directed to do so

The Justice of the Peace is responsible for the proceedings of provincial offences matters and the conduct of these proceedings before the Ontario Court of Justice.

The Provincial Offences office is responsible for providing administrative services, court support, prosecution of offences found in Part I and Part III of the Provincial Offences Act, enforcement, and collections.

2024 BUDGET OVERVIEW

	2023	2024	% Change
EXPENSES	\$1,271,120	\$1,378,255	8.43%
REVENUE	\$1,630,000	\$2,540,300	55.85%
NET REVENUE	\$358,880	\$1,162,045	223.8%

SERVICE DELIVERY

In 2023, the primary focus was on returning court scheduling to pre-pandemic levels. The Ontario Courts of Justice issued scheduling guidelines, which included principles and considerations such as jurisdiction, delegated from the Chief Justice to the Regional Senior Justice of the Peace. Additionally, priority was given to POA matters, with more serious Part 3 cases addressed before Part 1 and Part 2 parking matters. Looking ahead to 2024, there will be an increase in ticket volume and subsequent service delivery due to the City of Belleville's implementation of an Automated Speed Enforcement (ASE) program in July.

SALARIES AND BENEFITS \$481,400 & \$139,600

The 2024 salaries and benefits reflect status quo staffing levels to support the ongoing operations.

COMPUTER OPERATIONS \$29,020

This line supports the ongoing replacement of the department's computers over their lifecycle as well as software licensing. The 2024 budget includes \$15,000 to be placed in a reserve for the development of a new system to replace the current Court Administration Management System (CAMS) which supports the Provincial Offences Courts administration, prosecution, and collections functions. Costs associated with the Integrated Court Offences Network (ICON) server migration are within and are required to manage the Ministry of Attorney General (MAG) reports.

PURCHASE OF SERVICES

Ministry of the Attorney General (MAG) \$192,355

The County receives monthly invoices from the MAG for the recovery of costs related to ICON charges, adjudication expenses, monitoring and enforcement.

Prosecutor \$82,500

The Prosecutor is retained under contract with the County. The terms of the contract allow for a maximum of 4 days per week.

Other \$38,860

Includes the purchase of POA tickets used by local enforcement agencies, support costs related to maintaining the CAMS system, issues of court notices, and ticket input support fees.

BANK CHARGES / POINT OF SALES (POS) CHARGES \$56,530

Hastings County is transitioning to a new online payment system which will afford the department with efficiencies to create the capacity needed to manage the increased work volume associated with the ASE program. With the anticipated increase in ticket volume from ASE, additional POS charges are forecasted.

REVENUE AND TICKETS ISSUED

YEAR	REVENUE \$	TICKETS ISSUED	% CHANGE IN TICKETS
2023	1,457,254	14,749	9.03%
2022	1,519,204	13,527	-5.56%
2021	1,518,273	14,323	15.76%
2020	1,146,745	12,373	-12.34%
2019	1,547,163	14,115	-10.73%

The enforcement agencies are responsible for determining the number of tickets issued and this is separate and distinct from the administration of ticket processing and court proceedings. Ticket revenue for the budget was calculated using 2023 actuals along with projections from the ASE program. The cost share for the 2024 budget is estimated based on the average number of tickets issued over the past two years, supplemented by an anticipated 8,900 tickets from the City of Belleville's ASE cameras.

PROVINCIAL OFFENCES 2024 OPERATING BUDGET

EXHIBIT C

	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
SALARIES	463,600	445,683	481,400	3.84%
FRINGE BENEFITS	134,400	123,334	139,600	3.87%
COMMITTEE FEES	1,000	1,204	1,240	24.01%
OFFICE EQUIPMENT	3,000	1,294	3,000	0.00%
COMMON COSTS	172,000	172,000	184,200	7.09%
ACCOMMODATION COSTS (OFFICE/COURT RENTAL)	126,700	127,428	126,700	0.00%
ADVERTISING	500		500	0.00%
AUDIT COSTS	420	529	550	30.95%
INSURANCE	850	832	850	0.00%
LEGAL COSTS	5,000		5,000	0.00%
POSTAGE	7,500	5,407	7,500	0.00%
PHOTOCOPIER	2,000	2,984	3,000	50.00%
TELEPHONE	1,750	1,215	1,750	0.00%
OFFICE SUPPLIES	10,500	6,624	12,000	14.29%
PAYROLL PROCESSING CHARGES	1,600	1,500	1,700	6.25%
COMPUTER OPERATIONS	17,500	17,500	29,020	65.83%
PURCHASE SERVICES MINISTRY OF ATTORNEY GENERAL	175,000	146,708	192,355	9.92%
PROSECUTOR	82,500	82,548	82,500	0.00%
COLLECTION FEES	500	249	500	0.00%
OTHER	20,300	19,199	38,860	91.43%
EDUCATION	3,600	3,362	3,600	0.00%
MILEAGE & TRAVEL / WITNESS FEES	1,000	768	1,000	0.00%
SUBSCRIPTIONS	4,900	4,015	4,900	0.00%
BANK CHARGES / POS CHARGES	35,000	31,391	56,530	61.51%
TOTAL EXPENDITURES	1,271,120	1,195,774	1,378,255	8.43%
REVENUE				
GROSS TICKET REVENUE	1,600,000	1,398,927	2,491,300	55.71%
MISC REVENUE / BANK INTEREST, ETC.	20,000	39,197	35,000	75.00%
REVENUE - PURCHASE OF SERVICE AGREEMENTS	10,000	19,130	14,000	40.00%

TOTAL REVENUE	1,630,000	1,457,254	2,540,300	55.85%
NET (REVENUE) / COST	-358,880	-261,480	-1,162,045	223.80%
MUNICIPAL SPLIT OF REVENUE BASED ON PROPORTIONATE NUMBER OF TICKETS ISSUED				
Preliminary				
MUNICIPALITIES	2023	2023	2024	Apportionment
	BUDGET \$	ACTUAL \$	BUDGET \$	%
HASTINGS COUNTY	-125,249	-131,883	-310,498	26.72%
BELLEVILLE	-94,027	-56,767	-627,272	53.98%
QUINTE WEST	-139,604	-72,829	-224,275	19.30%
TOTAL (REVENUE) / COST	-358,880	-261,480	-1,162,045	100.00%
APPORTIONMENT				

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

PLANNING, ECONOMIC DEVELOPMENT AND 9-1-1

	2023	2024	% Change
Planning	\$952,955	\$1,117,162	17.23%
9-1-1	\$60,144	\$63,718	5.94%
Economic Development	\$ 701,262	\$764,974	9.09%
Levy	\$1,714,361	\$1,945,854	13.50%

PLANNING

The Planning Department is responsible for preparing, updating and maintaining the Hastings County Official Plan, and ensuring all planning decisions are consistent with its policies. The Planning Department is also responsible for processing, reviewing and making recommendations to County Council for applications received for plans of subdivision, condominium and consents (severances) and is a commenting agency on all planning applications managed by member municipalities. The department also manages inquiries and pre-consultation meetings with landowners/applicants on a variety of planning-related issues. The department also supports member municipalities as requested and is undertaking the Streamlined Planning Approach & Resource Centralization (SPARC) project.

In 2023, the department assisted member municipalities with two Comprehensive Zoning By-law updates to bring them into conformity with the County Official Plan. Three additional Comprehensive Zoning By-law updates are underway. Additionally, the department created and implemented a pre-consultation by-law/process aligning with provincial regulations and creating efficiencies in planning approval processes.

The major project focus of the department this year resulted from the completion of a service delivery review and the formation of the SPARC project. The project implementation is well underway and continuing into 2024. SPARC will provide County-wide services that ensure a clear, consistent process, expertise, and capacity to inform and empower planning decisions by member municipalities. SPARC will result in faster approval times, consistent service levels and reduced workload pressures for the public and member municipalities.

2024 BUDGET OVERVIEW

	2023	2024	% Change
Operating Expenditures	\$1,137,955	\$1,292,162	13.55%
Revenue	\$185,000	\$175,000	-5.40%
Levy	\$952,955	\$1,117,162	17.23%

EXPENSES

SALARIES \$700,800 & \$189,216

The salaries and benefits expenses reflect the full year of the full-time Planner position hired in September 2023. Capacity was identified as a need at the time of the 2023 budget, however it was unknown if it would come from a consultant, or a permanent Planner position and the anticipated potential costs were reflected on the Consultants 2023 budget line. The benefit rate has been adjusted to 27% from 25%, this increase is attributable to a combination of benefit premium increases (12.6%) and Canada Pension Plan enhancements. Further, the budget reflects changes resulting

from the Non-Union Market and Compensation Salary review that was approved in 2023 and a cost-of-living increase.

APPLICATION/PERMITTING SOFTWARE \$50,521

Cloudpermit is a software to assist in managing the County’s planning applications. The software will assist in streamlining the application process and includes options for applicants and agencies to track information online. The software will also relieve some of the workload pressures as it will reduce staff time spent on administrative tasks, resulting in more time spent assisting the public and applicants and building capacity to focus on job requirements. The permitting software also aligns with the vision and the goals of the SPARC project. The 2024 budget for the software is \$50,521 which reflects a prorated cost for 8 months \$45,521 and a one-time implementation cost of \$5,000.

REVENUE

PLANNING APPLICATIONS \$175,000

Through 2020 to 2023, the department has seen significant increases in the volume of planning applications. It is anticipated that application volumes will begin to “level off” in 2024, however the volume will continue to remain significantly higher than the historical average.

PLANNING, LAND DIVISION 2024 OPERATING BUDGET

EXHIBIT D-1

	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
SALARIES	559,700	582,869	700,800	25.21%
FRINGE BENEFITS	139,925	170,648	189,216	35.23%
ACCOMMODATION RENTAL	8,060	8,731	9,525	18.17%
OFFICE SUPPLIES	7,000	7,468	7,000	0.00%
EQUIPMENT	1,500	542	1,500	0.00%
PHOTO COPYING	6,000	4,308	6,000	0.00%
POSTAGE	3,000	2,742	3,000	0.00%
TELEPHONE	3,500	855	2,500	-28.57%
MILEAGE & TRAVEL	14,000	3,329	14,000	0.00%
CONVENTIONS	4,000	2,144	4,000	0.00%
EDUCATION	7,000	784	7,000	0.00%
MEMBERSHIPS	4,500	3,402	5,500	22.22%
COMPUTER	2,250	1,080	2,250	0.00%
APPLICATION/PERMITTING SOFTWARE			50,521	
ADVERTISING	3,000		3,000	0.00%
AUDIT	670	844	900	34.33%
LEGAL	15,000	1,787	15,000	0.00%
CONSULTANTS (OP & SERVICE DELIVERY REVIEW)	125,750	94,484	17,650	-85.96%
COMMON COSTS	221,900	221,900	239,300	7.84%

INTERCOMPANY DESKTOP P.C. / SOFTWARE CHARGES	9,200	9,200	11,500	25.00%
CONTRIBUTION TO RESERVES		25,264		
MISCELLANEOUS	2,000	215	2,000	0.00%
	\$1,137,955	\$1,142,596	\$1,292,162	13.55%
911 AREA MANAGEMENT GROUP - (see Exhibit D2 for details)	209,050	196,254	229,697	9.88%
ECONOMIC DEVELOPMENT - (see Exhibit D3 for details)	752,042	701,262	787,924	4.77%
TOTAL EXPENDITURES	2,099,047	2,040,112	2,309,783	10.04%
REVENUE				
PLANNING & LAND DIVISION	160,000	174,220	175,000	9.38%
CONTRIBUTION FROM RESERVES	25,000			-100.00%
ECONOMIC DEVELOPMENT	50,780	2,625	22,950	-54.81%
TOTAL REVENUE	235,780	176,845	197,950	-16.04%
NET COST				13.34%
	1,863,267	1,863,267	2,111,833	

MUNICIPAL PARTNERS COST SHARE RECOVERY FOR 911 SERVICES				
BELLEVILLE	79,648	74,771	88,732	11.41%
QUINTE WEST	67,335	63,216	75,019	11.41%
8 WING TRENTON	1,923	1,813	2,228	15.86%
	148,906	139,800	165,979	11.47%
TOTAL REVENUE	384,686	316,645	363,929	-5.40%
HASTINGS COUNTY NET COST	1,714,361	1,723,467	1,945,854	13.50%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

HASTINGS/QUINTE 9-1-1 BUDGET

The County of Hastings operates under the authority of the 9-1-1 Service Agreement, which designates the County as the primary entity responsible for overseeing 9-1-1 services. This role encompasses several key functions, including managing the 9-1-1 addressing and signage system, overseeing the upgrade to NG9-1-1, coordinating emergency dispatch services, and facilitating collaboration among various stakeholders. The cost to provide 9-1-1 services is allocated based on population between Hastings County, the City of Belleville, the City of Quinte West and 8 Wing CFB Trenton.

Notably, in 2023, the County achieved significant milestones such as successfully transitioning Fire Dispatch services and establishing the Hastings Quinte 9-1-1 GIS Working Group to facilitate the NG9-1-1 transition. As call volumes rise and technology advances, accessing E9-1-1 services becomes more diverse. However, this progress also introduces complexity, particularly with evolving federal regulations mandating new capabilities like texting and multimedia messaging for emergencies. While these advancements enhance emergency services, they require significant effort at the municipal level to educate, train, and implement effectively.

As the transition to NG9-1-1, approaches staff must diligently collaborate with partner agencies and first responders to ensure preparedness for the transition. This involves extensive coordination and planning to adapt to the changing landscape of emergency communication technology, ensuring that the community receives the best possible assistance in times of need.

2024 BUDGET OVERVIEW

	2023	2024	% Change
Operating Expenditures	\$209,050	\$229,697	9.88%

PURCHASED SERVICES \$78,100

The cost of the contract with Northern 9-1-1 for our 9-1-1 answering service, Primary Public Safety Answering Point (PPSAP) are reflected within this budget line. The current contract ends in May 2024 and the department is preparing an RFP for PPSAP services. The department has completed a review of the current market and have prepared an estimate of the anticipated cost for the service which is included in the budget.

HASTINGS/QUINTE 9-1-1 2024 OPERATING BUDGET

EXHIBIT D-2

	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
SALARIES	91,500	91,270	96,100	5.03%
FRINGE BENEFITS	23,300	23,430	25,947	11.36%
OFFICE SUPPLIES	50		50	0.00%
OFFICE EQUIPMENT	150	78	150	0.00%
MILEAGE & TRAVEL	3,500	1,045	3,500	0.00%

CONVENTIONS / MEETINGS	6,000	1,497	6,000	0.00%
EDUCATION	1,000		1,000	0.00%
TELEPHONE	1,000	1,280	1,800	80.00%
PUBLIC EDUCATION	2,000		2,000	0.00%
COMMITTEE FEES	300		300	0.00%
MEMBERSHIPS	500	188	500	0.00%
COMPUTER	250		250	0.00%
ADVERTISING	1,000		1,000	0.00%
LEGAL	1,000		1,000	0.00%
PURCHASED SERVICES	65,500	65,466	78,100	19.24%
INTERDEPARTMENTAL-911 MAPPING / DATABASE SERVICES	12,000	12,000	12,000	0.00%
TOTAL EXPENDITURES	209,050	196,254	229,697	9.88%

MUNICIPAL APPORTIONMENT OF BUDGET TOTAL EXPENDITURES: BASED ON PER CAPITA BASIS

MUNICIPALITIES	BASED ON POPULATION FROM				% POPULATION
	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	MUNICIPAL DIRECTORY	
HASTINGS COUNTY	60,144	56,454	63,718	27.74%	39,528
CITY OF BELLEVILLE	79,648	74,771	88,732	38.63%	55,071
CITY OF QUINTE WEST	67,335	63,216	75,019	32.66%	46,560
8 WING CFB TRENTON	1,923	1,813	2,228	0.97%	1,386
TOTAL APPORTIONMENT	209,050	196,254	229,697	100.00%	142,545

*The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

ECONOMIC DEVELOPMENT

Hastings County Economic & Tourism Development plays a pivotal role in the growth and sustainability of the County through efforts to attract entrepreneurs and new businesses to the region, as well as providing startup assistance and personalized coaching to existing businesses. Additionally, a focus on product and sector development within both the economic and tourism realms aims to enhance the overall appeal and competitiveness of Hastings County. Serving as a central hub, it facilitates County-wide marketing initiatives and serves as a valuable resource for information,

research, analysis, and communication, fostering collaboration and driving economic prosperity throughout the community.

In 2023, Hastings County achieved notable accomplishments across various areas of economic development and tourism. In terms of Business Retention & Expansion, the County facilitated the opening of 17 new businesses, resulting in the creation of 29 jobs and a total investment of \$1.5 million by supported business owners. This effort garnered recognition from the Economic Developers Association of Canada for the innovative "Business Start-Up Kit". Additionally, in Marketing Hastings County, the creation of a new economic development page on the County's website provided comprehensive information to promote the region as an attractive destination for both visitors and investors.

The 2024 Budget includes the following highlights that support the costs of implementing goals and actions identified by members of Council through consultation which include marketing directly to seasonal residents including cottage owners/renters and campers to encourage a shop locally mentality. Utilizing the County's new website, the budget supports marketing purchasable attractions, things to see and do, where to shop, eat and stay. Additionally, printed materials have been produced to be distributed throughout the region to act as resources and guides on where in Hastings County to shop, eat, stay, and explore.

2024 BUDGET OVERVIEW

	2023	2024	% Change
Operating Expenditures	\$752,042	\$787,924	4.77%
Revenue	\$50,780	\$22,950	-54.81%
Levy	\$701,262	\$764,974	9.09%

INVESTMENT & ATTRACTION BRANDING \$50,000

The budget allocation prioritizes the promotion of vacant commercial properties, storefronts, and available spaces. While marketing efforts extend beyond our immediate area, a significant emphasis, as detailed in our SMART Goals, is placed on engaging existing residents, seasonal visitors, and others already connected to Hastings County. This entails deploying digital and print materials to entice them into opening a new business, acquiring an existing one, or relocating their current business within our County. Additionally, funds are earmarked for furthering the development and installation of artistic window illustrations on vacant storefronts, producing a podcast featuring interviews with current business owners and individuals who have "Left the City" in Hastings, and enhancing the Startup Business Kit with updated materials.

EASTERN ONTARIO TRAILS ALLIANCE (EOTA)/TRAILS \$40,000

The County continues to have ownership in the Trails and recognizes the Trails are integral to supporting the Tourism sector. As a result, the budget continues with a commitment of \$25,000/year towards the Eastern Ontario Trails Alliance and \$15,000 to purchase portions of the CP Trail that have title issues.

The County has received a request from the EOTA for an additional \$30,000 to cover the costs of a detailed inspection of 3 structures on the Hastings Heritage Trail that were previously identified in the asset management plan as a priority. This request has not been included in the 2024 budget.

NATURAL RESOURCES AND AGRICULTURE \$23,000

The Hastings County Plowing Match (\$4,000) and Bancroft Area Forest Industry Association (\$4,000) are supported through this budget line. In addition, Harvest Hastings receives funding (\$15,000) to support their website and publications in exchange for connecting consumers with locally grown/produced products. Natural Resources and Agriculture are key elements in the Hastings County economy. Funding these organizations recognizes the impact they have throughout the County.

TOURISM DEVELOPMENT \$77,680

The budget supports continued work with the local tourism industry and businesses in the development and expansion of key local assets. This includes continued development of cycling routes and infrastructure, data collection and research for the creation of more purchasable winter experiences and attractions. It also includes costs associated with having geologists, consultants and legal experts help review existing, and develop more, recreational geology experiences.

The budget also supports membership in the new Bay of Quinte Film Board Group that will be developing a local film and television strategy. The financial spinoffs from being a host for movie and television filming help retain and expand the local commercial services and tax base.

The budget further supports networking and education events to allow the tourism industry better opportunities to meet, learn, collaborate, and enhance offerings.

The County has received a request from the EOTA for an additional \$30,000 to cover the costs of a detailed inspection of 3 structures on the Hastings Heritage Trail that were previously identified in the asset management plan as a priority. This request has not been included in the 2024 budget.

ECONOMIC DEVELOPMENT 2024 OPERATING BUDGET

EXHIBIT D-3

	2023 BUDGET	2023 ACTUAL	2024 BUDGET	%
EXPENDITURES				
SALARIES	304,200	281,264	322,600	6.05%
FRINGE BENEFITS	70,340	72,510	87,102	23.83%
TELEPHONE	2,500	1,895	2,500	0.00%
MARKETING PLAN	142,322	119,077	127,642	-10.31%
MEMBERSHIPS / CONFERENCES / TRAINING	12,000	11,249	15,000	25.00%
MILEAGE & TRAVEL	15,000	8,402	12,000	-20.00%
INVESTMENT & ATTRACTION BRANDING	50,000	37,221	50,000	0.00%
SMALL BUSINESS COORDINATOR	12,000	15,284	14,000	16.67%
TRAILS (EOTA)	25,000	25,000	25,000	0.00%
TRAILS (MAINTENANCE)	15,000	15,000	15,000	0.00%
NATURAL RESOURCES & AGRICULTURE INITIATIVES	20,000	17,771	23,000	15.00%
FOOD AND BEVERAGE INVESTMENT MARKETING	3,000		0	-100.00%

TOURISM DEVELOPMENT	77,680	45,153	77,680	0.00%
HARVEST HASTINGS E-COMMERCE				
MISCELLANEOUS	3,000	2,834	3,000	0.00%
GRANT FUNDING			13,400	
CONTRIBUTION TO RESERVES		48,602		
TOTAL EXPENDITURES	752,042	701,262	787,924	4.77%
REVENUE				
GRANTS	25,000			
HARVEST HASTINGS E-COMMERCE	0			
CONTRIBUTION FROM RESERVES	25,780		22,950	
TOTAL REVENUE	50,780	0	22,950	-54.81%
NET COUNTY COST	701,262	701,262	764,974	9.09%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

FUNDING REQUESTS

The County has received 4 additional requests for funding (see attached):

- The Canadian Peace Museum is requesting funding to support the development of the museum in the Town of Bancroft. The museum has not made a specific funding request but has indicated their goal is to obtain \$34,000 from municipal partners;
- Hastings North Tourism Services, requesting \$30,000 to cover the cost of a full-time manager and for marketing Bancroft and area;
- Hastings Destination Trails Inc (HDTI), requesting \$13,400 to cover the operating expenses; and
- Stewards of Bancroft Eagles Nest Park, requesting \$5,000 as part of the federal Tourism Growth Fund application for trail expansion in Eagles Nest Park.

HASTINGS DESTINATION TRAILS INC. (HDTI) \$13,400

The Planning and Development Committee recommended to Hastings County Council that the funding request from Hastings Destination Trails Inc., a not-for profit organization working to encourage, promote and grow non-motorized trail culture across Hastings County, be approved and funded from the operating budget. The funds will be utilized to expand community engagement and event participation, develop a marketing partner program and to maintain and support the existing materials and administration progress of the organization.

The three (3) other requests for funding have not been included in the 2024 Economic Development budget.

COMMUNITY AND HUMAN SERVICES

Hastings County Community and Human Services administers and delivers Children’s Services, Homelessness Initiatives and Prevention, Housing Services, and Ontario Works. The department strives to support people and our community by fostering healthy, vibrant, connected, and sustainable communities.

In 2023, Community and Human Services focused response and dedication to the delivery of services has resulted in many strong accomplishments and benefits to the people and community. Access to quality child care saw a significant boost with the establishment of 175 new child care spaces, 120 community spaces via Licensed Home Child Care and 55 Centre Based spaces, accompanied by Children’s Services on-going support for 29 organizations, 70 licensed child care sites, and 3 Early ON Providers across 36 locations.

