



Belleville Public Library and John M. Parrott Art Gallery  
254 Pinnacle Street, Belleville, Ontario K8N 3B1  
TEL: (613) 968-6731 WEB: [www.bellevillelibrary.ca](http://www.bellevillelibrary.ca)

6 March 2023

Mr. Brandon Ferguson  
City Treasurer and Director of Finance  
City of Belleville  
169 Front Street  
Belleville, ON K8N 2Y8

Dear Director Ferguson:

Please see attached the 2023 Library Board Municipal Operating Grant request submission to Council. I would also like to make a deputation to Council please when they meet to consider this request. I have included the budget sheet showing our 2022 actuals to date and a slide deck for the Council agenda package.

The services Belleville Public Library provides to this region are an integral part of the educational, cultural, and recreational fabric of our community. We very much appreciate the vital support and funding we receive from the City of Belleville every year to fund our operations.

Please let me know if any questions come up regarding our 2023 grant request submission.

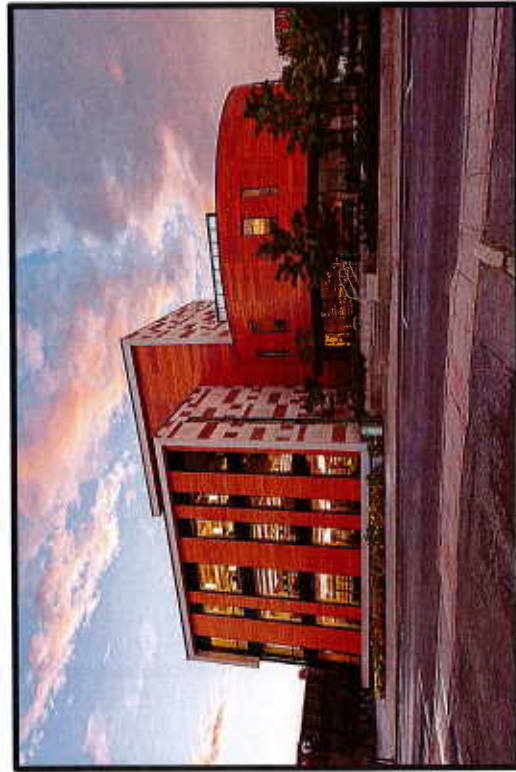
Sincerely,

Trevor Pross MLIS  
CEO  
Belleville Public Library and John M. Parrott Art Gallery  
[tpross@bellevillelibrary.ca](mailto:tpross@bellevillelibrary.ca)  
613-968-6731 ext. 2022

Encl. Budget spreadsheet, PPT slidedeck

cc. Councillor Paul Carr, Chair, Library Board; Eric Lindenberg, Vice-Chair, Library Board,  
Kyle Bertrand, Finance, City of Belleville

# Belleville Public Library Board



## 2023 Municipal Operating Grant Request

# **Outline**

- 2022 Usage statistics
- 2023 Municipal Operating Grant request overview
- Technology update
- Parrott Art Gallery update

# 2022 Usage statistics

- In 2022 Library patrons borrowed **412,448 items**, an increase of **29%** over 2021. This is a record circulation for the Library, going over 400,000 checkouts for the first time.
- This included **86,133 digital titles** borrowed in 2022, a decrease of 1% over 2021.
- **Digital titles represented 21% of our checkouts** in 2022, compared to 27% digital in 2021.
- Our patrons placed **34,479 online reserve requests** for items to pick-up in Library, a decrease of 29% over 2021 numbers. This reflects the 2021 pandemic closures which prevented browsing shelves for a large part of the year.
- With the full return to in-person programs, the Library and Gallery held **600 programs** and events in 2022, **attended by 18,605 people**. This represents a 50% increase in number of programs but a decrease in attendance of 49% when compared to 2021, as we see a downward trend in attendance after massive participation in digital programming in 2020 and 2021 during the pandemic closures.



# **2023 Municipal Grant request overview**

We are requesting an increase in our Operating Grant of **\$103,900** over the 2022 grant amount. (4.24% increase)

- Revenue projections are increased in 2023, as pandemic health restrictions are no longer affecting operations, leading to increased sales in the Gallery and increased revenue from room rentals and donations. We are projecting \$230,000 in revenue generated from sources other than the Municipal Operating Grant, **an increase of 9% in self-generated revenue over 2022.**
- We are seeing a very high demand for our physical borrowing collection (books, DVDs, CD audiobooks). The collection budget is being increased gradually each year as per our Strategic Action Plan. **The physical collection budget is \$123,500, an increase of 6% over 2022.**
- **Labour and other operational costs are higher than 2022** due to inflation, a full staffing complement, and a full year running with regular open hours, including Sundays.

## **Technology update**

- The public wireless internet system was replaced in 2022 with new equipment, improving service for patrons and staff.
- Two new laptop bar counters were installed with a total of 18 workspaces for public use, each with AC plugs and USB charging ports.
- Makerspace equipment purchased with \$5,000 in funding from the Friends of the Library: a second 3D printer, a Cricut cutting machine, a mug press and a heat press. Workshops and programs offered, and the public can use the equipment for a small cost-recovery fee.
- New firewall equipment was purchased and installed to help protect our public and staff networks.
- **Looking ahead to 2023:** Capital budget funding was approved for network switch replacements; Library staff are being migrated to the new City VDI system; increased number of security cameras are being installed.

## **Parrott Art Gallery update**

- The Gallery Shop and exhibition sales support local artists and artisans and generated **\$6,455 in commission revenue in 2022**, an increase of 21% over 2021.
- There were 121 programs and events in the Gallery in 2022, with a **total attendance of 5,376 people**. This represented a decrease of 72% over 2021, due to the massive attendance numbers for virtual programs in 2021.
- The Gallery **purchased 2 original paintings** by local artist Manly MacDonald at auction in 2022, and **an additional 3 MacDonald paintings were donated**.
- **Several other pieces of art were donated** to our permanent collection by our patrons, including works by Albert Elliott and Anne Ireland.
- The **Yamaha Disklavier Grand Piano** that was donated to the Gallery was upgraded with new equipment and firmware, and connected to the network.

# The Belleville Public Library and John M. Parrott Art Gallery:

*We help you find what you are looking for.*

## Questions?

Trevor Pross  
CEO

[tpross@bellevillelibrary.ca](mailto:tpross@bellevillelibrary.ca)  
613-968-6731, ext. 2022

@tpross11



## Library Board Municipal Operating Grant Request to Council

	2022 Actuals as of February 21	2022 Budget	2022 Actuals	2023 Budget	% Change
<b>REVENUE</b>					
<b>MUNICIPAL GRANT</b>					
3-7-3100100-3010	Operating Grant	2,451,500	2,451,500	2,555,400	
	<b>TOTAL MUNICIPAL GRANT</b>	<b>2,451,500</b>	<b>2,451,500</b>	<b>2,555,400</b>	<b>4.24%</b>
	Increase over previous year			103,900	
<b>PROVINCIAL GRANTS</b>					
3-7-3100102-3030	Provincial Grant	87,000	90,992	87,000	
3-7-3100102-3035	Pay Equity Grant	4,000	0	4,000	
3-7-3100102-3040	Technology Grant	0	3,300	3,500	
3-7-3100102-3051	Summer Work Grant	0		4,500	
3-7-3100102-3055	Canada Council Grant	0		0	
	<b>TOTAL PROVINCIAL GRANTS</b>	<b>91,000</b>	<b>94,292</b>	<b>99,000</b>	<b>8.79%</b>
<b>HASTINET PARTNERSHIP</b>					
3-7-3100190-3700	Hastinet Revenue	14,500	14,351	14,500	
	<b>TOTAL HASTINET PARTNERSHIP</b>	<b>14,500</b>	<b>14,351</b>	<b>14,500</b>	<b>0.00%</b>
3-7-3100200-3100	Fines	0	173	0	
3-7-3100200-3101	Damage Fees, Lost Books	1,500	2,676	3,000	
3-7-3100200-3102	Non Resident Fees	3,000	3,605	3,500	
3-7-3100200-3120	Program & Event Fees	500	2,078	1,000	
3-7-3100200-3130	Equipment Rental Fees	500	0	0	
3-7-3100200-3135	Room Rental Fees	3,000	5,795	6,000	
3-7-3100200-3152	Gallery Commission Fees	4,000	6,455	6,000	
3-7-3100200-3160	Photocopier Fees	3,000	5,990	6,000	
3-7-3100200-3162	Research Fees	500	66	0	
3-7-3100200-3164	Friends Books Store	11,000	15,246	15,500	
3-7-3100200-3168	Other Sales	0	54	0	
3-7-3100200-3170	Cash Over & Short	0	2	0	
	<b>TOTAL USER FEES</b>	<b>27,000</b>	<b>42,140</b>	<b>41,000</b>	<b>51.85%</b>
<b>DONATIONS REVENUE</b>					
3-7-3100300-3300	Donations - General	4,000	2,724	2,500	
3-7-3100300-3305	Donations - Gallery	1,000	4,135	3,000	



	2022 Actuals as of February 21	2022 Budget	2022 Actuals	2023 Budget	% Change
3-7-3100300-3310	Donations - Painting Sponsors	0	0	0	
	<b>TOTAL DONATIONS REVENUE</b>	<b>5,000</b>	<b>6,859</b>	<b>5,500</b>	<b>10.00%</b>
3-7-3100400-3200	Interest Income - General	0			
3-7-3100400-3205	Interest Income - Trust	3,500	20,028	10,000	
	<b>TOTAL INVESTMENT INCOME</b>	<b>3,500</b>	<b>20,028</b>	<b>10,000</b>	<b>185.71%</b>
3-7-3100600-3910	Library Inventory Sales	500	1,976	1,000	
3-7-3100500-7101	Archives Occupancy Contribution	23,000	19,555	23,000	
3-7-3100500-3999	Development Charge Funds	40,000	40,000	30,000	
3-7-3100500-7100	Other Revenue	0	3,715	0	
	<b>TOTAL OTHER REVENUE</b>	<b>63,500</b>	<b>65,246</b>	<b>54,000</b>	<b>-14.96%</b>
	<b>RESERVE FUND TRANSFERS</b>				
3-7-3100800-4999	Transfer from Reserves	5,000	27,947	5,000	
	<b>TOTAL RESERVE FUND TRANSFERS</b>	<b>5,000</b>	<b>27,947</b>	<b>5,000</b>	<b>0.00%</b>
3-7-3100900-3900	Trust Funds	1,000	0	1,000	
	<b>TOTAL TRUST FUNDS</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>0.00%</b>
	<b>TOTAL REVENUE</b>	<b>2,662,000</b>	<b>2,722,363</b>	<b>2,785,400</b>	<b>4.64%</b>
	<b>EXPENDITURE</b>				
	<b>LIBRARY LABOUR - REGULAR</b>				
3-8-3100100-0010	Library Service - Salaries & Wages	1,575,000	1,552,387	1,680,000	
3-8-3100100-0012	Sick Leave Payout	5,000	0	5,000	
3-8-3100100-0020	Library Service - Benefits	245,000	235,000	230,000	
3-8-3100100-0030	Library Service - Pensions	165,000	165,000	175,000	
3-8-3100100-0990	Library Service - Recovered	0	-3,522	0	
	<b>TOTAL LIBRARY LABOUR - REGULAR</b>	<b>1,990,000</b>	<b>1,948,865</b>	<b>2,090,000</b>	<b>5.03%</b>

	2022 Actuals as of February 21	2022 Budget	2022 Actuals	2023 Budget	% Change
<b>LIBRARY LABOUR - SUMMER</b>					
3-8-3100150-0010	Library Summer - Labour	0	0	8,500	
3-8-3100150-0020	Library Summer - Benefits	0	0	400	
3-8-3100150-0030	Library Summer - Pensions	0	0	450	
	<b>TOTAL LIBRARY LABOUR - SUMMER</b>	<b>0</b>	<b>0</b>	<b>9,350</b>	
<b>GALLERY OPERATION</b>					
3-8-3100160-3501	Gallery Operation	2,000	4,553	2,500	
3-8-3100160-3502	Collection Development and Maintenance	3,500	9,638	3,500	
	<b>TOTAL GALLERY OPERATION</b>	<b>5,500</b>	<b>14,191</b>	<b>6,000</b>	<b>9.09%</b>
	<b>Cost of sales - Inventory</b>	<b>0</b>		<b>0</b>	
<b>LIBRARY MATERIALS - BOOKS</b>					
3-8-3200100-3005	Books - Adult Fiction	24,000	24,813	26,000	
3-8-3200100-3010	Books - Adult Non Fiction	20,000	21,058	21,000	
3-8-3200100-3015	Books - Adult French	1,000	541	1,000	
3-8-3200100-3030	Books - Children Fiction	6,000	6,389	6,500	
3-8-3200100-3031	Books - Children Non-Fiction	6,000	5,698	6,000	
3-8-3200100-3032	Books - Children Picture	8,000	7,530	9,000	
3-8-3200100-3035	Books - Children French	500	1,098	500	
3-8-3200100-3050	Books - Young Adult	5,000	4,740	5,000	
3-8-3200100-3051	Books - Adult Multilingual	500	468	500	
3-8-3200100-3070	Books - Children Multilingual	500	423	500	
3-8-3200100-3071	Books - Large Print	7,000	6,660	8,000	
3-8-3200100-3075	Books - Literacy	500	705	500	
3-8-3200100-3095	Processing & Binding Supplies	5,000	3,835	4,000	
	<b>TOTAL LIBRARY MATERIALS - BOOKS</b>	<b>84,000</b>	<b>83,958</b>	<b>88,500</b>	<b>5.36%</b>
<b>LIBRARY MATERIALS - PERIODICALS</b>					
3-8-3200150-3451	Newspapers	3,000	1,260	1,400	
3-8-3200150-3455	Periodicals	1,500	1,561	1,600	

## Library Board Municipal Operating Grant Request to Council

	2022 Actuals as of February 21	2022 Budget	2022 Actuals	2023 Budget	% Change
	<b>TOTAL LIBRARY MATERIALS - PERIODICALS</b>	<b>4,500</b>	<b>2,821</b>	<b>3,000</b>	<b>-33.33%</b>
	<b>LIBRARY MATERIALS - DISC MEDIA</b>				
3-8-3200250-3201	CD Audiobooks	10,000	10,207	10,000	
3-8-3200250-3230	DVD Movies	18,000	20,658	22,000	
3-8-3200250-3280	CD Music	0	0	0	
	<b>TOTAL LIBRARY MATERIALS - DVD</b>	<b>28,000</b>	<b>30,865</b>	<b>32,000</b>	<b>14.29%</b>
	<b>LIBRARY MATERIALS - TOTAL PHYSICAL COLLECTIONS</b>	<b>116,500</b>	<b>117,644</b>	<b>123,500</b>	<b>6.01%</b>
	<b>LIBRARY MATERIALS - ELECTRONIC RESOURCES</b>				
3-8-3200270-3379	Research Databases (formerly electronic database)	15,000	16,710	19,500	30.00%
3-8-3200270-3383	Flipster	5,500	3,697	0	
[NEW]	Subject to approval: Medici TV			2,500	
3-8-3200270-3380	Overdrive	18,000	16,592	20,000	
3-8-3200270-3381	Hoopla (formerly in Hastinet)	48,000	47,149	48,000	
3-8-3200270-3382	Kanopy	5,000	3,307	4,000	
	<b>TOTAL LIBRARY MATERIALS - ELECTRONIC</b>	<b>91,500</b>	<b>87,455</b>	<b>94,000</b>	<b>2.73%</b>
	<b>TOTAL COLLECTION BUDGET</b>	<b>208,000</b>	<b>205,099</b>	<b>217,500</b>	<b>4.57%</b>
	<b>LIBRARY MATERIALS - MICROFILM</b>				
3-8-3200300-3401	Microfilm	2,500	2,315	2,500	
3-8-3200300-3402	Circulation supplies	2,500	234	2,500	
	<b>TOTAL LIBRARY MATERIALS - MICROFILM</b>	<b>5,000</b>	<b>2,549</b>	<b>5,000</b>	<b>0.00%</b>
	<b>LIBRARY MATERIALS - PROGRAMS</b>				
3-8-3300100-0220	Programs	5,000	11,064	4,000	
3-8-3300100-0227	Information services Programs (restored)	0	0	2,000	
	<b>TOTAL LIBRARY MATERIALS - PROGRAMS</b>	<b>5,000</b>	<b>11,064</b>	<b>6,000</b>	<b>20.00%</b>

	2022 Actuals as of February 21	2022 Budget	2022 Actuals	2023 Budget	% Change
<b>FACILITY OPERATION</b>					
3-8-4000100-0040	Facility - Heat	17,500	20,750	27,000	
3-8-4000100-0041	Facility - Hydro	90,000	63,579	70,000	
3-8-4000100-0042	Facility - Water	3,500	4,489	5,000	
3-8-4000100-0043	Facility - Sewer	2,500	3,430	4,000	
3-8-4000100-0080	Facility - Repairs & Maintenance	35,000	33,582	35,000	
3-8-4000100-0082	Facility - Maintenance Supplies	12,000	10,276	12,000	
3-8-4000100-0086	Facility - Security System	1,000	512	1,500	
3-8-4000100-0087	Facility - Service Agreements	35,000	36,304	38,000	
	<b>TOTAL FACILITY OPERATION</b>	<b>196,500</b>	<b>172,922</b>	<b>192,500</b>	<b>-2.04%</b>
<b>ADMINISTRATION</b>					
3-8-4500100-0050	Administration - Telephone	11,000	10,567	10,500	
3-8-4500100-0051	Administration - Internet	3,000	3,052	3,000	
3-8-4500100-0060	Administration - Office Supplies	4,500	5,278	5,000	
3-8-4500100-0063	Administration - Security Services	75,000	66,430	75,000	
3-8-4500100-0061	Administration - Postage	3,000	8,192	6,000	
3-8-4500100-0090	Administration - Insurance	8,000	9,759	10,000	
3-8-4500100-0110	Administration - Travel	1,500	767	1,500	
3-8-4500100-0111	Administration - Staff Recognition	2,000	3,316	2,500	
3-8-4500100-0120	Administration - Advertising & Promotion	3,000	2,781	3,000	
3-8-4500100-0150	Administration - Contingency	0	0	0	
3-8-4500100-0180	Administration - Furniture & Equipment	3,000	21,325	4,000	
3-8-4500100-0190	Administration - Staff Training	7,000	6,155	7,500	
3-8-4500100-0210	Administration - Memberships	2,000	2,513	2,500	
3-8-4500100-0510	Administration - IT Contract Fee	25,000	25,000	25,000	
3-8-4500100-0511	Administration - IT Equipment	10,000	25,939	12,000	
3-8-4500100-0516	Administration - Web Site	1,000	844	1,000	
3-8-4500100-0520	Administration - Consulting Fees	14,500	6,578	7,000	

## Library Board Municipal Operating Grant Request to Council

	2022 Actuals as of February 21	2022 Budget	2022 Actuals	2023 Budget	% Change
<b>NEW</b>					
3-8-4500100-0530	Administration - Employee Assistance Program			2,500	
	Administration - Legal	5,000	3,227	5,000	
3-8-4500100-0540	Administration - Audit	4,500	6,411	6,500	
3-8-4500100-0550	Administration - Photocopying	10,000	8,729	9,000	
3-8-4500100-0567	Administration - Meeting Expense	1,000	1,641	1,500	
3-8-4500100-0720	Administration - Bank Charges	1,500	1,776	1,700	
	<b>TOTAL ADMINISTRATION</b>	<b>195,500</b>	<b>220,280</b>	<b>201,700</b>	<b>3.17%</b>
3-8-4600150-0925	Award - Delaney Award	0		0	
<b>HASTINET</b>	Approved by Hastinet Board				
3-8-5000100-0010	Hastinet - Labour	12,000	11,454	12,500	
3-8-5000100-0020	Hastinet - Benefits	2,500	1,731	2,000	
3-8-5000100-0030	Hastinet - Pensions	1,000	695	1,000	
3-8-5000100-0061	Hastinet - Courier Service	14,500	14,745	15,600	
3-8-5000100-0087	Hastinet - Contract	40,000	38,364	40,500	
3-8-5000100-0511	Hastinet - IT Software/Hardware	10,000	9,571	10,200	
3-8-5000100-0540	Hastinet - Audit Fees	3,000	2,748	2,900	
3-8-5000100-9900	Hastinet - Recovered	-41,500	-39,654	-42,350	
	<b>TOTAL HASTINET</b>	<b>41,500</b>	<b>39,654</b>	<b>42,350</b>	<b>2.05%</b>
<b>LIBRARY FUND</b>					
3-8-6000100-0830	Transfer - Sick Leave Payout Reserve	5,000	5,000	5,000	
3-8-6000100-0983	Transfer - Equipment Reserve	0	0	0	
3-8-6000100-0984	Transfer - Capital Reserve	10,000	10,000	10,000	
	<b>TOTAL TRANSFERS TO RESERVES</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>0.00%</b>
	<b>TOTAL EXPENDITURES</b>	<b>2,662,000</b>	<b>2,629,624</b>	<b>2,785,400</b>	<b>4.64%</b>
	<b>SURPLUS / (DEFECIT)</b>	<b>0</b>	<b>92,739</b>	<b>0</b>	



**BELLEVILLE POLICE SERVICES BOARD**

COUNCILLOR TYLER ALLSOPP  
CHAIR

HEATHER SMITH  
VICE CHAIR



459 SIDNEY STREET  
BELLEVILLE, ON K8P 3Z9

BPS.BOARD@POLICE.BELLEVILLE.ON.CA

February 28, 2023

Mr. Brandon Ferguson  
Director of Finance/Treasurer  
The Corporation of the City of Belleville  
169 Front Street  
Belleville, Ontario K8N 2Y8

Dear Mr. Ferguson:

**Re: Belleville Police Service 2023 Operating Budget**

This is to advise that the Belleville Police Services Board at its February 28, 2023 Special General Meeting approved the following resolution.

**“THAT the Belleville Police Services Board approve and forward the 2023 Belleville Police Service Operating Budget to City Council for consideration during its upcoming Budget deliberations, and;**

**THAT Chair Councillor Allsopp and Chief Callaghan be authorized to present the 2023 Operating Budget to City Council.”**

Please find attached a copy of the subject Operating Budget.

Yours truly,

A handwritten signature in blue ink, appearing to read "Tyler Allsopp".