Initiatives through Ontario Works have provided assistance to an average of 3,197 individuals monthly, including 349 children receiving support through Ontario Works and temporary care assistance, alongside facilitating 186 employability assessments and 208 Ontario Disability Support Program grants. Moreover, efforts to address homelessness has resulted in assisting 111 individuals in securing housing while ensuring ongoing support for those still unhoused, focusing on their safety, support, and connection, and expanding emergency and transitional housing for young people.

Additionally, in 2023, 169 households; 115 seniors (50+), 48 families, 6 non senior (under 50) households were successfully housed from Hastings County’s affordable housing waitlist. The commitment to affordable housing extends further through Hastings County’s ownership and management of 1,473 homes, oversight of over 400 rent supplement and housing allowance programs, and collaboration with affordable housing developers, including the administration of funding to 9 non-profit housing providers, benefitting 446 rent-geared to income units.

2024 BUDGET OVERVIEW

	2023	2024	% Change
EXPENSES	\$94,079,238	\$101,440,644	7.82%
REVENUE	\$73,444,128	\$79,234,900	7.88%
NET COST	\$20,635,110	\$22,205,744	7.61%

Through 2023, the department’s ability to meet the need for critical services was increasingly challenged due to the increasing complexity of the people we support, staffing challenges and significant budget pressures. It is anticipated through 2024, these challenges will continue as demand is increasing both in terms of the number of people in need of the services provided by the department as well as the need for funding to external organizations who also provide critical services to people within Hastings County.

COMMUNITY AND HUMAN SERVICES 2024 OPERATING BUDGET

EXHIBIT E-1

	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	26,252,202	24,659,695	30,070,643	14.55%
ONTARIO WORKS ADMINISTRATION	10,379,988	10,767,112	9,541,477	-8.08%
CHILDREN SERVICES PROGRAMS	28,701,420	26,084,037	31,150,803	8.53%
CHILDREN SERVICES ADMINISTRATION	505,758	486,910	486,907	-3.73%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	543,000	495,851	591,000	8.84%
COMMUNITY HOUSING - OPERATING	25,617,071	23,596,584	25,823,350	0.81%
COMMUNITY HOUSING - CAPITAL	2,079,800	3,622,243	3,776,464	81.58%
TOTAL EXPENDITURES	94,079,238	89,712,432	101,440,644	7.82%
REVENUE				
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	25,957,552	24,410,717	29,663,643	14.28%
ONTARIO WORKS ADMINISTRATION	6,605,567	6,992,692	5,685,100	-13.93%
CHILDREN SERVICES PROGRAMS	27,817,032	25,126,358	30,266,415	8.81%
CHILDREN SERVICES ADMINISTRATION	243,454	243,454	243,454	0.00%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	543,000	631,596	591,000	8.84%
COMMUNITY HOUSING - OPERATING	12,277,523	11,799,479	12,785,288	4.14%
TOTAL REVENUE	73,444,128	69,204,296	79,234,900	7.88%
NET COST				
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	294,650	248,978	407,000	38.13%
ONTARIO WORKS ADMINISTRATION	3,774,420	3,774,420	3,856,377	2.17%
CHILDREN SERVICES PROGRAMS	884,388	957,679	884,388	0.00%
CHILDREN SERVICES ADMINISTRATION	262,304	243,456	243,453	-7.19%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	0	-135,745	0	
COMMUNITY HOUSING - OPERATING	15,419,348	15,419,348	16,814,526	9.05%
NET COST	20,635,110	20,508,136	22,205,744	7.61%

MUNICIPAL APPORTIONMENT OF 2024 BUDGET NET COST : BASED ON WEIGHTED ASSESSMENT

MUNICIPALITIES	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
HASTINGS COUNTY	6,085,294	6,047,849	6,532,930	29.42%
BELLEVILLE	8,381,982	8,330,405	9,028,855	40.66%
QUINTE WEST	6,167,835	6,129,882	6,643,959	29.92%
TOTAL APPORTIONMENT	20,635,111	20,508,136	22,205,744	100.00%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

EMPLOYMENT AND FINANCIAL ASSISTANCE

	2023	2024
Employment and Financial Assistance	\$294,650	\$407,000

ONTARIO WORKS BENEFITS \$21,229,227

Ontario Works supports people towards financial independence and the pursuit of sustainable employment through the provision of temporary finance assistance and life stabilization supports. Life stabilization support includes connections to community, personal safety, health and life skills services, resources and programs.

Referrals to Employment Ontario are made to support client’s employment goals with employment related benefits. Ontario Works benefits are 100% provincially funded and provide financial support for food, shelter and other costs to people in financial need who meet eligibility criteria.

DISCRETIONARY BENEFITS \$1,412,880

Discretionary benefits provide health and non-health related financial support to clients. The 2024 budget reflects the anticipated costs at the maximum shareable rate of \$10 per case to support the projected combined monthly caseload count for the Ontario Works and Ontario Disability Support Program.

MUNICIPAL EMERGENCY ASSISTANCE \$107,000

The budget for emergency assistance, supports the costs of indigent burials and unexpected expenses incurred by individuals and families facing an urgent situation that are not in receipt of financial assistance, either through Ontario Works or the Ontario Disability Support Program. Municipal Emergency Assistance is a 100% municipally funded program.

COMMUNITY PROGRAM GRANTS \$300,000

Community Program Grants help fund agencies with the objective of reducing child poverty by providing programs and services for children, youth, and families in need. The Community Program Grants are a 100% municipally funded program. \$187,650 of the 2024 annual funding for agencies

was approved in November 2023. An additional \$112,350 has been allocated to this program as funding falls short annually to meet the community's needs. The allocation of the additional funding will be determined at a later date in 2024.

HOMELESSNESS INTERVENTION AND PREVENTION

Homelessness Prevention Initiatives prevent and reduce homelessness through the provision of innovative, evidence informed quality homelessness programming and response. With the Coordinated Access System, the By-Name List, the Community Response Team and the support of the Canadian Alliance to End Homelessness and community partners, the focus is to reduce chronic homelessness in our community. Homelessness intervention and prevention initiatives also include Reaching Home, the Homelessness Prevention Program, the Community Investment Review, three Warming Centres, the After-Hours Emergency Homelessness program, the Situation Table, and Enumeration.

REACHING HOME \$878,936

Reaching Home is a federally funded program designed to support individuals and families in 61 Designated Communities across Canada in maintaining safe, stable and affordable housing while also reducing chronic homelessness. The City of Belleville is a Designated Community, and the County of Hastings is the Community Entity to support initiatives. Funds through Reaching Home are provided to Community Agencies on a multi-year basis and are recommended through the Community Advisory Board. Funding supports the delivery of eligible programs and activities within Housing Services, Prevention, Shelter Diversion and Client Support Services.

HOMELESSNESS PREVENTION PROGRAM \$6,142,600

The Homelessness Prevention Program (HPP) is a provincially funded program to provide affordable housing and support services for people experiencing or at risk of homelessness. The HPP is administered by the County of Hastings and provides financial support to programs and community partners in accordance with HPP guidelines. An investment review was undertaken in 2022 and the 2023/2024 funding allocations through the HPP were approved through recommendations from the investment review.

EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS 2024 BUDGET

EXHIBIT E-2

	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS				
ONTARIO WORKS BENEFITS	20,306,800	18,403,042	21,229,227	4.54%
DISCRETIONARY BENEFITS	1,467,000	1,262,185	1,412,880	-3.69%
MUNICIPAL EMERGENCY ASSISTANCE FUND	107,000	78,610	107,000	0.00%
SAFE VOLUNTARY ISOLATION SITE	107,500	79,068		-100.00%
COMMUNITY PROGRAM GRANTS	187,650	167,637	300,000	59.87%
REACHING HOME	662,552	990,695	878,936	32.66%

REACHING HOME - RURAL				
HOMELESSNESS PREVENTION PROGRAM	3,413,700	3,678,458	6,142,600	79.94%
TOTAL EXPENDITURES	26,252,202	24,659,695	30,070,643	14.55%
REVENUE				
ONTARIO WORKS	20,306,800	18,400,311	21,229,227	4.54%
DISCRETIONARY BENEFITS	1,467,000	1,262,185	1,412,880	-3.69%
SAFE VOLUNTARY ISOLATION SITE	107,500	79,068		-100.00%
REACHING HOME	662,552	990,695	878,936	32.66%
HOMELESSNESS PREVENTION PROGRAM	3,413,700	3,678,458	6,142,600	79.94%
TOTAL REVENUE	25,957,552	24,410,717	29,663,643	14.28%
NET COST	294,650	248,978	407,000	38.13%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

ONTARIO WORKS ADMINISTRATION

	2023	2024
Ontario Works Administration	\$3,774,420	\$3,856,377

Ontario Works Administration costs are funded at 50% by the province under a service contract. As a result of the Social Assistance Transformation vision of the Ministry of Community, Children and Social Services, the Province provided notice in October 2022 that the Ontario Works administration funding was being reduced by \$363,600 from 2022 to 2023 and a further \$1,091,100 from 2023 to 2024. In response to the loss of the \$1.4 million funding, a multi-year plan to mitigate the funding loss was developed. This plan included departmental reorganization and reductions in staffing levels through attrition.

STAFF TRAINING \$64,600

The training budget will focus primarily on Employment Services Transformation transitional training of Ontario Works staff to better support our clients in Life Stabilization activities. A successful one-time Ministry funding application will cover \$27,500 of the training budget.

STABILITY SUPPORT PAYMENTS \$200,000

As the transformation of Social Assistance focuses on municipalities providing life stabilization, Stability Support Payments are used to support clients in acquiring meaningful employment, education, housing, and other supports that help provide consistency.

ONTARIO WORKS ADMINISTRATION 2024 BUDGET

EXHIBIT E-3

ADMINISTRATION	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
SALARIES	5,604,900	5,147,212	4,812,800	-14.13%
FRINGE BENEFITS	1,625,400	1,608,379	1,443,800	-11.17%
MILEAGE / TRAVEL / CONVENTIONS	35,000	27,267	35,000	0.00%
POSTAGE	80,000	81,731	80,000	0.00%
TELEPHONE	131,000	118,524	119,000	-9.16%
MAINTENANCE / UTILITIES & MISCELLANEOUS	95,000	112,796	113,000	18.95%
OFFICE SUPPLIES	40,000	48,956	45,000	12.50%
ADVERTISING	8,000	12,216	8,000	0.00%
COMMERCIAL RENT	227,148	229,389	229,545	1.06%
INTERCOMPANY RENT	459,630	456,630	459,630	0.00%
INSURANCE	41,710	41,030	33,300	-20.16%
STAFF TRAINING	50,000	34,811	64,600	29.20%
CONSULTANTS	10,000	174	10,000	0.00%
PAYROLL CHARGES	41,500	41,973	45,400	9.40%
AUDIT FEES	14,000	17,748	17,002	21.44%
LEGAL FEES	30,000	109,042	30,000	0.00%
MEMBERSHIP FEES	22,000	16,658	22,000	0.00%
COMPUTER COSTS	38,000	40,008	26,000	-31.58%
INTEGRATED COORDINATED ACCESS SYSTEM	0			
ELECTRONIC DOCUMENT MANAGEMENT	45,000	93,556	45,000	0.00%
INTERDEPT DESKTOP P.C. / SOFTWARE REPLACEMENT	62,700	62,700	67,700	7.97%
COMMON COSTS	1,458,600	1,458,600	1,559,800	6.94%
EQUIPMENT	27,800	19,811	27,800	0.00%
STABILITY SUPPORT BENEFITS	200,000	161,017	200,000	0.00%
EMERGENCY MEASURES PLAN	5,000	4,267	5,000	0.00%
COMMITTEE MEMBER FEES	18,000	31,549	32,500	80.56%
BANK FEES	9,600	9,873	9,600	0.00%
CONTRIBUTION TO RESERVE		781,195		
TOTAL EXPENDITURES	10,379,988	10,767,112	9,541,477	-8.08%
REVENUE				
PROV. SUBSIDY - MCSS	6,136,644	5,940,104	5,057,600	-17.58%
PROV. SUBSIDY - MCSS ONE-TIME FUNDING	0	129,897	27,500	

MUNICIPAL MODERNIZATION FUNDING		40,063		
MISC / INTEREST REVENUE	400,000	882,628	600,000	50.00%
CONTRIBUTION FROM RESERVE	68,923			-100.00%
TOTAL REVENUE	6,605,567	6,992,692	5,685,100	-13.93%
NET COST	3,774,420	3,774,420	3,856,377	2.17%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

CHILDREN'S SERVICES

Children's Services increase access to high quality child care and early years learning through supporting the growth of new child care services throughout the County, strategic investments in early years programming and through the provision of direct services such as before and after school programs. Early years and child care programs play a vital role in a child's development while supporting families and caregivers. Hastings County believes in the importance of investing in safe, inclusive, affordable, high-quality licensed child care. Hastings County strives to offer services that are inclusive and accessible, meeting the diverse needs of the community while supporting a sense of belonging and well-being for children, families, and educators.

Children's Services is responsible for leading, planning, and managing all aspects of Early Years and Child Care programs which is supported through 29 organizations with 70 licensed sites, and 3 EarlyON organizations offering programming in 36 locations.

	2023	2024
Children's Services Programs	\$ 884,388	\$ 884,388
Children's Services Administration	\$ 262,304	\$ 243,453
	\$1,146,692	\$1,127,841

Program costs are a combination of federal, provincial, and municipal funds with Children's Services administration costs funded at 50% by the province and 50% municipal.

Funding includes fee subsidies to parents, general operating grants to service providers and funding to support children with special needs. The wage enhancement program provides additional salary increases for Early Childhood Educators. The funding also supports the Canada Wide Early Learning and Child Care (CWELCC), Directed Growth Plan, Early Learning and Childcare Plan (ELCC), EarlyON Child and Family Centres, and Indigenous-Led Child and Family Centres as well as professional learning funding to support continued growth and development for Early Childhood Educators.

Overall, in 2024 Children's Services has an 8.81% increase in their budget revenue due to the receipt of new "emerging issues funding" and the inclusion of startup grant funding within the transfer payment agreement. In 2024, additional funding for all CMSMs has been confirmed for Workforce Compensation, Professional Development & Mental Health Supports (formerly workforce

funding) and Innovation Funds. Each of these strategies is aiming to help support the recruitment and retention and increase the quality of child care within our community. It should also be noted that the one-time transitional grant funding provided to support the transition from the pandemic and the implementation of CWELCC was discontinued.

INSURANCE \$28,600

Community and Human Services insurance premiums are proportionately shared amongst the operating departments based on gross expenditures. Child care’s share of these total expenditures continues to grow associated with funding opportunities, resulting in higher insurance costs.

TRAINING \$8,000

Child Care is committing to training staff on Mandt Systems. It focuses on a comprehensive, integrated approach to preventing, de-escalating, and intervening when the behavior of an individual poses a threat of harm to themselves and/ or others.

AUDIT \$16,600

Community and Human Services audit fees are proportionately shared amongst the operating departments based on gross expenditures. Child care’s share of these total expenditures has grown associated with increased funding. The Ministry has mandated a child care Value-For-Money audit which is new for 2024.

COMPUTER \$17,000

Ontario Child Care Management System software costs of \$12,000 have been reallocated from Ontario Works in 2024 as a more appropriate cost centre. The application supports Service Managers with overseeing and managing child care services.

CHILDREN’S SERVICES PROGRAMS 2024 BUDGET

EXHIBIT E-4

CHILDREN SERVICES PROGRAMS	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
CORE PROGRAM	8,294,036	8,852,939	8,294,036	0.00%
WAGE ENHANCEMENT	1,518,342	1,510,871	1,518,342	0.00%
EARLYON LEARNING CENTRES	1,635,019	1,641,295	1,665,356	1.86%
CHILD CARE AND EARLY YEARS WORKFORCE	225,124	104,951	0	-100.00%
EXPANSION	1,758,324	481,576	1,758,324	0.00%
EARLY LEARNING CHILD CARE	1,217,205	1,225,765	1,237,322	1.65%
INDIGENOUS-LED CHILD CARE	324,625	324,625	324,625	0.00%
LICENSED HOME CHILD CARE	289,800	289,800	289,800	0.00%
SMALL WATER WORKS	6,277	6,277	6,277	0.00%
ONE-TIME TRANSITIONAL GRANT	661,204	561,635	0	-100.00%
CANADA WIDE EARLY LEARNING	12,771,464	11,084,303	16,056,721	25.72%
TOTAL EXPENDITURES	28,701,420	26,084,037	31,150,803	8.53%
REVENUE				

CORE PROGRAM	7,440,283	7,941,655	7,440,283	0.00%
WAGE ENHANCEMENT	1,487,707	1,479,550	1,487,707	0.00%
EARLYON LEARNING CENTRES	1,635,019	1,635,019	1,665,356	1.86%
CHILD CARE AND EARLY YEARS WORKFORCE EXPANSION	225,124	104,951	0	-100.00%
EARLY LEARNING CHILD CARE	1,758,324	481,576	1,758,324	0.00%
INDIGENOUS-LED CHILD CARE	1,217,205	1,217,205	1,237,322	1.65%
LICENSED HOME CHILD CARE	324,625	331,064	324,625	0.00%
SMALL WATER WORKS	289,800	289,800	289,800	0.00%
ONE-TIME TRANSITIONAL GRANT	6,277	6,277	6,277	0.00%
FINANCIAL SUSTAINABILITY	661,204	561,635	0	-100.00%
CANADA WIDE EARLY LEARNING	12,771,464	11,077,626	16,056,721	25.72%
TOTAL REVENUE	27,817,032	25,126,358	30,266,415	8.81%
NET COST	884,388	957,679	884,388	0.00%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

CHILDREN'S SERVICES ADMINISTRATION 2024 BUDGET

EXHIBIT E-5

CHILDREN SERVICES ADMINISTRATION	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
SALARIES	177,800	189,906	137,600	-22.61%
FRINGE BENEFITS	53,340	37,191	41,300	-22.57%
TRAVEL / MILEAGE / ACCOMMODATIONS	7,800	3,328	5,727	-26.58%
TELEPHONE	7,000	5,801	2,500	-64.29%
OFFICE SUPPLIES	3,000	944	3,000	0.00%
ADVERTISING	500	468	2,500	400.00%
INTERCOMPANY RENT	57,080	57,080	57,080	0.00%
INSURANCE	18,125	17,764	28,600	57.79%
STAFF TRAINING	3,000	4,351	8,000	166.67%
MEMBERSHIPS			700	
AUDIT FEES	7,700	10,826	16,600	115.58%
LEGAL FEES	20,000	14,590	10,000	-50.00%
EQUIPMENT	3,000	1,245	3,000	0.00%
COMPUTER	5,000	2,811	17,000	240.00%
INTERDEPT DESKTOP P.C. REPLACEMENT	10,700	10,700	13,800	28.97%
COMMON COSTS	129,700	129,700	138,000	6.40%
MISCELLANEOUS	2,013	205	1,500	-25.48%

TOTAL EXPENDITURES	505,758	486,910	486,907	-3.73%
REVENUE				
PROVINCIAL SUBSIDY	243,454	243,454	243,454	0.00%
CONTRIBUTION FROM RESERVES				
TOTAL REVENUE	243,454	243,454	243,454	0.00%
NET COST	262,304	243,456	243,453	-7.19%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

BEFORE & AFTER SCHOOL PROGRAMS

	2023	2024
Before & After School Programs	\$0	\$0

The County continues to operate Before and After School Programs serving 183 children in 4 locations:

- St. Michael School, Belleville
- Sir John A MacDonald School, Belleville
- Frankford Public School
- Trent River Public School, Trenton

Programs are licensed by the Ministry of Education and staffed by Registered Early Childhood Educators (ECEs) and Child and Youth Workers.

BEFORE AND AFTER SCHOOL CHILD CARE 2024 BUDGET

EXHIBIT E-6

BEFORE AND AFTER SCHOOL CHILD CARE	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
SALARIES	395,900	331,847	430,500	8.74%
FRINGE BENEFITS	63,400	66,320	88,300	39.27%
FOOD	24,000	33,349	24,000	0.00%
SUPPLIES			3,000	
LEGAL FEES	1,000		1,000	0.00%
COMMON COSTS	26,100	26,100	27,400	4.98%
BAD DEBTS EXPENSE	500		500	0.00%
TELEPHONE	3,400	601	3,600	5.88%

COMPUTER COSTS	25,000	5,536	7,000	-72.00%
STAFF TRAINING / TRAVEL / CONFERENCES	2,500	29,182	3,000	20.00%
BANKING FEES	1,200	2,916	2,700	125.00%
TOTAL EXPENDITURES	543,000	495,851	591,000	8.84%
REVENUE				
FEE SUBSIDY	162,500	92,967	70,000	-56.92%
OPERATING GRANTS	90,000	72,527	70,000	-22.22%
PLAY BASED MATERIAL & EQUIPMENT GRANT		5,250		
CAPACITY BUILDING FUNDING		1,021		
CAPACITY SUPPORT TRANSFORMATION FUNDING		4,749		
PARENT FEES	245,000	360,613	405,500	65.51%
CANADA-WIDE EARLY LEARNING	45,000	68,443	45,000	0.00%
OTHER MINISTRY FUNDING		26,026		
MISCELLANEOUS REVENUE	500		500	0.00%
TOTAL REVENUE	543,000	631,596	591,000	8.84%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

HOUSING SERVICES

Housing Services works to ensure and increase access to safe, affordable, quality housing through the provision, development, and growth of affordable housing throughout Hastings County.

Hastings County owns and operates 1473 housing units, administers over 400 rent supplement and housing allowance programs, and partners with affordable housing developers. Fiscal pressures exist with the upkeep of aging housing units as the needs increase and the costs of materials and labour continue to experience inflationary increases. Housing Services also administers funding to 9 non-profit housing providers representing over 628 units. Additionally, Housing Services runs a fulsome Community Relations Program including the Backyard Bonanza Program, Food2You and Fun in the Sun Days to support children and families residing in Community Housing.

The demand for affordable housing in Hastings County has reached a critical point, with the existing supply unable to meet the needs of the community. Since 2020, there has been a significant surge in applications for affordable housing, showing an annual increase of 20-30% from families and non-senior households, and a steady 5% rise from seniors. Currently, the waitlist for affordable housing stands at just under 3000 households, more than doubling over the past nine years. The waitlist breakdown reveals a staggering increase across all demographics, with family, senior, and singles/couple waitlists rising by 127%, 142%, and 53% respectively. The current wait time for affordable housing is approximately seven years, though priority populations face a shorter wait of around 2.5 years. Concurrently, there has been a concerning uptick in homelessness within

Hastings County. To address these pressing challenges, Hastings County must prioritize the growth of new housing stock and the maintenance of existing units to alleviate the strain on its affordable housing system.

	2023	2024
Community Housing	\$15,419,348	\$16,814,526

LEGAL \$70,000

Anticipated expenses are associated with service agreement reviews, labour relations and property litigation. Unforeseen circumstances are challenging to anticipate, and efforts to mitigate costs are consistently considered against risk management. Further investments are included in the 2024 budget to reflect the evolving complexities within the portfolio.

INTERDEPARTMENTAL DESKTOP PC / SOFTWARE REPLACEMENT \$42,600

The increase in interdepartmental desktop PC / software Replacement are due to multiple reasons. These include transitioning staff to laptops to support flexibility in operations, increase in tablet usage to support maintenance operations, addition of tablets to senior’s buildings in the portfolio and the inclusion of Microsoft M365 licensing.

RENT SUPPLEMENT PROGRAMS \$1,839,543

There are various housing programs that help provide affordable housing to clients within Hastings County. Rent Supplements, Housing Allowances and Portable Housing Benefits are the forms of supports available to vulnerable populations within the service area. About 400 families in our community are assisted with their monthly rent, enhancing affordability, through the programs funded through Provincial, Federal and Municipal sources. The Strong Communities Rent Supplement Program was consolidated into the Homelessness Prevention Program (HPP) in 2023, which is reported within the Employment and Financial Assistance Programs.