Councillor Tyler Allsopp  
Chair  
Belleville Police Services Board

Attach.

pc: Chief of Police  
Deputy Chief of Police  
Director of Human Resources and Finance

	2020		2021		2022		2023 Budget				Final	% + or (-)
	Actual		Actual		Actual YTD	Budget	Base Budget	Adjustments	Issues			
<b>POLICE SERVICES REVENUE</b>												
<b>FEDERAL FUNDING</b>												
Internet Child Exploitation			58,133		17,713	40,200		(40,200)				-100.00%
	\$ -	\$ -	\$ 58,133	\$ -	\$ 17,713	\$ 40,200	\$ (40,200)	\$ -	\$ -	\$ -	\$ -	-100.00%
<b>PROVINCIAL FUNDING</b>												
Police Transportation	27,717		25,167		25,256	29,000		29,000			29,000	0.00%
Grant - RIDE	15,841		11,689		15,418	15,600	(700)	14,900			14,900	-4.49%
Court Security Prisoner Transport	1,384,291		1,460,327		1,461,635	1,460,000		1,460,000			1,460,000	0.00%
Ontario Cannabis Legalization Func			14,737									0.00%
Community Safety and Policing Gra	282,000		188,000		218,505	188,000	(130,100)	57,900			57,900	-69.20%
Membership Support Grant			16,000			8,000		8,000			8,000	0.00%
Strategy to Protect Children			12,473		12,750	12,500	250	12,750			12,750	2.00%
Strategy to End Human Trafficking			17,400		17,400							0.00%
Victim Services Grant					100,000	100,000		100,000			100,000	0.00%
	\$ 1,709,849	\$ -	\$ 1,745,792	\$ -	\$ 1,850,964	\$ 1,813,100	\$ (130,550)	\$ 1,682,550	\$ -	\$ -	\$ 1,682,550	-7.20%
<b>FEES AND SERVICES</b>												
Record Checks and Requests	87,649		114,868		148,552	143,100	4,900	148,000			148,000	3.42%
Paid Duties	69,661		121,955		112,015	118,000		118,000			118,000	0.00%
Licencing - Adult Entertainment	800				4,750	7,500	(2,500)	5,000			5,000	-33.33%
Deep River Services	67,701		67,701		86,661	86,600	3,500	90,100			90,100	4.04%
Alarm Program	5,350		5,550		5,245	7,200	(1,700)	5,500			5,500	-23.61%
	\$ 231,160	\$ -	\$ 310,074	\$ -	\$ 357,223	\$ 362,400	\$ 4,200	\$ 366,600	\$ -	\$ -	\$ 366,600	1.16%
<b>FINES</b>												
Prov. Offences Revenue Share	125,807		83,527		122,645	125,000		125,000			125,000	0.00%
	\$ 125,807	\$ -	\$ 83,527	\$ -	\$ 122,645	\$ 125,000	\$ -	\$ 125,000	\$ -	\$ -	\$ 125,000	0.00%
<b>OTHER</b>												
Community Policing & Enforcement												
Other Misc.+ City Grants			19,000		6,111		26,300	26,300			26,300	0.00%
PAVIS												
Crimestoppers Rent	1,200											
Collision Reporting Centre	1,917		1,917		2,015	2,000		2,000			2,000	0.00%
Contribution from Reserve	49,352		(16,000)									
	\$ 52,469	\$ -	\$ 4,917	\$ -	\$ 8,126	\$ 2,000	\$ 26,300	\$ 28,300	\$ -	\$ -	\$ 28,300	1315.00%
<b>TOTAL POLICE SERVICES REVENUE</b>	\$ 2,119,285	\$ -	\$ 2,202,444	\$ -	\$ 2,356,671	\$ 2,342,700	\$ (140,250)	\$ 2,202,450	\$ -	\$ -	\$ 2,202,450	-5.99%

	2020		2021		2022		2022		2023 Budget			% + or (-)
	Actual		Actual		Actual YTD	Budget	Adjustments	Base Budget	Issues	Final		
<b>EXPENDITURES</b>												
<b>7000360 POLICE GENERAL</b>												
Heat	\$ 8,800	\$ 77,028	\$ 77,392	\$ 86,000	\$ (2,000)	\$ 84,000	\$	\$ 84,000		\$ 84,000	-2.33%	
Electricity	101,242	184,887	170,094	205,000	(10,000)	195,000		195,000		195,000	-4.88%	
Water	4,001	6,696	8,667	6,300	315	6,615		6,615		6,615	5.00%	
Sewer	2,616	5,119	6,271	6,700	335	7,035		7,035		7,035	5.00%	
Telephone/Fax & Internet Services	124,561	103,319	101,162	110,000	10,000	120,000		120,000		120,000	9.09%	
Photocopy Service	24,262	22,281	22,718	22,300	700	23,000		23,000		23,000	3.14%	
Office Supplies	19,831	19,049	21,005	18,100	900	19,000		19,000		19,000	4.97%	
Postage & Courier	5,866	6,070	5,217	2,000	2,500	4,500		4,500		4,500	125.00%	
Building Insurance	44,935	52,286	63,620	56,400	13,000	69,400		69,400		69,400	23.05%	
Insurance Claims	13,956	9,084	4,306	10,000	10,000	10,000		10,000		10,000	0.00%	
Clothing	287,863	306,350	126,984	130,000	10,000	140,000		140,000		140,000	7.69%	
Training	91,715	149,776	148,414	147,000	8,000	155,000		155,000		155,000	5.44%	
Equipment	-	-	154,929	140,000	10,000	150,000		150,000		150,000	7.14%	
Contract Work	-	-	118,344	100,000	20,000	120,000		120,000		120,000	20.00%	
Transferred to Fixed Assets	-	-	-	-	-	-		-		-	-	
	<b>\$ 729,645</b>	<b>\$ 941,946</b>	<b>\$ 1,029,124</b>	<b>\$ 1,039,800</b>	<b>\$ 63,750</b>	<b>\$ 1,103,550</b>	<b>\$</b>	<b>\$ 1,103,550</b>	<b>\$</b>	<b>\$ 1,103,550</b>	<b>6.13%</b>	
<b>ADMINISTRATION DIVISION</b>												
Salaries	\$ 2,716,652	\$ 2,609,249	\$ 2,721,590	\$ 2,784,500	\$ 290,000	\$ 3,074,500		\$ 3,074,500		\$ 3,074,500	10.41%	
Benefits	470,352	470,684	530,002	574,700	9,400	584,100		584,100		584,100	1.64%	
Pensions	354,592	335,027	350,691	366,700	55,400	422,100		422,100		422,100	15.11%	
Vehicle Maintenance	211,194	211,986	224,894	200,000	40,000	240,000		240,000		240,000	20.00%	
Vehicle Fuel	149,395	193,651	260,579	180,000		180,000		180,000		180,000	0.00%	
Vehicle Insurance	70,072	85,475	83,105	92,900		92,900		92,900		92,900	0.00%	
Building Repairs & Maintenance	100,229	181,547	169,410	120,000		120,000		120,000		120,000	0.00%	
Travel & Memberships	4,639	675	2,453	2,500		2,500		2,500		2,500	0.00%	
Interest on Long-Term Debt	-	-	-	-		-		-		-	-	
Principal on Long-Term Debt	-	-	-	-		-		-		-	-	
Radio Expense	89,011	69,412	124,001	112,000	5,500	117,500		117,500		117,500	4.91%	
Records Management/IT Operating	271,694	275,992	310,163	308,000	(8,000)	300,000		300,000		300,000	-2.60%	
Transferred to Fixed Assets	-	(23,736)	-	-		-		-		-	-	
	<b>\$ 4,437,830</b>	<b>\$ 4,409,961</b>	<b>\$ 4,776,888</b>	<b>\$ 4,741,300</b>	<b>\$ 392,300</b>	<b>\$ 5,133,600</b>	<b>\$</b>	<b>\$ 5,133,600</b>	<b>\$</b>	<b>\$ 5,133,600</b>	<b>8.27%</b>	
<b>SUPPORT DIVISION</b>												
Salaries	\$ 2,806,771	\$ 3,191,789	\$ 2,845,720	\$ 3,015,900	\$ (89,200)	\$ 2,926,700		\$ 2,926,700		\$ 2,926,700	-2.96%	
Benefits	378,655	404,819	420,649	458,100	(10,200)	447,900		447,900		447,900	-2.23%	
Pensions	394,435	410,633	373,343	409,700	(11,000)	398,700		398,700		398,700	-2.68%	



	2020		2021		2022		2023 Budget				% + or (-)
	Actual	Actual	Actual	Actual YTD	Budget	Base Budget	Adjustments	Base Budget	Issues	Final	
Equipment & supplies	29,558	48,196	27,644	30,000	30,000	30,000		30,000		30,000	0.00%
Travel & Memberships	3,402	4,651	4,433	5,500	5,500	5,500		5,500		5,500	0.00%
Investigative expense	62,040	75,999	95,273	110,000	110,000	140,000	30,000	140,000		140,000	27.27%
Transferred to Fixed Assets											
<b>7000363</b>	<b>\$ 3,674,860</b>	<b>\$ 4,136,087</b>	<b>\$ 3,767,062</b>	<b>\$ 4,029,200</b>	<b>\$ 4,029,200</b>	<b>\$ 3,948,800</b>	<b>\$ (80,400)</b>	<b>\$ 3,948,800</b>	<b>\$ -</b>	<b>\$ 3,948,800</b>	<b>-2.00%</b>
<b>OPERATIONS DIVISION</b>											
Salaries	7,801,688	8,498,223	8,962,328	8,531,200	8,531,200	9,719,650	1,188,450	9,719,650		9,719,650	13.93%
Benefits	1,956,411	1,305,505	1,291,239	1,401,200	1,401,200	1,573,700	172,500	1,573,700		1,573,700	12.31%
Pensions	1,028,559	1,098,443	1,168,294	1,252,900	1,252,900	1,415,600	162,700	1,415,600		1,415,600	12.99%
Travel & Memberships	10,674	4,375	7,040	9,400	9,400	11,400	2,000	11,400		11,400	21.28%
Prisoners Meals	5,379	5,694	6,519	6,500	6,500	6,500		6,500		6,500	0.00%
Transferred to Fixed Assets											
<b>7000364</b>	<b>\$ 10,802,711</b>	<b>\$ 10,912,240</b>	<b>\$ 11,435,419</b>	<b>\$ 11,201,200</b>	<b>\$ 11,201,200</b>	<b>\$ 12,726,850</b>	<b>\$ 1,525,650</b>	<b>\$ 12,726,850</b>	<b>\$ -</b>	<b>\$ 12,726,850</b>	<b>13.62%</b>
<b>EXECUTIVE SERVICES</b>											
Salaries	882,480	872,126	969,920	950,100	950,100	988,100	38,000	988,100		988,100	4.00%
Benefits	129,873	135,532	135,597	151,000	151,000	150,000	(1,000)	150,000		150,000	-0.66%
Pensions	91,961	105,545	114,395	109,500	109,500	116,500	7,000	116,500		116,500	6.39%
Travel & Memberships	6,890	10,596	15,371	11,000	11,000	14,000	3,000	14,000		14,000	27.27%
Special presentations	10,417	9,382	27,956	20,000	20,000	20,000		20,000		20,000	0.00%
Contingency	188,280	461,996	271,939	270,900	270,900	221,200	(49,700)	221,200		221,200	-18.35%
Psychological support services	225	30,698	40,931	30,000	30,000	40,000	10,000	40,000		40,000	33.33%
<b>7000365</b>	<b>\$ 1,310,126</b>	<b>\$ 1,625,874</b>	<b>\$ 1,576,108</b>	<b>\$ 1,542,500</b>	<b>\$ 1,542,500</b>	<b>\$ 1,549,800</b>	<b>\$ 7,300</b>	<b>\$ 1,549,800</b>	<b>\$ -</b>	<b>\$ 1,549,800</b>	<b>0.47%</b>
<b>POLICE SERVICES BOARD</b>											
Member Honorarium	27,148	23,539	28,274	23,200	23,200	28,000	4,800	28,000		28,000	20.69%
Travel & Memberships		5,346	6,803	13,900	13,900	13,900		13,900		13,900	0.00%
Interest on Long-Term Debt				266,600	266,600	266,600		266,600	91,600	358,200	34.36%
Principal on Long-Term Debt				223,100	223,100	223,100		223,100	44,800	267,900	20.08%
Legal costs	77,841	137,629	196,747	20,000	20,000	20,000		20,000		20,000	0.00%
Contribution to Reserve	1,000,000	1,000,000	510,300	510,300	510,300	510,300		510,300	110,200	620,500	21.60%
<b>7000366</b>	<b>\$ 1,104,989</b>	<b>\$ 1,166,515</b>	<b>\$ 742,124</b>	<b>\$ 1,057,100</b>	<b>\$ 1,057,100</b>	<b>\$ 1,061,900</b>	<b>\$ 4,800</b>	<b>\$ 1,061,900</b>	<b>\$ 246,600</b>	<b>\$ 1,308,500</b>	<b>23.78%</b>
<b>TOTAL POLICE EXPENDITURES</b>	<b>\$ 22,060,160</b>	<b>\$ 23,192,623</b>	<b>\$ 23,326,725</b>	<b>\$ 23,611,100</b>	<b>\$ 23,611,100</b>	<b>\$ 25,524,500</b>	<b>\$ 1,913,400</b>	<b>\$ 25,524,500</b>	<b>\$ 246,600</b>	<b>\$ 25,771,100</b>	<b>9.15%</b>
<b>NET POLICE OPERATING BUDGET</b>	<b>\$ 19,940,875</b>	<b>\$ 20,990,180</b>	<b>\$ 20,970,054</b>	<b>\$ 21,268,400</b>	<b>\$ 21,268,400</b>	<b>\$ 23,322,050</b>	<b>\$ 2,053,650</b>	<b>\$ 23,322,050</b>	<b>\$ 246,600</b>	<b>\$ 23,568,650</b>	<b>10.82%</b>

	2020 Actual	2021 Actual	2022 Actual YTD	2022 Budget	2023 Budget			Final % + or (-)
					Base Budget	Adjustments	Issues	
7000366	614,300	43,400	-	-	-	-	-	-
Contribution from Capital Reserve	\$ 614,300	\$ 43,400	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL POLICE CAPITAL REVENUE</b>	<b>1,414,800</b>	<b>632,600</b>	<b>620,500</b>	<b>620,500</b>	<b>1,300,240</b>	<b>(1,300,240)</b>	<b>-</b>	<b>-100.00%</b>
Capital Projects - Police Services	\$ 1,414,800	\$ 632,600	\$ 620,500	\$ 620,500	\$ 1,300,240	\$ (1,300,240)	\$ -	-100.00%
<b>TOTAL POLICE CAPITAL EXPENDITURES</b>	<b>800,500</b>	<b>589,200</b>	<b>620,500</b>	<b>620,500</b>	<b>1,300,240</b>	<b>(1,300,240)</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>NET POLICE CAPITAL BUDGET</b>	<b>20,741,375</b>	<b>21,579,380</b>	<b>21,590,554</b>	<b>21,888,900</b>	<b>24,622,290</b>	<b>(1,053,640)</b>	<b>\$ 23,568,650</b>	<b>7.67%</b>
<b>TOTAL POLICE BUDGET</b>								

POLICE SERVICES CAPITAL  
 Contribution from Capital Reserve  
 1-7-7000366-4999  
**TOTAL POLICE CAPITAL REVENUE**  
 Capital Projects - Police Services  
 1-8-7000366-1098  
**TOTAL POLICE CAPITAL EXPENDITURES**  
**NET POLICE CAPITAL BUDGET**  
**TOTAL POLICE BUDGET**





# BAY OF QUINTE

## ECONOMIC DEVELOPMENT

March 14, 2023

Heather Candler, Director  
Economic Development  
City of Belleville  
169 Front Street  
Belleville, ON K8N 2Y8

### Re: Quinte Economic Development Commission Funding Request

Dear Heather:

Thank you for your continued support of the Quinte Economic Development Commission (QEDC). We are proud to be the regional economic development office representing the City of Belleville, the City of Quinte West, and the Municipality of Brighton. QEDC is committed to supporting the existing industrial companies in our communities, as well as the marketing and promotion of the region on behalf of our member municipalities to attract new industries.

2022 saw several economic successes in our region including the large warehouse project in the North East Industrial Park. Starting with QEDC's established relationship with the industrial real estate community, we were delighted to work on this project, advancing the opportunity and bringing it to the City. It has resulted in new development, land sale revenues, building permit fees, construction jobs, future permanent jobs, and yearly taxation revenue to the City. QEDC was also able to provide \$100,000 in funding for the City of Belleville that we accessed through one of our funding projects. This funding supported Belleville's internal staff time and external costs related to the Work in Quinte Project. 2023 is also shaping up to be a good year for the region's industrial sector. We appreciate the partnership we have with you and your team.

Our 2023 budget was approved at the Quinte Economic Development Commission meeting on March 2<sup>nd</sup>, 2023. The 2023 contribution is based on a per capita rate of \$4.45 multiplied by the latest (2021) Census of Population from Statistics Canada.

2023 Belleville contribution:  $\$4.45 \times 55,071 = \$245,065.95$

You have copies of the 2023 budget, 2023 Workplan, and the 2022 yearend report. I also am sending along the summary work plan and budget in a slide presentation. Please let me know if you require anything else.

Best Regards,

Sincerely,

Chris King, Ec.D.  
Chief Executive Officer

Quinte Economic Development Commission  
284 B Wallbridge-Loyalist Road, P.O. Box 610, Belleville, ON Canada K8N 5B3  
Tel. 613.961.7990 TF. 1.866.961.7990  
info@QuinteDevelopment.com [www.QuinteDevelopment.com](http://www.QuinteDevelopment.com)

*Including the Communities of Belleville, Brighton and Quinte West*



# **BAY OF QUINTE**

## **ECONOMIC DEVELOPMENT**



# 2023 Plan & Budget Presentation



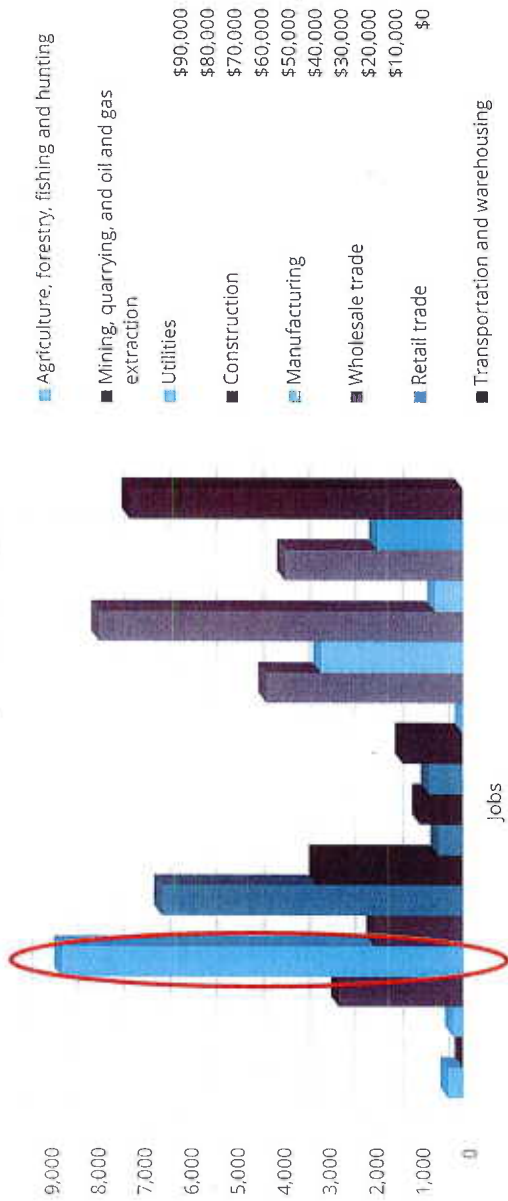
**BAY OF QUINTE**  
ECONOMIC DEVELOPMENT

**DRAFT 2023 PLAN**

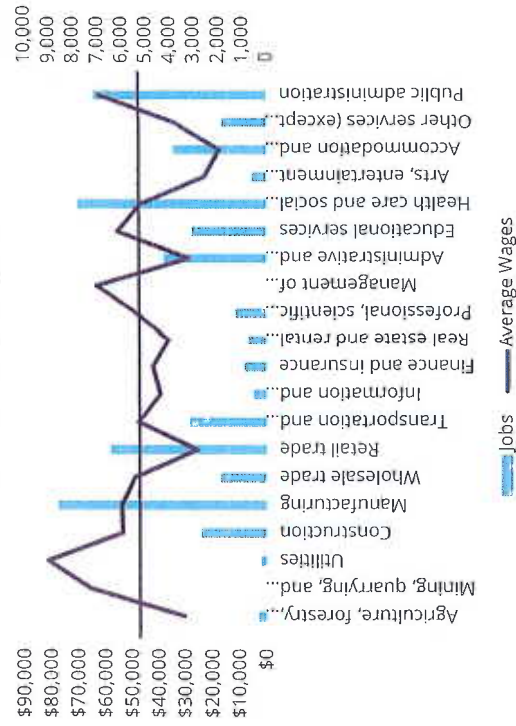
**QUINTE ECONOMIC  
DEVELOPMENT COMMISSION**

- Full draft plan provided to the board
- Background
- Business Investment Attraction
- Business Retention Strategies
  - including workforce development

Jobs Per Sector



Jobs versus Wages



Wages

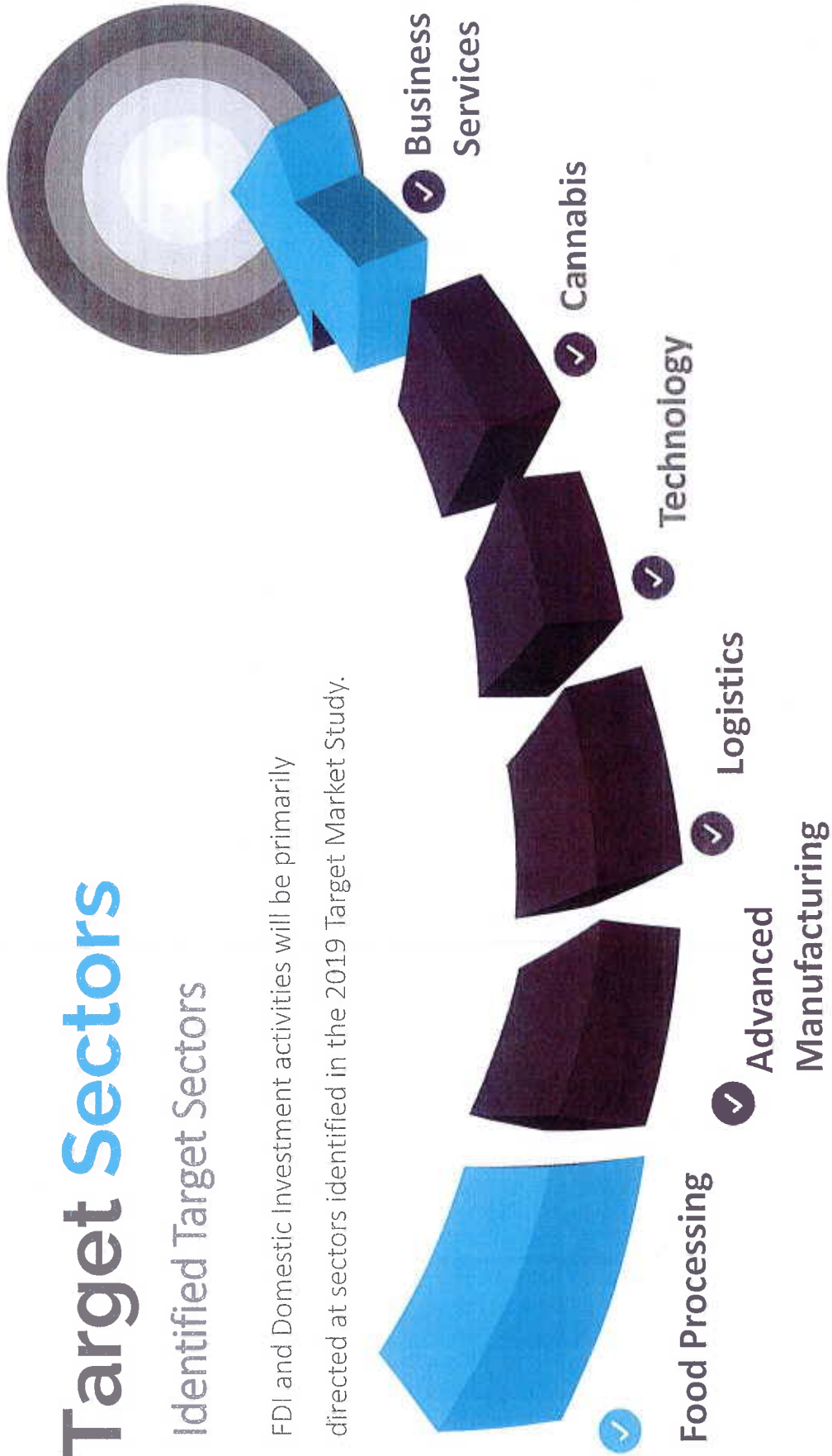




# Target Sectors

## Identified Target Sectors

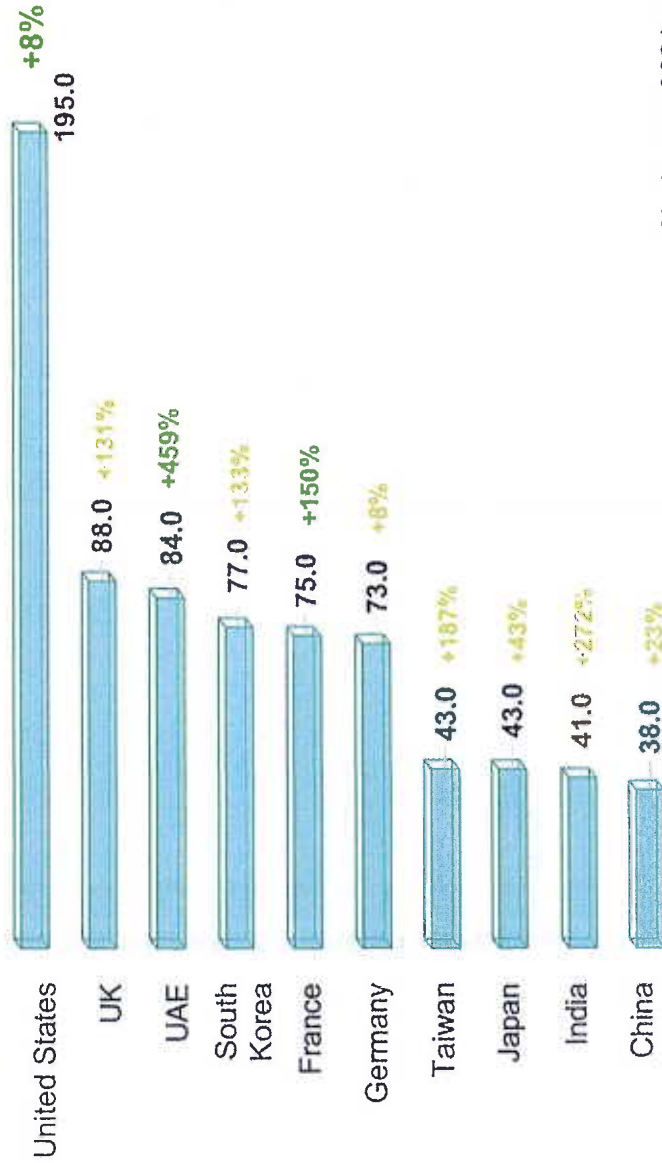
FDI and Domestic Investment activities will be primarily directed at sectors identified in the 2019 Target Market Study.



# USA leads the way as a source country for outbound greenfield FDI

Top 10 source countries for greenfield FDI in 2022

FDI Capex, USD billions



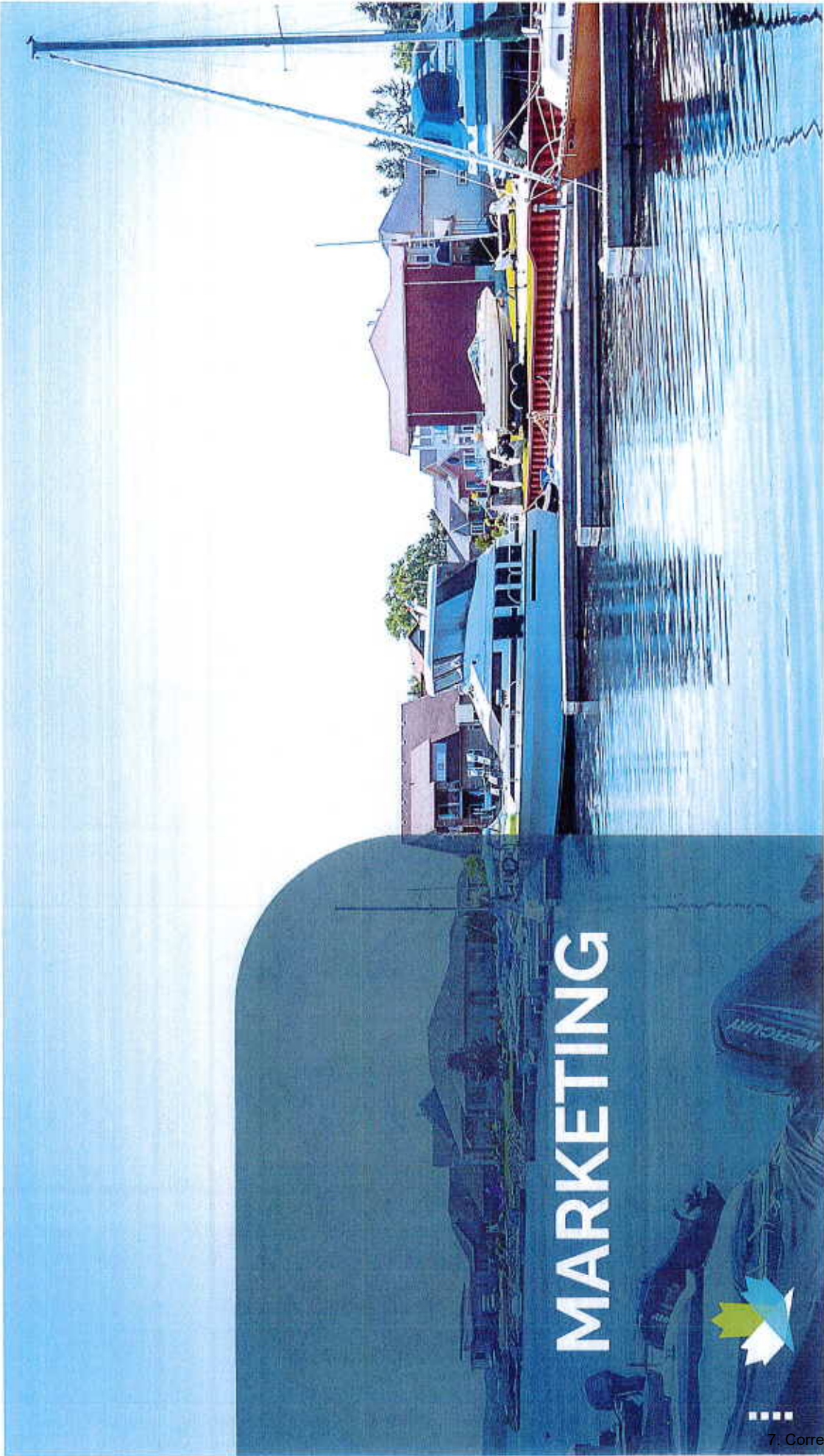
% change 2021 vs 2022

The US has increased its outbound FDI capex by 8%

The UAE has greatly increased its greenfield FDI capex with a 459% increase on 2021

France has recorded a 150% increase in outbound FDI with several mega projects in the Coal, Oil & Gas sector

Source: Wavteq based on data from FDI Markets data (dataset excludes retail projects)





# 2 Marketing Streams



## LOCAL MARKETING

Local awareness will highlight QEDC activities and Bay of Quinte economic successes.



## EXTERNAL MARKETING

External marketing activities are focused on building awareness of the Bay of Quinte's value proposition to decision makers and influencers.



# Marketing to Decision Makers

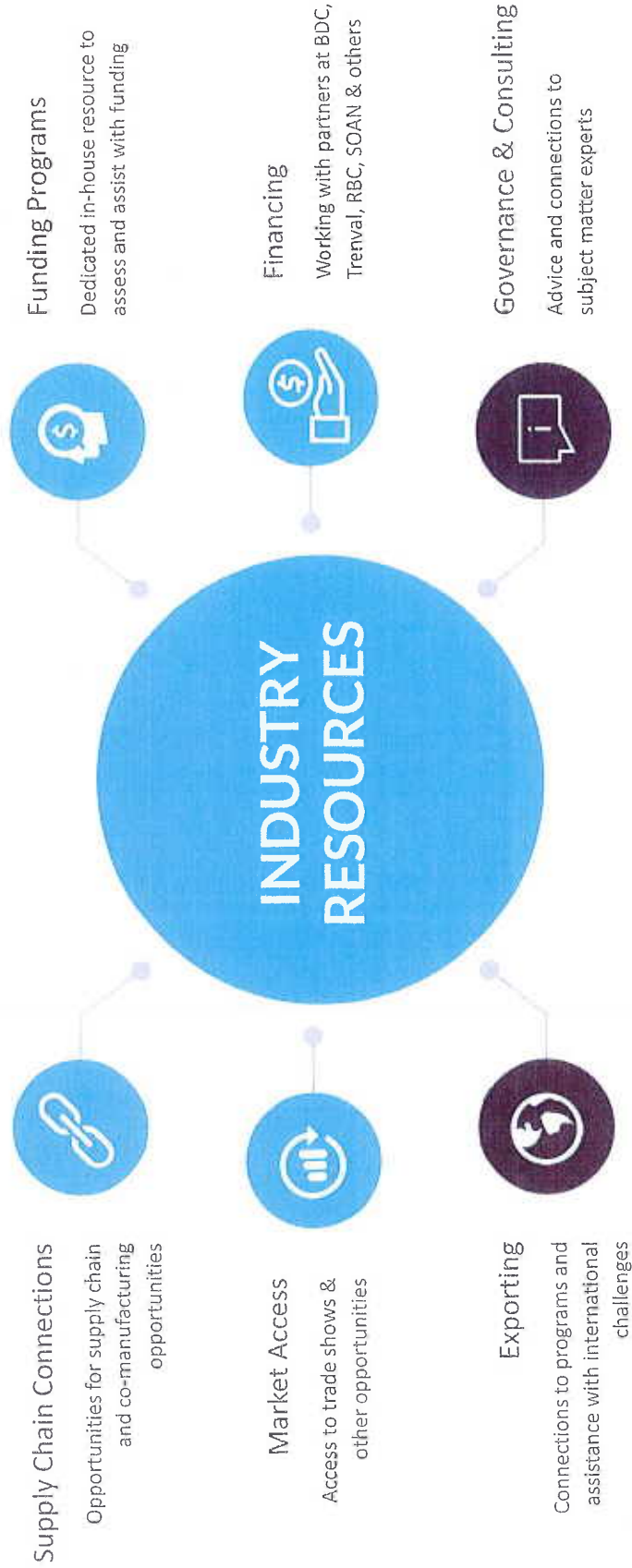
## Executives Investment Perspectives on Canada Survey

01	02	03	04	05	06
One-on-One Meetings	Familiarization (FAM) Tours	Internet / Websites	Media Relations/ Publicity	Trade Shows & Conferences	Advertising
07	08	09	10	11	12
Social Media	Special Events	Webinars	E-Newsletters	Direct Mail	Telemarketers



# Industry Retention & Support

Assistance for Local Companies



# 2023 Budget

## Core Funding

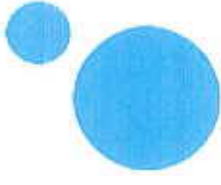
Core Funding from our municipal partners supports three staff, operational overhead and some investment attraction activities. Outside funding is needed to deliver enhanced programs including business retention and support for the Manufacturing Resource Centre staff and activities

## Non Core Funding

Projects completions

- Skills Advance Ontario (SAO)
  - o Elevate Plus Manufacturing April 2020- June 2022
  - o Elevate Plus Military November 2019 - September 2022
  
- Labour Market Partnership (LMP)
  - o April 2021 to March 2023
  
- Skills Development Fund (SDF)
  - o April 2022 to March 2023





## No Core Funding

- LMP & SAO – these programs are currently no longer in existence
- Skills Development Fund – submitted an application for a multi-year program to continue with Elevate Plus Manufacturing – waiting on notification
- CanExport Community Initiatives - Application for funding approved, waiting on contract and formal announcement.
  - Support Foreign Direct Investment support
- Other – researching other programs that bring value to local businesses and support the manufacturing resources centre.
- Funding programs administration support the Manufacturing Resource Centre(MRC)
- Cash reserves are in place to maintain MRC when there are no additional funding programs and for cash flow of project deliveries
- QEDC has a track record of accessing funding that has allows the MRC to be operated without any municipal funding contribution. The 2023 budget shows a loss based on funding that has been secured to date. The finances can support this loss for 2023 but it is not sustainable in the mid or long term.

# 2023 Budget

Proposed budget includes secured funding projects

Budget will need to be adjusted if/when additional project funds are secured

Activity level and spending will be adjusted to reflect any additional funding and improve end of year net-income target

Need to maintain cash reserve for cash flow, matching funds and funding holdback

**QUINTE ECONOMIC DEVELOPMENT COMMISSION**

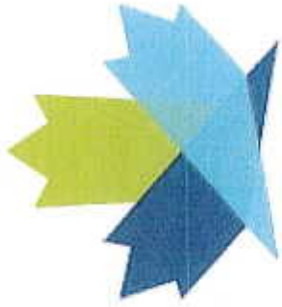
	Budget 2023	MRC only Financials	2023 Budget
<b>REVENUE</b>		<b>REVENUE</b>	
Sales Revenue	\$4.45 per capita		
Quinte West -46560	207,192		120,000
Belleville - 55071	245,066	LMP	6,350
Brighton (12108-611)	51,162	LMP Coordination	24,950
Total Municipal Funding	503,420	SDF Admin	482,124
Net Directory Revenue	50	SDF Program	
Interest	1,200	Misc	
CanExport	19,500		
Misc. Revenue			
LMP	126,250		
SDF Admin	24,950	<b>TOTAL REVENUE</b>	<b>633,324</b>
SDF Program	482,124		
<b>Total MRC Revenue</b>	<b>633,324</b>		
<b>TOTAL REVENUE</b>	<b>1,156,494</b>		
<b>EXPENSE</b>		<b>EXPENSES</b>	
Wages & Salaries	286,096	MRC wage & benefits	100,783
EI Expense	3,998		
CPP Expense	10,300	MRC website	500
Health Plan	15,600	MRC tours, events, workshops	16,000
OMERS	32,702	MRC office, travel, ad	120,000
EHT Expense	5,233	LMP	482,124
other		SDF - Elevate Plus	
Total Payroll Expense	353,930		
Overhead & Admin			
Accounting & Legal	7,000		
Office Expenses	5,500		
Courier & postage	1,400	<b>TOTAL MRC EXPENSES</b>	<b>719,407</b>
Computer Expenses	5,000		
Fees, Registrations Professional Dev	9,000		
Insurance	10,000		
Interest & Bank Charges	200		
Meetings Expenses	5,000		
Rent	16,500		
Telephone	4,800		
<b>Total Overhead &amp; Admin</b>	<b>64,400</b>		
<b>Marketing and Projects</b>			
Advertising & Promotions	50,000		
Trade Shows / Missions	30,000		
Ont East Sector Partnerships	11,000		
Small Business Centre	7,500		
Travel	5,000		
Special Projects/OBAA	1,088		
<b>Manufacturing Resource Centre</b>	<b>719,407</b>		
<b>Total Marketing and Projects</b>	<b>824,995</b>		
Amortization	2,000		
<b>TOTAL EXPENSE</b>	<b>1,245,325</b>		
<b>NET INCOME</b>	<b>88,831</b>		
Opening Balance	352,266		
Closing Balance	263,435		
		<b>NET MRC INCOME</b>	<b>56,083</b>



**QUINTE ECONOMIC DEVELOPMENT COMMISSION**

	Budget 2023	MRC only Financials	2023 Budget
<b>REVENUE</b>	\$4.45 per capita		
Sales Revenue		<b>REVENUE</b>	
Quinte West -46560	207,192		
Belleville - 55071	245,066	LMP	120,000
Brighton (12108-611)	51,162	LMP Coordination	6,250
Total Municipal Funding	503,420	SDF Admin	24,950
Net Directory Revenue	50	SDF Program	482,124
Interest	1,200	Misc	
CanExport	18,500		
Misc. Revenue			
LMP	126,250		
SDF Admin	24,950	<b>TOTAL REVENUE</b>	633,324
SDF Program	482,124		
<b>Total MRC Revenue</b>	633,324		
<b>TOTAL REVENUE</b>	<b>1,156,494</b>		

EXPENSE		EXPENSES
Wages & Salaries	286,096	
EI Expense	3,998	MRC wage & benefits 100,783
CPP Expense	10,300	
Health Plan	15,600	MRC website 500
OMERS	32,702	MRC tours, events, workshops
EHT Expense	5,233	MRC office, travel, ad
other		LMP 120,000
Total Payroll Expense	353,930	SDF - Elevate Plus 482,124
Overhead & Admin		
Accounting & Legal	7,000	
Office Expenses	5,500	
Courier & postage	1,400	TOTAL MRC EXPENSES 719,407
Computer Expenses	5,000	
Fees, Registrations Professional Devel	9,000	
Insurance	10,000	
Interest & Bank Charges	200	NET MRC INCOME 86,083
Meetings Expenses	5,000	
Rent	16,500	
Telephone	4,800	
Total Overhead & Admin	64,400	
Marketing and Projects		
Advertising & Promotions	50,000	
Trade Shows / Missions	30,000	
Ont East Sector Partnerships	11,000	
Small Business Centre	7,500	
Travel	6,000	
Special Projects/QBAA	1,088	
Manufacturing Resource Centre	719,407	
Total Marketing and Projects	824,995	
Amortization	2,000	
TOTAL EXPENSE	1,245,325	
NET INCOME	88,831	
Opening Balance	352,266	
Closing Balance	263,435	



# **BAY OF QUINTE**

## **ECONOMIC DEVELOPMENT**



January 4, 2023

City of Belleville  
Karen Poste, ESI Manager  
169 Front Street  
Belleville, ON K8N 2Y8

Dear Ms. Poste:

The Small Business Centre's contract with the Province of Ontario continues for another year to provide core business counselling, workshops, Summer Company and Starter Company Plus grant program as well as several events and workshops. The contract continues with no increase in funding and the City of Belleville's contribution is needed in order to continue operating at the level of service that is provided.

Over that past twelve-month period (Dec 2021-November 2022), SBC has contributed to the success of many businesses in Belleville and surrounding area, such as:

	<u>Belleville</u>	<u>Service Area</u>
Businesses Started	17	49
Businesses Sustained	10	25
Business Expanded	24	53
Client Consultations	132	292
Inquiries	696	1,426

The SBC has 2 full time employees, namely Luc Fournier and Brianna Rossit, and also receives financial and management support through Trenval.

We value the contribution to the Small Business Centre that the City of Belleville has provided in the past that has allowed our experienced team to provide guidance to businesses in either the startup phase, inquiry or expanding services or products and acting as an invaluable facilitator of all entrepreneurial interests.

To continue with this level of activity and with respect to the rising costs associated with operating, we ask for your continued support for the 2023 operating period in the amount of \$32,000.

We would not be able to provide the level of service and have the same degree of impact in the regions we serve without the support of our community partners like the City of Belleville.

Thank you for your consideration and assistance.

Sincerely,

*A Darling*

Amber Darling  
Executive Director, Trenval  
Managing partner of the SBC





Quinte Arts Council  
36 Bridge St E Belleville ON  
613 962 1232  
w: [quinteartscouncil.org](http://quinteartscouncil.org)  
fb: [@QuinteArtsCouncil](https://www.facebook.com/QuinteArtsCouncil)  
insta: [@qac1967](https://www.instagram.com/qac1967)  
tw: <https://twitter.com/QAC1967>

February 28, 2023

Your worship, Mayor Neil Ellis  
Belleville City Hall  
169 Front Street  
Belleville, Ontario K8N 2Y8

Re: Annual Funding Quinte Arts Council

Thank you for meeting this morning with myself and the treasurer of our Board of Directors, Maury Funder.

As the QAC plans our programs and services for arts and culture in Belleville, it is imperative that we work alongside City Hall to co-create a thriving, liveable and sustainable community. As mentioned in the meeting, the QAC is also collaborating with the Belleville Downtown District BIA and the Bay of Quinte Regional Marketing Board to ensure that local arts and culture are marketing Belleville as a destination city.

Arts and culture directly contribute **\$25.0 billion** to Ontario's economy, representing 3.3% of the province's GDP. Statistics Canada figures show that Ontario was responsible for **47%** of the total GDP of Canada's culture products and 43% of Canadian culture jobs. Between 2010 and 2017, the GDP of Ontario's arts and culture products increased by **19%**.

To offer perspective: Ontario's culture GDP at \$25.0 billion is larger than that of the accommodation and food services industry (\$16.2 billion), the utilities industry (\$14.6 billion), and the agriculture, forestry, fishing and hunting industries combined (\$7.4 billion).

What's more, according to the Federation of Canadian Municipalities, "arts, culture and heritage improve the ability of municipal governments to influence local economic development by attracting and retaining a skilled and talented workforce."

The QAC values its partnership with the City of Belleville, including the annual funding it receives in support of its programs and services. We are grateful for the funding currently set at



\$37,500. Historically, the funding began in 1994 at \$32,500. With increasing inflation, an annual funding amount of \$65,000 would bring us up to current dollar values. In order for QAC to continue to support our Quinte-based artists and the 192,000+ residents of this community as the leading agent for arts and cultural growth, we request an extra \$5,000 for our 2023 budget. We will continue to request the increase annually until we have met the \$65,000 threshold.

Our role in the community requires us to thrive:

- We publish the only magazine dedicated to celebrating our local arts and culture, promoting artists, art events, galleries, supporters and high-profile community members. Support from the City of Belleville, Canadian Heritage, Ontario Arts Council, the Parrott Foundation, McDougall Insurance, Bay of Quinte Regional Marketing Board and Belleville Downtown District BIA ensures this publication will continue.
- Since 1991, Umbrella has distributed on average 20,000 copies annually - that's **640,000** since its inception- mailed direct to members, national archives and arts organizations throughout Quinte
- The societal impact of arts education is well-established (fosters critical thinking, problem solving and creativity) and since 2002, our arts education program has invested close to **\$200,000** in providing quality visual, performing and classical music arts training in local classrooms and to students graduating from secondary schools in HPESD
- We promote and support local artists through gallery exhibitions, such as the juried Expressions, as well as medium-specific (photography, self-portrait) or thematic (mental health, LGBTQ2s+) shows, which support artists' advancement in their work and contributes to Quinte's unique cultural identity
- We are the recognized authority on local arts and culture: our weekly articles in the Belleville Intelligencer, combined with our active and engaged social media channels and subscriber services, have a combined reach of 100,000 people (and growing)
- We offer professional development workshops and webinars to artists, supporting their career growth and elevating art as a viable path, as well as Quinte's creative sector

The pandemic has had a devastating impact on arts and culture, but perhaps paradoxically, the past few years have proven the importance of creative industries and the resilience of its makers and supporters. We are poised to rebuild, and we have plans to discuss similar funding arrangements with surrounding municipalities in order to grow the organization, and in turn, arts and culture and the local economy, becoming a fully regional organization for the sector.

In return for this increased funding from the City of Belleville, we see opportunities for increased collaboration. The QAC has the experience and capacity to administer the Community Arts and Culture grants offered by the City of Belleville: we have a grant committee for the collection of materials, scoring by rubric, responding to recipients, and can offer follow-up support and feedback to improve future applicants. In turn, this frees up City human resources and keeps the City at arm's length. And, of course, there is the list of events we host, support and promote each year that we mentioned at the meeting today.

We are prepared to make a full presentation if required, at your earliest convenience.

Should you have questions in the meantime, please feel free to contact me on my cell phone at, 613-885-6769 or by email [janet@quinteartscouncil.org](mailto:janet@quinteartscouncil.org)

We look forward to continuing this important relationship.

Best regards,



Janet Jarrell  
Executive Director

Andrea Kerr  
Chair of the Board

26 October 2022

Mr. Matt MacDonald, City Clerk  
City of Belleville, City Hall  
169 Front Street  
Belleville, Ontario  
K8N 2Y8



**RE: 2023 QUINTE CONSERVATION BUDGET**

Dear Mr. MacDonald,

At the October 20<sup>th</sup> Board Meeting, the Executive of Quinte Conservation unanimously supported the preliminary 2023 budget (Motion QC-22-092). The purpose of this letter is to communicate early with our municipal partners regarding the 2023 budget forecast. In accordance with the Conservation Authorities Act, there is a 30-day review period where municipal partners can provide any comments regarding the proposed budget. We will be taking into consideration all municipal comments prior to our December meeting where the 2023 budget will be officially presented for the required weighted vote. The details for your municipality are provided with this correspondence.