HOUSING RESOURCE WORKER PROGRAM \$409,600

The Housing Resource Worker Program is a provincially funded program that provides precariously housed individuals and families in our Hastings County owned units with direct housing support. Based on the specific needs of the individual, a Housing Resource Worker will be assigned to help strengthen the community-based support network. These supports are in place for households that are experiencing difficulty with their tenancy with the intention of assisting the individual to maintain permanent housing. The net cost of this program is \$90,000 with the additional funding being received through the Ministry of Health and Long-Term Care.

COMMUNITY RELATIONS/RECREATIONAL PROGRAMS \$110,433

This funding supports recreational programming for children and families living in social housing. Two programs that are supported by this funding are the Backyard Bonanza and Food-to-Go. The County operates the Backyard Bonanza program in partnership with the cities of Belleville and Quinte West, transitioning back to in-person camps in the summer of 2024.

MORTGAGE PAYMENTS \$1,176,038

The five mortgages represent the financing on the former Non-Profits that were assumed by the County. The last mortgage will be paid off in April 2031.

DEBENTURES \$64,185

The debenture payments represent the financing of the housing stock transferred from the Province to the County of Hastings. These payments are administered by the Province and are considered in the Federal Block Funding payment. The decrease in debenture expenditures is offset by a decrease in Federal Block Funding.

HOME FOR GOOD FINANCING \$136,000

The Home for Good debt financing is \$7,255,000 with the Ministry providing subsidy on \$5,170,000. The net cost of the debt is \$136,000. The debt will be fully paid in February 2040.

NON-PROFIT HOUSING EXPENDITURES \$3,208,000

The County provides subsidies to 9 Non-Profit Housing providers who offer 628 units. The funding is provided based on a template and benchmarks established by the Province through the Housing Services Act annually. As Non-Profit Housing providers reach end of mortgage milestones, new agreements are negotiated and the subsidy declines which coincides with decreasing Federal Block funding.

FEDERAL BLOCK FUNDING OFFSET RESERVE CONTRIBUTION \$150,000

The Federal Block Funding gradually decreases each year as contracts for these programs expire, leading to the program's eventual conclusion in 2029. On average, over the next six years, the decline in revenue exceeds the reduction in expenses by \$125,000. To proactively address this challenge and take advantage of favorable bank interest rates, a contribution will be made to reserves to alleviate the anticipated financial pressures in the coming years

CONTRACTED SERVICES AND PLANNED MAINTENANCE \$4,574,000

Contracted services include building interior and exterior costs, electrical, elevators, grounds, heating, mechanical, plumbing, waste removal and winter maintenance. Material and contracted service costs are experiencing double digit price increases consistent with the current market conditions and labour shortages. The age of housing properties require additional investments to avoid further deterioration of affordable housing stock.

MINOR CAPITAL \$171,900

Minor capital are one-time projects under the \$50,000 capitalization threshold. These projects are prioritized using the same criteria as capital projects and only high priority projects are able to be supported through this funding.

UTILITIES \$2,577,741

Utilities include hydro, water, sewer and fuel charges. Budgets have been established based on actuals plus 5%, however fluctuating weather conditions act as an uncontrollable factor. There continues to be a focus and investment in energy efficient building systems and retrofits to reduce consumption. Natural gas is under contract with the Housing Service Corporation.

INSURANCE AND INSURANCE CLAIMS EXPENSE \$941,300 & \$50,000

Municipal Insurance continues to be in a “hard market”, characterized by increasing claims costs, which result in increased premium and pressure on coverages. Contributing factors driving the market are extreme weather, inflation on all goods and increased litigation to defend claims.

The insurance claims expense represents the expenses and deductible on liability and property claims. The housing portfolio can be challenging to secure coverage, within the 1,473 units that Hastings County owns and manages, and each year there are incidents that are reported regarding slip and falls and other events that may result in an injury and/or a potential claim. Hastings County works closely with our insurance provider to report and manage these incidents. The property coverage of this portfolio saw a 7% increase, while the liability stayed unchanged. The budget for the insurance claims expense is based on one claim reaching the deductible limit.

MUNICIPAL TAXES \$2,521,292

The Municipal taxes are budgeted 6% over 2023 actuals to account for anticipated increases.

100% PROVINCIALY FUNDED PROGRAMS \$1,509,184

The County receives funding that supports other agencies/organizations in meeting the needs throughout Hastings County. The 2024 budget recognizes the previous commitments that have been made by Committee and Council that will be funded in 2024.

REVENUE

TENANT REVENUE \$7,649,600

The County’s housing portfolio is 100% Rent-Geared to Income, with tenants paying rent based on 30% of their income. Tenant revenue fluctuates based on general economic circumstances. The 2023 budgeted amount was established at 5% of the 2022 budget amount, to take a conservative approach based on the uncertainty surrounding tenant’s incomes post pandemic. With the market stabilizing, 2024 estimates have been established by 2023 actuals plus an anticipated 2% increase.

FEDERAL BLOCK FUNDING \$1,940,521

The County receives no ongoing federal or provincial transfers other than block funding to help offset the operating costs of our 35 apartment building complexes, and 34 single detached homes representing 1,473 units. This funding partially offsets the cost of debentures, regular rent supplements, mortgages, and subsidies to Non-Profit Housing Providers. The block funding decreases when contracts for these programs expire. The end of mortgage timeframes started in 2023 with a new agreement negotiated and two more scheduled for 2024.

AFFORDABLE HOUSING ADMINISTRATION \$126,014

The funding received under the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) through the Ministry of Municipal Affairs and Housing (MMAH) includes a 5% administration fee. The administration fees offset the costs to implement the programs.

CONTRIBUTION TO CAPITAL \$3,776,464

Hastings County owns and operates 1,473 social housing units that have an estimated replacement value of \$680,823,000. Many units were constructed in the 1960 – 1980s, resulting in high maintenance and capital needs. The County of Hastings’ Asset Management Plan completed in April 2020 stated that the capital reserves do not provide sufficient funding to maintain the condition of the assets. The funding required to maintain the housing assets over 10 years was estimated at \$117 million and the funding available is \$25 million based on historical capital contributions. The contribution to capital is the annual amount allocated to support the capital budget. In addition to the County levy, the capital projects are supported through allocations of OPHI and COCHI funding. Additionally in 2023, the County received funding through the CMHC National Housing Co-investment Renewal and Repair Program. This program supports 30% of project costs.

The annual amortization for the housing stock was \$2,343,463 in 2022. This is the minimum level of funding required to maintain existing assets. Despite the funding programs available and capital contribution, a significant funding shortfall exists. The increase in contributions for 2024 is a reinvestment of the estimated \$140,000 interest earned on the balance of the CMHC funding plus \$500,000 because of capacity from rental revenue. Hastings County will continue to advocate for government funding and further develop the asset management plan and financing requirements to maintain the housing stock’s condition.

The 2024 capital levy also reflects a commitment of \$1,057,000 to the reserve dedicated to the Quinte West South Street 32-unit new build. This is equivalent to the annual debenture costs of the estimated \$15.4 million investment required, positioning the community well to move this project forward to increase availability of affordable housing.

COMMUNITY HOUSING – OPERATING 2024 BUDGET

EXHIBIT E-7

	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
CLIENT SERVICES				
SALARIES	1,568,900	1,547,977	1,645,700	4.90%
FRINGE BENEFITS	455,000	420,349	493,700	8.51%
OFFICE FURNITURE / EQUIPMENT	5,000	387	5,000	0.00%
PHOTOCOPYING	1,400	917	1,400	0.00%
COMMON COSTS	811,600	811,600	874,800	7.79%
POSTAGE / COURIER	16,000	14,763	16,000	0.00%
TELEPHONE	75,000	81,431	75,000	0.00%
OFFICE SUPPLIES	5,000	4,486	5,000	0.00%
CONSULTANTS	10,000	10,000	0	-100.00%
SECURITY	152,020	133,445	152,020	0.00%
LEGAL	37,500	72,129	70,000	86.67%
ADVERTISING	2,000	721	2,000	0.00%
AUDIT	9,460	11,918	11,890	25.69%
RENT	133,300	128,865	128,100	-3.90%

MILEAGE / TRAVEL	37,000	27,111	37,000	0.00%
COMPUTER HARDWARE / SOFTWARE	80,000	77,671	80,000	0.00%
INTERDEPARTMENT DESKTOP P.C. REPLACEMENT	32,900	32,900	42,600	29.48%
STAFF TRAINING / EDUCATION	20,000	16,302	20,000	0.00%
BANK SERVICE CHARGES / INTEREST	7,000	7,919	7,000	0.00%
MISCELLANEOUS EXPENSES	2,000	2,413	2,000	0.00%
	3,461,080	3,403,304	3,669,210	6.01%
HOUSING PROGRAMS				
RENT SUPPLEMENT	949,816	934,285	949,816	0.00%
STRONG COMMUNITIES RENT SUPPLEMENT PROGRAM	93,300	93,300		-100.00%
HOUSING ALLOWANCE DIRECT DELIVERY (OPHI)	480,732	451,704	522,504	8.69%
CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE (COCHI) - RENT SUPPLEMENTS	404,423	284,279	298,523	-26.19%
HASTINGS PORTABLE HOUSING BENEFIT	68,700	60,799	68,700	0.00%
HOUSING RESOURCE WORKER PROGRAM	426,000	377,007	409,600	-3.85%
COMMUNITY RELATIONS / RECREATIONAL PROGRAMS	93,000	92,209	110,433	18.75%
MORTGAGE PAYMENTS	1,175,839	1,171,657	1,176,038	0.02%
DEBENTURES	106,829	106,829	64,185	-39.92%
HOME FOR GOOD FINANCING (NET OF PROV SUBSIDIES)	136,000	53,259	136,000	0.00%
BAD DEBT EXPENSE	85,000	97,620	100,000	17.65%
NON PROFIT HOUSING EXPENDITURES	3,749,900	3,643,383	3,208,000	-14.45%
CONTRIBUTION TO FEDERAL BLOCK FUNDING OFFSET RESERVE			150,000	
	7,769,539	7,366,331	7,193,799	-7.41%
BUILDINGS / FACILITIES MANAGEMENT				
SALARIES	1,868,900	1,780,673	1,931,000	3.32%
FRINGE BENEFITS	523,300	497,901	579,300	10.70%
TRAVEL	40,000	41,006	41,200	3.00%
TRAINING	18,000	7,249	21,000	16.67%
OFFICE SUPPLIES	3,000	3,704	4,000	33.33%
TELEPHONE	19,000	26,786	19,000	0.00%
ASSET MANAGEMENT	17,000	18,469	19,425	14.26%
CONTRACTED SERVICES				
BUILDING EXTERIOR	125,000	100,123	125,000	0.00%

BUILDING INTERIOR	1,300,000	1,578,543	1,500,000	15.38%
ELECTRICAL	140,000	152,175	140,000	0.00%
ELEVATORS AND LIFE SAFETY SYSTEMS	50,000	81,512	60,000	20.00%
GROUNDS	190,000	225,155	220,000	15.79%
HEATING SYSTEMS	80,000	76,419	90,000	12.50%
MECHANICAL SYSTEMS	110,000	90,412	110,000	0.00%
PLUMBING	310,000	328,011	320,000	3.23%
STAFF MATERIAL PURCHASES	500,000	498,825	500,000	0.00%
WASTE REMOVAL	300,000	305,151	300,000	0.00%
WINTER MAINTENANCE	700,000	479,605	700,000	0.00%
PLANNED / PREVENTATIVE MAINTENANCE	400,000	366,910	509,000	27.25%
MINOR CAPITAL	171,900	92,552	171,900	0.00%
UTILITIES				
HYDRO	985,000	950,173	997,682	1.29%
WATER AND SEWER	917,283	899,108	944,063	2.92%
FUEL	569,503	605,710	635,996	11.68%
INSURANCE PREMIUMS	859,635	842,444	941,300	9.50%
INSURANCE CLAIM EXPENSE	50,000	-7,202	50,000	0.00%
MUNICIPAL TAXES	2,468,800	2,378,577	2,521,292	2.13%
TOTAL BUILDING / FACILITIES MANAGEMENT	12,716,321	12,419,991	13,451,157	5.78%
100% PROVINCIALY FUNDED PROGRAMS				
NEW RENTAL UNITS EXTERNALLY OWNED	1,209,512	104,833	1,104,679	-8.67%
CAN-ONT PORTABLE HOUSING UNIT		2,218		
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) RENOVATES	145,997			-100.00%
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) NON PROFIT CAPITAL	314,622	293,820	404,505	28.57%
RURAL & REMOTE SENIORS E-CONNECT		3,285		
SENIORS COMMUNITY GRANT		2,802		
	1,670,131	406,958	1,509,184	-9.64%
TOTAL EXPENDITURES	25,617,071	23,596,584	25,823,350	0.81%
REVENUE				
TENANT REVENUE	6,751,500	7,484,938	7,649,600	13.30%
FEDERAL BLOCK FUNDING	2,467,975	2,467,976	1,940,521	-21.37%
HOUSING ADMINISTRATIVE	97,943	107,045	126,014	28.66%

HOUSING ALLOWANCE DIRECT DELIVERY (OPHI)	446,051	451,704	522,504	17.14%
CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE (COCHI) - RENT SUPPLEMENTS	404,423	284,279	298,523	-26.19%
DOOR FUNDING	0		0	
HOME FOR GOOD FUNDING	0		0	
HOUSING RESOURCE WORKER PROGRAM	319,500	283,920	319,517	0.01%
OTHER REVENUE - MISC / SOLAR PANELS/INTEREST	110,000	294,190	400,000	263.64%
ONTARIO COMMUNITY INFRASTRUCTURE FUND (OCIF)	0	18,469	19,425	
CONTRIBUTION FROM RESERVES	10,000			-100.00%
	10,607,392	11,392,521	11,276,104	6.30%
100% PROVINCIALY FUNDED PROGRAMS				
NEW RENTAL UNIT EXTERNALLY OWNED - OPHI	1,209,512	104,833	1,104,679	-8.67%
CAN-ONT HOUSING BENEFIT -PORTABLE HOUSING UNIT	0	2,218		
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) RENOVATES	145,997			-100.00%
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) NON PROFIT CAPITAL	314,622	293,820	404,505	28.57%
RURAL & REMOTE SENIORS E-CONNECT		3,285		
SENIORS COMMUNITY GRANT		2,802		
	1,670,131	406,958	1,509,184	-9.64%
TOTAL REVENUE	12,277,523	11,799,479	12,785,288	4.14%
NET COST OF OPERATING	13,339,548	11,797,105	13,038,062	-2.26%
CAPITAL LEVY	2,079,800	3,622,243	3,776,464	81.58%
NET COST	15,419,348	15,419,348	16,814,526	9.05%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

HASTINGS/QUINTE EMERGENCY SERVICES

Hastings/Quinte Emergency Services provides Paramedic Services and Emergency Management support to the 14 member municipalities of Hastings County, Prince Edward County, the separated cities of Belleville and Quinte West, and the territory of the Mohawks of the Bay of Quinte.

Paramedic Services provides the highest quality of evidence-based medical care in a timely and coordinated manner. Hastings-Quinte Paramedic Services is committed to being an effective innovative leader and a collaborative partner within the healthcare sector with the best interests of the communities. Dedicated staff of 170 professionals including Advanced, Primary and Community Paramedics are supported by a logistical, administrative and leadership team.

The Hastings County Emergency Management Program identifies critical functions to prepare, coordinate and/or respond to emergencies within our communities. The department provides leadership, support, and guidance to member municipalities in an emergency. In recent years, the department has supported municipalities through flooding, windstorms, tornadoes, and preparations for the upcoming solar eclipse. By fostering partnerships with agencies such as Loyalist College and the Humane Society, the department ensures residents will be supported in a disaster.

In the past year, the Paramedic service handled 31,000 9-1-1 calls while consistently meeting response time targets. This accomplishment coincided with the long-awaited arrival of ten new state-of-the-art ambulances, as half the aging fleet was replaced. Furthermore, the service expanded its operational hours due to enhancements in Prince Edward County that began July 2023 and Belleville in October 2023.

Community Paramedics played a crucial role by conducting around 5,000 patient care visits, alleviating pressure on frontline operations. Noteworthy progress was made in constructing the new Stirling base, which will serve as the central hub for Community Paramedics, logistics and training, while providing 24/7 ambulance operations in support of the central Hastings area. Additional funding was secured for an offload nurse at Trenton Memorial Hospital. Lastly, the service enhanced its capabilities by incorporating new medical directives into the Paramedic skillset and embraced inclusivity by implementing Indigenous and LGBTQ2+ healthcare training programs.

2024 BUDGET OVERVIEW

	2023	2024	% Change
Operating Expenditures	\$25,974,791	\$29,281,005	12.73%
Revenue	\$16,149,703	\$18,633,329	15.38%
Operating Cost	\$ 9,825,087	\$10,647,676	8.37%
Capital	\$ 1,300,000	\$ 1,400,000	7.69%
Levy	\$11,125,087	\$12,047,676	8.29%

The 2024 budget reflects the integration of full-year staffing enhancements initiated in 2023 in Prince Edward County and Belleville, alongside previously approved updates to the staffing model. Emphasizing mental health support remains pivotal to bolstering frontline staff facing demanding calls and a mounting workload. A new collaboration with the Mohawks of the Bay of Quinte (MBQ) is

set to commence operations later in 2024, expanding service capabilities. Anticipated substantial completion of the Stirling Base in the spring introduces new operational expenses, with a primary focus needed on maintaining aging bases and replacing equipment. Concurrently, negotiations for a new contract with CUPE 1842 are in progress. Moreover, inflationary pressures contribute to increased costs for medications, medical supplies, vehicle maintenance, and mileage, necessitating prudent financial management.

EXPENSES

SALARIES \$15,291,482

The salary expenses reflect several changes within the 2024 budget. Staffing associated with the Mohawks of the Bay of Quinte agreement equates to approximately \$700,000 including paramedics, a Superintendent (fully funded) and Logistical Coordinator (partially funded). Full year effects of 2023 service enhancements from Prince Edward County and Belleville, and the Superintendent position added in the fall of 2023. To mitigate staffing and recruiting challenges 16 full-time float positions are scheduled to start May 1 with another 8 to follow on September 1, along with the introduction of part-time Superintendent positions. These complements are not intended to add hours of service but instead to ensure scheduled shift coverage. Non-union and collective agreement costs have been forecasted within. 2024 is a leap year which adds another day of service to the 24/7 operations.

BENEFITS \$6,422,422

The benefit rate increased to 42.0% (2023 - 40%) and reflects the costs for Canada Pension Plan (CPP), Employment Insurance (EI), Employer Health Tax (EHT), Worker Safety Insurance Board (WSIB), excess indemnity and occupational accident insurance, OMERS pension, Long-term Disability (LTD), Short-term Disability (STD), extended health, dental, life insurance, accidental death and dismemberment. This increase is attributable to a combination of benefit premium increases (12.6%), CPP enhancements and WSIB pressures (16.97% of the rate). WSIB costs continue to rise due to effects associated with recruitment and retention challenges, record call volume, higher acuity calls, increased workload and overtime, and the challenge to provide time-off. The bi-annual actuarial review presented in late 2022 indicated this trend is consistent with other municipalities. The County continues to offer support through several programs to help support paramedics (peer support team, increased employee assistance program with Quinte Counselling, Corporate Health and Wellness Program, and partnering with Wounded Warriors Canada).

UNIFORM REPLACEMENT \$120,000

The 2023 uniform expenses were approximately \$112,000 and this budget line has fluctuated between \$90,000 to \$110,000 over the past number of years. Full-time staffing is anticipated to increase by 32 positions this year, impacting uniform expenses.

MILEAGE AND TRAVEL \$136,400

Mileage and travel are the costs for missed meal breaks, mileage to north zone work locations and general travel allowances for training, conferences, meetings, etc. Increased call volume, offload delays, and staffing shortages are contributing factors. Several open full-time positions in Bancroft and the inability to recruit paramedics to work in the north zone contributed to the increase. An increase associated with the CRA annual rate adjustment has been reflected.

STAFF TRAINING / EDUCATION \$100,000

Previously this has represented the budget for staff professional development. The adjustment for 2024 reflects costs to incorporate mental health initiatives, with a focus of timely access to psychological assessment and treatment.

TELEPHONE / COMMUNICATIONS \$118,200

Increases are a result of reallocating the budgeted fibre costs from the computer budget line plus approximately an additional \$11,500 in fibre and telephone costs for the Stirling and MBQ Bases.

LEGAL \$45,000

Expenses are associated with service agreement reviews, labour relations and negotiations. Unforeseen circumstances are challenging to anticipate, and efforts to mitigate costs are consistently considered against risk management. Further investments are included in the 2024 budget to reflect the evolving complexities within the portfolio.

ADVERTISING / PUBLIC EDUCATION \$10,000

Previously this has represented the budget for external job postings. Repurposing this line to incorporate public education reflects expenses associated with the annual sponsorship of the Safety Village, CPR teaching supplies and public education material for school children.

BUILDING MAINTENANCE \$200,000

The 2023 building maintenance expenses were approximately \$160,000. Existing bases are showing their age and require more to keep them in good working order. The two new bases coming into service in 2024 will add to the annual costs for snowplowing, grass cutting, general maintenance, etc.

MEDICAL EQUIPMENT REPLACEMENT \$100,000

This budget line has seen minor changes since 2014. Mid-range assets (\$1,000 - \$5,000) have increased substantially in the last 5 years for which there is no capital replacement plan. Higher-priced items such as medical bags and stair chairs need replacement, and training equipment is obsolete, requiring replacement over the next several years.

VEHICLE MAINTENANCE / REPAIR \$590,000

The service has focused on replacing the fleet based at 250,000 kilometres (average of 3.4 years). Due to the significant increase in the cost of ambulances, an adjustment has been made to alter the replacement cycle to 275,000 kilometres (4 years). The amendment results in a decrease of \$195,000 annually to the capital reserves which supports the cost benefit to investing in the maintenance program.

EXPENSES INCURRED FOR PICK-UPS BY ANOTHER UPPER TIER MUNICIPALITY \$120,000

This line represents the net cost of other paramedic services providing coverage in the counties of Hastings and Prince Edward. The paramedic service is seamless and an ambulance from another service may be directed to respond to a call in the HQPS service area, and conversely, HQPS may be directed to respond to a call outside of the HQPS service area. These calls result in billing

between the services which are settled annually. 2023 actual costs amounted to \$146,076 and increases were driven by Lennox and Addington ambulances responding to calls in the Deseronto and Tyendinaga area. The opening of the MBQ base in September 2024 is anticipated to impact this situation.

OFF LOAD DELAY \$389,388

This is a 100% funded initiative. The service receives funding from the Ministry of Health (MOH) to staff a nursing position at both Belleville General and Trenton Memorial Hospital to assist with receiving ambulance patients. This funding is contingent on a service agreement between Hastings-Quinte Paramedic Services and Quinte Health.

ONTARIO HEALTH EAST COMMUNITY PARAMEDICINE PROGRAMS

MINISTRY OF HEALTH FUNDED PROGRAMS \$265,002

MINISTRY OF LONG-TERM CARE (MLTC) FUNDED PROGRAMS \$1,829,200

HQPS has been operating a community paramedic program for years. In 2021, the service was successful in obtaining funding through the MLTC (\$1.8 million annually) to support further hours in community paramedicine to target clients on the long-term care waitlist and other vulnerable populations. Last year, there were over 5,000 in-person or virtual interactions with patients. These initiatives are 100% funded. The service continues to work with Ontario Health, Home and Community Care, Quinte Health, the Regional Paramedic Program for Eastern Ontario (RPPEO) and other healthcare partners on new models of care that decrease 9-1-1 calls and support Emergency Department diversion.