The Quinte Conservation Executive Board has requested a 40-day review period for our municipal partners and such we would ask to receive any comments prior to December 5<sup>th</sup> to allow for information to be shared at our December 15<sup>th</sup> Executive Board meeting.

For over 75 years, Quinte Conservation has delivered programs and services that benefit watershed residents, our municipal partners, and the environment. Quinte Conservation's Strategic Plan has established an important path for our organization for the next 10 years and we will continue to implement the initiatives within the plan. The programs and services we deliver focus on our key drivers of accelerating advocacy, boosting well-being, advancing environmental science, and strengthening brand recognition. This October, we celebrated 75 years of conservation service with an amazing fundraising gala and artisan market. The support and interest for this special event was outstanding and truly demonstrated that the work we do is important to our watershed residents.

Over the past several months I have been meeting with municipal councils to provide updates regarding our programs and services inventory. Although some of our partnering municipalities have decided to wait until new municipal councils have formed, the majority of our municipal partners have approved the support for continued delivery of our programs and services based on our inventory and have directed municipal staff to work with Quinte Conservation staff on the development of the provincially mandated agreements. As stated in previous reports and discussions, the changes to the Conservation Authorities Act must be in place by 2024 (or sooner) depending on the items. These requirements call for Program and Service Agreements, Fee Policies and Schedules, A Mandatory Watershed-Based Resource Management Strategy, A Mandatory Conservation Area Strategy, changes to our budgeting

and reporting, and various other requirements. Quinte Conservation will continue into 2023 meeting the provincial changes.

2022 has been an interesting year in many regards. We have witnessed increased pressure from the development sector, escalating demands on our conservation areas, continued calls for support from watershed residents to provide stewardship and education services, rising interest rates, drastically increased insurance premiums and a significant jump in the cost of living for our country, just to name a few. Quinte Conservation staff are our most important asset. As many of you know, retaining good, hard-working staff is very challenging in today's employment market. We must ensure that our compensation rates stay competitive and keep up with rising inflation.

The 2023 proposed budget has an increase to the municipal levy of \$114,372. We continue to maintain the recommendation for the \$25,000 reserve build and special levy statement (Preliminary 2023 Budget Summary attached). We have incorporated and increased many "Other Revenue" streams for the 2023 proposed budget. Some important assumptions and potential risk for revenue relate to the planning and regulations revenue. In efforts to improve our level of service and meet the demands that Bill 109 will have on this service we have increased our revenue predictions and fees for these services. We will have to examine this revenue closely moving into the midpoint of 2023 and potentially make service delivery changes if forecasted revenue targets are not being met. We have included an increase in visitor fees at our conservation areas and included revenue from carbon sales again this year. Quinte Conservation is a service provider, and we require staff to deliver our programs and services. In order to keep professional, well-trained staff we need to stay competitive and maintain our staff wages with market demand.

Our proposed 4 % Cost of Living Allowance (COLA) will allow us the ability to meet the demands of our operations. In previous years budgets we have been at our below the August CPI. The operating budget will be shared among our 18 municipalities in accordance with the levy distribution (see attached General Levy distribution). We are proposing to continue with the special levy to support conservation area upgrades and watershed management (attached) to allow for 2023 Water and Erosion Control Infrastructure (WECI) applications to proceed. We will also continue with the implementation of our Capital Asset Management Plan that supports the needed investment into our aging infrastructure.

The following statements have been considered during the development of the Preliminary 2023 Budget:

- Revenue forecasts are very difficult to make because of the changing economic situations. We have made predictions using previous years self-generated revenue, technical fee revenue, etc. as well as the state of our actual revenue from the current year. Many things like inflation, potential global recession, Bill 109, etc. all contribute to some uncertainty.
- Maintaining qualified staff is essential to be able to provide the required programs and services to our watershed residents.
- Staffing has been reduced in the Corporate Services and Monitoring Departments.
- Our Fee Policy and Schedules outline increased fees for many services.
- Revenue from our carbon-offsetting agreement have been incorporated into the budget.



- A portion of the conservation area passes, and parking fees have been included as revenue.
- Violations for infractions of Section 28 regulations are on the rise. This budget does not have any room to absorb any legal fees. We currently have a proposed budget of \$17,280 for legal services. If we have any files going to court, this proposed budget will not handle a single court case.

The proposed increase is required to cover costs related to cost of living, watershed resident's demands for faster reviews, improved services, investment into our conservation area destinations and a small reserve build. We also want to ensure we continue to deliver our programs and services to the public at a level that meets/exceeds their expectations. The Executive Board received the 2023 proposed budget with a levy of \$2,054,913. That number would be disbursed amongst the watershed's 18 member municipalities in accordance with the Conservation Authorities Act.

The following details are specific to the City of Belleville:

- \$789,230 (General levy for 2023 operations)
- \$9,720 (Reserve build)
- \$77,760 (2023 Capital Levy for Watershed Management and Conservation Areas Upgrades)
- \$71,424 (Special Levy for City of Belleville Ice Control Structures)

It is our priority as an organization to continue to focus our efforts on our core mandated programs and services.

If you have any questions about the proposed budget, please contact me at ext. 103 or Tammy Smith at ext. 116.

I am available to attend a meeting at your office to go over the proposed budget, our programs/services, or to answer any questions you may have.

Sincerely,  
Sincerely,



Bradley A. McNevin  
Chief Administrative Officer  
(613) 968-3434 or (613) 354-3312 ext. 103  
[bmcnevin@quinteconservation.ca](mailto:bmcnevin@quinteconservation.ca)

cc. - Mr. Paul Carr (Moira River Watershed Advisory Board Vice-Chair);  
Mr. Chris Malette;  
Mr. Sean Kelly







## Quinte Conservation Preliminary 2023 Budget

### Summary Sheet

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>Watershed Science, Monitoring &amp; Reporting (WSMR) Expenditures</b>			
1a Program Management & Operations	\$ 527,474.00	\$ 553,373.00	\$ 25,899.00
1b Watershed Planning & Operations	\$ 527,474.00	\$ 553,373.00	\$ 25,899.00
1c Climate Change	\$ 110,357.00	\$ 119,295.00	\$ 8,938.00
1d Flood Forecasting	\$ 140,400.00	\$ 140,758.00	\$ 358.00
1e GIS Services	\$ 70,672.45	\$ 76,418.00	\$ 5,745.55
1f Watershed Data Management & Reporting	\$ 111,924.00	\$ 119,284.00	\$ 7,360.00
1g Water Control Operations	\$ 166,170.25	\$ 229,780.25	\$ 63,610.00
<b>Total WSMR Expenditures</b>	<b>\$ 1,654,471.70</b>	<b>\$ 1,792,281.25</b>	<b>\$ 137,809.55</b>
<b>Watershed Science, Monitoring &amp; Reporting (WSMR) Revenue</b>			
1h Provincial	\$ 123,312.61	\$ 123,312.61	\$ -
1i Municipal Levy	\$ 1,053,190.92	\$ 1,090,541.90	\$ 37,350.98
1j Special Levy	\$ 75,857.17	\$ 81,925.74	\$ 6,068.57
1k Other Revenue	\$ 402,111.00	\$ 496,501.00	\$ 94,390.00
<b>Total WSMR Revenue</b>	<b>\$ 1,654,471.70</b>	<b>\$ 1,792,281.25</b>	<b>\$ 137,809.55</b>
<b>Planning Advisory &amp; Regulatory Services (PARS) Expenditures</b>			
2a Program Management & Operations	\$ 525,158.00	\$ 665,788.00	\$ 140,630.00
2b Program Costs	\$ 32,550.00	\$ 34,550.00	\$ 2,000.00
2c Legal Costs	\$ 16,000.00	\$ 17,280.00	\$ 1,280.00
<b>Total PARS Expenditures</b>	<b>\$ 573,708.00</b>	<b>\$ 717,618.00</b>	<b>\$ 143,910.00</b>
<b>Planning Advisory &amp; Regulatory Services (PARS) Revenue</b>			
2d Provincial	\$ 34,243.50	\$ 34,243.50	\$ -
2e Municipal Levy	\$ 369,464.50	\$ 465,374.50	\$ 95,910.00
2f Special Levy	\$ -	\$ -	\$ -
2g Other Revenue	\$ 170,000.00	\$ 218,000.00	\$ 48,000.00
<b>Total PARS Revenue</b>	<b>\$ 573,708.00</b>	<b>\$ 717,618.00</b>	<b>\$ 143,910.00</b>
<b>Corporate Services (CS) Expenditures</b>			
3a Management & Members	\$ 201,825.97	\$ 211,524.00	\$ 9,698.03
3b Operation of Office	\$ 219,678.88	\$ 237,156.88	\$ 17,478.00
3c Operation of Vehicles and Equipment	\$ 56,234.00	\$ 65,662.00	\$ 9,428.00
3d Equipment Acquisition	\$ 60,000.00	\$ 64,800.00	\$ 4,800.00
3e Communications	\$ 41,320.00	\$ 41,320.00	\$ -
<b>Total CS Expenditures</b>	<b>\$ 579,058.85</b>	<b>\$ 620,462.88</b>	<b>\$ 41,404.03</b>
<b>Corporate Services (CS) Revenue</b>			
3f Provincial	\$ 8,561.00	\$ 8,561.00	\$ -
3g Municipal Levy	\$ 359,462.85	\$ 414,701.88	\$ 55,239.03
3h Special Levy	\$ -	\$ -	\$ -
3i Other Revenue	\$ 211,035.00	\$ 197,200.00	\$ (13,835.00)
<b>Total CS Revenue</b>	<b>\$ 579,058.85</b>	<b>\$ 620,462.88</b>	<b>\$ 41,404.03</b>

Summary Sheet

	2022 Preliminary Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>Conservation Land Mangement (CLM) Expenditures</b>			
4a Program Management & Operations	\$ 83,699.00	\$ 76,169.00	\$ (7,530.00)
4b Property Taxes	\$ 85,000.00	\$ 91,800.00	\$ 6,800.00
4c-m Conservation Area Maintenance	\$ 117,500.00	\$ 146,500.00	\$ 29,000.00
4n Conservation Area Major Upgrades	\$ 21,840.00	\$ 21,840.00	\$ -
4o Community Development	\$ 2,500.00	\$ 2,500.00	\$ -
<b>Total CLM Expenditures</b>	\$ 310,539.00	\$ 338,809.00	\$ 28,270.00
<b>Conservation Land Mangement (CLM) Revenue</b>			
4o Provincial	\$ -	\$ -	\$ -
4p Municipal Levy	\$ 156,391.00	\$ 113,569.00	\$ (42,822.00)
4q Special Levy	\$ -	\$ -	\$ -
4r Other Revenue	\$ 154,148.00	\$ 225,240.00	\$ 71,092.00
<b>Total CLM Revenue</b>	\$ 310,539.00	\$ 338,809.00	\$ 28,270.00
<b>Stewardship Services (SS) Expenditures</b>			
5a Program Management & Operations	\$ 46,715.00	\$ 54,833.00	\$ 8,118.00
5b Reforestation	\$ 73,663.00	\$ 80,393.00	\$ 6,730.00
5c Conservation Education & Outdoor Program	\$ 15,500.00	\$ 15,500.00	\$ -
<b>Total SS Expenditures</b>	\$ 135,878.00	\$ 150,726.00	\$ 14,848.00
<b>Stewardship Services (SS) Revenue</b>			
5d Provincial	\$ -	\$ -	\$ -
5e Municipal Levy	\$ (47,765.00)	\$ (54,274.00)	\$ (6,509.00)
5f Special Levy	\$ -	\$ -	\$ -
5g Other Revenue	\$ 183,643.00	\$ 205,000.00	\$ 21,357.00
<b>Total SS Revenue</b>	\$ 135,878.00	\$ 150,726.00	\$ 14,848.00
<b>Quinte Conservation Program Summary for Expenditures</b>			
WSMR	\$ 1,654,471.70	\$ 1,792,281.25	\$ 137,809.55
PARS	\$ 573,708.00	\$ 717,618.00	\$ 143,910.00
CS	\$ 579,058.85	\$ 620,462.88	\$ 41,404.03
CLM	\$ 310,539.00	\$ 338,809.00	\$ 28,270.00
SS	\$ 135,878.00	\$ 150,726.00	\$ 14,848.00
<b>Total Expenditures</b>	\$ 3,253,655.55	\$ 3,619,897.13	\$ 366,241.58
<b>Quinte Conservation Program Summary for Revenue</b>			
WSMR	\$ 1,654,471.70	\$ 1,792,281.25	\$ 137,809.55
PARS	\$ 573,708.00	\$ 717,618.00	\$ 143,910.00
CS	\$ 579,058.85	\$ 620,462.88	\$ 41,404.03
CLM	\$ 310,539.00	\$ 338,809.00	\$ 28,270.00
SS	\$ 135,878.00	\$ 150,726.00	\$ 14,848.00
<b>Total Revenue</b>	\$ 3,253,655.55	\$ 3,619,897.13	\$ 366,241.58
<b>Total Surplus / Deficit</b>	\$ -	\$ -	\$ -
<b>Total Surplus to be carried to 2023</b>	\$ -	\$ -	\$ -
<b>Actual 2022 Municipal Levy</b>	\$ 1,890,744.00		
<b>2022 Reserve Build</b>	\$ 25,000.00		
<b>Total 2022 Actual Levy</b>	\$ 1,915,744.00		
<b>Total Preliminary 2023 Levy</b>	\$ 2,029,913.28		
<b>Increase / Decrease in Levy</b>	\$ 114,169.28		
<b>2023 Reserve Build</b>	\$ 25,000.00		
<b>Increase / Decrease in Levy</b>	\$ 139,169.28		

## Watershed Science, Monitoring & Reporting (WSMR) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>1a Program Management &amp; Operations</b>	527,474.00	553,373.00	\$ 25,899.00
<b>1b Watershed Planning &amp; Operations</b>	\$527,474.00	553,373.00	\$ 25,899.00
<b>1c Climate Change</b>	\$ 110,357.00	\$ 119,295.00	\$ 8,938.00

### Flood Forecasting

#### Operation of MRW Workshop

Fuel for Furnace	\$ 2,500.00	\$ 2,700.00	\$ 200.00
Maintenance & Rental of Welding Equipment	\$ 800.00	\$ 800.00	\$ -
Hydro	\$ 1,400.00	\$ 1,512.00	\$ 112.00
Telephone	\$ 1,900.00	\$ 1,900.00	\$ -
Miscellaneous Purchases	\$ 1,500.00	\$ 1,500.00	\$ -
Fire Exting. Maintenance	\$ 100.00	\$ 100.00	\$ -
Computer Maintenance & Upgrade	\$ 1,700.00	\$ 1,836.00	\$ 136.00
Insurance	\$ 1,600.00	\$ 2,000.00	\$ 400.00
Repairs & Maintenance to Building	\$ 3,000.00	\$ 3,000.00	\$ -
Snowplowing	\$ 3,000.00	\$ 3,240.00	\$ 240.00
Sanding	\$ 1,000.00	\$ 1,080.00	\$ 80.00
Purchase of Small Tools	\$ 100.00	\$ 100.00	\$ -
<b>Total Operation of MRW Workshop</b>	<b>\$ 18,600.00</b>	<b>\$ 19,768.00</b>	<b>\$ 1,168.00</b>

#### Operation of NRW Workshop

Telephone	\$ 1,000.00	\$ 1,000.00	\$ -
Hydro	\$ 2,400.00	\$ 1,200.00	\$ (1,200.00)
Computer Purchase	\$ -	\$ -	\$ -
Miscellaneous Purchases	\$ 200.00	\$ -	\$ (200.00)
Sanding & Snowplowing	\$ 3,000.00	\$ 1,500.00	\$ (1,500.00)
Insurance	\$ 1,200.00	\$ 1,200.00	\$ -
Purchase of Small Tools	\$ 100.00	\$ 100.00	\$ -
<b>Total Operation of NRW Workshop</b>	<b>\$ 7,900.00</b>	<b>\$ 5,000.00</b>	<b>\$ (2,900.00)</b>

#### Operation of PERW Workshop

Telephone	200.00	-	\$ (200.00)
Utilities	800.00	-	\$ (800.00)
Insurance	1,000.00	1,200.00	\$ 200.00
Furnace Fuel	-	-	\$ -
<b>Total Operation of PERW Workshop</b>	<b>\$ 2,000.00</b>	<b>\$ 1,200.00</b>	<b>\$ (800.00)</b>

#### Communications Equipment

Bell Mobility	\$ 8,000.00	\$ 8,640.00	\$ 640.00
Internet	\$ 4,000.00	\$ 4,320.00	\$ 320.00
Cell Phone Maintenance & Upgrade	\$ 1,800.00	\$ 2,000.00	\$ 200.00
<b>Total Communications Equipment</b>	<b>\$ 13,800.00</b>	<b>\$ 14,960.00</b>	<b>\$ 1,160.00</b>

## Watershed Science, Monitoring & Reporting (WSMR) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
Snow Sampling	\$ 2,300.00	\$ 2,500.00	\$ 200.00
Ice Monitoring	\$ 1,700.00	\$ 1,800.00	\$ 100.00
Operation and Maintenance of Gauges	\$ 3,100.00	\$ 3,350.00	\$ 250.00
Flood Watch	\$ 4,000.00	\$ 4,300.00	\$ 300.00
Operation of Kisters	\$ 11,000.00	\$ 11,880.00	\$ 880.00
Health & Safety	\$ 6,000.00	\$ 6,000.00	\$ -
Promotions: Re Clothing, bags etc..	\$ 5,000.00	\$ 5,000.00	\$ -
Community Development	\$ 5,000.00	\$ 5,000.00	\$ -
Staff Expenses -includes training and development, special supply needs, uniforms and equipment rental ***	\$ 50,000.00	\$ 50,000.00	\$ -
Operator's Safety	\$ 10,000.00	\$ 10,000.00	\$ -
<b>1d Total Flood Forecasting</b>	<b>\$ 140,400.00</b>	<b>\$ 140,758.00</b>	<b>\$ 358.00</b>
<b>1e GIS Services</b>	<b>\$ 70,672.45</b>	<b>\$ 76,418.00</b>	<b>\$ 5,745.55</b>
Wages, Benefits and Expenses for GIS Assistant			
<b>Watershed Data Management &amp; Reportir</b>	<b>\$ 90,874.00</b>	<b>\$ 98,234.00</b>	<b>\$ 7,360.00</b>
<b>Miscellaneous</b>			
Technical Equipment upgrades and replacement	\$ 16,000.00	\$ 16,000.00	\$ -
Mapping & Air Photos	\$ 450.00	\$ 450.00	\$ -
Security at Napanee Sub-office	\$ 400.00	\$ 400.00	\$ -
Canadian Pacific RofW to 3rd Lake Dam	\$ 1,200.00	\$ 1,200.00	\$ -
<b>Total Miscellaneous</b>	<b>\$ 18,050.00</b>	<b>\$ 18,050.00</b>	<b>\$ -</b>
<b>Water Quality &amp; Sampling</b>	<b>\$ 3,000.00</b>	<b>\$ 3,000.00</b>	<b>\$ -</b>
<b>1f TOTAL Watershed Data Management</b>	<b>\$111,924.00</b>	<b>\$119,284.00</b>	<b>\$ 7,360.00</b>



## Watershed Science, Monitoring & Reporting (WSMR) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>Water Controls Operations</b>			
Property Insurance	\$ 96,390.00	\$ 160,000.00	\$ 63,610.00
<b>Boiler &amp; Machinery, Errors &amp; Omissions Liability, Umbrella Liability</b>			
<b>Telephone</b>			
Belleville office	\$ 1,000.00	\$ 1,000.00	\$ -
Call forward from Napanee	\$ 650.00	\$ 650.00	\$ -
<b>Total Telephone</b>	\$ 1,650.00	\$ 1,650.00	\$ -
<b>Community Development</b>	\$ 5,000.00	\$ 5,000.00	\$ -
<b>TOTAL Insurance &amp; Utilities &amp; Marketing</b>	\$ 103,040.00	\$ 166,650.00	\$ 63,610.00

### Flood Control Operations for Moira Watershed

Skootamatta Dam	\$ -	\$ -	\$ -
Lingham Lake Dam	\$ 2,500.00	\$ 2,500.00	\$ -
Caton's Weir	\$ 3,200.00	\$ 3,200.00	\$ -
Wishart Dam	\$ 5,000.00	\$ 5,000.00	\$ -
Yardman Dam	\$ 7,180.00	\$ 7,180.00	\$ -
Lott Dam	\$ 7,180.00	\$ 7,180.00	\$ -
Deerock Dam	\$ 1,400.00	\$ 1,400.00	\$ -
Total Downey's Rapids	\$ 3,000.00	\$ 3,000.00	\$ -
Holgate Dam	\$ 7,180.00	\$ 7,180.00	\$ -
Mulhall Dam	\$ 7,180.00	\$ 7,180.00	\$ -
Deloro Dam - Security Checks	\$ 2,000.00	\$ 2,000.00	\$ -
Flinton Dam - Security and Maintenance	\$ 3,500.00	\$ 3,500.00	\$ -
Miscellaneous	\$ 2,610.25	\$ 2,610.25	\$ -
<b>Total Dam Maintenance for MRW</b>	\$ 51,930.25	\$ 51,930.25	\$ -

### Flood Control Operations for Napanee Watershed

Second Depot Lake Dam	\$ 1,000.00	\$ 1,000.00	\$ -
Third Depot Lake Dam	\$ 2,300.00	\$ 2,300.00	\$ -
Varty Lake Dam	\$ 500.00	\$ 500.00	\$ -
Upper Arden Dam	\$ 1,000.00	\$ 1,000.00	\$ -
Middle Arden Dam	\$ 200.00	\$ 200.00	\$ -
Lower Arden Dam	\$ 100.00	\$ 100.00	\$ -
Laraby Rapids Dam	\$ 300.00	\$ 300.00	\$ -
Woods Dam	\$ 50.00	\$ 50.00	\$ -
Breeze Dam	\$ 200.00	\$ 200.00	\$ -
Kingsford Weir	\$ 400.00	\$ 400.00	\$ -
James Lazier Dam	\$ 500.00	\$ 500.00	\$ -
Bellrock Dam	\$ 2,000.00	\$ 2,000.00	\$ -
Hardwood Creek Dam	\$ 100.00	\$ 100.00	\$ -
Springside Park Dam	\$ 200.00	\$ 200.00	\$ -
Thirteen Island Lake Dam	\$ 100.00	\$ 100.00	\$ -
Colebrook Dam	\$ 100.00	\$ 100.00	\$ -
Lonsdale Dam	\$ 200.00	\$ 200.00	\$ -
Miscellaneous	\$ 1,000.00	\$ 1,000.00	\$ -
<b>Total Dam Maintenance in NRW</b>	\$ 10,250.00	\$ 10,250.00	\$ -

## Watershed Science, Monitoring & Reporting (WSMR) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>Flood Control Operations for Prince Edward Watershed</b>			
Demorestville Dam	\$ 750.00	\$ 750.00	\$ -
Miscellaneous	\$ 200.00	\$ 200.00	\$ -
<b>Total Dam Maintenance in PERW</b>	<b>\$ 950.00</b>	<b>\$ 950.00</b>	<b>\$ -</b>
<b>1g Total Water Controls Operations</b>	<b>\$161,580.25</b>	<b>\$229,780.25</b>	<b>\$ 68,200.00</b>
<b>Provincial Revenue</b>			
Program Mangement & Operations	\$ 38,226.91	\$ 38,226.91	\$ -
Climate Change	\$ -	\$ -	\$ -
Watershed Planning & Operations	\$ 24,662.52	\$ 24,662.52	\$ -
Flood Forecasting	\$ 24,662.52	\$ 24,662.52	\$ -
Water Control Operations	\$ 35,760.66	\$ 35,760.66	\$ -
<b>1h Total Provincial Revenue</b>	<b>123,312.61</b>	<b>123,312.61</b>	<b>-</b>
<b>Municipal Levy</b>			
Program Management & Operations	\$ 395,852.34	\$ 395,841.84	\$ (10.50)
Watershed Planning & Operations	\$ 402,283.73	\$ 408,335.23	\$ 6,051.50
SWP, SWM & Climate Change	\$ 103,224.00	\$ 103,224.00	\$ -
Flood Forecasting	\$ 15,209.73	\$ (4,279.77)	\$ (19,489.50)
GIS Services	\$ 70,672.45	\$ 76,418.00	\$ 5,745.55
Watershed Data Management & Reporting	\$ 111,924.00	\$119,284.00	\$ 7,360.00
Water Control Operations	\$ (45,975.33)	\$ (8,281.40)	\$ 37,693.93
<b>1i Total Municipal Levy</b>	<b>\$ 1,053,190.92</b>	<b>\$ 1,090,541.90</b>	<b>\$ 37,350.98</b>

## Watershed Science, Monitoring & Reporting (WSMR) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
City of Belleville (50% of Regular Dam Maint.)	\$ 66,133.12	\$ 71,423.77	\$ 5,290.65
Municipality of Tweed & Madoc	\$ 9,724.05	\$ 10,501.97	\$ 777.92
<b>1j Total Special Levy</b>	<b>\$ 75,857.17</b>	<b>\$ 81,925.74</b>	<b>\$ 6,068.57</b>
<b>Other Revenue</b>			
<b>Program Management &amp; Operations</b>			
Permits	\$ 47,652.50	\$ 67,500.00	\$ 19,847.50
Fee for Tech Services	\$ 52,875.25	\$ 52,875.25	\$ -
<b>Sub-total</b>	<b>\$ 100,527.75</b>	<b>\$ 120,375.25</b>	<b>\$ 19,847.50</b>
<b>Watershed Planning &amp; Operations</b>			
Permits	\$ 47,652.50	\$ 67,500.00	\$ 19,847.50
Fee for Tech Services	\$ 52,875.25	\$ 52,875.25	\$ -
<b>Sub-total</b>	<b>\$ 100,527.75</b>	<b>\$ 120,375.25</b>	<b>\$ 19,847.50</b>
<b>Flood Forecasting</b>			
Permits	\$ 47,652.50	\$ 67,500.00	\$ 19,847.50
Fee for Tech Services	\$ 52,875.25	\$ 52,875.25	\$ -
<b>Sub-total</b>	<b>\$ 100,527.75</b>	<b>\$ 120,375.25</b>	<b>\$ 19,847.50</b>
<b>GIS Services</b>			
	\$ -	\$ -	\$ -
<b>Water Control Structures</b>			
Permits	\$ 47,652.50	\$ 67,500.00	\$ 19,847.50
Fee for Tech Services	\$ 52,875.25	\$ 52,875.25	\$ -
<b>Sub-total</b>	<b>\$ 100,527.75</b>	<b>\$ 120,375.25</b>	<b>\$ 19,847.50</b>
<b>Skootamatta Dam SWP</b>	\$ -	\$ 15,000.00	\$ 15,000.00
<b>1k Total Other Revenue</b>	<b>\$402,111.00</b>	<b>\$496,501.00</b>	<b>\$ 94,390.00</b>
<b>Total WSMR Revenue</b>	<b>\$ 1,654,471.70</b>	<b>\$ 1,792,281.25</b>	<b>\$ 137,809.55</b>

## Planning Advisory & Regulatory Services (PARS) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>2a Program Management &amp; Operations</b>	\$ 525,158.00	\$ 665,788.00	\$ 140,630.00
Regulations Expenses -Equipment Rental	\$ 25,000.00	\$ 27,000.00	\$ 2,000.00
Community Development	\$ 5,000.00	\$ 5,000.00	\$ -
<i>Total Planning Expenses</i>	<u>\$ 2,550.00</u>	<u>\$ 2,550.00</u>	<u>\$ -</u>
<b>2b Total Program Costs</b>	\$ 32,550.00	\$ 34,550.00	\$ 2,000.00
<b>2c Legal Costs</b>	\$ 16,000.00	\$ 17,280.00	\$ 1,280.00
<b>Total Expenditures</b>	\$ 573,708.00	\$ 717,618.00	\$ 143,910.00
<b>Provincial Reveune</b>			
Program Management & Operations	\$ 34,243.50	\$ 34,243.50	\$ -
Program Costs	\$ -	\$ -	\$ -
Legal Costs	\$ -	\$ -	\$ -
<b>2d Total Provincial Revenue</b>	\$ 34,243.50	\$ 34,243.50	\$ -
<b>Municipal Levy</b>			
Program Management & Operations	\$ 320,914.50	\$ 413,544.50	\$ 92,630.00
Program Costs	\$ 32,550.00	\$ 34,550.00	\$ 2,000.00
Legal Costs	\$ 16,000.00	\$ 17,280.00	\$ 1,280.00
<b>2e Total Municipal Levy</b>	\$ 369,464.50	\$ 465,374.50	\$ 95,910.00
<b>Special Levy</b>			
Program Management & Operations	\$ -	\$ -	\$ -
Program Costs	\$ -	\$ -	\$ -
Legal Costs	\$ -	\$ -	\$ -
<b>2f Total Special Levy</b>	\$ -	\$ -	\$ -
<b>Other Revenue</b>			
<i>Program Management &amp; Operations</i>			
Plan Review	\$ 170,000.00	\$ 218,000.00	\$ 48,000.00
<i>Total Program Management &amp; Operations</i>	\$ 170,000.00	\$ 218,000.00	\$ 48,000.00
Program Costs	\$ -	\$ -	\$ -
Legal Costs	\$ -	\$ -	\$ -
<b>2g Total Other Revenue</b>	\$ 170,000.00	\$ 218,000.00	\$ 48,000.00

## Corporate Services (CS) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
<b>Management &amp; Members</b>			
<i>Total Wages &amp; Benefits</i>	\$ 193,825.97	\$ 201,524.00	\$ 7,698.03
<i>Members Expenses</i>			
Executive meetings	\$ 6,000.00	\$ 8,000.00	\$ 2,000.00
Advisory Board meetings	\$ 1,500.00	\$ 1,500.00	\$ -
Expenses for meetings	\$ 500.00	\$ 500.00	\$ -
<i>Total Members Expenses</i>	\$ 8,000.00	\$ 10,000.00	\$ 2,000.00
<b>3a Total Management &amp; Members</b>	<b>\$ 201,825.97</b>	<b>\$ 211,524.00</b>	<b>\$ 9,698.03</b>
<b>Operation of Office</b>			
<b>Corporate Services Expenses</b>			
Corporate Services special supplies	\$ 500.00	\$ 500.00	\$ -
Uniforms	\$ 500.00	\$ 500.00	\$ -
Equipment Rental	\$ 1,000.00	\$ 1,000.00	\$ -
Staff Training & Development	\$ 500.00	\$ 500.00	\$ -
<b>Total Corporate Services Expenses</b>	<b>\$ 2,500.00</b>	<b>\$ 2,500.00</b>	<b>\$ -</b>
<b>Conservation Ontario Levy</b>	<b>\$ 24,478.00</b>	<b>\$ 25,000.00</b>	<b>\$ 522.00</b>
Annual Computer Upgrade	\$ 25,000.00	\$ 25,000.00	\$ -
Lease of Networking	\$ 21,000.00	\$ 21,000.00	\$ -
Miscellaneous re:Furniture	\$ 1,200.00	\$ 1,200.00	\$ -
<b>Total Office Equipment Purchase</b>	<b>\$ 47,200.00</b>	<b>\$ 47,200.00</b>	<b>\$ -</b>
Postage meter Rental	\$ 1,000.00	\$ 1,000.00	\$ -
<b>Postage</b>			
Courier	\$ 1,000.00	\$ 1,000.00	\$ -
Canada Post	\$ 3,000.00	\$ 3,000.00	\$ -
<b>Total Postage</b>	<b>\$ 4,000.00</b>	<b>\$ 4,000.00</b>	<b>\$ -</b>
<b>Office Supplies</b>			
General everyday working supplies	\$ 9,000.00	\$ 9,000.00	\$ -
Stationery Replenishment	\$ 1,000.00	\$ 1,000.00	\$ -
<b>Total Office Supplies</b>	<b>\$ 10,000.00</b>	<b>\$ 10,000.00</b>	<b>\$ -</b>
<b>Office Equipment Maintenance</b>			
Maintenance contract on input/output device	\$ 5,000.00	\$ 5,000.00	\$ -
Maintenance to computer equipment(24x/yr)	\$ 7,000.00	\$ 7,000.00	\$ -
Maintenance to voicemail (6x/yr)	\$ 2,000.00	\$ 2,000.00	\$ -
<b>Total Office Equipment Maintenance</b>	<b>\$ 14,000.00</b>	<b>\$ 14,000.00</b>	<b>\$ -</b>



## Corporate Services (CS) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>Telephone</b>			
Belleville Office	\$ 5,000.00	\$ 5,000.00	\$ -
Call forward from Napanee	\$ 1,000.00	\$ 1,000.00	\$ -
<b>Total Telephone</b>	<b>\$ 6,000.00</b>	<b>\$ 6,000.00</b>	<b>\$ -</b>
<b>Office Maintenance</b>			
Cleaning of Office	\$ 10,000.00	\$ 11,000.00	\$ 1,000.00
Cleaning of Mat @ entrance	\$ 1,000.00	\$ 1,000.00	\$ -
Snow Plowing	\$ 4,000.00	\$ 4,320.00	\$ 320.00
Sand & Salt parking lot	\$ 1,200.00	\$ 1,296.00	\$ 96.00
Grass Cutting	\$ 500.00	\$ 540.00	\$ 40.00
Washroom supplies	\$ 1,000.00	\$ 1,000.00	\$ -
Preventative Maintenance	\$ 18,300.88	\$ 18,300.88	\$ -
Security	\$ 1,000.00	\$ 1,000.00	\$ -
<b>Total Office Maintenance</b>	<b>\$ 37,000.88</b>	<b>\$ 38,456.88</b>	<b>\$ 1,456.00</b>
<b>Snowplowing at Picton Office</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Utilities at Belleville Office</b>			
Service to Furnace & Air conditioning	\$ 1,500.00	\$ 1,500.00	\$ -
Sewer & Water	\$ 500.00	\$ 500.00	\$ -
Gas for Furnace	\$ 3,500.00	\$ 3,500.00	\$ -
Hydro	\$ 10,000.00	\$ 10,000.00	\$ -
<b>Total Utilities at Belleville Office</b>	<b>\$ 15,500.00</b>	<b>\$ 15,500.00</b>	<b>\$ -</b>
<b>Utilities at Picton Office (reimbursement by Air Cadets shown in Revenue)</b>			
Hydro	\$ 2,000.00	\$ 2,000.00	\$ -
Sewer & Water	\$ 500.00	\$ 500.00	\$ -
<b>Total Utilities at Picton Office</b>	<b>\$ 2,500.00</b>	<b>\$ 2,500.00</b>	<b>\$ -</b>
<b>Insurance</b>			
Group Accident Insurance for volunteers			
Crime			
Directors & Officer Liability			
25% of Errors & Omissions Liability			
15% of Umbrella Liability			
Property Insurance for Belleville Office			
Property Insurance for Picton Office	\$ 25,000.00	\$ 32,500.00	\$ 7,500.00
<b>General Expenses</b>			
Subscriptions & Memberships	\$ 1,500.00	\$ 1,500.00	\$ -
<b>Audit Fee</b>	<b>\$ 20,000.00</b>	<b>\$ 23,000.00</b>	<b>\$ 3,000.00</b>
<b>Bank Charges</b>			
Internet fee, direct deposit, visa & m/c fees	\$ 10,000.00	\$ 15,000.00	\$ 5,000.00
<b>3b Total Operation of Office</b>	<b>\$ 219,678.88</b>	<b>\$ 237,156.88</b>	<b>\$ 17,478.00</b>

## Corporate Services (CS) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>Operation of Vehicles and Equipment</b>			
<b>2008 Ford 3 Ton</b>			
Gas & Oil	\$ 2,000.00	\$ 2,160.00	\$ 160.00
Repairs & Insurance	\$ 3,000.00	\$ 3,240.00	\$ 240.00
	<u>\$ 5,000.00</u>	<u>\$ 5,400.00</u>	<u>\$ 400.00</u>
<b>2017 Ford Electric Car</b>			
Hydro Power	\$ 500.00	\$ 540.00	\$ 40.00
Repairs & Insurance	\$ 2,000.00	\$ 2,160.00	\$ 160.00
	<u>\$ 2,500.00</u>	<u>\$ 2,700.00</u>	<u>\$ 200.00</u>
<b>2012 Honda</b>			
Gas & Oil	\$ 1,500.00	\$ 1,620.00	\$ 120.00
Repairs & Insurance	\$ 2,000.00	\$ 2,160.00	\$ 160.00
	<u>\$ 3,500.00</u>	<u>\$ 3,780.00</u>	<u>\$ 280.00</u>
<b>2014 Jeep Cherokee</b>			
Gas & Oil	\$ 2,000.00	\$ 2,160.00	\$ 160.00
Repairs & Insurance	\$ 3,000.00	\$ 3,240.00	\$ 240.00
	<u>\$ 5,000.00</u>	<u>\$ 5,400.00</u>	<u>\$ 400.00</u>
<b>2016 Ford</b>			
Gas & Oil	\$ 4,000.00	\$ 4,320.00	\$ 320.00
Repairs & Insurance	\$ 2,000.00	\$ 2,160.00	\$ 160.00
	<u>\$ 6,000.00</u>	<u>\$ 6,480.00</u>	<u>\$ 480.00</u>
<b>2015 Dodge</b>			
Gas & Oil	\$ 1,500.00	\$ 1,620.00	\$ 120.00
Repairs & Insurance	\$ 2,000.00	\$ 2,160.00	\$ 160.00
	<u>\$ 3,500.00</u>	<u>\$ 3,780.00</u>	<u>\$ 280.00</u>
<b>2011 Chev Silverado</b>			
Gas & Oil	\$ 4,000.00	\$ 4,320.00	\$ 320.00
Repairs & Insurance	\$ 1,500.00	\$ 1,620.00	\$ 120.00
	<u>\$ 5,500.00</u>	<u>\$ 5,940.00</u>	<u>\$ 440.00</u>

## Corporate Services (CS) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>2012 Dodge Caravan</b>			
Gas & Oil	\$ 2,000.00	\$ 2,160.00	\$ 160.00
Repairs & Insurance	\$ 1,734.00	\$ 1,872.00	\$ 138.00
	<u>\$ 3,734.00</u>	<u>\$ 4,032.00</u>	<u>\$ 298.00</u>
<b>New Holland TN65</b>			
Gas & Oil	\$ 500.00	\$ 5,470.00	\$ 4,970.00
Repairs & Insurance	\$ 3,000.00	\$ 3,240.00	\$ 240.00
	<u>\$ 3,500.00</u>	<u>\$ 8,710.00</u>	<u>\$ 5,210.00</u>
<b>Miscellaneous Equipment</b>			
Gas & Oil	\$ 3,000.00	\$ 3,240.00	\$ 240.00
Repairs & Insurance	\$ 15,000.00	\$ 16,200.00	\$ 1,200.00
	<u>\$ 18,000.00</u>	<u>\$ 19,440.00</u>	<u>\$ 1,440.00</u>
<b>3c Total Vehicle &amp; Equ Operation</b>	<b>\$ 56,234.00</b>	<b>\$ 65,662.00</b>	<b>\$ 9,428.00</b>
<b>3d Vehicle &amp; Equ. Acquisition</b>	<b>\$ 30,000.00</b>	<b>\$ 32,400.00</b>	<b>\$ 2,400.00</b>
<b>3d Office Equipment Acquisition</b>	<b>\$ 30,000.00</b>	<b>\$ 32,400.00</b>	<b>\$ 2,400.00</b>
<b>Communications</b>			
<b>Communications &amp; Marketing Specialist</b>			
Staff Training & Development	\$ 250.00	\$ 250.00	\$ -
Special Supplies needed	\$ 50.00	\$ 50.00	\$ -
Uniforms	\$ 250.00	\$ 250.00	\$ -
Equipment Rental ***	\$ 1,000.00	\$ 1,000.00	\$ -
Miscellaneous Expenses	\$ 250.00	\$ 250.00	\$ -
<b>Total Communications &amp; Marketing Spec</b>	<b>\$ 1,800.00</b>	<b>\$ 1,800.00</b>	<b>\$ -</b>
<b>Conservation Education Coordinator</b>			
Staff Training & Development	\$ 250.00	\$ 250.00	\$ -
Special Supplies needed	\$ 50.00	\$ 50.00	\$ -
Uniforms	\$ 250.00	\$ 250.00	\$ -
Equipment Rental***	\$ 1,000.00	\$ 1,000.00	\$ -
Miscellaneous Expenses	\$ 250.00	\$ 250.00	\$ -
<b>Total Conservation Education Coord.</b>	<b>\$ 1,800.00</b>	<b>\$ 1,800.00</b>	<b>\$ -</b>

## Corporate Services (CS) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
Advertising	\$ 17,220.00	\$ 17,220.00	\$ -
Resources	\$ 16,000.00	\$ 16,000.00	\$ -
Marketing	\$ 2,500.00	\$ 2,500.00	\$ -
Miscellaneous Special Projects	\$ 2,000.00	\$ 2,000.00	\$ -
<b>3e Total Conservation Information</b>	<b>\$ 41,320.00</b>	<b>\$ 41,320.00</b>	<b>\$ -</b>
<b>Provincial</b>			
Management & Members	\$ 8,561.00	\$ 8,561.00	\$ -
Operation of Office	\$ -	\$ -	\$ -
Operation of Vehicles and Equipment	\$ -	\$ -	\$ -
Equipment Acquisition	\$ -	\$ -	\$ -
Communications	\$ -	\$ -	\$ -
<b>3f Total Provincial</b>	<b>\$ 8,561.00</b>	<b>\$ 8,561.00</b>	<b>\$ -</b>
<b>Municipal Levy</b>			
Management & Members	\$ 166,598.30	\$ 171,296.33	\$ 4,698.03
Operation of Office	\$ 193,012.21	\$ 205,490.21	\$ 12,478.00
Operation of Vehicles and Equipment	\$ (69,801.00)	\$ (31,538.00)	\$ 38,263.00
Equipment Acquisition	\$ 55,000.00	\$ 59,800.00	\$ 4,800.00
Communications	\$ 14,653.33	\$ 9,653.33	\$ (5,000.00)
<b>3g Total Municipal Levy</b>	<b>\$ 359,462.85</b>	<b>\$ 414,701.88</b>	<b>\$ 55,239.03</b>
<b>Special Levy</b>			
Management & Members	\$ -	\$ -	\$ -
Operation of Office	\$ -	\$ -	\$ -
Operation of Vehicles and Equipment	\$ -	\$ -	\$ -
Equipment Acquisition	\$ -	\$ -	\$ -
Communications	\$ -	\$ -	\$ -
<b>3h Total Special Levy</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Corporate Services (CS) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>Other Revenue</b>			
<i>Management &amp; Members</i>			
Investment Income	\$ 15,000.00	\$ 15,000.00	\$ -
Miscellaneous Income	\$ 10,000.00	\$ 15,000.00	\$ 5,000.00
Admin fee for Capital Projects	\$ 20,000.00	\$ 20,000.00	\$ -
Summer Student Granted income	\$ 30,000.00	\$ 40,000.00	\$ 10,000.00
Donations	\$ 5,000.00	\$ 5,000.00	\$ -
<i>Total Management &amp; Members</i>	\$ 26,666.67	\$ 31,666.67	\$ 5,000.00
<i>Operation of Office</i>			
Investment Income	\$ 15,000.00	\$ 15,000.00	\$ -
Miscellaneous Income	\$ 10,000.00	\$ 15,000.00	\$ 5,000.00
Admin fee for Capital Projects	\$ 20,000.00	\$ 20,000.00	\$ -
Summer Student Granted income	\$ 30,000.00	\$ 40,000.00	\$ 10,000.00
Donations	\$ 5,000.00	\$ 5,000.00	\$ -
<i>Total Operation of Office</i>	\$ 26,666.67	\$ 31,666.67	\$ 5,000.00
<i>Operation of Vehicles and Equipment</i>			
Use of Authority Owned Vehicles for Programs	\$ 126,035.00	\$ 97,200.00	\$ (28,835.00)
<i>Total Operation of Vehical &amp; Equipment</i>	\$ 126,035.00	\$ 97,200.00	\$ (28,835.00)
<i>Equipment Acquisition</i>			
QC Vehicle Rental and Sales	\$ 5,000.00	\$ 5,000.00	\$ -
<i>Total Equipment Acquisition</i>	\$ 5,000.00	\$ 5,000.00	\$ -
<i>Communciations</i>			
Investment Income	\$ 15,000.00	\$ 15,000.00	\$ -
Miscellaneous Income	\$ 10,000.00	\$ 15,000.00	\$ 5,000.00
Admin fee for Capital Projects	\$ 20,000.00	\$ 20,000.00	\$ -
Summer Student Granted income	\$ 30,000.00	\$ 40,000.00	\$ 10,000.00
Donations	\$ 5,000.00	\$ 5,000.00	\$ -
<i>Total Communications</i>	\$ 26,666.67	\$ 31,666.67	\$ 5,000.00
<b>3i Total Other Revenue</b>	<b>\$ 211,035.00</b>	<b>\$ 197,200.00</b>	<b>\$ (13,835.00)</b>
<b>Total Corporate Services (CS) Revenue</b>	<b>\$ 579,058.85</b>	<b>\$ 620,462.88</b>	<b>\$ 41,404.03</b>



## Conservation Land Management (CLM) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>4a Program Management &amp; Operations</b>	\$ 83,699.00	\$ 76,169.00	\$ (7,530.00)
<b>4b Property Taxes</b>	\$ 85,000.00	\$ 91,800.00	\$ 6,800.00
<b>4c Vanderwater Conservation Area</b>	\$ 8,000.00	\$ 8,000.00	\$ -
<b>4d Deerock Conservation Area</b>	\$ 1,500.00	\$ 1,500.00	\$ -
<b>4e Potters Creek Conservation Area</b>	\$ 7,200.00	\$ 7,200.00	\$ -
<b>Other Conservation Area's MRW</b>			
Price Conservation Area	\$ -	\$ -	\$ -
Frink Centre	\$ -	\$ 30,000.00	\$ 30,000.00
O'Hara Mill Pioneer Homestead & CA	\$ 21,000.00	\$ 21,000.00	\$ -
Sidney Conservation Area	\$ 700.00	\$ 700.00	\$ -
Flinton Conservation Area	\$ -	\$ -	\$ -
Sheffield Conservation Area	\$ 1,500.00	\$ 1,500.00	\$ -
Miscellaneous Maintenance	\$ 1,000.00	\$ 1,000.00	\$ -
General Expenses	\$ 2,000.00	\$ 2,000.00	\$ -
<b>4f Total Other Conservation Area's MRW</b>	<b>\$ 26,200.00</b>	<b>\$ 56,200.00</b>	<b>\$ 30,000.00</b>
<b>Depot Lakes Conservation Area &amp; Campground</b>			
Sign Development & Maintenance	\$ 1,200.00	\$ 1,200.00	\$ -
Office Supplies	\$ -	\$ -	\$ -
Security	\$ 5,000.00	\$ 5,000.00	\$ -
Maintenance	\$ 4,000.00	\$ 4,000.00	\$ -
Equipment Rental	\$ 1,000.00	\$ 1,000.00	\$ -
Telephone	\$ 900.00	\$ 900.00	\$ -
Hydro	\$ 3,500.00	\$ 3,500.00	\$ -
Ice	\$ -	\$ -	\$ -
Hand/Toilet Tissue	\$ 1,000.00	\$ 1,000.00	\$ -
Insurance	\$ 600.00	\$ 600.00	\$ -
Summer Wages granted Income	\$ 21,000.00	\$ 21,000.00	\$ -
Miscellaneous	\$ 200.00	\$ 200.00	\$ -
Preventative Maintenance	\$ 12,200.00	\$ 12,200.00	\$ -
<b>4g Total Depot Lk CA &amp; Campground</b>	<b>\$ 50,600.00</b>	<b>\$ 50,600.00</b>	<b>\$ -</b>