DEBT CHARGES \$389,068

Increase over the 2023 budget related to the debenture charges associated with the Stirling Base for nine months of the year.

REVENUES

PROVINCIAL FUNDING \$10,710,944

Based on our budget projections the cost sharing formula between the Ministry and the Municipality will be Municipal 53% and Provincial 47%. This represents an additional cost to the County of approximately \$761,777. The funding announcement related to the 2024 budget has yet to be received. The 2024 Provincial Subsidy has been calculated utilizing the template funding formula without applying an inflationary increase, consistent with the 2023 formula.

PRINCE EDWARD COUNTY (PEC) CONTRACT \$4,089,249

The County of Hastings is contracted to provide paramedic services to Prince Edward County. The contract includes a template for calculating the annual revenue/cost for providing the service. Not all budget lines are included in the costing to PEC (base rents, utilities, taxes, capital). The provincial subsidy for the paramedic services in PEC is paid directly to PEC. In July 2023, PEC increased their vehicle staffing hours at night by changing the hours of operation for their 12-hour, 7 day a week vehicle to 24 hours. The 2024 budget reflects a full year of service enhancement.

MISCELLANEOUS REVENUE \$150,000

Miscellaneous revenue includes revenue generated through special event coverage, the sale of decommissioned ambulances and end-of-life equipment. There are no projected changes to this budget line in 2024.

MOHAWKS OF THE BAY OF QUINTE (MBQ) CONTRACT \$1,199,546 operations + \$889,000 one-time start-up costs

A projected operating start date of September 1, 2024 is forecasted for the County of Hastings to provide administrative and paramedic services under contract to the Mohawks of the Bay of Quinte. This initiative is 100% funded by the province. Ambulance services will be provided, 7-days a week, 24 hours a day, operating from the MBQ firehall. Funding for a full-time Supervisor, part-time logistics technician and an administrative vehicle are part of the agreement.

CAPITAL CONTRIBUTIONS

CAPITAL \$1,400,000

The capital levy supports both the long-term and short-term replacement of vehicles, equipment and County owned bases (Bancroft and Stirling). The provincial funding template does not fund capital, but it does fund annual amortization. There is a \$100,000 increase to help meet the rising cost of capital. Increases are being phased in to reach the current funding requirement of \$1,526,000.

HASTINGS/QUINTE EMERGENCY SERVICES

EXHIBIT F

	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
SALARIES	13,663,106	13,085,583	15,291,482	11.92%
FRINGE BENEFITS	5,465,242	5,780,287	6,422,422	17.51%
LINEN / LAUNDRY	48,000	52,022	53,583	11.63%
UNIFORM REPLACEMENT	90,000	112,306	120,000	33.33%
OFFICE SUPPLIES	23,000	35,332	24,000	4.35%
BASE EQUIPMENT / FURNITURE	15,000	16,475	20,000	33.33%
MILEAGE & TRAVEL	130,000	132,388	136,400	4.92%
COMMITTEE FEES	15,000	15,249	15,450	3.00%
STAFF TRAINING / EDUCATION	40,000	49,803	100,000	150.00%
MEMBERSHIP / SUBSCRIPTIONS / ASSOCIATION FEES	5,300	4,820	5,300	0.00%
RENTAL ACCOMMODATIONS	334,287	329,287	365,500	9.34%
TELEPHONE / COMMUNICATIONS	63,000	69,844	118,200	87.62%
UTILITIES	75,000	68,590	75,000	0.00%
PROPERTY TAXES	75,200	66,499	75,200	0.00%
LEGAL	30,000	64,236	45,000	50.00%
AUDIT	8,620	10,859	11,710	35.85%
ADVERTISING / PUBLIC EDUCATION	1,000	122	10,000	900.00%

COMPUTER	368,000	381,779	355,100	-3.51%
MEDICAL SUPPLIES	600,000	649,439	625,000	4.17%
BUILDING MAINTENANCE	125,000	160,151	200,000	60.00%
MEDICAL EQUIPMENT REPLACEMENT	60,000	59,914	100,000	66.67%
INSURANCE - VEHICLE / LIABILITY / PROPERTY	237,535	223,615	220,800	-7.05%
INSURANCE - CLAIMS DEDUCTIBLE	10,000		10,000	0.00%
VEHICLE OPERATIONS FUEL	605,000	558,559	570,000	-5.79%
MAINTENANCE / REPAIR	500,000	501,750	590,000	18.00%
EXPENSES INCURRED FOR PICK-UPS BY ANOTHER UTM	120,000	146,076	120,000	0.00%
OFF LOAD DELIVERY - QUINTE HEALTH	300,145	403,627	389,388	29.73%
EMERGENCY PREPAREDNESS INITIATIVES	10,000	1,594	10,000	0.00%
COVID COSTS		10,925		
ONTARIO HEALTH EAST COMMUNITY PARAMEDICINE PROGRAM	268,004	154,211	265,002	-1.12%
LONG TERM CARE SUPPORT PROGRAM	1,829,200	1,378,034	1,829,200	0.00%
COMMON COSTS	644,900	644,900	718,200	11.37%
DEBT CHARGES	215,252	116,296	389,068	80.75%
EXPENDITURE RECOVERIES		-49,105		
CONTRIBUTION TO RESERVES				
TOTAL EXPENDITURES	25,974,791	25,235,467	29,281,005	12.73%
REVENUE				
PROVINCIAL TEMPLATE SUBSIDY	10,035,802	9,963,668	10,710,944	6.73%
ONTARIO HEALTH EAST COMMUNITY PARAMEDICINE FUNDING	268,004	154,211	265,002	-1.12%
PRINCE EDWARD COUNTY CONTRIBUTION-OPERATIONS	3,466,552	3,456,767	4,089,249	17.96%
OFF LOAD DELIVERY FUNDING	300,145	403,627	389,388	29.73%
LONG-TERM CARE SUPPORT PROGRAM	1,829,200	1,378,034	1,829,200	0.00%
COVID-19 FUNDING		10,925		
MISC REVENUE / SALE VEHICLE / EVENT COVERAGE / ETC...	150,000	227,483	150,000	0.00%
MOHAWKS OF THE BAY OF QUINTE OPERATIONS			1,199,546	
CONTRIBUTION FROM RESERVE	100,000			-100.00%
TOTAL REVENUE	16,149,704	15,594,715	18,633,329	15.38%
TOTAL OPERATING CAPITAL	9,825,087	9,640,752	10,647,676	8.37%

CAPITAL LEVY	1,300,000	1,484,335	1,400,000	7.69%
NET COST	11,125,087	11,125,087	12,047,676	8.29%

BASED ON APPORTIONMENT RATES				
MUNICIPALITIES	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
HASTINGS COUNTY	3,280,788	3,280,788	3,544,426	29.42%
BELLEVILLE	4,519,010	4,519,010	4,898,585	40.66%
QUINTE WEST	3,325,289	3,325,289	3,604,665	29.92%
TOTAL APPORTIONMENT	11,125,087	11,125,087	12,047,676	100.00%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

HASTINGS/QUINTE LONG-TERM CARE

Hastings/Quinte Long-Term Care homes provide high-quality, person-focused care at two long-term care homes: Hastings Manor (Belleville with 253 beds) and Hastings Centennial Manor (Bancroft with 110 beds), supporting a total 363 residents who range in age from 32-102, each with unique needs in a home-like setting.

Hastings County provides care in partnership with our 14 member municipalities, and the cities of Belleville and Quinte West. Hastings County’s dedicated team of over 500 professionals includes Registered Nurses (RN) and Practical Nurses (RPN), Personal Support Workers (PSW), Recreation Aides, Dietary Aides, Environmental Services and Maintenance workers who are supported by an administrative and leadership team. The team provides around the clock care and assistance, to the residents who call Hastings Manor and Hastings-Centennial Manor home, to optimize quality of life in a diverse environment of compassion, safety and comfort. In preparing the 2024 budgets, the priority remains advancing towards the targeted provincial average of 4 hours of care per resident per day, while enhancing direct care hours and ensuring optimal resource distribution. Additionally, the 2024 budget emphasizes maintenance and building enhancements in our facilities to ensure the comfort and safety of both residents and staff.

In 2023, Hastings/Quinte Long-Term Care achieved accreditation through the Commission on Accreditation of Rehabilitation Facilities (CARF), underscoring its commitment to exceptional standards of care. Efforts have been intensified to enhance direct care hours, aiming to attain the provincial benchmark of 4 hours per resident per day, prioritizing individual well-being. Significant enhancements to resident spaces, both indoors and outdoors, including updates to furniture and equipment, have been implemented to ensure comfort and functionality this past year.

The addition of Quality Improvement and Training Coordinators strengthens the focus on continuous improvement, while the resumption of in-person education for team members fosters a collaborative learning environment. Additionally, the integration of electronic Clinical Support Tools facilitates adherence to best practices in nursing to ensure patient care optimization. Moreover, successful applications for Local Priorities Funding have enabled the acquisition of essential resident care equipment, further enhancing the quality of life for residents.

2024 BUDGET OVERVIEW

HASTINGS/QUINTE LONG-TERM CARE 2024 BUDGET

	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
OPERATING EXPENSES	39,853,034	40,407,873	44,726,750	12.23%
REVENUE	-34,513,158	-36,587,241	-38,921,678	12.77%
NET OPERATING COST	5,339,876	3,820,632	5,805,072	8.71%
CAPITAL	2,532,294	4,051,537	2,532,294	0.00%

NET COST	7,872,170	7,872,169	8,337,366	5.91%
BREAKDOWN BY HOME				
HASTINGS MANOR	4,566,159	4,566,159	4,863,566	6.51%
CENTENNIAL MANOR	3,306,012	3,306,010	3,473,800	5.08%
	7,872,170	7,872,169	8,337,366	5.91%
MUNICIPAL PARTNERS COST SHARE RECOVERY				
BELLEVILLE	3,592,110	3,647,360	3,871,577	7.78%
QUINTE WEST	2,154,203	2,126,396	2,251,694	4.53%
HASTINGS COUNTY	2,125,858	2,098,415	2,214,095	4.15%
	7,872,171	7,872,171	8,337,365	5.91%

*The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit

The 2024 budget reflect the full year staffing enhancements from 2023 in both the direct hours of care and administrative support roles. Further enhancements in direct hours of care and front-line support roles are included, along with enhancements to facility infrastructure, and replacement of critical equipment that is at end of life.

The benefit rate increased to 27.5% for Hastings Manor (2023 - 25%) and 27% for Centennial Manor (2023 – 23%) and reflects the costs for Canada Pension Plan (CPP), Employment Insurance (EI), Employer Health Tax (EHT), Workers Safety Insurance Board (WSIB), excess indemnity and occupational accident insurance, OMERS pension, Long-term Disability (LTD), Short-term Disability (STD), extended health, dental, life insurance, accidental death and dismemberment. This increase is attributable to a combination of benefit premium increases (12.6%), CPP enhancements, WSIB pressures and the potential for part-time staff to automatically enroll in the OMERS pension plan. Inflationary pressures have created increases in many areas, most notably nursing and medical supplies and dietary supplies.

PROVINCIAL REVENUE/PER DIEMS

Funding for Long-Term Care homes in Ontario is intricate, involving several designated envelopes allocated for specific costs.

PROVINCIAL SUBSIDY

Comprised of the Level of Care per diem represented in the table below. In the absence of a funding announcement for 2024/25, the 2024 values assume a 2% increase. Long-Term Care funding continues to be negatively impacted by the Ministry's Case Mix Index (CMI) funding formula, leading to a reduction in base funding. The CMI funding that we are currently receiving is based on documentation of the level of care of the residents that were residing in the homes 2 years prior. With residents entering the homes requiring higher levels of care and for an average stay of under 3

years, the level of care funding does not represent the care required for the current resident population.

Given that Long-term Care continues to work toward increasing the hours of care per resident per day to 4 hours, the homes have not reduced the staffing levels to offset the loss of revenue. The CMI after re-indexing for Hastings Manor in 2023 is 98.58, and Centennial Manor 97.86. For Hastings Manor, the loss of revenue for 2024 is \$139,000 and for Centennial Manor, the loss in revenue is \$91,000.

Per Diem	HM 2023	HM 2024	CM 2023	CM 2024
Nursing and Personal Care (CMI adjusted)	102.33	104.37	101.58	103.61
Program and Support	12.48	12.73	12.48	12.73
Raw Food	12.07	12.31	12.07	12.31
Other Accommodation	57.65	58.43	57.65	58.43
Global Level of Care	7.53	7.68	7.53	7.68
Total LOC Per Diem	192.06	195.52	191.31	194.76

CONSIDERATIONS WHEN PREPARING THE 2024 BUDGET

In preparing the 2024 budget, considerations have been made in accordance with the *Fixing Long-Term Care Act 2021* (FLTCA) and the Long-Term Care Staffing Strategy. This ensures that homes not only meet or surpass the standards outlined in the FLTCA, but also focus on enhancing recruitment and retention, expanding capabilities in essential positions, and providing meaningful and compelling opportunities for learning and professional growth.

RECREATION AND THERAPY SERVICES

The Recreation and Therapy Services budget reflects the salaries and benefits recently settled within the CUPE 1133 contract. The maximum amount of Allied Health Professional Staffing Supplemental funding provided by the Ministry of Long-Term Care (MLTC) was reached in 2022/23 with no anticipated increase for 2024.

The MLTC provincial average goal of 36 minutes per resident per day for Allied Health Professionals has been achieved at both homes.

DIETARY SERVICES

Funding for Dietary Services comes from the Other Accommodation budget subsidy, excluding Raw Food which is 100% funded. Historically, the dietary department has faced difficulties in staff recruitment and retention at Hastings Manor due to the requirement of 4-hour evening shifts. Previously, homes have experimented with various shift patterns and combinations to optimize coverage for resident meals without increasing the total hours. Inflationary supply costs and staff wage and benefit increases are reflected in the budget.

To build on the work started last year with the KPMG Long-Term Care Staffing Strategy, the following improvements have been made to address these challenges and to improve meal and nourishment service to residents as well as increase team member satisfaction.

HASTINGS MANOR (\$127,500)

At Hastings Manor, 8 daily 4-hour Dietary Aide shifts have been increased to 6 hours per day to improve the delivery of meal service and nourishment to residents. This will allow PSWs to continue to provide personal care and increase team member work life satisfaction.

CENTENNIAL MANOR (\$45,900 OFFSET BY EXPENDITURE RECOVERIES)

An addition of 4 Dietary Aide hours per day at Centennial Manor have been added, to assist with the increased workload, providing meals to Quinte Health and daily cleaning requirements. Centennial Manor is also proposing to implement a meal planning and service software that will improve service to residents which is reflected in Dietary Purchased Services.

NURSING AND PERSONAL CARE

The Nursing and Personal Care budget reflects full year salaries for positions added in 2023, as well as CUPE 1133 and non-union wage and benefit updates. The ONA collective agreement expired December 31, 2023 and negotiations are underway. The budget captures inflationary costs of nursing supplies and equipment. The 2024 budget captures dedicated supplemental funding revenue, and staffing enhancements based on a notional allocation, as the current funding announcement reflects rates up to March 31, 2024. Supplemental staffing increases and benefits are 100% funded.

HASTINGS MANOR (\$486,000)

The 2024 budget includes the addition of 4 new full time PSW positions to increase coverage on the evening shift, 2 additional full time restorative care PSW positions, which includes an additional 6 part time to backfill days off, as well as 2 additional part time 60-hour Behaviour Support PSW's to support those residents with dementia and the team. These additions take the RN/RPN/PSW direct hours of care to 3.43 hours per resident per day.

CENTENNIAL MANOR (\$324,000)

The 2024 Centennial Manor budget includes the addition of 2 full time RPN positions for Nursing Restorative, wound care and RAI backup, as well as 2 new full-time PSW positions for added coverage on the day and evening shift, along with additional part time positions to backfill the full-time days off. With the proposed additions, the RN/RPN/PSW direct hours of care will be 3.48 hours per resident per day.

HOUSEKEEPING AND LAUNDRY

Staffing for Housekeeping and Laundry remains status quo at both homes for 2024. Enhanced cleaning protocols remain in place to meet Infection Prevention and Control requirements in both homes.

Inflationary increases in supply costs and staff wage and benefit updates are captured in the 2024 budget.

GENERAL AND ADMINISTRATION

The General and Administration budget includes full year salaries for the Ward Clerk position added in 2023 at Hastings Manor and additional Ward Clerk hours at Centennial Manor as part of the Long-Term Care Staffing Plan as well as changes related to the non-union compensation adjustments.

LEGAL

Legal expenses are associated with labour negotiations and litigation. Unforeseen circumstances are challenging to anticipate, and efforts to mitigate costs are consistently considered against risk management. Further investments are included in the 2024 budget to reflect the evolving complexities and inflationary increases to purchased services.

BUILDING/FACILITY SERVICES

HASTINGS MANOR

Enhancements have been made to the staffing level by converting 2 part time positions to full time to meet the needs of the home, an increase of 22.5 hours per week. With the age of the home, additional hours are needed to ensure proper maintenance and upkeep of the building. Costs for supplies, equipment, and service contracts have been updated based on last year actuals with an inflationary increase. Utilities are forecasted based on 2023 actuals plus an approximate five percent rate increase for Hastings Manor.

CENTENNIAL MANOR

Adjustments have been made to the Maintenance Supervisor salary allocation between Centennial Manor and Community & Human Services budgets. Historically, 25% of the salary for the Maintenance Supervisor was funded through the Community and Human Services budget to provide support to the housing portfolio. The growth of the maintenance supervisor's portfolio as it relates to Centennial Manor requires refocusing and the elimination of the support provided to Housing. This has resulted in reverting the costs back to Centennial Manor for the position. Supply costs and service contracts have been updated to reflect inflationary increases. Utility costs are forecasted based on 2023 actuals plus an estimated increase of 3% for propane, 5% for electricity and 7.7% for water and sewer charges.

DEBT AND CAPITAL

HASTINGS MANOR

Capital	2023 \$	2024 \$
Capital Levy	600,712	1,637,039
Debt Repayment	1,961,000	534,244
Debt Servicing Funding	-717,483	-327,054
Total Capital	1,844,229	1,844,229

The loan to support Hastings Manor reconstruction matured in September 2023. Additional debt remains outstanding associated with capital equipment projects undertaken in 2019 and 2020, while the balance of the unfinanced debt from the Building Automation System project will be paid off in 2024. As part of the Asset Management plan, Council approved a plan to reinvest any savings from debt repayments into the capital levy.

CENTENNIAL MANOR

The loan associated with the reconstruction of Hastings Centennial Manor matured in May 2022. As part of the Asset Management plan, Council approved the reinvestment of the \$688,065 from debt payments into the capital levy.

LEVY CONTRIBUTING FACTORS

HASTINGS MANOR

The levy to support Hastings Manor is \$4,863,566 and is attributable to the following envelopes:

Hastings Manor	2024 Levy \$	Change \$
Recreation and Therapy Services	74,747	2,935
Raw Food	0	0
Nursing and Personal Care	979,307	-345,813
Other Accommodations	3,213,672	761,715
Capital	1,844,229	0
Preferred Accommodations	-1,144,229	-25,969
Other	-104,160	-95,460
Total	4,863,566	297,408

CENTENNIAL MANOR

The levy to support Centennial Manor is \$3,473,799 and is attributable to the following envelopes:

Centennial Manor	2024 Levy \$	Change \$
Recreation and Therapy Services	48,820	23,678
Raw Food	0	0
Nursing and Personal Care	775,504	-184,048
Other Accommodations	2,351,495	352,037
Capital	688,065	0
Preferred Accommodations	-362,885	-3,880
Other	-27,200	-20,000
Total	3,473,799	167,787

Service enhancements and levy relief were found through maximizing several funding envelopes. The clear pressure for both homes is associated with the insufficient amount of funds to cover the costs within the "other accommodations" specific expenses. Inflationary costs associated with maintaining the operations of the dietary, housekeeping, laundry, administration and facilities departments are not proportional to the estimated 2% increase in revenue. For example, service contracts, supplies, wages and benefits, and utilities are increasing at substantially higher percentages.