## Conservation Land Management (CLM) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>Other Conservation Area's NRW</b>			
Newburgh Conservation Area	\$ -	\$ -	\$ -
Kingsford Conservation Area	\$ -	\$ -	\$ -
Forest Mills Conservation Area	\$ -	\$ -	\$ -
Camden East Conservation Area	\$ -	\$ -	\$ -
Portland Conservation Area	\$ 1,000.00	\$ -	\$ (1,000.00)
Miscellaneous Maintenance	\$ 1,000.00	\$ 1,000.00	\$ -
General Expenses	\$ 1,500.00	\$ 1,500.00	\$ -
<b>4h Total Other Conservation Area's NR</b>	<b>\$ 3,500.00</b>	<b>\$ 2,500.00</b>	<b>\$ (1,000.00)</b>
<b>4i McFarland Conservation Area</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>4j Macaulay Mountain Conservation Ar</b>	<b>\$ 5,500.00</b>	<b>\$ 5,500.00</b>	<b>\$ -</b>
<b>4k Massassauga Point</b>	<b>\$ 3,000.00</b>	<b>\$ 3,000.00</b>	<b>\$ -</b>
<b>4l Little Bluff</b>	<b>\$ 10,000.00</b>	<b>\$ 10,000.00</b>	<b>\$ -</b>
<b>Other Conservation Area's PEW</b>			
Beaver Meadow Conservation Area	\$ -	\$ -	\$ -
Rutherford Stevens Conservation Area	\$ -	\$ -	\$ -
Milford Millpond Conservation Area	\$ -	\$ -	\$ -
Harry Smith Conservation Area	\$ -	\$ -	\$ -
Miscellaneous Maintenance	\$ 500.00	\$ 500.00	\$ -
General Expenses	\$ 1,500.00	\$ 1,500.00	\$ -
<b>4m Total Other CA's PEW</b>	<b>\$ 2,000.00</b>	<b>\$ 2,000.00</b>	<b>\$ -</b>
<b>4n CA Major Upgrades</b>	<b>\$ 21,840.00</b>	<b>\$ 21,840.00</b>	<b>\$ -</b>
<b>4o Community Development</b>	<b>\$ 2,500.00</b>	<b>\$ 2,500.00</b>	<b>\$ -</b>
<b>Total CLM Expenditures</b>	<b>\$ 310,539.00</b>	<b>\$ 338,809.00</b>	<b>\$ 28,270.00</b>

## Conservation Land Management (CLM) Revenue

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>Provincial</b>			
Program Management & Operations	\$ -	\$ -	\$ -
Property Taxes	\$ -	\$ -	\$ -
Vanderwater Conservation Area	\$ -	\$ -	\$ -
Deerock Conservation Area	\$ -	\$ -	\$ -
Quinte Conservtion Area	\$ -	\$ -	\$ -
Other Conservation Area's MRW	\$ -	\$ -	\$ -
Depot Lakes Conservation Area	\$ -	\$ -	\$ -
Other Conservation Area's NRW	\$ -	\$ -	\$ -
McFarland Conservation Area	\$ -	\$ -	\$ -
MacAulay Mountain Conservation Area	\$ -	\$ -	\$ -
Massassauga Conservation Area	\$ -	\$ -	\$ -
Little Bluff Conservation Area	\$ -	\$ -	\$ -
Other Conservation Area's PEW	\$ -	\$ -	\$ -
Conservation Area Major Upgrades	\$ -	\$ -	\$ -
Community Development	\$ -	\$ -	\$ -
<b>4p Total Provincial Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Municipal Levy</b>			
Program Management & Operations	\$ 54,551.00	\$ 15,929.00	\$ (38,622.00)
Property Taxes	\$ 85,000.00	\$ 91,800.00	\$ 6,800.00
Vanderwater Conservation Area	\$ 8,000.00	\$ 8,000.00	\$ -
Deerock Conservation Area	\$ 1,500.00	\$ 1,500.00	\$ -
Quinte Conservtion Area	\$ 7,200.00	\$ 7,200.00	\$ -
Other Conservation Area's MRW	\$ 26,200.00	\$ 26,200.00	\$ -
Depot Lakes Conservation Area	\$ (74,400.00)	\$ (84,400.00)	\$ (10,000.00)
Other Conservation Area's NRW	\$ 3,500.00	\$ 2,500.00	\$ (1,000.00)
McFarland Conservation Area	\$ -	\$ -	\$ -
MacAulay Mountain Conservation Area	\$ 5,500.00	\$ 5,500.00	\$ -
Massassauga Conservation Area	\$ 3,000.00	\$ 3,000.00	\$ -
Little Bluff Conservation Area	\$ 10,000.00	\$ 10,000.00	\$ -
Other Conservation Area's PEW	\$ 2,000.00	\$ 2,000.00	\$ -
Conservation Area Major Upgrades	\$ 21,840.00	\$ 21,840.00	\$ -
Community Development	\$ 2,500.00	\$ 2,500.00	\$ -
<b>4q Total Municipal Levy Revenue</b>	<b>\$ 156,391.00</b>	<b>\$ 113,569.00</b>	<b>\$ (42,822.00)</b>

## Conservation Land Management (CLM) Revenue

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>Special Levy</b>			
Program Management & Operations	\$ -	\$ -	\$ -
Property Taxes	\$ -	\$ -	\$ -
Vanderwater Conservation Area	\$ -	\$ -	\$ -
Deerock Conservation Area	\$ -	\$ -	\$ -
Quinte Conservation Area	\$ -	\$ -	\$ -
Other Conservation Area's MRW	\$ -	\$ -	\$ -
Depot Lakes Conservation Area	\$ -	\$ -	\$ -
Other Conservation Area's NRW	\$ -	\$ -	\$ -
McFarland Conservation Area	\$ -	\$ -	\$ -
MacAulay Mountain Conservation Area	\$ -	\$ -	\$ -
Massassauga Conservation Area	\$ -	\$ -	\$ -
Little Bluff Conservation Area	\$ -	\$ -	\$ -
Other Conservation Area's PEW	\$ -	\$ -	\$ -
Conservation Area Major Upgrades	\$ -	\$ -	\$ -
Community Development	\$ -	\$ -	\$ -
<b>4r Total Special Levy Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Revenue</b>			
Program Management & Operations			
Frink Centre Lease	\$ -	\$ 30,000.00	\$ 30,000.00
Parking Fees	\$ -	\$ 30,000.00	\$ 30,000.00
<i>Property Rental for hunting</i>	\$ 29,148.00	\$ 30,240.00	\$ 1,092.00
<i>Revenue from Campground Operation</i>	\$ 125,000.00	\$ 135,000.00	\$ 10,000.00
<b>4s Total Other Revenue</b>	<b>\$ 154,148.00</b>	<b>\$ 225,240.00</b>	<b>\$ 71,092.00</b>
<b>Total CLM Revenue</b>	<b>\$ 310,539.00</b>	<b>\$ 338,809.00</b>	<b>\$ 28,270.00</b>

## Stewardship Services (SS) Expenditures

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>5a Program Mngement &amp; Operations</b>	\$ 46,715.00	\$ 54,833.00	\$ 8,118.00
<i>Wages &amp; Benefits for the for the following positions:</i>			
Education Coordinator 64%			
Communications Specialist 5%			
<b>5b Reforestation</b>	\$ 73,663.00	\$ 80,393.00	\$ 6,730.00
<i>Wages &amp; Benefits for the for the following positions:</i>			
<b>5c Total Conservation Education</b>	\$ 15,500.00	\$ 15,500.00	\$ -
<b>Total SS Expenditures</b>	\$135,878.00	\$150,726.00	\$14,848.00

## Stewardship Services (SS) Revenue

	2022 Approved Budget	2023 Preliminary Budget	2023 Preliminary Budget Increase /Decrease
<b>Provincial Reveune</b>			
Program Management & Operations	\$ -	\$ -	\$ -
Reforestation	\$ -	\$ -	\$ -
Conservation Education & Outdoor Program	\$ -	\$ -	\$ -
<b>5d Total Provincial Revenue</b>	\$ -	\$ -	\$ -
<b>Municipal Levy</b>			
Program Management & Operations	\$ 46,715.00	\$ 54,833.00	\$ 8,118.00
Reforestation	\$ (106,337.00)	\$ (119,607.00)	\$ (13,270.00)
Conservation Education & Outdoor Program	\$ 11,857.00	\$ 10,500.00	\$ (1,357.00)
<b>5e Total Municipal Levy</b>	\$ (47,765.00)	\$ (54,274.00)	\$ (6,509.00)
<b>Special Levy</b>			
Program Management & Operations	\$ -	\$ -	\$ -
Reforestation	\$ -	\$ -	\$ -
Conservation Education & Outdoor Program	\$ -	\$ -	\$ -
<b>5f Total Special Levy</b>	\$ -	\$ -	\$ -
<b>Other Revenue</b>			
Program Management & Operations			
Reforestation -Timber sales	\$ 30,000.00	\$ 50,000.00	\$ 20,000.00
Reforestation -Carbon Offsets	\$ 150,000.00	\$ 150,000.00	\$ -
<i>Fees for Outdoor Program</i>	\$ 3,643.00	\$ 5,000.00	\$ 1,357.00
<i>Fees from BofQ RAP Program</i>	\$ -	\$ -	\$ -
<b>5g Total Other Revenue</b>	\$ 183,643.00	\$ 205,000.00	\$ 21,357.00
<b>Total SS Revenue</b>	\$ 135,878.00	\$ 150,726.00	\$ 14,848.00





Difference in CVA in Watershed 2021 over 2022	% Difference in CVA in Watershed 2021 over 2022	CVA Based Apportionment Percentage	2022 Actual Levy	Preliminary Levy 2023	Preliminary Levy \$ increase	Reserve Build 2023 Preliminary Levy	Reserve Build \$25,000 increase
133,138,201	1.72%	35.55	\$ 743,884	\$ 789,230	\$ 45,347	\$ 788,950	\$ 55,067
4,860,314	1.59%	1.53	\$ 29,311	\$ 31,056	\$ 1,747	\$ 31,440	\$ 2,129
5,232,380	2.20%	1.20	\$ 22,797	\$ 24,359	\$ 1,562	\$ 24,659	\$ 1,862
1,309,871	0.90%	0.73	\$ 13,985	\$ 14,818	\$ 833	\$ 15,001	\$ 1,016
29,381,894	2.16%	6.86	\$ 130,654	\$ 139,252	\$ 8,598	\$ 140,967	\$ 10,313
2,142,595	2.46%	0.44	\$ 8,429	\$ 8,932	\$ 502	\$ 9,042	\$ 612
790,284	0.96%	0.41	\$ 7,855	\$ 8,323	\$ 468	\$ 8,425	\$ 571
4,524,020	0.67%	3.34	\$ 64,561	\$ 67,799	\$ 3,239	\$ 68,634	\$ 4,074
10,510,795	2.24%	2.37	\$ 45,020	\$ 48,109	\$ 3,089	\$ 48,701	\$ 3,681
1,491,992	0.62%	1.19	\$ 22,989	\$ 24,156	\$ 1,167	\$ 24,453	\$ 1,465
9,021,170	0.72%	6.21	\$ 119,926	\$ 126,058	\$ 6,132	\$ 127,610	\$ 7,685
11,421,700	1.20%	4.76	\$ 91,573	\$ 96,624	\$ 5,051	\$ 97,814	\$ 6,241
59,278	0.63%	0.05	\$ 958	\$ 1,015	\$ 57	\$ 1,027	\$ 70
7,545,646	1.03%	3.85	\$ 70,308	\$ 74,092	\$ 3,784	\$ 75,004	\$ 4,697
3,296,841	0.73%	2.25	\$ 43,487	\$ 45,673	\$ 2,186	\$ 46,236	\$ 2,748
1,291,500	1.01%	0.64	\$ 12,261	\$ 12,991	\$ 731	\$ 13,151	\$ 891
1,065,608	1.51%	0.35	\$ 6,897	\$ 7,105	\$ 208	\$ 7,192	\$ 296
89,029,912	1.78%	25.15	\$ 480,852	\$ 510,523	\$ 29,671	\$ 516,811	\$ 35,959
<b>316,104,000</b>	<b>1.58%</b>	<b>100.01</b>	<b>\$ 1,915,744</b>	<b>\$ 2,029,913</b>	<b>\$ 114,372</b>	<b>\$ 2,054,913</b>	<b>\$ 139,375</b>



**Quinte Conservation  
Capital Levy to Support Watershed Management**

	% in CA	2021 CVA (Modified) in Watershed	2022 Current Value Assessment (CVA)	2022 CVA (Modified) in Watershed	CVA Based Apportionment Percentage	2022 Capital Levy	2023 Preliminary Capital Levy	\$ increase
City of Belleville	100	7,746,294,840	7,879,433,040.50	7,879,433,041	38.88	\$ 38,830.00	\$ 38,880	\$ 50
Centre Hastings	56	305,832,626	554,790,964.00	310,682,940	1.53	\$ 1,530.00	\$ 1,530	\$ -
Twp. Of Madoc	100	237,635,200	242,867,580.00	242,867,580	1.20	\$ 1,190.00	\$ 1,200	\$ 10
Marmora & Lake	22	145,878,671	669,038,828.00	147,188,542	0.73	\$ 730.00	\$ 730	\$ -
City of Quinte West	23	1,360,857,031	6,044,517,067.75	1,390,238,926	6.86	\$ 6,820.00	\$ 6,860	\$ 40
Stirling/Rawdon	17	87,179,873	525,426,285.30	89,322,469	0.44	\$ 440.00	\$ 440	\$ -
Tudor & Cashel	48	82,525,466	173,574,480.00	83,315,750	0.41	\$ 410.00	\$ 410	\$ -
Municipality of Tweed	100	673,223,389	677,747,409.00	677,747,409	3.34	\$ 3,370.00	\$ 3,340	\$ (30)
Twp. of Tyendinaga	100	469,641,835	480,152,630.00	480,152,630	2.37	\$ 2,350.00	\$ 2,370	\$ 20
Addington Highlands	44	239,165,940	546,949,845.00	240,657,932	1.19	\$ 1,200.00	\$ 1,190	\$ (10)
Town of Greater Napanee	53	1,249,146,092	2,373,900,494.75	1,258,167,262	6.21	\$ 6,260.00	\$ 6,210	\$ (50)
Twp. of Stone Mills	100	954,012,634	965,434,334.00	965,434,334	4.76	\$ 4,780.00	\$ 4,760	\$ (20)
Twp. of North Frontenac	1	9,454,813	951,409,071.10	9,514,091	0.05	\$ 50.00	\$ 50	\$ -
Twp. of South Frontenac	21	731,343,561	3,518,520,033.35	738,889,207	3.65	\$ 3,670.00	\$ 3,650	\$ (20)
Twp. of Central Frontenac	46	452,459,757	990,775,213.00	455,756,598	2.25	\$ 2,270.00	\$ 2,250	\$ (20)
Town of Deseronto	100	128,389,640	129,681,140.00	129,681,140	0.64	\$ 640.00	\$ 640	\$ -
Corp. of Loyalist Twp.	3	70,547,402	2,387,100,328.60	71,613,010	0.35	\$ 360.00	\$ 350	\$ (10)
Prince Edward County	100	5,007,296,719	5,096,326,631.10	5,096,326,631	25.15	\$ 25,100.00	\$ 25,150	\$ 50
<b>TOTAL QC LEVIES</b>		<b>19,950,885,491</b>		<b>20,266,989,491</b>	<b>100.01</b>	<b>\$ 100,000.00</b>	<b>\$ 100,000</b>	<b>\$ 10</b>

**Quinte Conservation  
Capital Levy to Support Conservation Area Upgrades**

	% in CA	2021 CVA (Modified) in Watershed	2022 Current Value Assessment (CVA)	2022 CVA (Modified) in Watershed	CVA Based Apportionment Percentage	2022 Capital Levy	2023 Preliminary Capital Levy	\$ increase
City of Belleville	100	7,746,294,840	7,879,433,040.50	7,879,433,041	38.88	\$ 38,830.00	\$ 38,880	\$ 50
Centre Hastings	56	305,832,626	554,790,964.00	310,682,940	1.53	\$ 1,530.00	\$ 1,530	\$ -
Twp. Of Madoc	100	237,635,200	242,867,580.00	242,867,580	1.20	\$ 1,190.00	\$ 1,200	\$ 10
Marmora & Lake	22	145,878,671	669,038,828.00	147,188,542	0.73	\$ 730.00	\$ 730	\$ -
City of Quinte West	23	1,360,857,031	6,044,517,067.75	1,390,238,926	6.86	\$ 6,820.00	\$ 6,860	\$ 40
Stirling/Rawdon	17	87,179,873	525,426,285.30	89,322,469	0.44	\$ 440.00	\$ 440	\$ -
Tudor & Cashel	48	82,525,466	173,574,480.00	83,315,750	0.41	\$ 410.00	\$ 410	\$ -
Municipality of Tweed	100	673,223,389	677,747,409.00	677,747,409	3.34	\$ 3,370.00	\$ 3,340	\$ (30)
Twp. of Tyendinaga	100	469,641,835	480,152,630.00	480,152,630	2.37	\$ 2,350.00	\$ 2,370	\$ 20
Addington Highlands	44	239,165,940	546,949,845.00	240,657,932	1.19	\$ 1,200.00	\$ 1,190	\$ (10)
Town of Greater Napanee	53	1,249,146,092	2,373,900,494.75	1,258,167,262	6.21	\$ 6,260.00	\$ 6,210	\$ (50)
Twp. of Stone Mills	100	954,012,634	965,434,334.00	965,434,334	4.76	\$ 4,780.00	\$ 4,760	\$ (20)
Twp. of North Frontenac	1	9,454,813	951,409,071.10	9,514,091	0.05	\$ 50.00	\$ 50	\$ -
Twp. of South Frontenac	21	731,343,561	3,518,520,033.35	738,889,207	3.65	\$ 3,670.00	\$ 3,650	\$ (20)
Twp. of Central Frontenac	46	452,459,757	990,775,213.00	455,756,598	2.25	\$ 2,270.00	\$ 2,250	\$ (20)
Town of Deseronto	100	128,389,640	129,681,140.00	129,681,140	0.64	\$ 640.00	\$ 640	\$ -
Corp. of Loyalist Twp.	3	70,547,402	2,387,100,328.60	71,613,010	0.35	\$ 360.00	\$ 350	\$ (10)
Prince Edward County	100	5,007,296,719	5,096,326,631.10	5,096,326,631	25.15	\$ 25,100.00	\$ 25,150	\$ 50
<b>TOTAL QC LEVIES</b>		<b>19,950,885,491</b>		<b>20,266,989,491</b>	<b>100.01</b>	<b>\$ 100,000.00</b>	<b>\$ 100,000</b>	<b>\$ 10</b>



<b>Stirling-Rawdon and District Recreation Centre</b>						
<b>Account Number/Description</b>	<b>2021 Budget</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Actual</b>	<b>2023 Budget</b>	<b>Comments</b>
0-400 Ice Rentals	130,000.00	79,699.47	181,000.00	157,028.40	162,600.00	
0-401 Ice Family/Pub Skate	2,500.00	1,712.20	2,500.00	2,200.00	2,500.00	
0-402 Surface	0.00	51.00	4,000.00	12,489.78	15,000.00	Military an extras girls BH & Pickle Ball
0-404 Canteen	2,477.00	1,938.94	4,336.00	3,716.62	4,336.00	
0-406 Curling Club	11,000.00	3,993.15	25,000.00	18,423.08	25,000.00	
0-406 Room Rental	5,300.00	7,988.00	5,300.00	3,975.00	5,300.00	
0-407 Sign Rental	12,400.00	12,130.66	11,800.00	13,146.25	13,100.00	
0-408 Skates Sharpener	500.00	500.00	500.00	500.00	500.00	
0-409 Phone Receipts	791.00	791.00	791.00	791.00	791.00	
0-410 Miscellaneous	0.00	7,690.02	0.00	5,582.00	0.00	Grants in 2021 and 2022
0-411 Lions Club	400.00	61,734.40	600.00	412.80	500.00	
0-412 Municipal Contributions	307,222.00	307,222.00	217,878.00	223,880.45	298,402.00	8 percent increase includes capital plus the 2022 deficit
0-413 Investment Income	500.00	388.69	500.00	1,883.18	1,000.00	depends on interest rates and balance in account
0-414 Donations	1,700.00	2,500.00	1,500.00	1,500.00	1,500.00	
0-416 Surplus Previous Year	0.00	0.00	0.00	0.00	0.00	
0-419 Contributions from Reserve	25,000.00	25,000.00	0.00	0.00	0.00	
<b>Total Revenue</b>	<b>489,780.00</b>	<b>513,235.83</b>	<b>436,605.00</b>	<b>445,328.74</b>	<b>530,629.00</b>	



**Hastings Quinte 9-1-1 Management Services**

	<b>2022</b>	<b>2023</b>	
9-1-1 Management Services	\$204,600	\$ 209,050	2.17%

**HASTINGS QUINTE 9-1-1**

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.

In addition to call volumes, as technology continues to evolve and improve, there are more ways to access E911 services. Correspondingly, the regulatory regime is becoming increasingly complex as more regulations (e.g. texting to 911 and next generation 911) are mandated at the federal level. This includes requirements for texting to 911 and more recently, requirements for next generation 911 which eventually will include sending pictures and videos. While these mandates improve 911 services, at a municipal level these mandates require significant time to educate, train, and coordinate their implementation.

As the dates/timing for the transition to NG-911 near, the workload of the 911 coordinator role continues to increase. 911 staff continue working and coordinating actions with our partner agencies/first responders to ensure we are prepared and ready for the transition to NG-911.

**Purchased Services**

This line represents the cost of the contract with Northern 911 for our 911 answering service, Public Safety Answering Point (PSAP). The contract was renewed in April 2017 for a 5-year term, with an option for automatic renewal for two one-year periods. 911 staff will be preparing and RFP for 911 answering services this year to ensure we have a provider in place in when our current contract ends in April of 2024.

**COUNTY OF HASTINGS**

**EXHIBIT D-2**

**HASTINGS / QUINTE 911**

**2023 BUDGET**

	<b><u>2022 BUDGET</u></b>	<b><u>Preliminary 2022 ACTUAL</u></b>	<b><u>2023 BUDGET</u></b>	<b><u>%</u></b>
SALARIES	88,400	87,684	91,500	3.51%
FRINGE BENEFITS	22,200	22,282	23,300	4.95%
OFFICE SUPPLIES	50	134	50	0.00%
OFFICE EQUIPMENT	150	86	150	0.00%
MILEAGE & TRAVEL	3,500		3,500	0.00%
CONVENTIONS / MEETINGS	6,000		6,000	0.00%
EDUCATION	1,000	86	1,000	0.00%
TELEPHONE	1,000	992	1,000	0.00%
PUBLIC EDUCATION	1,000	901	2,000	100.00%
COMMITTEE FEES	300	570	300	0.00%
MEMBERSHIPS	250	203	500	100.00%
COMPUTER	250		250	0.00%
ADVERTISING	1,000	900	1,000	0.00%
LEGAL	2,000		1,000	-50.00%
PURCHASED SERVICES	65,500	65,701	65,500	0.00%
INTERDEPARTMENTAL-911 MAPPING /	12,000	12,000	12,000	0.00%
<b><u>TOTAL EXPENDITURES</u></b>	<b><u>204,600</u></b>	<b><u>\$191,539</u></b>	<b><u>\$209,050</u></b>	<b><u>2.17%</u></b>

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

**BASED ON POPULATION FROM**

**MUN DIRECTORY**

<b><u>MUNICIPALITIES</u></b>	<b><u>2022 BUDGET</u></b>	<b><u>2022 ACTUAL</u></b>	<b><u>2023 BUDGET</u></b>	<b><u>%</u></b>	<b><u>POPULATION</u></b>
HASTINGS COUNTY	\$57,083	\$53,447	\$60,144	28.77%	41,580
CITY OF BELLEVILLE	\$78,239	\$73,237	\$79,648	38.10%	55,071
CITY OF QUINTE WEST	\$67,211	\$62,927	\$67,335	32.21%	46,560
8 WING CFB TRENTON	\$2,067	\$1,928	\$1,923	0.92%	1,335
<b><u>TOTAL APPORTIONMENT</u></b>	<b><u>\$204,600</u></b>	<b><u>191,539</u></b>	<b><u>\$209,050</u></b>	<b><u>100.00%</u></b>	<b><u>144,546</u></b>

**PROVINCIAL OFFENCES**  
**2023 BUDGET**

	<b>2022</b>	<b>2023</b>	
Expenses	\$ 1,235,450	\$ 1,271,120	2.89%
Revenue	(\$1,647,000)	(\$1,630,000)	(1.03%)
Net Revenue	(\$ 411,550)	(\$ 358,880)	(12.80%)

**Service Enhancements**

2022 operational focus was the resumption of court scheduling to almost pre-pandemic levels. Scheduling guidelines were provided by the Ontario Courts of Justice outlining general principles and considerations one being, on the jurisdiction of scheduling, which was delegated from the Chief Justice to the Regional Senior Justice of the Peace. The other consideration provided was related to scheduling priority of POA matters and that the more serious Part 3 matters be addressed before Part 1 and Part 2 parking matters.

**Ticket Volume and Revenue**

Year	Revenue	Tickets	Change in ticket
2022	\$1,519,204	13,527	(5.56%)
2021	\$1,518,273	14,323	15.76%
2020	\$1,145,090	12,373	(12.34%)
2019	\$1,547,163	14,115	(10.70%)
2018	\$2,056,938	15,812	7.65%
2017	\$1,836,275	14,689	8.50%
2016	\$1,668,343	13,538	11.35%
2015	\$1,601,510	12,158	(21.62%)
2014	\$1,771,920	15,511	3.70%
2013	\$1,860,050	14,958	(9.20%)

The number of tickets issued is determined by the enforcement agencies which are separate and distinct from the Administration. The ticket revenue was set at the same budget as last year. This is higher than the 2022 actual and closer to pre COVID levels. The cost share for the 2023 budget is estimated based on the number of tickets issued over the last two year.

**Salaries & Benefits**

The 2023 salaries and benefits reflect the normal staffing levels to support the ongoing operations.

**Common Costs**

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, Long-term Care, Planning) are delivered under a number of different agreements and cost sharing arrangements. The departments that deliver these services are supported by the following central administrative and legislative groups:

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

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.

### **Accommodation Costs**

Accommodation costs are lower since the lease in Bancroft expired. The introduction of virtual courts through zoom provides an alternative service that allows all residents to access the court without travelling so only one court location is required.

### **Insurance Costs**

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.

### **Legal Costs**

The legal costs allow us to engage a law firm to provide assistance with matters outside of our scope.

### **Computer Operations**

This line supports the ongoing replacement of the computers over their lifecycle. The 2023 budget also includes \$10,000 to be placed in a reserve for the development of a new system to replace the current CAMS system which supports the Provincial Offences Courts administration, prosecution, and collections functions. A Steering Committee was formed with the goal of determining a go forward plan for CAMS that includes ongoing support and development of a new strategy and governance model. A member of Hastings County POA staff is participating in the steering Committee.

### **Purchase of Service – Ministry of the Attorney General**

The County receives monthly invoices from the Ministry of the Attorney General (MAG) for the recovery of costs related to ICON charges, Adjudication Expenses and Monitoring and Enforcement.

### **Purchase of Service –Prosecutor**

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

### **Purchase of Service – Other**

The “Purchase of Service – Other” includes the purchase of POA tickets used by local enforcement agencies. Higher than normal volumes have been purchased as a result of paper shortages, current inventory levels would sustain a year’s stock. Also included is the cost of support for maintaining the CAMS system until a new solution is implemented.

### **Bank Charges / POS Charges**

Hastings County implemented a 24-7 online credit card payments system on the Hastings County website in 2021. It improved customer services as ticket holders no longer need to visit or phone our offices. The 2023 budget reflects the cost to deliver this service including costs for system enhancements.

**COUNTY OF HASTINGS**

**EXHIBIT C**

**PROVINCIAL OFFENCES**

**2023 OPERATING BUDGET**

<b>EXPENDITURES</b>	<b>2022 BUDGET</b>	<b>Preliminary 2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>%</b>
SALARIES	\$442,900	\$416,282	\$463,600	4.67%
FRINGE BENEFITS	128,400	118,933	134,400	4.67%
COMMITTEE FEES	700	950	1,000	42.86%
OFFICE EQUIPMENT	3,000	1,119	3,000	0.00%
COMMON COSTS	157,000	157,000	172,000	9.55%
ACCOMMODATION COSTS (OFFICE/COURT RENTAL)	133,000	128,134	126,700	-4.74%
ADVERTISING	500	437	500	0.00%
AUDIT COSTS	400	268	420	5.00%
INSURANCE	500	732	850	70.00%
LEGAL COSTS	5,000	25	5,000	0.00%
POSTAGE	7,500	8,372	7,500	0.00%
PHOTOCOPIER	2,000	2,510	2,000	0.00%
TELEPHONE	1,750	873	1,750	0.00%
OFFICE SUPPLIES	10,500	12,411	10,500	0.00%
PAYROLL PROCESSING CHARGES	1,500	1,500	1,600	6.67%
COMPUTER OPERATIONS	15,300	14,300	17,500	14.38%
PURCHASE SERVICES - MINISTRY OF ATTORNEY GENE	175,000	157,085	175,000	0.00%
- PROSECUTOR	82,500	82,151	82,500	0.00%
- COLLECTION FEES	500	0	500	0.00%
- OTHER	20,000	16,159	20,300	1.50%
EDUCATION	3,600	3,694	3,600	0.00%
MILEAGE & TRAVEL / WITNESS FEES	1,000	950	1,000	0.00%
SUBSCRIPTIONS	4,900	3,812	4,900	0.00%
BANK CHARGES / POS CHARGES	38,000	28,877	35,000	-7.89%
COVID EXPENSES		721	0	
<b>TOTAL EXPENDITURES</b>	<b>\$1,235,450</b>	<b>\$1,157,295</b>	<b>\$1,271,120</b>	<b>2.89%</b>

**REVENUE**

GROSS TICKET REVENUE	\$1,600,000	\$1,519,204	\$1,600,000	0.00%
MISC REVENUE / BANK INTEREST, ETC...	13,000	22,905	20,000	53.85%
REVENUE - PURCHASE OF SERVICE AGREEMENTS	13,000	9,055	10,000	-23.08%
SAFE RESTART FUNDING	21,000		0	-100.00%
	<b>\$1,647,000</b>	<b>\$1,551,164</b>	<b>\$1,630,000</b>	<b>-1.03%</b>

**NET (REVENUE) / COST**

**(\$411,550) (\$393,869) (\$358,880) -12.80%**

**MUNICIPAL SPLIT OF REVENUE BASED ON PROPORTIONATE NUMBER OF TICKETS ISSUED.**

<b>MUNICIPALITIES</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>Apportionment Percent</b>
HASTINGS COUNTY	(123,465)	(\$137,460)	(125,249)	34.90%
BELLEVILLE	(111,119)	(\$103,194)	(94,027)	26.20%
QUINTE WEST	(176,967)	(\$153,215)	(139,604)	38.90%
<b>TOTAL (REVENUE) / COST APPORTIONMENT</b>	<b>(\$411,550)</b>	<b>(\$393,869)</b>	<b>(358,880)</b>	<b>100.00%</b>

## Hastings/Quinte Emergency Services

	<u>2022</u>	<u>2023</u>	
Operating Expenditures	\$23,859,335	\$25,974,791	8.87%
Revenue	<u>\$14,893,356</u>	<u>\$16,149,703</u>	8.44%
Operating Cost	\$ 8,965,979	\$ 9,825,088	9.58%
Capital	<u>\$ 1,200,000</u>	<u>\$ 1,300,000</u>	8.33%
Levy	<u>\$10,165,979</u>	<u>\$11,125,088</u>	9.43%

### Executive Summary

As outlined in the year-end report, Hastings-Quinte Paramedic Services continues to experience record-setting call volumes highlighted by another 10% increase in 2022. In combination with Covid, these demands have placed a toll on the mental and physical well-being of staff. Initiatives such as community paramedicine, offload delay funding, patient re-distribution, decreasing inter-facility transfers and fit-to-sit have been impactful but have not kept pace in the face of overwhelming demand. This demand is also starting to manifest in a growing cross-border gap with our neighbouring municipalities.

This year's budget reflects increases to salaries and fringe benefits as a result of these pressures. A new collective agreement, the need for increased contributions to reserves and a slight rise in staffing hours in 2022 are other key drivers. Additionally, significant increases in the cost for medications, medical supplies, fuel, vehicle maintenance, mileage and travel, and insurance are contributing factors.

The 2023 budget has also factored in operating and capital costs in anticipation of the Stirling Base becoming operational in late 2023/early 2024.

As identified in the departmental strategic plan, the 2023 budget includes an enhancement effective October 1<sup>st</sup>, 2023. The enhancement will increase the hours of the remaining ambulance, operating in Belleville from 8 hours per day, 5 days per week to 12 hours per day, 7 days per week. This is an increase in ambulance/service hours of 2,404 annually (600 hours in 2023). This is critical to support the operational needs of the department and of the new Stirling Base

With the additional staffing complements and the need to ensure compliance with legislative and training standards there is a requirement to add a Superintendent for Quality & Development. This position would start September 1, 2023. It should be noted that supervisory staffing levels have not changed since 2001.

The overall cost of the requested enhancements in combination with a request for increased staffing hours from Prince Edward County would have a net impact of \$22,000 on the operating budget.

## Hastings-Quinte Paramedic Services Overview

	<u>2021</u>	<u>2022</u>	
Code 4 (Emergency)	20,469	22,397	9.0%
Code 1-3 (Non-Emergency)	7,182	7,494	4.3%
Code 8 (Standby)	<u>10,164</u>	<u>11,769</u>	15.1%
Call Volume	<u>37,815</u>	<u>41,660</u>	10.2%
Total Kilometres of Fleet	1,606,497	1,748,868	8.8%

### Expenses

#### **Salaries & Benefits (\$13,663,106 and \$5,465,242)**

On December 14, 2022, following an interest arbitration award, a new contract was awarded that saw increases to both salaries and benefits.

The salary line has been adjusted to reflect a change in the staffing mix between full-time and part-time positions. The budget template has historically been based on a mix of 94 full-time positions and approximately 66 part-time positions. Full-time staff are entitled to paid vacation, sick time and stat pay and this has been reflected in the budget.

Over the past couple of years, the full-time complement has consistently been less than the 94 budgeted positions due to sick leave, injury/WSIB and pregnancy/parental leave and these positions have been filled temporarily by part-time staff who do not receive the same paid leaves as full-time staff.

The benefit rate was increased to 40.0% (2022- 37%). The benefit line includes costs for CPP, EI, EHT, OMERS pension, LTD, STD, extended health, life insurance/AD&D and dental. The benefit increase is attributable to an increase in WSIB injuries.

WSIB costs continue to increase and the 2023 rate was increased from 12.0% to 16.34% based on the actual 2022 costs. WSIB costs continue to rise as a result of Bill 163 – Supporting Ontario’s First Responders Act. Under this legislation, there is a presumption that Post-Traumatic Stress Disorder (PTSD) diagnosed in first responders is work-related. This allows for faster access to WSIB benefits, resources and treatment. The actuarial review presented in late 2022 indicated this trend is consistent with other municipalities.

The County continues to offer support through a number of programs to help support paramedics (peer support team implemented, increased employee assistance program with Quinte Counselling, Corporate Health and Wellness Program, partnering with Wounded Warriors Canada). This year, education for Peer Support Team members has been included and conversations with Quinte Counselling are ongoing to ensure paramedics are offered the care they need.

### **Mileage and Travel (\$130,000)**

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.

Increases to 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.

### **Computer (\$368,000)**

The computer line includes costs for electronic patient care software, real time data integration, scheduling software, payroll processing costs, fibre connection charges and computer and server replacement.

The increase in costs for 2023 (\$16,000) are reflective of contract price increases, increased licenses for a growing complement of staff and anticipation of the opening of the Stirling Base.

### **Medical Supplies (\$600,000)**

This line consists of medications, defibrillator supplies, needles, cardiac monitor electrodes, dressings, and all disposable medical supplies. Pre-covid, industry-wide increases for medical supplies were projected around 5% per year. Since Covid and amid rising inflation, healthcare markets reported an average increase of 15% for medical supplies and nearly 30% for medications among hospitals. Increased call volumes and higher acuity patients are additional drivers of these costs.

### **Insurance and Insurance Claims Expense (\$237,535 & \$10,000)**

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

### **Vehicle Operations (Fuel \$605,000 and Maintenance \$500,000)**

The service has focused on replacing the fleet at the scheduled replacement of 250,000 kilometers since an aging fleet results in higher maintenance costs. Due to industry-wide shortages, the service did not receive any new deliveries in 2021 resulting in increased maintenance costs on an older fleet. New ambulances for 2023 have already started to arrive and the service is expected to maintain operating costs as a result.



Fuel prices remain quite volatile and industry experts project that prices in Ontario could hit between \$1.80 to \$2.00 a litre as early as late April. As such the fuel budget is conservative despite the \$90,000 increase aligned with last years actual costs. Increases in call volume and standbys are further contributors to these costs.

### **Cross-Border Costs (\$120,000)**

This line represents the net cost of other paramedic services providing coverage in Hastings County. The paramedic service is seamless and an ambulance from another service may be directed to respond to a call in Hastings County and conversely, our service may be directed to respond to a call outside of Hastings County. These calls result in billing between the services which are settled annually.

In the last 3 years, our service has seen a 40% rise in calls by other ambulance services in Hastings County. Offload delay is a contributing factor and in 2022, the service spent over 2,752 hours waiting to transfer patients to hospital beds. However, this is not the only contributor, and the service anticipates that needed service enhancements will help offset some of these costs going forward.

### **Common Costs (\$644,900)**

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, Long-term Care, Planning) are delivered under a number of different agreements and cost sharing arrangements. The departments that deliver these services are supported by the following central administrative and legislative groups:

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

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.

## **Debt Charges (\$215,252)**

Increase over the 2022 budgeted amount associated with the debt charges unique to the construction of the Stirling Base.

## **Fully Funded Initiatives**

### **Community Paramedicine Programs (\$268,004 & \$1,829,200)**

The paramedic service has been operating a community paramedic program for a number of years. The base funding for this program has been \$125,000 through the Ministry of Health. In 2021, the service was successful in obtaining funding through the Ministry of Long-Term Care (\$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 5,728 in-person or virtual interactions with patients with an active caseload of 350 clients. These projects are 100% funded through the province until April 2024.

The service continues to work with Ontario Health, Home and Community Care, Quinte Health and other healthcare partners on new models of care that decrease 911 calls and support Emergency Department diversion.

### **Off Load Delay (\$300,145)**

The service has received Ministry funding to staff a nursing position at Belleville General Hospital to assist with receiving ambulance patients. Hastings-Quinte Paramedic Services has entered into an agreement with QHC for this service. The initiative is 100% funded.

The service also secured an additional \$68,005 in one-time funding for Trenton Memorial Hospital for the 2022/2023 fiscal year.

The budget reflects continuing this initiative for 12 hours/day, 7 days per week at Belleville General with some additional support at Trenton Memorial. We do not have a commitment past March 31, 2023 and should the funding not be received, the service would be discontinued. In partnership with Quinte Health, the service has also introduced patient re-distribution and fit-to-sit programs.

## **COVID-19 Funding**

In 2022, the service again dealt with the effects of COVID-19. As government-imposed restrictions and lockdowns came to an end, the service began to withdraw paramedic support from assessment centers and public health initiatives. Increases in call volume remained unabated from 2021 and the service once again saw historic increases.

The Ministry continues to recognize the financial impact of COVID-19 on the operations of the paramedic service on a cost recovery basis.

## **Revenues**

### **Ministry Funding a 50/50 (\$10,035,802)**

As of the current date, we have not received a funding announcement related to the 2023 budget.

The 2023 Provincial Subsidy has been calculated utilizing the template funding formula without applying an inflationary increase (consistent with the 2021 & 2022 funding). Allowing for an inflationary increase of 1.5% would result in additional revenue of \$145,955.

The cost share between the Ministry and the Municipality in the 2023 budget is Municipal 53% and Provincial 47%.

### **Prince Edward County Contract (\$3,466,552)**

The County of Hastings provides administrative and paramedic services for the provision of paramedic services under contract. 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 Prince Edward County (base rents, utilities, taxes, capital). The provincial subsidy for the paramedic services in Prince Edward County is paid directly to PEC.

Hastings County has requested that Prince Edward County increase their vehicle staffing hours at night by changing the hours of operation for their 12-hour, 7 day a week vehicle to 24 hours. Staffing hours in PEC have remain unchanged since 2004 and there is a heavy reliance on resources from Belleville and Quinte West to meet their call volume demands at night. The request is based on a July 1, 2023 start date.

The proportionate share of the service hours (based on wages, benefits, medical supplies, and medications would increase from 13.36% to 17.06%

The increased service hours for the Hastings County vehicles also results in a change in the cost sharing. The proportionate share of the service hours for Prince Edward County would be reduced to 16.67% and comparable to the 2004 rate.

### **Miscellaneous Revenues (\$150,000)**

Revenue generated through special event coverage and the sale of decommissioned ambulances in 2023 is estimated to provide a material increase of \$120,000 to this budget line.

## **Capital Contributions**

### **Capital (\$1,300,000)**

The capital levy supports both the long-term and short-term replacement of the vehicles and equipment. 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 vehicle purchases.

The 2023 budget includes:

- 4 Vehicle replacements (3 Hastings County & 1 PEC)
- 2 Emergency response vehicles
- Construction of the Stirling Base
- The replacement of all onboard ambulance computers
- Equipment replacement to increase the number of spare ambulances

Full descriptions and details are included as part of the capital budget.

### **Hastings-Quinte Paramedic Services 2023 Capital Budget**

**Project:** New Paramedic Base Construction

**Budget Amount:** \$5,200,000

**Justification:** The need for a new Paramedic Base in Central Hastings County has previously been identified and approved. Property has been donated from Stirling-Rawdon and the construction of the base is currently underway. Funding has been provided in this year's Capital Budget for the construction of the new base.



	<u>2022 BUDGET</u>	<u>2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
<u>CAPITAL</u>				
Capital Levy	\$1,200,000	\$1,200,000	\$1,300,000	8.33%
<b><u>NET COST</u></b>	<b><u>\$10,165,979</u></b>	<b><u>\$10,140,372</u></b>	<b><u>\$11,125,088</u></b>	<b><u>9.43%</u></b>

**MUNICIPAL APPORTIONMENT OF BUDGET NET COST : BASED ON WEIGHTED ASSESSMENT.**

<u>MUNICIPALITIES</u>	<u>BASED ON APPORTIONMENT RATES</u>			
	<u>2022 BUDGET</u>	<u>2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
HASTINGS COUNTY.....	\$2,989,815	2,982,283	\$3,280,788	29.4900%
BELLEVILLE.....	\$4,137,553	4,127,132	\$4,519,011	40.6200%
QUINTE WEST.....	\$3,038,611	3,030,957	\$3,325,289	29.8900%
<b><u>TOTAL APPORTIONMENT</u></b>	<b><u>\$10,165,979</u></b>	<b><u>\$10,140,372</u></b>	<b><u>\$11,125,088</u></b>	<b><u>100.00%</u></b>



HASTINGS QUINTE PARAMEDICS 2023 CAPITAL EXPENDITURE PLAN

Project	2023 Projects	Justification/ Comments	Priority Level
<b>Hastings/Quinte</b>			
Ambulances (3)	\$ 660,000	Based on Vendor Estimate of \$220,000 per vehicle	P1
2021 / 2022 Carryforward New Vehicles (6)	984,000	\$220,000 less \$56,000 deposit paid in 2022	P1
Emergency Response Vehicles (2)	154,200		P2
Computer Replacement	150,000	20 Tough Book - CF33 Replacement/30 iPad purchases	P2
Stirling EMS Base	5,200,000	Construction	P4
Stirling EMS Base - Furniture & Computer Equipment	100,000		P4
Ambulance Equipment	100,000		P1
<b>Total Hastings/Quinte</b>	<b>\$ 7,348,200</b>		
<b>Prince Edward County</b>			
Ambulances (1)	220,000		P1
<b>Total Prince Edward County</b>	<b>\$ 220,000</b>		
2023 Capital Budget	\$ 1,744,000	P1 - Legislated/mandate, committed Health & Safety, operational failure	
	304,200	P2 - Lifecycle Management; cost reduction if completed	
	-	P3 - Lifecycle Replacement, operational efficiency	
	5,300,000	P4 - Service Enhancement	
<b>Carry forward Projects</b>	<b>\$ 7,348,200</b>		

7. Cont

**RESERVE**

Opening Reserve	1,296,155
2023 Contribution	1,300,000
Grant / Debt Financing	5,200,000
Capital Projects	(7,348,200)
Closing Reserves	<u>447,955</u>

**HASTINGS QUINTE PARAMEDICS CAPITAL BUDGET  
MULTI-YEAR FORECAST**

Project	2024	2025	2026	2027	2028	Priority
<b>Hastings/Quinte</b>						
# Ambulances to be Replaced	5	5	5	5	5	
Ambulances (2% Inflation Factor)	1,122,000	1,144,440	1,167,329	1,190,675	1,214,489	P2
Power Loads	125,000	125,000	125,000	50,000		P2
Emergency Response Vehicles (2 per year)	157,284	160,430				P2
Computer Replacement	60,000				165,612	P2
Power Stretchers	510,000					P2
Bancroft Base Roofing		86,000				P3
<b>Total Hastings/Quinte</b>	<b>\$ 1,974,284</b>	<b>\$ 1,515,870</b>	<b>\$ 1,292,329</b>	<b>\$ 1,240,675</b>	<b>\$ 1,380,101</b>	
<b>Prince Edward County</b>						
Ambulances (1)				238,135		P2
Power Stretchers	100,000					
<b>Total PEC</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 238,135</b>	<b>\$ -</b>	
Opening Reserve	\$447,955	(\$176,329)	(\$292,199)	(\$134,528)	\$124,797	
Contribution	\$1,350,000	\$1,400,000	\$1,450,000	\$1,500,000	\$1,550,000	
Grants / Debt	(\$1,974,284)	(\$1,515,870)	(\$1,292,329)	(\$1,240,675)	(\$1,380,101)	
Expenditures	<b>(\$176,329)</b>	<b>(\$292,199)</b>	<b>(\$134,528)</b>	<b>\$124,797</b>	<b>\$294,696</b>	
Closing Reserve						

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**THE CORPORATION OF THE COUNTY OF HASTINGS**  
**Community and Human Services**

***AGENDA***

9:30 AM, Wednesday, March 15, 2023

Council Chambers

The Minutes as prepared by the Clerk will be the official record of the meeting

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**HASTINGS COUNTY VISION STATEMENT**

*People and businesses thrive in Hastings County because of its support for individuals and families, strong communities, its natural beauty, and respect for its history and traditions.*

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Page

**CALL TO ORDER**

**LAND ACKNOWLEDGEMENT**

We are meeting today on the traditional territory of many nations including the Huron-Wendat, Anishnaabe, and the Haudenosaunee peoples. Hastings County Council acknowledges our shared obligation to respect, honour and sustain these lands and the natural resources contained within. We honour their cultures and celebrate their commitment to this land. We would also like to acknowledge the Mohawk and Algonquin nations whose traditional and unceded territory we are gathered upon today. Hastings County is situated on treaty land that is steep in rich Indigenous history and home to many First Nations, Métis and Inuit people.