HASTINGS/QUINTE LONG-TERM CARE – HASTINGS MANOR 2024 OPERATING BUDGET

EXHIBIT G

OPERATING				
	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
WAGES	17,324,260	16,954,465	19,101,790	10.26%
FRINGE BENEFITS	4,331,065	4,489,304	5,252,991	21.29%
HEATING, HYDRO & WATER	916,250	984,762	1,036,331	13.11%
SUB TOTAL	22,571,575	22,428,531	25,391,112	12.49%
ALL OTHER EXPENSES	4,080,440	4,230,493	4,545,746	11.40%
CONTRIBUTION TO RESERVES	0	119,043	0	
COVID EXPENSES	0	392,248	0	
TOTAL EXPENDITURES	26,652,015	27,170,315	29,936,858	12.32%
REVENUE				
PROVINCIAL SUBSIDY	12,524,587	12,983,699	13,052,593	4.22%
RESIDENT-BASIC ACCOMMODATION	5,139,249	5,264,850	5,264,850	2.44%
RESIDENT-PREF. ACCOMMODATION	1,118,260	1,144,229	1,144,229	2.32%
PROVINCIAL SUBSIDY-PHYSICIAN ON-CALL	26,724	26,988	26,712	-0.04%
-COVID-19 Funding	103,700	392,248	0	-100.00%
-RAI MDS Initiative-Sustainability	136,911	136,898	140,058	2.30%
-High Needs-Nursing Per Diem	61,643	61,640	62,736	1.77%
-Medication Safety Technology	90,504	90,693	90,756	0.28%
-Direct Care Staffing	106,008	106,008	106,008	0.00%
-BSO Funding	100,008	100,008	100,008	0.00%
-Quality Attainment Premium	33,940	33,932	34,958	3.00%
-Comprehensive Minor Capital	25,296	6,324	129,696	412.71%
-RN, RPN & PSW Supplement Staffing	2,931,345	3,102,323	4,715,594	60.87%
-Allied Health Professional Staffing Supplement	391,020	406,615	504,354	28.98%
-Supporting Professional Growth Funding	37,092	10,216	33,578	-9.47%
-PSW Permanent Wage Enhancement	988,529	1,018,039	1,100,304	11.31%
-IPAC Personnel/Training/Educate			256,248	
-Recruitment Program		4,148	0	
HEALTH AND WELL BEING FUNDING	37,540	38,499	21,984	-41.44%
LOCAL PRIORITIES FUNDING	45,029	45,029	28,695	-36.27%
MISC. REVENUE (INTEREST / DONATIONS / OTHER)	32,700	200,235	48,700	48.93%
RESERVE CONTRIBUTIONS			55,460	
DONATIONS		116,568		
TOTAL REVENUE	23,930,085	25,289,189	26,917,521	12.48%
TOTAL OPERATING	2,721,930	1,881,126	3,019,337	10.93%
CAPITAL				
CAPITAL LEVY	600,712	893,944	1,637,039	172.52%
LONG TERM DEBT COST	1,961,000	2,508,572	534,244	-72.76%
PROVINCIAL DEBT SERVICING ALLOWANCE	-717,483	-717,483	-327,054	-54.42%
TOTAL CAPITAL	1,844,229	2,685,033	1,844,229	0.00%
NET COST	4,566,159	4,566,159	4,863,566	6.51%
BASED ON 2023 APPORTIONMENT RATES				
DISTRIBUTION OF NET COSTS				
	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
Based on proportionate share of beds (Resident Days)				-
BELLEVILLE	3,026,451	3,081,701	3,282,421	67.49%
Based on proportionate share of weighted assessment				
QUINTE WEST	774,935	747,128	797,214	16.39%
HASTINGS	764,773	737,330	783,932	16.12%
	4,566,159	4,566,159	4,863,566	100.00%
EXPENDITURES				
	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
RECREATION & THERAPY SERVICES				
SALARIES	806,756	727,898	794,048	-1.58%

FRINGE BENEFITS	201,689	198,689	218,363	8.27%
SALARIES - STAFFING SUPPLEMENT	335,416	327,820	395,572	17.93%
FRINGE BENEFITS - STAFFING SUPPLEMENT	83,854	78,795	108,782	29.73%
PURCHASED SERVICE - PHYSIOTHERAPY	209,484	206,528	213,171	1.76%
- OTHER	29,376	22,835	29,531	0.53%
SUPPLIES-(HOBBY/CRAFTS/RECRTN)	7,391	8,871	8,041	8.79%
EQUIPMENT - REPLACEMENTS / ADDITIONS	5,004	13,775	6,311	26.12%
EQUIPMENT - MAINTENANCE	1,710	981	1,613	-5.67%
EDUCATION/TRAINING-SUPPLIES/SER	723	633	1,018	40.80%
ATTENDANCE COSTS-TRAVEL/CONVN			0	
TUCK SHOP EXPENSES		9,010	4,274	
OTHER EXPENSES	25,235	187	0	-100.00%
EXPENDITURE RECOVERIES		-128		
DEPARTMENT TOTAL	1,706,638	1,595,894	1,780,724	4.34%

DIETARY SERVICES				
SALARIES	1,478,145	1,484,273	1,630,111	10.28%
FRINGE BENEFITS	369,536	397,018	448,280	21.31%
RAW FOOD	1,031,102	1,108,416	1,134,356	10.01%
PURCHASED SERVICES	989	1,054	1,038	4.95%
SUPPLIES	32,585	38,137	39,249	20.45%
HIGH NEEDS SUPPLIES			0	
EQUIPMENT - NEW			0	
EQUIPMENT - REPLACEMENTS	82,558	56,621	97,772	18.43%
EQUIPMENT - MAINTENANCE			0	
EDUCATION/TRAINING-SUPPLIES/SER	2,000		2,544	27.20%
ATTENDANCE COSTS-TRAVEL/CONVN			0	
OTHER EXPENSES		170	0	
EXPENDITURE RECOVERIES		-1,676	0	
DEPARTMENT TOTAL	2,996,915	3,084,013	3,353,350	11.89%

NURSING & PERSONAL CARE				
SALARIES	9,908,236	8,709,855	10,013,355	1.06%
FRINGE BENEFITS	2,477,059	2,387,796	2,753,673	11.17%
SALARIES - STAFFING SUPPLEMENT	2,345,075	2,511,789	3,698,505	57.71%
FRINGE BENEFITS - STAFFING SUPPLEMENT	586,269	590,535	1,017,089	73.49%
EDUCATION/TRAINING - STAFFING SUPPLEMENT		10,216	0	
INCENTIVE SALARIES & BENEFITS		1,018,039		
MEDICAL DIRECTOR FEES	27,704	27,704	28,191	1.76%
PHYSICIAN ON CALL FEES	26,724	26,718	27,188	1.74%
PURCHASED SERVICES	33,715	47,869	70,135	108.02%
MEDICAL & NURSING SUPPLIES	65,000	111,265	110,248	69.61%
HIGH NEEDS SUPPLIES	58,177	94,587	62,960	8.22%
INCONTINENT SUPPLIES	126,860	200,613	133,438	5.19%
EQUIPMENT - NEW	132,070	134,029	74,417	-43.65%
EQUIPMENT - REPLACEMENTS	92,989	93,614	122,365	31.59%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	8,350	3,319	7,530	-9.82%
ATTENDANCE COSTS-TRAVEL/CONVN		967	2,544	
OTHER EXPENSES			0	
EXPENDITURE RECOVERIES		-97,769		
DEPARTMENT TOTAL	15,888,228	15,871,146	18,121,638	14.06%

EXPENDITURES	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
HOUSEKEEPING SERVICES				
SALARIES	1,257,918	1,176,211	1,322,036	5.10%
FRINGE BENEFITS	314,479	315,569	363,560	15.61%
PURCHASED SERVICES	8,943	8,043	7,620	-14.79%
SUPPLIES	83,937	65,975	90,090	7.33%
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	9,845	4,366	10,284	4.46%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER				
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES		-2,274		
DEPARTMENT TOTAL	1,675,122	1,567,890	1,793,590	7.07%

LAUNDRY & LINEN SERVICES				
SALARIES	263,424	286,362	273,976	4.01%
FRINGE BENEFITS	65,856	76,597	75,343	14.41%
REPLACEMENT UNIFORMS				
PURCHASED SERVICES	200		204	2.00%
INCONTINENCE SUPPLIES				
LAUNDRY SUPPLIES	15,388	17,899	19,033	23.69%
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	14,084	6,654	12,533	-11.01%
EQUIPMENT - MAINTENANCE				
LINEN REPLACEMENT	44,766	26,318	45,391	1.40%
EDUCATION/TRAINING-SUPPLIES/SER				
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES				
DEPARTMENT TOTAL	403,718	413,830	426,480	5.64%

GENERAL & ADMINISTRATIVE				
SALARIES	614,210	583,256	648,360	5.56%
FRINGE BENEFITS	153,553	151,741	178,299	16.12%
ADVERTISING	4,030	2,208	4,030	0.00%
PURCHASED SERVICES	133,165	148,042	157,171	18.03%
COMMITTEE FEES	9,700	4,916	5,064	-47.79%
COMMON COSTS	935,800	935,800	1,024,300	9.46%
HARDWARE/SOFTWARE INTERDEPT CHARGES	35,600	35,600	48,821	37.14%
BAD DEBT EXPENSE				
AUDIT FEES	10,465	13,136	15,593	49.00%
LEGAL FEES	40,000	74,756	69,197	72.99%
POSTAGE	4,730	3,785	4,002	-15.39%
PRINTING & STATIONERY	18,200	20,971	19,345	6.29%
EQUIPMENT - NEW	5,000	5,994	5,279	5.58%
EQUIPMENT - REPLACEMENTS	5,000	6,011	4,783	-4.34%
EQUIPMENT - MAINTENANCE		1,166	0	
VEHICLE MAINTENANCE / OPERATIONS			0	
CONTRIBUTION TO RESERVE - OPERATING		119,043	0	
ASSOCIATION MEMBERSHIPS	23,266	15,247	15,691	-32.56%
EDUCATION/TRAINING-SUPPLIES/SER	19,800	10,899	22,184	12.04%
ATTENDANCE COSTS-TRAVEL/CONVN	16,000	12,014	16,261	1.63%
RECRUITMENT PROGRAM			0	
OTHER EXPENSES	10,754	29,911	15,111	40.52%
BANK CHARGES	2,000	20	500	-75.00%
EXPENDITURE RECOVERIES				
INSURANCE CLAIM EXPENSE				
DEPARTMENT TOTAL	2,041,273	2,174,516	2,253,991	10.42%

EXPENDITURES	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
BUILDING/FACILITY SERVICES				
SALARIES	315,080	332,570	325,827	3.41%
FRINGE BENEFITS	78,770	88,957	89,602	13.75%
SERVICE CONTRACTS	271,425	235,660	348,318	28.33%
EQUIPMENT - NEW	9,046	20,272	34,596	282.45%
EQUIPMENT - REPLACEMENTS	62,736	8,964	62,602	-0.21%
EQUIPMENT - MAINTENANCE	64,186	92,943	69,445	8.19%
VEHICLE OPERATIONS			0	
BUILDING REPAIRS & MAINTENANCE	117,977	189,199	105,413	-10.65%
EDUCATION/TRAINING-SUPPLIES/SER			0	
ATTENDANCE COSTS-TRAVEL/CONVN		1,909	200	
HEATING	291,250	333,108	352,094	20.89%
OTHER UTILITIES	625,000	651,654	684,237	9.48%
INSURANCE	129,450	127,217	134,700	4.06%
TELEPHONE	26,101	19,125	26,051	-0.19%
TAXES			0	
CONSULTING / ARCHITECT FEES			0	
OTHER EXPENSES			0	
EXPENDITURE RECOVERIES	-50,900	-30,798	-26,000	-48.92%
DEPARTMENT TOTAL	1,940,121	2,070,780	2,207,085	13.76%

COVID EXPENSES

SALARIES	191,109
FRINGE BENEFITS	39,302
STAFF ACCOMMODATIONS	
EQUIPMENT - MEDICAL	
EQUIPMENT - IT	374
EQUIPMENT - OTHER	72,416
CLEANING SUPPLIES	23,691
SUPPLIES PPE	32,219
OTHER EXPENSES	33,137
TOTAL	0 392,248 0
TOTAL OPERATING EXPENDITURES	26,652,015 27,170,317 29,936,858 12.32%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

HASTINGS/QUINTE LONG-TERM CARE- CENTENNIAL MANOR 2024 OPERATING BUDGET

EXHIBIT H

OPERATING				
	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
EXPENDITURES				
WAGES	8,331,610	8,056,256	9,228,142	10.76%
FRINGE BENEFITS	1,916,271	2,056,304	2,491,598	30.02%
HEATING, HYDRO & WATER	449,625	432,803	453,534	0.87%
SUB TOTAL	10,697,506	10,545,363	12,173,274	13.80%
ALL OTHER EXPENSES	2,503,514	2,375,805	2,616,618	4.52%
CONTRIBUTION TO RESERVES	0	74,293	0	
COVID COSTS	0	242,097	0	
TOTAL EXPENDITURES	13,201,020	13,237,558	14,789,892	12.04%
REVENUE				
PROVINCIAL SUBSIDY	5,522,471	5,922,262	5,614,316	1.66%
RESIDENT-BASIC ACCOMMODATION	2,208,560	2,319,292	2,319,292	5.01%
RESIDENT-PREF. ACCOMMODATION	359,005	362,885	362,885	1.08%
PROVINCIAL SUBSIDY-PHYSICIAN ON-CALL	15,840	16,000	15,840	0.00%
-COVID-19 Funding	45,000	242,097	0	-100.00%
-RAI MDS Initiative-Sustainability	59,527	59,520	60,895	2.30%
-High Needs Nursing	26,802	26,801	27,277	1.77%
-Medication Safety Technology	39,348	39,429	39,456	0.27%
-Direct Care Staffing	106,008	106,008	106,008	0.00%
-BSO Funding	72,000		72,012	0.02%
-Quality Attainment Premium	14,757	14,753	15,199	3.00%
-Comprehensive Minor Capital	11,004	2,751	146,668	1232.86%
-RN, RPN & PSW Supplement Staffing	1,274,493	1,419,857	2,124,171	66.67%
-Allied Health Professional Staffing Supplement	170,013	83,448	232,006	36.46%
-Supporting Professional Growth Funding	16,125	5,413	14,599	-9.46%
-PSW Permanent Wage Enhancement	449,602	420,330	478,392	6.40%
-IPAC Personnel/Training/Educate			145,668	
-Nurse Practitioner	122,856	26,760	122,856	0.00%
HEALTH AND WELL BEING FUNDING	16,322		9,552	-41.48%
LOCAL PRIORITIES FUNDING	46,140		69,865	51.42%
MISC. REVENUE (RENT / OTHER)	7,200	153,622	27,200	277.78%
DONATIONS		76,824		
TOTAL REVENUE	10,583,073	11,298,052	12,004,157	13.43%
TOTAL OPERATING	2,617,947	1,939,506	2,785,735	6.41%
CAPITAL				
CAPITAL LEVY	688,065	1,366,504	688,065	0.00%
LONG TERM DEBT COST	0		0	
PROVINCIAL DEBT SERVICING ALLOWANCE	0		0	
TOTAL CAPITAL	688,065	1,366,504	688,065	0.00%
NET COST	3,306,012	3,306,010	3,473,800	5.08%

DISTRIBUTION OF NET COSTS	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
HASTINGS COUNTY	1,361,085	1,361,085	1,430,163	41.17%
QUINTE WEST	1,379,268	1,379,268	1,454,480	41.87%
BELLEVILLE - (THURLOW / QUINTE WEST ANNEX)	565,659	565,659	589,156	16.96%
TOTALS	3,306,012	3,306,012	3,473,799	100.00%

EXPENDITURES	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
RECREATION & THERAPY SERVICES				
SALARIES	365,273	404,047	364,895	-0.10%
FRINGE BENEFITS	84,013	105,891	98,522	17.27%
SALARIES - STAFFING SUPPLEMENT	138,222	68,598	182,682	32.17%
FRINGE BENEFITS - STAFFING SUPPLEMENT	31,791	14,851	49,324	55.15%
PURCHASED SERVICE - PHYSIOTHERAPY	91,080	87,930	92,683	1.76%
- OTHER	5,150	1,803	5,290	2.72%
DIETITIAN SERVICES	600	210	407	-32.17%
SUPPLIES-(HOBBY/CRAFTS/RECR TN)	1,700	1,864	1,933	13.71%
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	1,900	1,779	2,325	22.37%
EQUIPMENT - MAINTENANCE	100		509	409.00%
EDUCATION/TRAINING-SUPPLIES/SERV	1,000		916	-8.40%
ATTENDANCE COSTS-TRAVEL/CONVNT.	1,600	1,875	1,628	1.75%
VEHICLE OPERATIONS	2,000	1,628	2,035	1.75%
CLOTHING				
OTHER EXPENSES		581		
EXPENDITURE RECOVERIES		-2,325		
DEPARTMENT TOTAL	724,429	688,732	803,149	10.87%

DIETARY SERVICES				
SALARIES	670,528	673,814	757,324	12.94%
FRINGE BENEFITS	154,221	174,509	204,477	32.59%
RAW FOOD	482,864	568,275	531,987	10.17%
PURCHASED SERVICES	825	200	12,724	1442.30%
SUPPLIES	19,731	28,172	30,444	54.30%
HINF PER DIEM SUPPLIES				
EQUIPMENT - NEW				
EQUIPMENT/DISHES-REPLACEMENTS	26,130	36,054	41,457	58.66%
EQUIPMENT - MAINTENANCE	600		0	-100.00%
EDUCATION/TRAINING-SUPPLIES/SERV	1,500		4,111	174.07%
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES		117		
EXPENDITURE RECOVERIES	-84,000	-117,220	-117,038	39.33%
DEPARTMENT TOTAL	1,272,399	1,363,921	1,465,486	15.18%

NURSING & PERSONAL CARE				
SALARIES	4,811,764	4,074,005	4,814,259	0.05%
FRINGE BENEFITS	1,106,706	1,085,041	1,299,850	17.45%
SALARIES - STAFFING SUPPLEMENT	1,036,173	1,165,459	1,672,576	61.42%
FRINGE BENEFITS - STAFFING SUPPLEMENT	238,320	254,397	451,595	89.49%
EDUCATION/TRAINING - STAFFING SUPPLEMENT		5,413		
INCENTIVE SALARIES & BENEFITS		420,330		
NURSE PRACTITIONER	122,853	26,760	125,015	1.76%
MEDICAL DIRECTOR	40,857	41,528	40,857	0.00%
PHYSICIAN ON CALL FEES	15,500	15,413	15,773	1.76%
PURCHASED SERVICES	20,242	12,097	26,397	30.41%
MEDICAL & NURSING SUPPLIES	37,810	36,918	50,752	34.23%
HIGH NEEDS SUPPLIES-PER DIEM	10,232	17,730	27,373	167.52%
HIGH NEEDS SUPPLIES-CLAIMS BASED	20,000	7,688	0	-100.00%
INCONTINENT SUPPLIES	56,852	63,007	58,175	2.33%
EQUIPMENT - NEW	47,858	74,274	82,234	71.83%
EQUIPMENT - REPLACEMENTS	45,320	25,487	40,613	-10.39%
EQUIPMENT - MAINTENANCE	550		560	1.82%
EDUCATION/TRAINING-SUPPLIES/SERV	8,000	8,421	9,362	17.03%
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES		468		
EXPENDITURE RECOVERIES	-7,010	-78,148	-45,000	541.94%
DEPARTMENT TOTAL	7,612,027	7,256,288	8,670,391	13.90%

EXPENDITURES	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
HOUSEKEEPING SERVICES				
SALARIES	429,152	492,486	459,065	6.97%
FRINGE BENEFITS	98,705	128,166	123,948	25.57%
PURCHASED SERVICES	4,500		5,164	14.76%
SUPPLIES	37,453	50,811	38,503	2.80%
EQUIPMENT - NEW	400	10,588	822	105.50%
EQUIPMENT - REPLACEMENTS	11,180	6,971	10,534	-5.78%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SERV	1,000		1,119	11.90%
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES				
EXPENDITURE RECOVERIES				
DEPARTMENT TOTAL	582,390	689,022	639,155	9.75%
LAUNDRY & LINEN SERVICE				
SALARIES	215,508	228,161	233,186	8.20%
FRINGE BENEFITS	49,567	59,091	62,960	27.02%
PURCHASED SERVICES				
INCONTINENT SUPPLIES				
LAUNDRY SUPPLIES	6,931	7,437	7,772	12.13%
EQUIPMENT - NEW	1,134		411	-63.76%
EQUIPMENT - REPLACEMENTS	4,074	8,209	4,347	6.70%
EQUIPMENT - MAINTENANCE				
LINEN REPLACEMENT	19,085	21,255	29,230	53.16%
EDUCATION/TRAINING-SUPPLIES/SERV	1,000		1,018	1.80%
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES				
EXPENDITURE RECOVERIES	-51,265	-63,352	-60,000	17.04%
DEPARTMENT TOTAL	246,034	260,801	278,924	13.37%
GENERAL & ADMINISTRATIVE				
SALARIES	426,008	397,929	460,222	8.03%
FRINGE BENEFITS	97,982	101,366	124,260	26.82%
ADVERTISING	2,500		2,035	-18.60%
PURCHASE OF SERVICE	79,645	80,993	94,907	19.16%
COMMITTEE FEES	2,900	4,916	5,064	74.62%
COMMON COSTS	565,900	565,900	610,300	7.85%
INSURANCE CLAIMS EXPENSE	1,350			-100.00%
INTERDEPARTMENT HARDWARE/SOFTWARE CHARGES	23,700	23,700	28,700	21.10%
BAD DEBT EXPENSE		18,143		
AUDIT FEES	5,190	7,416	7,599	46.42%
LEGAL FEES	32,500	43,576	33,072	1.76%
POSTAGE	2,750	2,009	2,035	-26.00%
PRINTING & STATIONERY	13,300	18,631	14,246	7.11%
EQUIPMENT - REPLACEMENTS	6,560	5,199	6,411	-2.27%
EQUIPMENT - NEW		324	0	
CONTRIBUTION TO RESERVES - OPERATING		74,293	0	
ASSOCIATION MEMBERSHIPS	12,150	12,966	13,605	11.98%
EDUCATION/TRAINING-SUPPLIES/SERV	12,000	7,535	12,211	1.76%
ATTENDANCE COSTS-TRAVEL/CONVNT.	16,200	13,183	14,552	-10.17%
PURCHASES FROM DONATIONS		2,530		
OTHER EXPENSES	8,000	13,211	7,886	-1.43%
BANK INTEREST CHARGES	800	366	800	0.00%
EXPENDITURE RECOVERIES		-95		
DEPARTMENT TOTAL	1,309,435	1,394,091	1,437,905	9.81%

EXPENDITURES	2023 BUDGET \$	2023 ACTUAL \$	2024 BUDGET \$	%
BUILDING / FACILITY SERVICES				
SALARIES	238,982	210,027	283,933	18.81%
FRINGE BENEFITS	54,966	54,394	76,662	39.47%
PURCHASED SERVICE- Interdepartmental Rent From NHPB	272,854	272,854	300,030	9.96%
- Interdepartmental Charges Offset to NHPB	-91,332	-91,332	-106,639	16.76%
-Service Contracts	210,370	210,163	260,275	23.72%
EQUIPMENT - NEW	104,261	106,648	24,636	-76.37%
EQUIPMENT - One Time Ministry Funded Purchases				
EQUIPMENT - REPLACEMENTS	42,903	34,473	37,443	-12.73%

EQUIPMENT - MAINTENANCE	50,250	59,895	65,274	29.90%
BUILDING REPAIRS & MAINTENANCE	91,205	60,020	99,592	9.20%
EDUCATION/TRAINING-SUPPLIES/SERV	1,377	356	0	-100.00%
ATTENDANCE COSTS-TRAVEL/CONVNT.		351		
ELECTRICITY	170,925	196,462	206,285	20.69%
GAS-PROPANE	203,700	155,111	159,764	-21.57%
WATER & SEWER	75,000	81,230	87,485	16.65%
INSURANCE PREMIUM	90,605	89,031	87,814	-3.08%
INSURANCE CLAIM / DEDUCTIBLE				
TELEPHONE	27,240	24,944	27,240	0.00%
OTHER EXPENSES	11,000		5,088	-53.75%
EXPENDITURE RECOVERIES	-100,000	-122,017	-120,000	20.00%
DEPARTMENT TOTAL	1,454,306	1,342,610	1,494,882	2.79%
COVID EXPENSES				
SALARIES		92,944		
FRINGE BENEFITS		17,801		
EQUIPMENT - MEDICAL				
EQUIPMENT - IT				
EQUIPMENT - OTHER		34,660		
CLEANING SUPPLIES				
SUPPLIES PPE		23,407		
OTHER EXPENSES		73,286		
TOTAL	0	242,098	0	
TOTAL OPERATING EXPENDITURES	13,201,020	13,237,563	14,789,892	12.04%

The 2023 Actual(s) detailed within Hastings County 2024 Budget are preliminary pending the finalization and approval of Hastings County's 2023 financial audit.

CAPITAL BUDGET

In December 2021, Council approved an update to the County's Asset Management Plan (AMP). The AMP and building condition assessments have been utilized to identify and prioritize the projects included in the current and multi-year capital plans.

The projects scheduled for 2024 are included in the capital budget schedule with a brief description and their priority level.

Capital projects were prioritized using the following categorization:

- Priority 1 Legislated/mandated, health & safety or operational failure
- Priority 2 Lifecycle management/end of life, operational efficiency or cost reductions
- Priority 3 Lifecycle replacement, scheduled end of life
- Priority 4 Service enhancement

Departments assessed Priority levels when making capital project decisions due to funding constraints. Various projects across departments were deferred for a year because of limited funding available. The deferred projects have been identified on the capital schedules.

Canada Community Building Fund (formerly Federal Gas Tax)

The Canada Community Building Fund allocation for 2024 is \$1,307,280 (2023 - \$1,311,452). It is recommended that the member municipalities are distributed the same funding as 2023 (\$1,256,808) and the County assume the 2024 reduction and retain \$50,472.

	General	Community & Human Services	Emergency Services	Long-Term Care		TOTAL
				Hastings Manor	Centennial Manor	
EXPENDITURES						
Capital Projects	\$ 1,987,737	\$ 24,538,236	\$ 6,836,200	\$ 2,619,878	\$ 1,356,274	\$37,338,325
Distribution of 2024 CCBF	1,256,808					1,256,808
CCBF Reserve Fund	50,472					50,472
Total Expenditures	3,295,017	24,538,236	6,836,200	2,619,878	1,356,274	38,645,605
REVENUE						
2023 Approved Carryforwards	207,398	1,934,952	268,200	960,000	460,000	3,830,550
CCBF Funding 2024	1,307,280					1,307,280
Ontario Community Infrastructure Fund (OCIF)						0
OPHI Funding		281,861				281,861
CMHC Retrofit Funding		1,863,256				1,863,256
COCHI Funding		1,805,828				1,805,828
Contribution from Reserves						0
Computer Reserve	750,000					750,000
Roads Reserve	120,000					120,000
General Reserves	910,339					910,339
Contingency Fund						0
Housing Reserves		3,278,445				3,278,445
HQPS Reserves			1,268,000			1,268,000
Hastings Manor Reserves				1,659,878		1,659,878
Centennial Manor Reserves					896,274	896,274
Debt		15,373,894	5,300,000			20,673,894
Total Revenue	3,295,017	24,538,236	6,836,200	2,619,878	1,356,274	38,645,605

GENERAL GOVERNMENT CAPITAL BUDGET

ROADS

PROJECT: SHOULDER REPAIRS – HIGHWAY 2 AND SHANNONVILLE ROAD

Priority: P2

Budget: \$120,000

Justification: Paving the existing gravel shoulders will minimize erosion and extend the life of the existing road surface by improving drainage and shoulder conditions and mitigate cracking and deterioration of the driving lanes. This will extend the life of the road and push back the required resurfacing by 3 – 5 years.

COUNTY ADMINISTRATION BUILDING

PROJECT: REPLACE WINDOW CAULKING

Priority: P2

Budget: \$150,000

Justification: Windows throughout the County Administration Building leak during rainstorms, causing damage to walls and windowsills. Existing caulking has reached the end of its life cycle, and will continue to leak and cause further damage to the building structure without replacement.

PROJECT: REPAIR NORTH AND SOUTH PARKING LOT RETAINING WALLS

Priority: P2

Budget: \$25,000

Justification: Existing retaining walls require repairs to continue to function and prevent ongoing deterioration of stone walls and minimize the potential for failure. This will involve the repointing of stone masonry walls to maintain the existing appearance.

PROJECT: SWIPE CARD SYSTEM

Priority: P2

Budget: \$155,000

Justification: The existing swipe card system at the County Administration Building is at the end of its life cycle. The equipment can't be replaced, and the system will not function adequately and safely in the event of a power outage. The entire system requires replacement to meet the needs of the County.

PROJECT: ADMINISTRATION BUILDING PAINTING

Priority: P3

Budget: \$75,000

Justification: The administration building was painted over 8 years ago and is due for a refreshment of the paint. This project represents year 1 of a 3-year plan, completing 1 floor per year. This will modernize the appearance of the building and brighten the interior offices and spaces.

PROJECT: ADMINISTRATION BUILDING AIR CONDITIONER UPGRADES

Priority: P2

Budget: \$39,971

Justification: Balancing the air temperature in the winter and shoulder seasons is difficult to regulate due to the system configuration of the air conditioner on days near zero degrees Celsius. This project will address the low ambient and supplemental cooling of office and interior spaces to offset the curtain wall heating output on low temperatures, near zero days.

IT INVESTMENTS

PROJECT: COMPUTER/CELL REPLACEMENT

Priority: P2

Budget: \$300,000

Justification: The Computer/Cell Replacement includes regular end user hardware life cycle replacements of desktops, laptops and mobile devices as well as M365 productivity software. Desktops, Laptops and tablet devices are replaced on a four year schedule. Mobile phones are on a two year replacement cycle. The regular replacement ensures systems can operate efficiently with little down time due to hardware failures. M365 productivity software includes the latest productivity apps, such as Microsoft Teams, Word, Excel, PowerPoint, Outlook, OneDrive as well as Electronic Documents and Records Management System Software (EDRMS).

PROJECT: HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

Priority: P2

Budget: \$450,000

Justification: The County currently uses a variety of systems and tools to manage employee data, scheduling time and attendance and payroll processing. The County recently implemented new scheduling (in 2022 for our Long-term Care operations). Human Resources continues to utilize a legacy system (1999) that does not integrate with the new systems. The Perry Group Consulting Ltd., analysis of the County's existing Human Resources Information System (HRIS) has highlighted a number of significant challenges and concerns that will need the attention and investment of time and resources of the County. Based on County Council's direction, the County has recently completed an Request for Proposal process for HRIS to meet the current and future needs that are also integrated

with the existing scheduling systems. The County is currently in the process of accessing the vendor's submissions and is conducting interviews and reference checks to find a solution that best meets the County's needs, and a phased implementation proposed for Fall 2024.

NORTH HASTINGS PROFESSIONAL BUILDING

PROJECT: REPLACE FLOOR IN VIDEO CONFERENCE / FIRESIDE LOUNGE

Priority: P3

Budget: \$40,000

Justification: The existing carpet in the fireside lounge is very old and needs to be updated with a more modern, easier to clean flooring. The carpet is at the end of its serviceable life. The new flooring will be a floating vinyl floor which will give the room a more professional and modern aesthetic.

PROJECT: REPLACE 9 HEAT PUMPS

Priority: P3

Budget: \$110,000

Justification: The current heat pumps in the Professional Building have reached their end-of-life cycle. Upgrading these heat pumps will increase efficiency in the building and limit downtime, ensuring all areas have adequate Heating, Ventilation, and Air Conditioning (HVAC). This project will replace all major heat pumps in the facility that supply heat to tenant and public spaces.

PROJECT: GENERATOR REPLACEMENT

Priority: P1

Budget: \$145,619

Justification: The existing generator at the professional building is shared between the Centennial Manor Long Term Care home, as well as the Professional Building. The existing generator doesn't have the capacity to meet the needs of both the home, and the tenants within the professional building who provide essential services. This project will be completed in sequence with the replacement of the Automatic Transfer Switches and upgrades to the distribution system.

PROJECT: GENERATOR AUTOMATIC TRANSFER SWITCH AND DISTRIBUTION SYSTEM UPGRADES

Priority: P1

Budget: \$161,798

Justification: The replacement of the generator, as well as the associated distribution system and automatic transfer switches will ensure that the home and professional building are able to meet the needs of both buildings. The completion of this project will increase the efficiency of the building's

power system, as well as simplify and better distribute the power and emergency power to both the Manor and the professional building.

PROJECT: SECURITY CAMERAS

Priority: P1

Budget: \$7,950

Justification: Additional security cameras are required to monitor common spaces within the home and professional services building. This project will add 3 additional cameras to the interior spaces, and one camera to cover the loading dock at the exterior of the professional building at which supplies for the home are delivered.

ADMINISTRATIVE/GENERAL GOVERNMENT NON-SHARED SERVICES

2024 CAPITAL EXPENDITURE BUDGET

Project	2024 Projects \$	Comments	Priority Level
County Administration Building			
Replace Window Caulking	150,000		P2
Repair North and South Parking Lot Retaining Walls	25,000		P2
Swipe Card System	155,000		P2
Admin Building Painting	75,000	One Floor (year 1 of 3)	P3
Admin Building AC Upgrades	39,971		P2
Carryforwards			
Upgrades to North Elevator	96,358		P1
Perimeter Radiator Controls	75,000		P2
Total Administration Building	616,330		
IT Investments			
Computer/Cell Replacement	300,000	Life Cycle Replacement	P2
Human Resources Information System (HRIS)	450,000	Estimate, RFP underway	P2
Total IT Investments	750,000		
North Hastings Professional Building			
Replace flooring video conference/Fireside	40,000		P3
Replace 9 Heat Pumps	110,000		P3
Generator Replacement	145,619		P1
Generator Automatic Transfer Switch and Distribution System upgrades	161,798		P1
Security Cameras	7,950		P1

Carryforwards		
Elevator Modernization	36,040	P1
Total North Hastings Professional Building	501,407	
Roads Project		
Shoulder repairs - Hwy 2 & Shannonville Rd	120,000	P2
Total Roads	120,000	
TOTAL	1,987,737	
	447,765	P1 - Legislated/mandate, Health & Safety, operational failure
	1,314,971	P2 - Lifecycle Management, Operational efficiency
	225,000	P3 - Lifecycle Replacement based on useful life
	0	P4 - Service Enhancement
	1,987,737	

RESERVE					
	Roads \$	Computer \$	Capital \$	Canada Community-Building Fund (CCBF) \$	Total \$
Opening Reserve	1,205,943	768,558	2,121,344	213,819	4,309,664
2024 Contribution	283,000	360,600	379,025	60,472	1,083,097
Grants / Donations					0
Debt Financing					0
Current Year Capital Projects	-120,000	-750,000	-1,117,737		-1,987,737
Closing Reserves	1,368,943	379,158	1,382,632	274,291	3,405,024

ADMINISTRATIVE/GENERAL GOVERNMENT CAPITAL BUDGET

MULTI-YEAR FORECAST

Project	2025	2026	2027	2028	2029	Priority Level
County Administration Building						
Replace Windows (Glazing Only/Keep Frames)			204,886	211,033		P2
Replace Glass Curtain Wall (Glazing Only/Keep Frames)			191,227			P2
Replace 3 Boilers	300,000					P2
Retaining Wall Pointing	25,000			30,000		P2
Replace Fire Pump	15,000					
Replace Smoke & Heat Detectors	4,000					P1
Repair North and South Parking Lot Retaing Walls			30,000			P2
Replace/Upgrade Parking Lot Controls and Gates	5,000					P3
Repave Parking Lot		400,000				P3
Admin Building Painting	75,000	75,000				P3
Swipe Card System						P2
Total Administration Building	424,000	475,000	426,114	241,033	0	
IT Investments						
Computer/Cell Replacement	309,000	318,270	327,818	337,653	347,782	P2
Server Room UPS	45,000					P2
Network Infrastructure Admin Building	100,000	100,000				P2
Total IT Investments	454,000	418,270	327,818	337,653	347,782	

North Hastings Professional Building					
Roof Replacement		352,925			P3
Replace Sheet Flooring	50,880				P3
Ceiling Tile Replacement			55,618		P3
Replace VCT Flooring Tiles				70,000	P3
Repave Driveway			165,360		P3
Repaving Parking Lots			141,510		P3
Repoint Brickwork and Parging				30,000	P3
Repair Siding				71,500	
Total North Hastings Professional Building	50,880	352,925	362,488	30,000	141,500
Roads Project					
Repave Hwy 2 Section 1C (Windmill Corner)		1,738,400			P3
Salmon River Bridge Repairs (Old Hwy 2)		561,000			P3
Cape Seal Hwy 2 Section 2 (Deseronto Westerly)	82,000				P3
York Road Bridge Repairs	561,000				P1
Repave Hwy 2 Section 1A (Milltown Rd)		1,455,000			P3
Cape Seal Bayshore Rd Section 3			101,000		P3
Repave Shannonville Rd Section 4A				546,000	P3
Total Roads	643,000	3,754,400	101,000	546,000	0
TOTAL	1,571,880	5,000,595	1,217,420	1,154,686	489,282

	Roads	Computer	Capital	Canada Community- Building Fund (CCBF)	Total
Opening Reserve, 2025	1,368,943	379,158	1,382,632	274,291	3,405,024
Contribution	283,000	371,418	279,025	60,472	993,915
Capital Expenditures	-643,000	-454,000	-474,880		-1,571,880
	1,008,943	296,576	1,186,777	334,763	2,827,059
Opening Reserve, 2026	1,008,943	296,576	1,186,777	334,763	2,827,059
Contribution	283,000	382,561	279,025	60,472	1,005,058
Capital Expenditures	-3,754,400	-418,270	-827,925		-5,000,595
	-2,462,457	260,867	637,877	395,235	-1,168,478
Opening Reserve, 2027	-2,462,457	260,867	637,877	395,235	-1,168,478
Contribution	283,000	394,037	279,025	60,472	1,016,534
Capital Expenditures	-101,000	-327,818	-788,602		-1,217,420
	-2,280,457	327,086	128,301	455,707	-1,369,364
Opening Reserve, 2028	-2,280,457	327,086	128,301	455,707	-1,369,364
Contribution	283,000	405,858	279,025	60,472	1,028,355
Capital Expenditures	-546,000	-337,653	-271,033		-1,154,686
	-2,543,457	395,292	136,293	516,179	-1,495,694
Opening Reserve, 2029	-2,543,457	395,292	136,293	516,179	-1,495,694
Contribution	283,000	418,034	279,025	60,472	1,040,531
Capital Expenditures	0	-347,782	-141,500		-489,282
	-2,260,457	465,544	273,818	576,651	-944,445

COMMUNITY AND HUMAN SERVICES CAPITAL BUDGET

HOUSING

PROJECT: UPGRADE EXTERIOR LIGHTING – NORTH PARK ST, BELLEVILLE

Priority: P2

Budget: \$110,000

Justification: The exterior lighting is original to the complex. Upgrading the lighting and adding new LED fixtures will result in reduced maintenance, energy cost savings & improved lighting for the complex.

PROJECT: LED LIGHTING RETROFITS – MULTIPLE PROPERTIES:

27 & 47 WELLINGTON ST, MADOC; 24 BROWN ST, BELLEVILLE; 45 CRESWELL DR, TRENTON;
25 STATION ST, BANCROFT

Priority: P2

Budget: \$167,000 (for above listed buildings, total)

Justification: Most of the common area interior lighting in the building is original CFL and in need of replacement. Upgrading these light fixtures to LED will result in reduced maintenance, energy cost savings & improved lighting for the building.

PROJECT: REPLACE WATER RECIRCULATION LINES, CEILING & LED LIGHTING – 43
MATTHEW ST, MARMORA

Priority: P2

Budget: \$193,600

Justification: The original copper water lines in the drywall ceiling of the hallway have eroded and result in numerous leaks causing damage, interruptions, and increased maintenance costs. Installing new modern piping and insulation will lead to better energy efficiency and a new T-bar ceiling will provide clean, easy access for servicing other building components.

PROJECT: INSTALLATION OF NEW CAMERAS – VARIOUS LOCATIONS

Priority: P1

Budget: \$42,000

Justification: These cameras will serve to enhance security and expand the previous large-scale camera modernization project recently completed.

PROJECT: MAIN ELECTRICAL PANEL REPLACEMENT – 204 CHURCH ST, STIRLING

Priority: P2

Budget: \$24,000

Justification: The electrical panels are original to the building and parts are no longer made for them. The upgrade will make future repairs possible and consolidate multiple outdated joined panels.

PROJECT: FURNACE & WATER HEATER REPLACEMENTS – VARIOUS PROPERTIES

Priority: P1

Budget: \$350,000

Justification: This item is for replacement of furnaces and water heaters as they fail operationally or fail inspections. It is in lieu of blanket scheduled replacements and directs funds to where the need exists.

PROJECT: WINDOW AND EXTERIOR DOOR REPLACEMENTS – 25 STATION ST, BANCROFT; YORK & KENT ST, TRENTON; 245 BRIDGE ST W, BELLEVILLE

Priority: P2

Budget: \$990,000 (for above listed buildings, total)

Justification: The windows and doors at these locations are old and beyond their useful service life. Replacement with new energy efficient units will result in improved comfort for the occupants and reduced energy costs.

PROJECT: WINDOW REPLACEMENTS – 24 BROWN ST, BELLEVILLE; 59 RUSSELL ST, BELLEVILLE; 27&47 WELLINGTON ST, MADOC; 45 CRESWELL, TRENTON; 7 TURNBULL ST, BELLEVILLE; ELGIN/TRIPP/WEST MOIRA, BELLEVILLE; MARSH DR, BELLEVILLE; GOULD ST, TRENTON; JANLYN CR, BELLEVILLE

Priority: P2

Budget: \$1,709,900 (for above listed buildings, total)

Justification: The windows at these locations are old and beyond their useful service life. Replacement with new energy efficient units will result in improved comfort for the occupants and reduced energy costs.

PROJECT: EXTERIOR DOOR REPLACEMENTS – NORTH PARK ST, BELLEVILLE; TRACEY PARK DR, BELLEVILLE; 45 CRESWELL DR, TRENTON

Priority: P2

Budget: \$459,700

Justification: The doors at these locations are old and beyond their useful service life. Replacement with new energy efficient units will result in improved comfort for the occupants and reduced energy costs.

PROJECT: TWEED COMMON AREA FLOORING – 23 MCCAMON ST, TWEED

Priority: P1

Budget: \$70,000

Justification: The flooring in the common areas of this building is past its service life and requires replacement throughout.

PROJECT: KITCHEN AND BATHROOM REPLACEMENTS – VARIOUS LOCATIONS

Priority: P1

Budget: \$530,000

Justification: This item is for replacement of these areas based on operational failure.

PROJECT: UNIT INTERIOR MISC REPAIRS – JANLYN CRES, BELLEVILLE

Priority: P1

Budget: \$200,000

Justification: This row of townhouses was heavily damaged by previous tenants. Some units require gutting to bare studs and replacement of wiring/insulation etc. in addition to normal vacant unit renovations.

PROJECT: CORRIDOR FLOORING REPLACEMENT – 21 ALBERT ST, FRANKFORD

Priority: P1

Budget: \$20,100

Justification: The flooring in the corridors of this building is beyond its useful service life and requires replacement.

PROJECT: CORRIDOR FLOORING REPLACEMENT – 315 EDMON ST, DESERONTO

Priority: P1

Budget: \$20,100

Justification: The flooring in the corridors of this building is beyond its useful service life and requires replacement.

PROJECT: COMMON ROOM FLOORING REPLACEMENT – 43 MATTHEW ST, MARMORA

Priority: P2

Budget: \$20,692

Justification: The flooring in the common room of this building is beyond its useful service life and requires replacement.

PROJECT: COMMON AREA REPAIRS – 25 STATION

Priority: P2

Budget: \$45,000

Justification: This project is to enhance the various aspects of the common areas. Items such as common room cabinetry, common washroom updates, misc. patching & painting.

PROJECT: SIDEWALK REPLACEMENTS – 245 BRIDGE ST W, BELLEVILLE

Priority: P2

Budget: \$275,000

Justification: The walkways around the property are beyond their useful service life and require replacement. There is currently no pedestrian pathway from the front entryway to the city sidewalk/bus shelter. This project will also include an accessible walkway from the municipal sidewalk to the front entryway.

PROJECT: PARKING LOT REPAVING, CURBS & DRAINAGE (DESIGN ONLY) – 25 STATION ST. BANCROFT

Priority: P2

Budget: \$20,000

Justification: This building is situated at the bottom of a hill and has poor grading & drainage throughout the property that results in occasional flooding inside of residents' units. This year, Jewell Engineering will undertake design work for a new plan to mitigate this situation, and the site work itself is slated for 2025.

PROJECT: PARKING LOT RE-PAVING – 204 CHURCH ST, STIRLING

Priority: P2

Budget: \$237,400

Justification: The asphalt at this property is in poor shape and requires replacement. A heavy-duty drive lane and addressing poor site drainage will be part of this project.

PROJECT: SIDEWALK REPAIRS – 7 TURNBULL ST, BELLEVILLE

Priority: P2

Budget: \$35,000

Justification: The sidewalk at the rear of this property has poor grading and is becoming hazardous for pedestrians. An updated location will enable remedy to the grading issue and provide occupants safer, more direct access to the building.

PROJECT: VEHICLE REPLACEMENT – HOUSING SERVICES VAN

Priority: P3

Budget: \$65,000

Justification: This is a scheduled end of life replacement of one of the cargo vans used by the Maintenance Specialists to service the social housing portfolio.

PROJECT: SOUTH STREET 32 UNIT APARTMENT BUILDING - TRENTON

Priority: P4

Budget: \$17,018,092

Justification: The land for this project was purchased from Quinte West and an Architect retained to provide a permit set of drawings. The Site Plan Control is expected to be approved in March 2024 with the permit set of plans ready for submission approximately the same time. Funding application(s) opportunities will continue to be explored for this project.

COMMUNITY & HUMAN SERVICES 2024 CAPITAL EXPENDITURE PLAN

Project	Location	2024 Projects	CMHC 30% Funded Projects	70% Municipal Cost	Priority Level
Mechanical/Electrical Systems					
Upgrade Exterior Lighting	North Park	110,000	33,000	77,000	P2
LED Lighting Retrofit	27 Wellington	25,000	7,500	17,500	P2
LED Lighting Retrofit	47 Wellington	30,000	9,000	21,000	P2
Replace Water Recirculation Lines, Ceiling & LED Lighting	43 Matthew	193,600	58,080	135,520	P2
Installation of New Cameras (COCHI/OPHI Funded 100%)	Various Locations	42,000			P1
Main Electrical Panel Replacement (COCHI/OPHI Funded 100%)	204 Church	24,000			P2
Furnace & Water Heater Replacements	Various Locations	350,000	105,000	245,000	P1
LED Lighting Retrofit	24 Brown	31,200	9,360	21,840	P2
LED Lighting Retrofit	45 Creswell	41,500	12,450	29,050	P2
LED Lighting Retrofit	25 Station	40,000	12,000	28,000	P2
Exterior Repairs					
Window & Door Replacement	24 Brown	325,000	97,500	227,500	P2
*2 Window Replacement	59 Russell	250,000	75,000	175,000	P2
*2 Window & Door Replacement	25 Station	325,000	97,500	227,500	P2
*2 Window Replacement	47 Wellington	56,000	16,800	39,200	P2
*2 Window Replacement	27 Wellington	45,000	13,500	31,500	P2
* Window & Door Replacement	York & Kent	435,000	130,500	304,500	P2
* Window Replacement	45 Creswell	290,000	87,000	203,000	P2
* Window & Door Replacement	245 Bridge	230,000	69,000	161,000	P2
* Window Replacement	7 Turnbull	110,000	33,000	77,000	P2
Replace Entrance Doors	North Park	189,700	56,910	132,790	P2
Replace Exterior Doors (front doors only)	46 Tracey Park	120,000	36,000	84,000	P2
Window Replacement	Elgin Tripp	300,000	90,000	210,000	P2
Window Replacement	Marsh	95,000	28,500	66,500	P2
Window Replacement	Gould	200,000	60,000	140,000	P2

Window Replacement	Janlyn	38,900	11,670	27,230	P2
Replace Balcony Patio Doors	45 Creswell	150,000	45,000	105,000	P2
Interior Repairs					
Tweed Common Area Flooring (Halls, Common, Stairwells)	23 McCamon Tweed	70,000			P1
Kitchen and Bathroom Replacements	Various Locations	530,000			P1
Unit Interior Misc Repairs (COCHI/OPHI Funded 100%)	Janlyn Townhouses	200,000			P1
Corridor Flooring Replacement (COCHI/OPHI Funded 100%)	21 Albert	20,100			P1
Corridor Flooring Replacement (COCHI/OPHI Funded 100%)	315 Edmon	20,100			P1
Common Room Flooring Replacement (COCHI/OPHI Funded 100%)	43 Matthew	20,692			P2
Common Area Repairs (COCHI/OPHI Funded 100%)	25 Station	45,000			P2
Site Work					
Sidewalk Replacements	245 Bridge	275,000	82,500	192,500	P2
Parking Lot Repaving Curbs & Drainage (Design Only)	25 Station	20,000	6,000	14,000	P2
** Parking Lot Repaving	Stirling	237,400			P2
Sidewalk Repairs (COCHI/OPHI Funded 100%)	7 Turnbull	35,000			P1
Elevators and Lifts					
Roof Replacement					
Vehicle Replacement					
Vehicle Replacement (x1)	Housing Service Van	65,000			P3
New Construction					
South Street 32 Unit Apartment Building	Quinte West	17,018,092			P4
		22,603,284	1,282,770	2,993,130	

2024 Capital Budget

1,267,200	P1 - Legislated/mandate, health & safety, operational failure
4,252,992	P2 - End of Useful life; Lifecycle management, cost reduction if completed, operational efficiency
65,000	P3 - Lifecycle replacement, scheduled end of life
17,018,092	P4 - Service enhancement

22,603,284

Carry forward Capital Projects

1,934,952

24,538,236

RESERVE	
Opening Reserve	6,684,194
2024 Contribution	2,719,800
OPHI Ontario Renovations Capital Funding 2024	281,861
COCHI repair component funding 2024	539,714
CMHC Retrofit Funding Recognized in 2024	1,863,256
COCHI New Capital 2024	1,266,114
Debt Financing South St. Quinte West	15,373,894
Capital Projects	(24,538,236)
Closing Reserves	\$ 4,190,596

COMMUNITY & HUMAN SERVICES 2024 CAPITAL EXPENDITURE PLAN

CARRY FORWARD PROJECTS

Project	Location	Budgets Approved by Council	Additional Budget Request to Complete	Expenses Incurred to Dec 31, 2023	Projected Future Spending to Complete	Priority Level
New Construction						
Elevators and Lifts						
Lift Replacement with Elevator - CMHC Retrofit Funded	25 Station	600,000			600,000	P2
Elevator Rehabilitation - CMHC Retrofit Funded	24 Brown	150,000		106,000	44,000	P2
Electrical/Mechanical						
*** HVAC Replacement - 2 Units - CMHC Retrofit Funded	25 Wellington	335,000		300,000	35,000	P2
MUA Unit Upgrade with AC - CMHC Retrofit Funded and OPHI \$281K funds	25 Station	350,000	256,000	100,000	506,000	P2
Exterior Repairs						
**Balcony Repair & Railing - CMHC Retrofit Funded	247 Bridge St W	449,952			449,952	P1
Interior Repairs						
Unit Rehabilitation Stage 5 (7 units)& elevator - CMHC Retrofit Funded	23 McCamon	1,400,000		1,100,000	300,000	P1

Site Work

CARRYFORWARD CAPITAL PROJECTS BUDGET

3,284,952

256,000

1,606,000

1,934,952

COMMUNITY & HUMAN SERVICES 2024 CAPITAL BUDGET

MULTI-YEAR FORECAST

Project	Location	Priority	Estimated Cost in 2024 Dollars	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	Debt Finance
2025									
30% Funded by CMHC Retrofit Program									
Parking Lot Repaving Curbs & Drainage (design costs in 2024 = \$20K)	25 Station	P2	1,080,000	1,100,500					
Replace Windows & Doors	25 Wellington	P2	350,000	363,400					
Window & patio door Replacement	247 Bridge	P2	300,000	311,500					
Window Replacement (north building only)	23 McCamon	P2	150,000	155,800					
Window Replacement	Tracey Park	P2	236,000	245,100					
Window & Door Replacement	315 Edmon	P2	200,000	207,700					
Replace Water Recirculation Lines, Ceiling & LED Lighting	204 Church	P2	90,000	93,500					
MUA Unit Replacement incl A/C	23 McCamon	P3	79,900	83,000					
Furnace & Water Heater Replacements	Various Locations	P1	350,000	363,400					
Non-CMHC Funded Projects									
Kitchen and Bathroom Replacements	Various	P1	530,000	550,300					
Main & Unit Electrical Panel Upgrades	43 Matthew	P3	90,500	94,000					
Replace Main & Sub electrical Panels	21 Albert	P3	58,200	60,400					
Repave Parking Lot	247 Bridge	P3	192,300	199,700					
Replace Interior Doors	5 Turnbull	P3	101,600	105,500					
Replace Main Electrical Panel	25 Station	P3	65,900	68,400					
Vehicle Replacement (X1)	Housing Maintenance	P3	65,000	67,500					
*Replace Vinyl Siding, Soffits & Eavestrough	Pine	P3	292,200	297,800					
*Repave Parking Lots	Pine	P3	360,100	366,900					
*Repave Parking Lot	245 Bridge	P3	173,500	176,800					
*Replace Unit & Common Area Doors	47 Wellington	P3	81,500	83,000					
*Ceiling tile Replacement	25 Wellington	P3	53,900	54,900					
*Replace Ceiling Tile	7 Turnbull	P3	52,900	53,900					
** Fencing Replacement	59 Russell	P3	210,000	214,000					
** Parking Lot Repaving	Elgin Tripp W Moira	P3	175,300	178,600					
** Fencing Replacement	Elgin Tripp W Moira	P3	150,000	152,900					
** Parking Lot Repaving	North Park	P3	324,000	330,200					
** Repave Parking Lots	Pine Street	P3	366,900	373,900					
2026									
30% Funded by CMHC Retrofit Program									
Furnace & Water Heater Replacements	Various Locations	P1	350,000		370,300				
Exterior Lighting	Gould	P2	120,900		127,900				
Exterior Lighting	424 Bleecker	P2	112,000		118,500				
Common Area Lighting Upgrades	5 Turnbull	P2	110,700		117,100				
Exterior Lighting	Pine	P2	95,700		101,300				

Make Up Air Unit Replacement incl A/C	5 Turnbull	P3	285,500	302,100
Make Up Air Unit Replacement incl A/C	485 Bridge St E	P3	162,300	171,700
Make Up Air Unit Replacement incl A/C	7 Turnbull	P3	123,200	130,400
Make Up Air Unit Replacement incl A/C	315 Edmon	P3	89,600	94,800
Non-CMHC Funded Projects				
sprinkler System Upgrades	25 Wellington	P1	84,000	88,900
Sprinkler System Upgrades	236 Dundas	P1	56,000	59,300
Sprinkler System Upgrades	315 Edmon	P1	56,000	59,300
Repave Driveway	Brant Green Main	P3	170,300	180,200
Entry & Unit Door Replacement	25 Wellington	P3	226,700	239,900
Primary Electrical Supply Panel	245 Bridge St E	P3	223,900	236,900
Patio Replacements	North Park	P3	218,300	231,000
Entry & Unit Doors	236 Dundas	P3	203,800	215,600
Entry & Unit Doors	24 Brown	P3	179,100	189,500
Common Area Floor Replacement	25 Wellington	P3	167,400	177,100
Upgrade Intercom System	245 Bridge St E	P3	139,900	148,000
Entry & Apartment Doors	23 McCamon	P3	126,500	133,800
Replace Unit Electrical Panels (north wing only)	23 McCamon	P3	123,200	130,400
Entry & Service Door Replacement	185 Cannifton	P3	87,300	92,400
Hydronic Heating	185 Cannifton	P3	84,000	88,900
Hot Water Boiler	24 Brown	P3	78,400	83,000
Make Up Air Unit Replacement	24 Brown	P3	78,400	83,000
Hot Water Boiler Tanks	139 Ontario	P3	77,300	81,800
Patio Replacements	245 Bridge St E	P3	67,200	71,100
Replace Hot Water System	25 Wellington	P3	58,200	61,600
Replace Hot Water System	45 Creswell	P3	53,200	56,300
Vehicle Replacement (x1)	Housing Maintenance	P3	65,000	68,800
Kitchen and Bathroom Replacements	Various	P1	530,000	560,800
2027				
Annual Camera Licencing Fee (every 5 years)	All Housing Sites	P1	52,659	56,800
Replace electrical Distribution Panels	Elgin Tripp	P3	82,500	89,000
Ceiling Tile Replacement	25 Station	P3	82,100	88,500
Driveway & Sidewalk Repaving	Marsh	P3	94,000	101,400
Make Up Air Unit Replacement incl A/C	47 Wellington	P3	175,000	188,700
Make Up Air Unit Replacement incl A/C	27 Wellington	P3	175,000	188,700
Vehicle Replacement (x1)	Housing Maintenance	P3	65,000	70,100
Kitchen and Bathroom Replacements	Various	P1	530,000	571,400
Furnace & Water Heater Replacements	Various Locations	P1	350,000	377,400
2028				
Replace Hallway Flooring	185 Cannifton	P3	45,000	49,400
Replace Entry & Stairwell Doors	25 Station	P3	68,600	75,400
Replace Hot Water Recirculating Pump	25 Station	P3	1,500	1,600
Upgrade Common Washrooms	24 Brown	P3	10,000	11,000
Replace 2 Hot Water Recirculating Pumps	24 Brown	P3	3,000	3,300

Repair Fin-Tube Radiant Heaters	24 Brown	P3	180,000			197,800			
Replace Sidewalks	40 Mill St	P2	35,000			38,500			
Replace Sidewalks	21 Albert	P2	35,000			38,500			
Replace Common Area Doors	45 Creswell	P3	84,000			92,300			
Replace Sidewalks	24 Creswell	P3	6,000			6,600			
Replace Unit Entry Doors	236 Dundas	P3	55,000			60,400			
Replace Vinyl Siding	23 McCamon	P3	14,000			15,400			
Reparging	Elgin Tripp	P3	14,000			15,400			
Replace Sidewalks	North Park	P3	145,000			159,300			
Parking Lot Repairs	Tracey Park	P3	25,000			27,500			
Kitchen and Bathroom Replacements	Various	P1	530,000			582,300			
Furnace & Water Heater Replacements	Various Locations	P1	350,000			384,500			
2029									
Vehicle Replacement (x1)	Housing Maintenance	P3	65,000			72,800			
Repoint Brickwork	York & Kent	P3	85,000			95,200			
Repoint Brickwork	Brant Green Main	P3	40,000			44,800			
Repoint Brickwork & Parging	Janlyn	P3	25,000			28,000			
Kitchen and Bathroom Replacements	Various	P1	530,000			593,400			
Furnace & Water Heater Replacements	Various Locations	P1	350,000			391,800			
Replace Front Steps	York & Kent	P1	330,000			369,500			
Total			15,416,059	6,352,600	4,871,700	1,732,000	1,759,200	1,595,500	0

	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$
Opening Reserve	4,190,596	1,346,562	-380,884	624,820	1,658,079
Contribution	2,631,396	2,684,024	2,737,704	2,792,458	2,848,308
Grants					
CMHC Retrofit Funding Recognized (2023-2025)	877,170	460,230			
Debt Finance - CMHC RetroFit Program					
Expenditures	-6,352,600	-4,871,700	-1,732,000	-1,759,200	-1,595,500
Closing Reserve	1,346,562	-380,884	624,820	1,658,079	2,910,886

- P1 - Legislated/mandate, health & safety, operational failure
- P2 - End of Useful life; Lifecycle management, cost reduction if completed, operational efficiency
- P3 - Lifecycle replacement, scheduled end of life
- P4 - Service enhancement

**HASTINGS/ QUINTE EMERGENCY SERVICES CAPITAL BUDGET
PARAMEDIC SERVICES**

HASTINGS/QUINTE PARAMEDIC SERVICES 2024 CAPITAL EXPENDITURE PLAN

Project	2024 Projects \$	Comments	Priority Level
Hastings/Quinte			
Ambulances (5)	875,000	Estimate of \$245,000 per vehicle	P1
Emergency Response Vehicles (2 x SUVs includes conversion)	280,000		P2
Computer Replacement	36,000	6 Tough Books for ERVs	P2
Emergency Response Vehicles Conversion (2 x F250)	77,000		P2
Carryforwards			
Emergency Response Vehicles (2 x F250)	154,200	F250 replacement	P2
Stirling EMS Base	5,200,000	Construction	P4
Stirling EMS Base - Furniture & Computer Equipment	100,000		P4
Computer Replacement	84,000	14 Tough Book Replacement	P2
Ambulance Equipment	30,000	Defib	P1
Total Hastings/Quinte	<u>6,836,200</u>		
Prince Edward County			
Power Load x 2	70,000		
Power stretcher x 2	60,000		

Computer Replacement	12,000	
Total Prince Edward County	142,000	
	905,000	P1 - Legislated/mandate, health and safety, operational failure
	631,200	P2 - Lifecycle Management; efficiency/cost reduction if completed
	0	P3 - Lifecycle replacement, scheduled replacement
	5,300,000	P4 - Service enhancement
	6,836,200	
RESERVE		
Opening Reserve	787,521	
2024 Contribution	1,400,000	
Grant / Debt Financing	5,300,000	
Capital Expenditures	-6,836,200	
Closing Reserves	651,321	

HASTINGS/QUINTE PARAMEDIC SERVICES CAPITAL BUDGET

MULTI-YEAR FORECAST

Project	2025	2026	2027	2028	2029	Priority
Hastings/Quinte						
# Ambulances to be replaced	5	5	5	5	5	
Ambulances (3% Inflation Factor)	1,261,750	1,299,603	1,338,591	1,378,748	1,420,111	P2
Power Loads	595,000					P2
Emergency Response Vehicles						P2
Maintenance vehicle (transit van)	51,500					P2
Admin Vehicles		63,654				P2
Computer Replacement (Tough Books)				132,490		P2

Power Stretchers	540,000					P2
Bancroft Base Roofing	86,000					P3
Defibrillators	793,100					P3
Total Hastings/Quinte	\$ 3,327,350	\$ 1,363,257	\$ 1,338,591	\$ 1,511,238	\$ 1,420,111	
Prince Edward County						
Ambulances (1)		259,921				P2
Power Stretchers						P2
Power Loads						P2
Defibrillators	72,100					P2
Total PEC	\$ 72,100	\$ 259,921	\$ -	\$ -	\$ -	
Opening Reserve	651,321	-1,226,029	-1,089,286	-877,877	-789,115	
Contribution	1,450,000	1,500,000	1,550,000	1,600,000	1,650,000	
Grants / Debt						
Capital Expenditures	-3,327,350	-1,363,257	-1,338,591	-1,511,238	-1,420,111	
Closing Reserve	-1,226,029	-1,089,286	-877,877	-789,115	-559,225	

HASTINGS/QUINTE LONG-TERM CARE CAPITAL BUDGET HASTINGS MANOR

PROJECT: RESIDENT BED REPLACEMENT

Priority: P1

Budget: \$250,000

Justification: This project represents year 2 of completing the replacement of all the resident beds at Hastings Manor. The project was started in 2023 and an RFP was awarded.

PROJECT: DOOR SECURITY ALARM UPGRADE

Priority: P1

Budget: \$65,000

Justification: The fob system that controls door access is obsolete. Parts for the existing system are hard to find and are often in used condition when found. This project will enhance the door control system to a newer technology that will address the needs of the home without a full system replacement.

PROJECT: SECURITY CAMERA SYSTEM UPGRADES

Priority: P2

Budget: \$134,400

Justification: The existing security camera system does not meet the needs of the home and has reached the end of its life cycle. This project will enhance the security cameras at the site and improve the access to the system remotely and greatly improve the home's ability to monitor and assist in controlling access to the home.

PROJECT: HALLWAY PAINTING

Priority: P2

Budget: \$80,000

Justification: This project represents the 3rd floor of 4 to be completed. The painting of hallways started in 2022 as part of the capital budget and this is the continuation of this project.

PROJECT: HANDRAIL AND WALL PROTECTION (1ST FLOOR AND SPA ROOMS)

Priority: P2

Budget: \$150,000

Justification: This project will conclude the handrail and wall protection update per ministry requirement by replacing the existing wooden handrails with new anti-bacterial and anti-microbial

handrails on the ground floor and in the spa rooms on each floor. The resident corridors and common areas were completed in previous budget years.

PROJECT: LED LIGHTING RETROFIT

Priority: P2

Budget: \$770,000

Justification: The lighting in the building is outdated fluorescent lighting and replacing these fixtures with high efficiency LED lighting will pay for the cost of the lights in 4.5 years in energy consumption reduction. The added benefit in a reduction of \$32,000 in maintenance costs annually on fixture replacements will also benefit the operating budget of the building.

PROJECT: NURSE PORTABLE PHONE REPLACEMENT AND MEDALLIONS

Priority: P1

Budget: \$125,000

Justification: The nurse phones are a necessity to the safety of residents. The phones receive alerts for unlocked exit doors, emergency bells, etc. The support and parts for the current phones became obsolete and have become unreliable. To ensure appropriate communication that is best for the safety of residents, an upgrade to the system is required. The medallions are an added feature that allows residents to go for walks in the yard and have the piece of mind of a call bell while outside.

PROJECT: EYE WASH STATIONS

Priority: P1

Budget: \$58,614

Justification: The eye wash stations need to be replaced to meet ministry requirements. There are 12 eye wash stations at the manor that need to be upgraded to meet legislation and keep them home-compliant.

PROJECT: FLOOR REPAIRS

Priority: P1

Budget: \$26,865

Justification: The second-floor resident area flooring requires repair from the initial installation. The work has passed the warranty period before the deterioration was properly inspected and must be addressed.

HASTINGS MANOR 2024 CAPITAL EXPENDITURE PLAN

Project	2024 Projects \$	Comments	Priority Level
Resident Bed Replacements	250,000		P1
Door Security Alarm Upgrade **	65,000		P1
Security Camera System Upgrades	134,400		P2
Hallway Painting	80,000	One floor	P2
Handrail and Wall Protection (1st floor, spa room)	150,000		P2
LED Lighting Retrofit* (full building)	770,000		P2
Nurse Portable Phone Replacements and Medallions	125,000		P1
Eye Wash Stations	58,614		P1
Floor Repair (2nd floor)	26,865		P1
Carry Forwards			
Tub Replacements & Tub Room Makeover (2023)	10,000		P1
Resident Bed Replacements (2023)	250,000		P1
Resident Room Floor Replacements ** (2023)	240,000		P2
Hallway Painting (2023)	80,000	One floor	P2
Window Caulking (2023)	180,000		P2
Hand Rails and Wall Protection (2022)	70,000		P1
Hallway Painting (2022)	80,000	One floor	P2
Resident Room Floor Replacements (2022)	50,000		P2
Total	<u>2,619,878</u>		
	855,478	P1 - Legislated/mandate, health and safety, operational failure	
	1,764,400	P2 - Lifecycle management, efficiency/cost reduction if completed	
	0	P3 - Lifecycle replacement, scheduled replacement	
	0	P4 - Service Enhancement	

	2,619,878
RESERVE	
Opening Reserve	1,771,787
2024 Contribution	1,637,039
Current Year Capital Projects	-2,619,878
Closing Reserves	788,947

HASTINGS MANOR CAPITAL BUDGET

MULTI-YEAR FORECAST

Project	2025	2026	2027	2028	2029	Priority Level
Roof	400,000					P2
Resident Room Floor Replacements **	240,000	240,000	240,000			P2
Hallway Painting	80,000	80,000				P2
Air Make Up unit		300,000	300,000	75,000		P3
Driveway Repairs/Repaving					284,109	P3
Replace Smoke Detectors	50,000					P1
Asphalt Sidewalk Repair/Replacement	45,000					P3
Kitchen Refurbishment			80,000			P3
Replace 4 Boilers				470,000		P3
Modernize 2 Passenger Elevators				800,000		P3
Modernize Service Elevator				500,000		P3
Replace Main Fire Alarm Panel	20,000					P1
Window Replacement					1,080,000	P3
	\$ 835,000	\$ 620,000	\$ 620,000	\$ 1,845,000	\$ 1,364,109	

Opening Reserve	788,947	975,015	1,396,505	1,838,824	1,077,389
Contribution	1,021,068	1,041,489	1,062,319	1,083,566	1,105,237
Capital Expenditures	-835,000	-620,000	-620,000	-1,845,000	-1,364,109
Closing Reserve	975,015	1,396,505	1,838,824	1,077,389	818,517

P1 - Legislated/mandate, health and safety, operational failure
P2 - Lifecycle management, efficiency/cost reduction if completed
P3 - Lifecycle replacement, scheduled replacement
P4 - Service Enhancement

CENTENNIAL MANOR

PROJECT: FLOORING REPAIR AND REPLACEMENT

Priority: P1

Budget: \$10,000 + (\$20,000 carryforward)

Justification: The resident room flooring is original and needs replacing. A plan was created to complete all resident room flooring upgrades in 5 years. Adjustments have been made to ensure all funding is spent on flooring when a resident room becomes available to replace the flooring. We decreased from 15 rooms to 10 yearly.

PROJECT: RESIDENT SHOWER ROOM UPGRADE

Priority: P3

Budget: \$50,000

Justification: This project is a continuation of the tub replacement program. Resident shower rooms were original and not fully accessible. Renovations have been made to two Resident Home Areas (RHA) to complete a barrier free, fully accessible shower area. The shower room upgrades remove an institutionalized feel and bring a more home feeling to the area. This project would complete the remaining two RHA's.

PROJECT: GENERATOR FUEL TANK REPLACEMENTS PHASE B

Priority: P1

Budget: \$25,000

Justification: Continuation from Generator Fuel Tank Replacement in 2023. Significant work has been completed to ensure the LTC generator is up to standards. Additional work is needed to comply with industry standards. This funding will ensure the LTC generator meets current standards.

PROJECT: SECURITY CAMERAS

Priority: P1

Budget: \$7,050

Justification: Additional security cameras are required to monitor common spaces within the home and professional services building. This project will add 3 additional cameras to the interior spaces, and one camera to cover the loading dock at the exterior of the professional building at which supplies for the home are delivered.

PROJECT: HANDRAILS REPLACEMENT

Priority: P1

Budget: \$225,000

Justification: LTC homes have removed all porous materials from high touch surfaces. Centennial Manor has a wooden topped handrail throughout the facility. Due to these changes, we are mandated to remove the existing handrail and replace with an easy to clean, non-porous material.

PROJECT: COMMERCIAL WASHER AND DRYER

Priority: P2

Budget: \$50,000

Justification: Life cycle management for laundry services. Replacing these assets will increase efficiency and limit down time. A higher volume of laundry services has been noted during 2023 as the demand for laundry has risen. The increase of a CT Scanner at Quinte Health will also bring more demand on our current laundry team. 100% uptime is needed with the laundry department to meet demands of this essential service.

PROJECT: BED REPLACEMENT

Priority: P1

Budget: \$100,000 (Year 1 of 2)

Justification: The majority of LTC beds are 15-20 years old. Mattresses have been replaced on an ongoing basis annually, but the frames and bed motors are in need of replacing. We will replace with the same beds as Hastings Manor. This is a two-year project to replace all beds in the home.

PROJECT: GENERATOR REPLACEMENT

Priority: P1

Budget: \$129,133

Justification: The existing generator at the professional building is shared between the Centennial Manor Long Term Care home, as well as the Professional Building. The existing generator doesn't have the capacity to meet the needs of both the home, and the tenants within the professional building who provide essential services. The replacement of the generator, as well as the associated distribution system and automatic transfer switches will ensure that the home and professional building are able to meet the needs of both buildings.

PROJECT: GENERATOR AUTOMATIC TRANSFER SWITCH & DISTRIBUTION SYSTEM UPGRADE

Priority: P1

Budget: \$143,482

Justification: The replacement, of the generator, as well as the associated distribution system and automatic transfer switches will ensure that the home and professional building are able to meet the needs of both buildings.

PROJECT: NETWORK SWITCH (IT)

Priority: P3

Budget: \$15,264

Justification: Scheduled life cycle replacement of Network Switch.

PROJECT: EYE WASH STATIONS

Priority: P1

Budget: \$39,076

Justification: Legislation changed late in 2023 for eye wash stations and plumbing requirements. Due to this change, the existing eye wash stations no longer meet standards. Our current areas of eye wash stations can be retrofitted to ensure they meet current standards. Quoted in late 2023 for 8 eye wash stations.

PROJECT: STEAM BOILER REPLACEMENT

Priority: P2

Budget: \$70,723

Justification: The Steam boiler introduces relative humidity into the home. It has failed and is leaking through an internal coil. The boiler is original and is showing aging deterioration. Parts are becoming obsolete for this unit. Replacing this boiler will ensure adequate relative humidity in the home throughout the winter months.

PROJECT: COMBI & CONVECTION OVENS

Priority: P2

Budget: \$31,546

Justification: Main kitchen ovens need an upgrade. This will increase efficiency for the dietary department as well as serve as a critical backup when an oven needs service or parts, allowing us to maintain meal plans in the home.

CENTENNIAL MANOR 2024 CAPITAL EXPENDITURE PLAN

Project	2024 Projects \$	Comments	Priority Level
Flooring Repair and Replacement	10,000	10 rooms per year based on room vacancy	P1
Resident Shower Room Upgrade	50,000		P3
Generator Fuel Tank Replacements Phase B	25,000		P1
Security Cameras	7,050	cost share with NHPB	P1
Handrails Replacement	225,000		P1
Commercial Washer and Dryer	50,000		P2
Bed Replacement	100,000	first year of two	P1
Generator Replacement	129,133	cost share with NHPB	P1
Generator Automatic Transfer Switch & Distribution System Upgrades	143,482	cost share with NHPB	P1
Network Switch (IT)	15,264		P3
Eye Wash Stations	39,076		P1
Steam Boiler Repair/Replacement	70,723		P2
Combi and Convection Ovens	31,546		P2
Carryforward Projects			
Laundry Room Make-Up Air	60,000		P1
Resident Park Enhancements	200,000	Phase A	P1
LED Lighting Upgrades	20,000		P2
Resident Shower Room Upgrade	50,000	sum of 2022 and 2023 projects	P3
Flooring Repair and Replacement	20,000	-	P1
Elevator Modernization - CM	74,000		P1
Elevator Modernization - 47% NHPB	36,000		P1
Total	1,356,274		
	1,068,741	P1 - Legislated/mandate, health and safety, operational failure	
	172,269	P2 - Lifecycle management, efficiency/cost reduction if completed	

	115,264	P3 - Lifecycle replacement, scheduled replacement
	0	P4 - Service Enhancement
	1,356,274	
RESERVE		
Opening Reserve	1,284,934	
2024 Contribution	688,065	
Capital Expenditures	-1,356,274	
Closing Reserves	616,725	

CENTENNIAL MANOR CAPITAL BUDGET

MULTI-YEAR FORECAST

Project	2025	2026	2027	2028	2029	Priority
Flooring Repair and Replacement	30,900	31,827	32,782	33,765		P1
Bed Replacements	100,000					P1
First Floor Replacement (Common Areas)	150,000					P1
NHPB Roof Replacement		312,971				P3
Replace Sheet Flooring	45,120					P3
Replace Fire Alarm System	40,000					P1
Tub Replacement	35,000	36,050	37,132	38,245		P2
Freight Elevator Refurbishment	115,000					P3
Public Washroom Refurbishment					45,000	P3
Repaving Driveway			146,640			P3
Repoint Brickwork and Reparging		45,000				P3
Eavestrough and Downspouts		50,000				P3
Repaving Parking Lots			125,490			P3
Security Door Swipes Resident Home Areas	104,000					P4
Exterior Siding Replacement					71,500	P3
	\$ 620,020	\$ 475,848	\$ 342,043	\$ 72,011	\$ 116,500	

Opening Reserve	616,725	698,531	938,546	1,326,683	1,999,456
Contribution	701,826	715,863	730,180	744,784	759,679
Capital Expenditures	-620,020	-475,848	-342,043	-72,011	-116,500
Closing Reserve	698,531	938,546	1,326,683	1,999,456	2,642,635

P1 - Legislated/mandate, health and safety, operational failure
P2 - Lifecycle management, efficiency/cost reduction if completed
P3 - Lifecycle replacement, scheduled replacement
P4 - Service Enhancement

SCHEDULE OF RESERVE AND RESERVE FUNDS

	Account #	2024 Opening Balance	2024 Contribution	2024 (Expense)	2024 Projected Ending Balance
COUNTY RESERVES					
General Working Funds	10-00-00-24000	3,439,281			3,439,281
Roads Capital	10-00-00-24011	1,205,943	283,000	120,000	1,368,943
Canada Community Building Fund (CCBF)	10-00-00-24025	213,819	1,317,280	1,256,808	274,291
Desktop Computer Replacement	10-00-00-24016	768,558	360,600	750,000	379,158
General Contingency	10-00-00-24022	1,687,037	68,000	25,000	1,730,037
Modernization Grant	10-00-00-24035	187,605		187,605	0
Planning Reserves	10-00-00-24003	361,144			361,144
Economic Development	10-00-00-24023	417,364		22,950	394,414
Reserve for Doctor Recruitment	10-00-00-24018	674,834			674,834
Capital Reserve	10-00-00-24030	2,121,344	379,025	1,117,737	1,382,632
Ontario Community Infrastructure Fund (OCIF)	10-00-00-24033	287,746	105,000	89,953	302,793
Community and Health Partnerships	10-00-00-24036	93,000	200,000	151,000	142,000
Insurance Premiums	10-00-00-24037	55,218			55,218
Total County Reserves		11,512,893	2,712,905	3,721,053	10,504,746
SHARED RESERVES					
WSIB Reserves					
Future WSIB Cost	10-00-00-24010	260,625			260,625
Hastings Manor WSIB Future Costs	70-00-00-24010	1,006,822			1,006,822
HQPS/CHS Future WSIB Costs	40-00-00-24010	1,030,641			1,030,641
Centennial Manor Future WSIB Costs	80-00-00-24010	581,750			581,750
POA Future WSIB Costs	15-00-00-24010	8,495			8,495
		2,888,333	0	0	2,888,333
POA					
POA Reserve (CAMS)	15-00-00-24000	50,000	15,000		65,000

Hastings/Quinte Emergency Services					
HQPS 100% Municipal Reserve	40-00-00-24030	959,555			959,555
Ambulance Equipment, Vehicles and Buildings	40-00-00-24005	787,521	1,400,000	1,536,200	651,321
		1,747,076	1,400,000	1,536,200	1,610,876
Community and Human Services					
CHS - General Contingency	40-00-00-24007	1,989,601			1,989,601
National Child Benefit Reserve	40-00-00-24008	43,159			43,159
Social Housing Capital	42-00-00-24001	6,684,194	2,719,800	5,213,398	4,190,596
Social Housing Reserve for Quinte West Housing Construction	42-00-00-24007	378,198	1,056,664		1,434,862
		9,095,152	3,776,464	5,213,398	7,658,218
Hastings Manor					
Hastings Manor - Future Expenditure	70-00-00-24001	592,102			592,102
Hastings Manor - Capital	70-00-00-24002	1,771,787	1,637,039	2,619,878	788,948
Hastings Manor - HM Fund Contributions	70-00-00-24004	89,172			89,172
Hastings Manor - Recreation	70-00-00-24005	9,329			9,329
Hastings Manor - Donations	70-00-00-24020	29,871			29,871
		2,492,260	1,637,039	2,619,878	1,509,421
Centennial Manor					
Centennial Manor - Capital	80-00-00-24001	1,284,934	688,065	1,356,274	616,725
Centennial Manor - Non Capital reserve	80-00-00-24028	252,482			252,482
Centennial Manor - Recreation	80-00-00-24005	8,405			8,405
Centennial Manor - Donations	80-00-00-24020	74,293			74,293
		1,620,114	688,065	1,356,274	951,905
Total Shared Reserves		17,892,936	7,516,568	10,725,750	14,683,754
Total County & Shared Reserves		29,405,829	10,229,473	14,446,803	25,188,499

HASTINGS COUNTY RESERVES DESCRIPTION

Ownership	Name of Reserve	Category	Purpose/Goals	Comments
County	Desktop Computer Replacement	A	To fund computer, cell phones and Microsoft M365 licensing replacement over life cycle.	Departments charge based on replacement cost and cycle
County	Roads Capital	A	Fund costs of capital road/bridge projects County owns 9.6 km of road and does not levy for capital on the roads. Revenue received by County from Aggregates to be contributed to reserve on an annual basis.	
CHS (Shared)	Social Housing - Capital	A	Annual levy to fund capital requirements and replacement of the existing social housing portfolio.	Minimum funding based on amortization; asset management plan and building condition assessments will provide ongoing direction.
Emergency Services (Shared)	Ambulance Equipment, Vehicles and Buildings	A	Annual levy to fund capital requirements and replacement of the Emergency Services vehicles, equipment and buildings over their lifecycle.	Provincial funding formula funds amortization not capital.
HM (Shared)	Hastings Manor Capital	A	Annual levy to fund capital requirements and replacement at Hastings Manor.	
CM (Shared)	Centennial Manor Capital	A	Annual levy to fund capital requirements and replacement at Centennial Manor.	
County	General Capital Reserve	A	Annual levy to fund capital requirements and replacement at Administration building, NHPB and roads.	Target of 1% of tax levy
POA (Shared)	POA Reserve	A	Contribution to finance the replacement costs of the CAMS software when a new solution is developed.	
County	Planning Reserves	B	To fund the Official Plan review and ongoing updates.	
County	Canada Community Benefit Fund	B	Infrastructure specific.	Formerly Federal Gas Tax
County	Doctor Recruitment	B	Funds Set Aside for Doctor Recruitment Candidates.	Repayment of funds from candidates returned to the County.

County	Economic Development Reserves	B	Surplus to reinvest in future year budgets for County's share of projects and Trail related projects.	One-time project costs
CHS (Shared)	Reserved for Quinte West New Build	B	Funds from the sale of housing portfolio single family dwellings to be replaced with multi-residential.	Funds for the South St. Quinte West new build.
County	Ontario Community Infrastructure Fund (OCIF)	B	Infrastructure and Asset Management related.	Funding through Ontario Ministry of Infrastructure.
County	Modernization Grant	B	For the Electronic Document and Retention Management System.	Funding from the Municipal Modernization Program.
County	Community and Health Partnerships	B	Reserve for uncommitted annual funds.	
HM (Shared)	Hastings Manor HM Fund Contributions	B	Funding placed in reserve from the closure of the Hastings Manor Foundation Fund (2023).	To be used with intent of the HM Foundations principles
HM (Shared)	Hastings Manor - Donations	B	Reserve for donations to Hastings Manor.	To be used to improve the resident's quality of life
CM (Shared)	Centennial Manor - Donations	B	Reserve for donations to Centennial Manor.	To be used to improve the resident's quality of life
County	General Contingency	C	Funding for unexpected and one-time expenditures. Mitigate exposure to risks (insurance deductibles, severance, liability, deficits).	
CHS (Shared)	Community and Human Services - General Contingency	C	Joint reserve fund to support Community and Human Services contingencies, one-time costs.	
Emergency Services (Shared)	Emergency Services 100% Municipal Reserve	C	Joint reserve fund to support Emergency Services contingencies, one-time costs not shared 50/50 with Province.	
HM (Shared)	Hastings Manor Future Expenditures	C	Joint reserve fund to support HM contingencies, one-time costs.	
CM (Shared)	Centennial Manor Future Expenditures	C	Joint reserve fund to support CM contingencies, one-time costs.	
County	General Working Funds	D	To reduce or eliminate the need for temporary borrowings & minimize interest costs. Target	Fund should not be utilized for funding one-time projects.

			balance of fund is 25% of annual levy.	
HM (Shared)	Hastings Manor - Recreation	D	Funds raised from the Tuck Shop for resident activities.	
CM (Shared)	Centennial Manor - Recreation	D	Funds raised from the Tuck Shop for resident activities.	
County	Insurance Premiums	E	To offset costs of insurance investigations & deductibles.	
County	Future WSIB Costs	E	The County is self-insured for WSIB, this reserve provides a contingency in the case of large and/or excessive claims.	The County has an insurance policy for WSIB claims in excess of \$500,000.
POA (Shared)	POA - Future WSIB Costs	E	To fund one-time extraordinary WSIB related costs	
CHS (Shared)	Emergency Services/CHS - Future WSIB Costs	E	To fund one-time extraordinary WSIB related costs	
HM (Shared)	Hastings Manor - Future WSIB Costs	E	To fund one-time extraordinary WSIB related costs	
CM (Shared)	Cent Manor - Future WSIB Costs	E	To fund one-time extraordinary WSIB related costs	
Reserve Fund Categories:				
A - Asset Replacement		C - Contingency Reserve		E - Self Insurance
B - Project Reserves		D - Working Capital		

Schedule A:

2024 Hastings County Returned Roll CVA

RTCQ	Ratio	Disc	2024 County Rate	Bancroft	Carlow-Mayo	Centre Hastings	Deseronto	Faraday	Hastings Highlands	Limerick	Madoc	Marmora and Lake	Stirling-Rawdon	Tudor and Cashel	Tweed	Tyendinaga	Wollaston	County-Wide	Weighted Assessment
RT	1.000000	1.00	0.00336629	324,950,566	151,439,300	478,067,033	103,203,900	343,519,918	994,320,200	136,892,000	204,852,100	606,631,763	442,721,802	181,947,300	578,907,948	421,233,720	174,973,700	5,143,661,250	5,143,661,250
FT	0.250000	1.00	0.00084157	2,142,100	6,321,500	58,416,800	317,400	459,500	4,528,000	0	37,679,500	15,797,200	134,411,830	474,300	49,243,700	71,314,880	2,892,100	383,998,810	95,999,703
TT	0.250000	1.00	0.00084157	8,495,400	6,139,900	2,588,300	0	9,840,200	16,027,100	2,590,000	1,378,200	9,947,100	2,165,700	2,353,500	6,543,740	2,276,000	7,065,300	77,410,440	19,352,610
NT	1.000000	1.00	0.00336629	556,500	0	1,147,000	1,048,000	0	0	0	0	0	0	0	0	0	0	2,751,500	2,751,500
MT	1.000000	1.00	0.00336629	18,951,800	0	4,555,600	3,056,000	0	0	0	0	4,815,100	5,641,600	0	5,462,000	0	0	42,482,100	42,482,100
CT	1.100000	1.00	0.00370292	69,876,934	568,200	23,932,010	4,585,900	7,076,500	20,206,500	1,004,700	6,125,200	20,517,500	25,080,898	453,600	33,086,121	11,062,700	1,880,900	225,457,663	248,003,429
GT	1.100000	1.00	0.00370292	0	0	0	0	0	0	0	94,000	0	54,000	0	0	0	0	148,000	162,800
CU	1.100000	1.00	0.00370292	923,900	0	375,300	0	102,800	418,800	0	153,200	161,000	109,800	0	525,400	0	36,900	2,807,100	3,087,810
CX	1.100000	1.00	0.00370292	1,149,200	0	1,178,500	297,500	125,000	237,000	0	2,364,500	1,455,500	623,500	0	381,600	391,500	37,000	8,240,800	9,064,880
C7	1.100000	0.25	0.00092573	0	0	0	0	0	0	0	0	0	16,900	0	10,600	0	0	27,500	7,563
CH	1.100000	1.00	0.00370292	1,151,000	0	93,000	0	0	0	0	0	0	0	0	934,000	0	0	2,178,000	2,395,800
IT	1.100000	1.00	0.00370292	2,581,100	748,800	3,719,900	1,742,000	1,759,200	3,308,200	237,200	7,540,300	2,593,200	2,972,000	0	2,386,800	1,503,400	397,800	31,489,900	34,638,890
IU	1.100000	1.00	0.00370292	520,900	0	530,100	210,600	221,000	42,100	0	55,200	100,000	16,400	0	75,300	0	0	1,771,600	1,948,760
IX	1.100000	1.00	0.00370292	155,600	0	427,400	0	36,000	512,000	0	49,500	43,000	54,000	0	66,000	93,000	0	1,436,500	1,580,150
IH	1.100000	1.00	0.00370292	35,700	0	18,900	10,400	0	0	0	0	53,500	37,800	0	52,000	13,500	29,000	250,800	275,880
IJ	1.100000	1.00	0.00370292	0	0	0	0	0	0	0	0	10,200	0	0	0	0	0	10,200	11,220
IK	1.100000	1.00	0.00370292	35,200	0	0	0	0	0	0	0	0	0	0	0	0	0	35,200	38,720
LU	1.100000	1.00	0.00370292	0	0	0	0	0	685,200	0	0	0	0	0	0	0	0	685,200	753,720
PT	0.821900	1.00	0.00276675	0	0	2,721,000	388,000	0	0	0	427,000	1,098,000	1,187,000	0	788,000	15,838,000	0	22,447,000	18,449,189
Subtotal Taxable				431,525,900	165,217,700	577,770,843	114,859,700	363,140,118	1,040,285,100	140,723,900	260,718,700	663,223,063	615,093,230	185,228,700	678,463,209	523,726,700	187,312,700	5,947,289,563	5,624,665,974
RF	1.000000	1.00	0.00336629	46,500	0	36,800	7,200	0	0	0	0	0	0	0	0	890,000	0	980,500	
RG	1.000000	1.00	0.00336629	132,000	0	113,000	0	242,000	235,400	473,500	81,500	31,000	0	436,000	274,600	299,700	0	2,318,700	
RP	1.000000	1.00	0.00336629	39,700	386,700	0	0	8,900	1,047,400	63,500	0	259,400	0	693,900	1,050,900	0	5,400	3,555,800	
CF	1.100000	1.00	0.00370292	1,872,000	0	169,000	1,716,900	40,200	627,300	358,800	223,200	1,050,900	450,900	40,200	614,700	189,100	215,400	7,568,600	
CG	1.100000	1.00	0.00370292	2,492,600	380,100	399,000	223,000	0	2,355,600	540,000	92,000	98,000	332,000	0	1,390,000	410,700	158,000	8,871,000	
CP	1.100000	1.00	0.00370292	0	9,700	0	0	1,032,000	214,100	0	451,000	0	0	6,300	0	0	0	1,713,100	
CV	1.100000	1.00	0.00370292	0	0	0	178,100	0	0	0	0	0	0	0	0	0	0	178,100	
CW	1.100000	1.00	0.00370292	156,400	0	0	0	0	0	0	0	0	0	0	0	0	0	156,400	
CZ	1.100000	1.00	0.00370292	0	0	31,000	0	104,000	353,500	0	0	0	53,000	109,200	0	0	0	650,700	
HF	1.100000	1.00	0.00370292	189,000	32,000	0	0	63,300	160,300	25,100	84,800	114,100	6,400	800	16,000	0	130,600	822,400	
HP	1.100000	1.00	0.00370292	0	29,100	0	0	0	98,500	0	0	0	0	1,200	0	0	0	128,800	
Subtotal PIL				4,928,200	837,600	748,800	2,125,200	1,490,400	5,092,100	1,460,900	932,500	1,553,400	842,300	1,287,600	3,346,200	1,789,500	509,400	26,944,100	
Total (Tax + PIL)				436,454,100	166,055,300	578,519,643	116,984,900	364,630,518	1,045,377,200	142,184,800	261,651,200	664,776,463	615,935,530	186,516,300	681,809,409	525,516,200	187,822,100	5,974,233,663	

NOTE: TOTALS MAY VARY AMONGST SCHEDULES DUE TO ROUNDING DIFFERENCES.

Schedule B:

Hastings County 2024 General Upper-Tier Taxable Levy Estimate by Local Municipality

RTCQ	Ratio	Disc	2024 County Rate	Bancroft	Carlow-Mayo	Centre Hastings	Deseronto	Faraday	Hastings Highlands	Limerick	Madoc	Marmorara and Lake	Stirling-Rawdon	Tudor and Cashel	Tweed	Tyendinaga	Wollaston	County-Wide
RT	1.000000	1.00	0.00336629	1,093,878	509,789	1,609,312	347,414	1,156,388	3,347,170	460,818	689,592	2,042,098	1,490,330	612,487	1,948,772	1,417,995	589,012	17,315,055
FT	0.250000	1.00	0.00084157	1,803	5,320	49,162	267	387	3,811	0	31,710	13,294	113,117	399	41,442	60,017	2,434	323,163
TT	0.250000	1.00	0.00084157	7,149	5,167	2,178	0	8,281	13,488	2,180	1,160	8,371	1,823	1,981	5,507	1,915	5,946	65,146
NT	1.000000	1.00	0.00336629	1,873	0	3,861	3,528	0	0	0	0	0	0	0	0	0	0	9,262
MT	1.000000	1.00	0.00336629	63,797	0	15,335	10,287	0	0	0	0	16,209	18,991	0	18,387	0	0	143,007
CT	1.100000	1.00	0.00370292	258,749	2,104	88,618	16,981	26,204	74,823	3,720	22,681	75,975	92,873	1,680	122,515	40,964	6,965	834,851
GT	1.100000	1.00	0.00370292	0	0	0	0	0	0	0	348	0	200	0	0	0	0	548
CU	1.100000	1.00	0.00370292	3,421	0	1,390	0	381	1,551	0	567	596	407	0	1,946	0	137	10,394
CX	1.100000	1.00	0.00370292	4,255	0	4,364	1,102	463	878	0	8,756	5,390	2,309	0	1,413	1,450	137	30,515
C7	1.100000	0.25	0.00092573	0	0	0	0	0	0	0	0	0	16	0	10	0	0	25
CH	1.100000	1.00	0.00370292	4,262	0	344	0	0	0	0	0	0	0	0	3,459	0	0	8,065
IT	1.100000	1.00	0.00370292	9,558	2,773	13,774	6,450	6,514	12,250	878	27,921	9,602	11,005	0	8,838	5,567	1,473	116,605
IU	1.100000	1.00	0.00370292	1,929	0	1,963	780	818	156	0	204	370	61	0	279	0	0	6,560
IX	1.100000	1.00	0.00370292	576	0	1,583	0	133	1,896	0	183	159	200	0	244	344	0	5,319
IH	1.100000	1.00	0.00370292	132	0	70	39	0	0	0	0	198	140	0	193	50	107	929
IJ	1.100000	1.00	0.00370292	0	0	0	0	0	0	0	0	38	0	0	0	0	0	38
IK	1.100000	1.00	0.00370292	130	0	0	0	0	0	0	0	0	0	0	0	0	0	130
LU	1.100000	1.00	0.00370292	0	0	0	0	0	2,537	0	0	0	0	0	0	0	0	2,537
PT	0.821900	1.00	0.00276675	0	0	7,528	1,074	0	0	0	1,181	3,038	3,284	0	2,180	43,820	0	62,105
Subtotal Taxable				1,451,513	525,153	1,799,484	387,922	1,199,569	3,458,559	467,596	784,304	2,175,339	1,734,754	616,547	2,155,184	1,572,122	606,211	18,934,257
RF	1.000000	1.00	0.00336629	157	0	124	24	0	0	0	0	0	0	0	0	2,996	0	3,301
RG	1.000000	1.00	0.00336629	444	0	380	0	815	792	1,594	274	104	0	1,468	924	1,009	0	7,805
RP	1.000000	1.00	0.00336629	134	1,302	0	0	30	3,526	214	0	873	0	2,336	3,538	0	18	11,970
CF	1.100000	1.00	0.00370292	6,932	0	626	6,358	149	2,323	1,329	826	3,891	1,670	149	2,276	700	798	28,026
CG	1.100000	1.00	0.00370292	9,230	1,407	1,477	826	0	8,723	2,000	341	363	1,229	0	5,147	1,521	585	32,849
CP	1.100000	1.00	0.00370292	0	36	0	0	3,821	793	0	1,670	0	0	23	0	0	0	6,343
CV	1.100000	1.00	0.00370292	0	0	0	659	0	0	0	0	0	0	0	0	0	0	659
CW	1.100000	1.00	0.00370292	579	0	0	0	0	0	0	0	0	0	0	0	0	0	579
CZ	1.100000	1.00	0.00370292	0	0	115	0	385	1,309	0	0	0	196	404	0	0	0	2,409
HF	1.100000	1.00	0.00370292	700	118	0	0	234	594	93	314	423	24	3	59	0	484	3,045
HP	1.100000	1.00	0.00370292	0	108	0	0	0	365	0	0	0	0	4	0	0	0	477
Subtotal PIL				18,175	2,971	2,722	7,867	5,434	18,424	5,229	3,426	5,654	3,119	4,388	11,945	6,226	1,884	97,464
Total (Tax + PIL)				1,469,688	528,124	1,802,206	395,789	1,205,003	3,476,983	472,825	787,729	2,180,994	1,737,873	620,934	2,167,129	1,578,348	608,095	19,031,721

NOTE: TOTALS MAY VARY AMONGST SCHEDULES DUE TO ROUNDING DIFFERENCES.