**DISCLOSURE OF INTEREST**

- (a) Disclosure of Interest at the March 15, 2023 meeting

**MINUTES**

- 3 - 7 (a) Approval of the Minutes of the February 8, 2023 meeting

**BUSINESS ARISING FROM THE MINUTES**

**ACCOUNT VOUCHERS AND YEAR TO DATE EXPENDITURE REPORT**

- 9 - 11 (a) Cheque Register Summary Reports dated February and March 2023

**COMMUNICATIONS**

**1. INFORMATION CORRESPONDENCE**

- 13 - 14 (a) Letter to Canada Mortgage and Housing Corporation , Federal Lands Initiative and Co-Investment Fund re: Letter of Support, Belleville Affordable Housing LP, One North Front Street

## **2. ACTION CORRESPONDENCE AND RECOMMENDATION TO COUNTY COUNCIL**

- 15 - 16 (a) Director's Report
- 17 - 18 (b) Reaching Home: Canada's Homelessness Strategy, Community Capacity, and Innovation (CCI), Funding Reallocation
- 19 - 20 (c) Housing Services - Gateway Community Health Centre
- 21 - 22 (d) Facilities - Rapid Housing Initiative, Bancroft
- 23 - 24 (e) Facilities - Award of Architectural Design Tender for the Quinte West Housing Project
- 25 (f) Facilities - Tracey Park Drive, Belleville - Patio Door Replacements
- 27 (g) Facilities - 23 McCamon Avenue, Tweed - Balcony Repairs
- 29 (h) Facilities – 7 Turnbull Street, Belleville – Roof Replacement

### **BUDGET**

- 31 - 58 (a) 2023 Draft Budget

### **HEALTH AND SAFETY**

### **OTHER BUSINESS**

### **NEXT MEETING**

- (a) Date of next meeting - April 12, 2023

### **ADJOURNMENT**

- (a) Adjournment of the March 15, 2023 meeting

**THE CORPORATION OF THE COUNTY OF HASTINGS  
COMMUNITY AND HUMAN SERVICES COMMITTEE**

County Administration Building  
Belleville, Ontario,  
February 8, 2023

A meeting of the Community and Human Services Committee was held with the following members present: Warden Bob Mullin, Councillor Don DeGenova and Dennis Purcell (County of Hastings), Councillors Tyler Allsopp, Kathryn Brown, Chris Malette and Garnet Thompson (City of Belleville), Councillors Duncan Armstrong and David O'Neil (City of Quinte West). Also in attendance were Connor Dorey, Director of Community and Human Services, Carmela Ruberto, Housing Manager, Dino Marchiori, Employment and Financial Assistance Services Manager, Rhonda Phillips, Client Access and Program Support Manager, Cathy Utman, Children's Services Manager, Tony Bird, Director of Finance, Shaune Lightfoot, Director of Human Resources, Larry Dean, Director of Information Technology, Jim Duffin, Director of Facilities and Capital Infrastructure, Allison Goodwin, Records Management Coordinator/Deputy Clerk, Sarah McCurdy, Administrative Assistant to the Warden, CAO and Clerk and Sharon Christopher, Administrative Assistant.

**CALL TO ORDER**

- (a) Chair Malette called the meeting to order and asked for everyone to join him in a moment of silence for Quinte West Councillor Terry Cassidy who passed away last month and was a member of the Community and Human Services Committee.

**LAND ACKNOWLEDGEMENT**

We are meeting today on the traditional territory of many nations including the Huron-Wendat, Anishnaabe, and the Haudenosaunee peoples. Hastings County Council acknowledges our shared obligation to respect, honour and sustain these lands and the natural resources contained within. We honour their cultures and celebrate their commitment to this land. We would also like to acknowledge the Mohawk and Algonquin nations whose traditional and unceded territory we are gathered upon today. Hastings County is situated on treaty land that is steep in rich Indigenous history and home to many First Nations, Métis and Inuit people.

**DISCLOSURE OF INTEREST**

- (a) Disclosure of Interest at the February 8, 2023 meeting

There was no disclosure of interest at the February 8, 2023 meeting.

## **YEARS OF SERVICE RECOGNITION**

- (a) Recognizing Vicki Clifton Wood, Rent Calculation Clerk, for 20 years of service

Shannon Tummon-Graham, Housing Coordinator, thanked and recognized Vicki Clifton Wood for her 20 years of service with Hastings County.

## **MINUTES**

- (a) Approval of the Minutes of the January 11, 2023 meeting

Moved by Councillor Duncan Armstrong;  
Seconded by Councillor Dennis Purcell;

THAT the Minutes of the January 11, 2023 meeting be approved.

CARRIED

## **BUSINESS ARISING FROM THE MINUTES COMMUNICATIONS**

### **1. INFORMATION CORRESPONDENCE**

- (a) Letter from Ministry for Seniors and Accessibility re: Seniors Community Grant Program 2022 23 Transfer Payment Ontario
- (b) Letter to Ministry of Labour, Immigration, Training and Skills Development re Support for Skills Development Fund
- (c) Children's Services - Access and Inclusion Framework and Notional Space Targets

Moved by Councillor Don DeGenova;  
Seconded by Councillor Garnet Thompson;

THAT information correspondence items (a) through (c) be received.

CARRIED

### **2. ACTION CORRESPONDENCE AND RECOMMENDATION TO COUNTY COUNCIL**

- (a) Community and Human Services Director's Report

Moved by Councillor Dennis Purcell;



Seconded by Councillor Kathryn Brown;

THAT the Community and Human Services Committee recommend to Hastings County Council that the Community and Human Services Director's Report be received and filed.

CARRIED

(b) Homelessness Prevention Program After Hours Service

Moved by Councillor Don DeGenova;

Seconded by Councillor Kathryn Brown;

THAT the Community and Human Services Committee recommend to Hastings County Council approval for continuation of services by Grace Inn Shelter for the After-Hours Emergency Homeless Program;

AND FURTHER THAT the Warden and Clerk be authorized to sign all required Service agreements and subsequent amendments.

CARRIED

(c) Facilities - Brown Street, Belleville - Elevator Modernization

Moved by Councillor Kathryn Brown;

Seconded by Councillor Garnet Thompson;

THAT the Community & Human Services Committee recommend to Hastings County Council the approval for staff to sole source the Brown Street, Belleville Social Housing elevator modernization to ThyssenKrupp as this contractor is already the elevator maintenance company of record for all Social Housing elevators.

CARRIED

(d) Rapid Housing Initiative College Street, Quinte West

Moved by Councillor Duncan Armstrong;

Seconded by Councillor David O'Neil;

THAT the Community and Human Services Committee recommend to Hastings County Council that staff make an application to the Rapid Housing Initiative (RHI) through the Canada Mortgage and Housing Corporation (CMHC) for capital funding at an estimated cost of \$14,880,000 to support the development of a 32-unit Rent Geared to Income housing project located in Quinte West;

AND FURTHER THAT if successful in the application, that the Contribution Agreement with the Canada Mortgage and Housing

Corporation be reviewed by the Community and Human Services Committee at a future meeting.

CARRIED

- (e) Housing Services – Ontario Priorities Housing Initiative (OPHI) Capital Repairs

Moved by Councillor Don DeGenova;

Seconded by Warden Bob Mullin;

THAT the Community and Human Services Committee recommend to Hastings County Council that Thurlow Non-Profit Housing Corporation receive capital repair funding in the amount of \$18,645 under the Ontario Priorities Housing Initiative to support the replacement of 21 unit doors;

AND FURTHER THAT the Warden and Clerk be authorized to sign an amended agreement with Thurlow Housing Corporation and any subsequent amendments.

CARRIED

- (f) Children's Services - Request for Proposal - Workforce Strategy Marketing Campaign

Moved by Councillor Kathryn Brown;

Seconded by Councillor Garnet Thompson;

THAT the Community and Human Services Committee recommend to Hastings County Council to issue a Request for Proposal under the Workforce Strategy Funding for a marketing campaign to highlight and promote the profession of the Child Care Educators and Child Care programming;

AND FURTHER THAT the Warden and Clerk be authorized to sign a contract for services with the successful proponent of the Request for Proposal.

CARRIED

- (g) Children's Services - Hastings County Early Childhood Education Scholarship

Moved by Councillor Dennis Purcell;

Seconded by Councillor Duncan Armstrong;

THAT the Community and Human Services Committee recommend to Hastings County Council to allocate funds for the Hastings

County Early Childhood Education Scholarship to support current and future students within the Early Childhood Education program at Loyalist College.

AND FURTHER THAT the Warden and Clerk be authorized to sign any Service Agreement and any subsequent amendments with Loyalist College.

CARRIED

**HEALTH AND SAFETY**

**OTHER BUSINESS**

**NEXT MEETING**

- (a) Date of next meeting - March 15, 2023 - Please note this is on the third Wednesday of the month and will be a budget meeting lasting approximately 1.5 hours

**ADJOURNMENT**

- (a) Adjournment of the February 8, 2023 meeting

Moved by Councillor Dennis Purcell;  
Seconded by Councillor Don DeGenova;  
THAT the meeting be adjourned.

CARRIED

---

Chair

---

Date



February 2023  
 Community and Human Services Committee

Cheque Register Summary Report

The following list of the monthly cheques registers have been prepared for Committee ratification and approval.

Approved and verified by Committee Chairperson .....

As per the Committee members request original vouchers and supporting source documentation, are available to Committee members.

<u>Payment Register</u>	<u>Payment Method</u>	<u>Month</u>	<u>Cheque Numbers</u>		<u>Monthly Register</u>
			<u>Start</u>	<u>End</u>	
Community and Human Services A/P (excluding HQPS a/p)	Cheque	January	88777	88895	1,100,969.21
Community and Human Services A/P (excluding HQPS a/p)	EFT	January	4000034643	4000035338	6,021,721.25
Community and Human Services O/W	Chq/EFT	January			1,815,726.18
<b>Total</b>					<b>8,938,416.64</b>





March 2023  
 Community and Human Services Committee

Cheque Register Summary Report

The following list of the monthly cheques registers have been prepared for Committee ratification and approval.

Approved and verified by Committee Chairperson .....

As per the Committee members request original vouchers and supporting source documentation, are available to Committee members.

<u>Payment Register</u>	<u>Payment Method</u>	<u>Month</u>	<u>Cheque Numbers</u>		<u>Monthly Register</u>
			<u>Start</u>	<u>End</u>	
Community and Human Services A/P (excluding HQPS a/p)	Cheque	February	88896	88959	295,213.16
Community and Human Services A/P (excluding HQPS a/p)	EFT	February	4000035339	4000035974	5,007,478.98
Community and Human Services O/W	Chq/EFT	February			1,710,916.33
<b>Total</b>					<b><u><u>7,013,608.47</u></u></b>



**OFFICE OF THE WARDEN  
AND C.A.O. – CLERK**

Tel: 613-966-1319  
Fax: 613-966-2574  
www.hastingscounty.com



COUNTY  
ADMINISTRATION  
BUILDINGS  
235 PINNACLE ST.  
POSTAL BAG 4400  
BELLEVILLE, ONTARIO  
K8N 3A9

February 15, 2023

Canada Mortgage and Housing Corporation  
Federal Lands Initiative and Co-Investment Fund

Re: Letter of Support, Belleville Affordable Housing LP, 1 North Front Street, Belleville

Attention Review Committee,

This letter serves to indicate Hastings County's support of Belleville Affordable Housing LP project located in the City of Belleville. With this project being approved through the Canada Mortgage Housing Corporation (CMHC) Federal Lands Initiative and Co-Investment Fund, the opportunity to explore Rent Supplements and Housing Allowances is essential to deepen the affordability of housing to support lower income individuals.

The Belleville Affordable Housing LP development is a unique partnership between three First Nation communities and an impact real-estate development company designed to provide affordable housing for Indigenous and Belleville residents in need. The partnership includes the Mohawks of the Bay of Quinte, Garden River First Nations, Missanabie Cree First Nations and Summer & Co. who each bring their diverse knowledge, strengths and expertise to the development which is unique to this community.

There is a housing crisis in Belleville where supply does not meet the demand, pricing many people out of the housing market. Housing of any type is scarce in Belleville, especially affordable rental housing. Evidence of this is that there are currently 2576 households on the Centralized Waitlist in the City of Belleville of which 399 are considered urgent.

The redesign and development of 1 North Front Street in Belleville will provide a total of 38 bachelor and one-bedroom units of which 20 are earmarked as affordable. Hastings County supports in principle the opportunity in the future for staff to continue discussions with Belleville Affordable Housing LP to consider providing rent supplements to deepen the affordability gap for singles, couples and seniors.

At Hastings County, we strongly believe in "Supporting People and Our Communities" and I have no hesitation in supporting this unique partnership and affordable housing development. If you require further information, please contact Carmela Ruberto, Manager of Housing Services at 613-966-1311 ex 2377.

Sincerely,



Bob Mullin, Warden  
Hastings County



Date: March 15, 2023  
Report to: Community and Human Services Committee  
Report from: Connor Dorey, Director of Community and Human Services,  
Subject: Community and Human Services Director's Report

---

**Recommendation:**

**THAT the Community and Human Services Committee recommend to Hastings County Council that the Community and Human Services Director's Report be received and filed.**

**Background:**

The Community and Human Services Committee Director's Report is to bring forward any matters that require consideration or should be brought to the attention of the Community and Human Services Committee and Hastings County Council.

**Children's Services**

**School Board Meetings**

Hastings County works directly with the school boards within the service area on various programs. The Director of Community and Human Services has met with the Directors of Education, and supporting staff, within the school boards to reemphasize this collaborative partnership. Child care and EarlyON programming is often offered in school spaces, and many initiatives between Child care and Early Years overlap with the mandate of the school boards. In addition, Hastings County and the school boards recognize the overlap in other programming available within Community and Human Services. Families and children in schools may be connected with other services available through the department. To help work towards long-term system solutions for our communities, it is essential for Community and Human Services to work closely with the education sector.

**Housing**

**Canada Ontario Community Housing Initiative (COCHI)/Ontario Priorities Housing Initiative (OPHI)**

On February 3, 2023 Consolidated Municipal Service Managers (CMSMs) were notified by the Ministry of Municipal Affairs and Housing (MMAH) about planned funding

allocations for provincially delivered housing and homelessness prevention programs. The planning allocation amounts were identified for the 2023-24 and the 2024-25 fiscal years. The planning allocations identify a significant increase in funding through the COCHI and OPHI programs. In 2023/24 Hastings County will receive \$2,181,800 which is an increase in comparison to the 2022/23 allocation of \$1,290,041. In 2024/25, Hastings County will receive \$2,633,100. The increase is focused within the COCHI program, which is a joint Provincial and Federal program. COCHI is targeted to the community and social housing sector to support the affordability, repair and/or new supply of the sector. A two-year Investment Plan is to be submitted to the Province in 2023, and staff will recommend an Investment Plan at a future Committee meeting.

## **Stability Supports**

### *South Eastern Ontario Group – Homelessness Working Session*

Homelessness continues to be an issue that all municipalities are grappling with. The South Eastern Ontario Directors Group, which is comprised of representatives from Service Managers that cover the Eastern Ontario Wardens Caucus, identified the desire to host a regional working session that is focused on homelessness. Hastings County has taken over as the lead in planning the session that is to be hosted in the fall of 2023. The intent of the session is to identify key data and information about the issue from a regional perspective, to enable sharing amongst municipalities, and to establish priorities within the region to further address the growing issue.

### *City of Belleville Health and Homelessness Summit*

On April 13<sup>th</sup> 2023, the City of Belleville is hosting a Health and Homelessness Summit. The Summit will continue the discussion on how to end homelessness and is being hosted in partnership with the Canadian Alliance to End Homelessness (CAEH). Community and Human Services works closely with the CAEH and the City of Belleville on the issue and has identified a willingness to support the summit as the City sees fit. Hastings County will be presenting at the summit about some of the key data that is available through the Point-in-Time Count and the By-Name List to help illustrate what homelessness looks like within the area. Staff will also participate and engage in the summit to establish local priorities moving forward.

### *Eastern Ontario Caregiver Expo*

Hospice Quinte is hosting the Eastern Ontario Caregiver Expo on April 1<sup>st</sup> in Trenton. The event is an opportunity for organizations to promote their services and educate the public about what is available. Community and Human Services works closely with healthcare organizations, businesses, social service providers and other caregiver related entities. As a result, Hastings County has registered a table at the Expo and will be presenting about the programs available within Community and Human Services to further strengthen the awareness of our services.





Date: March 15, 2023  
Report to: Community and Human Services Committee  
Report from: Connor Dorey, Director, Community and Human Services  
Subject: *Reaching Home: Canada's Homelessness Strategy, Community Capacity, and Innovation (CCI), funding reallocation*

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**Recommendation:**

**THAT the Community and Human Services Committee recommend to Hastings County Council approval to reallocate Community Capacity and Innovation, (CCI) funding in the amount \$56,680 previously allocated to Bridge Street United Church;**

**AND FURTHER THAT the Warden and Clerk be authorized to sign all required Service agreements and subsequent amendments.**

**Financial Impact:**

Does recommendation have a budgetary impact: Yes   
If yes, what is the anticipated impact? **100% federally funded by the Federal Government, Reaching Home Program**  
If yes, has it been budgeted for this year? Yes   
Has Treasury provided analysis? Yes

**Background:**

As the Community Entity, Hastings County receives federal funding from Infrastructure Canada (INFC) formerly managed by Employment and Social Development Canada to administer *Reaching Home: Canada's Homelessness Strategy* in the City of Belleville. Reaching Home aims to support individuals and families in the City of Belleville to maintain safe, stable and affordable housing and to reduce chronic homelessness.

A requirement of Reaching Home funding is for Hastings County to implement a coordinated access system by March 31, 2023. The Community Capacity and Innovation, (CCI) funding stream provided \$334,854 funding over five (5) years to support communities' ability to plan and implement a coordinated access system.

These funds are also intended to provide training and technical assistance as the coordinated access system is developed and implemented.

A coordinated access system is the process by which individuals and families who are experiencing homelessness or are at-risk of homelessness are directed to community-level access points. At these access points, community agencies will use a common assessment tool to evaluate the individual or family's depth of need, prioritize them for housing support services, and help them to access housing-focused interventions. This system is intended to provide wrap-around services to those most vulnerable and in need.

In 2019, an RFP was released into the community for CCI funding to support the coordinated access system development. One (1) proposal was received, the Community Advisory Board (CAB) reviewed and evaluated the proposal using a scoring matrix, ensuring the proposal met the requirements of Reaching Home. The successful proponent from this RFP process was Bridge Street United Church.

Bridge Street United Church has carried out the responsibilities related to the coordinated access system to date. However, in a letter received from Bridge Street United Church on February 1, 2023, they indicated that due to staff realignment, would not have the capacity to fulfil the final year of the contract, April 2023-March 2024.

The funding for the final year of CCI funding is \$56,680. Staff has met with and received unanimous support from the CAB to reallocate these funds to internal staff position(s) that will complete the requirements of coordinated access roll-out by the March 31, 2023, deadline. Staff will then advise Reaching Home, INFC Representatives regarding the planned reallocation of CCI funding, for this final fiscal year allocation, if approved by this committee, and council.



Date: March 15, 2023  
Report to: Community and Human Services Committee  
Report from: Connor Dorey, Director, Community and Human Services  
Subject: Housing Services - Gateway Community Health Centre, Tax Clinic

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**Recommendation:**

**THAT the Community and Human Services Committee recommend to Hastings County Council approval for Gateway Community Health Centre to host a free tax clinic at 23 McCamon Street, Tweed seniors building effective immediately.**

**AND FURTHER THAT, the Warden and Clerk be authorized to sign a Letter of Understanding with Gateway Community Health Centre.**

**Financial Impact:**

Does recommendation have a budgetary impact: No   
If yes, what is the anticipated impact? No   
If yes, has it been budgeted for this year? No   
Has Treasury provided analysis? No

**Background:**

Gateway Community Health Centre (CHC) provides accessible community governed, primary health care services focused on enabling individuals to increase control over and to improve their health. As part of their services, Gateway CHC provides an income tax program and has offered to provide this service to tenants living at 23 McCamon Street in Tweed. A trained community volunteer will meet individuals in the common room of the building to gather necessary information to assist in completing tenants' tax returns.

This program is available to individuals with moderate to low income, is completely voluntary, and will be of great benefit to seniors living in the 41unit building. There is no cost for the service and the clinics will begin immediately if approved.

Housing Services staff is recommending entering into an agreement with Gateway CHC to facilitate these clinics allowing for ease of access to the service for tenants. The Letter of Understanding will outline the provision of space, storage of property and supplies, and indemnification to the County.



Date: March 15, 2023  
Report to: Community and Human Services Committee  
Report from: Connor Dorey, Director of Community and Human Services  
Jim Duffin, Director of Facilities Capital and Infrastructure  
Subject: Facilities - Rapid Housing Initiative, Bancroft

---

**Recommendation:**

**THAT the Community and Human Services Committee recommend to Hastings County Council to support the application by the Town of Bancroft under the Rapid Housing Initiative (RHI) through the Canada Mortgage Housing Corporation for 28 Rent Geared to Income (RGI) units for seniors;**

**AND FURTHER THAT, if the Town of Bancroft is awarded funding under the RHI application, that a long- term agreement between the Town of Bancroft and the County of Hastings be negotiated and discussed at a future meeting of Committee and Council regarding the operation of the building.**

**Financial Impact:**

Does recommendation have a budgetary impact: Yes   
If yes, what is the anticipated impact? Budgetary impact is to be determined

If yes, has it been budgeted for this year? No

If no, provide an explanation as to how these costs would be accommodated in the current year's budget:

The recommendation does not have a budgetary impact at this time. If the project is approved under the Rapid Housing Initiative, budgetary impact for the operations of the project will be provided at a future meeting.

Has Treasury provided analysis? Yes

**Background:**

At the January meeting of Community and Human Services, Committee was notified that Hastings County staff were working with the Town of Bancroft to support a Rapid

Housing Initiative(RHI) application. The recently announced round three of the RHI provides funding to facilitate the rapid construction of new permanent affordable housing units for people and populations who are vulnerable and prioritized under the National Housing Strategy (NHS). The RHI focuses on those in severe housing need and those experiencing or at risk of homelessness. This new funding is expected to add 4,500 new affordable units to Canada's housing supply, with at least 25% of funding going towards women-focused housing projects. The application deadline under RHI is March 15, 2023.

The Town of Bancroft has been working on an innovative project that will include library space on the main level and the creation of 28 Rent Geared to Income (RGI) units for seniors on municipally owned property, known as the North Hastings Inspiration Place. Hastings County staff continue to work closely with representatives from the Town to support the municipality in their application. Discussions related to the ongoing maintenance and operations of the housing component have taken place. If the Town is successful through the RHI, an agreement would need to be established between the Town of Bancroft and the County of Hastings. This agreement would be brought forward to Committee for consideration for approval and would detail the obligation and expectations of all partners involved in the project.

CMHC has indicated that successful applicants will be notified in July/August of 2023.



Date: March 15, 2023  
Report to: Community & Human Services Committee  
Report from: Jim Duffin, Director of Facilities & Capital Infrastructure  
Connor Dorey, Director of Community & Human Services  
Subject: Facilities - Award of Architectural Design Tender for the Quinte West Housing Project

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**Recommendation:**

**THAT the Community & Human Services Committee approve the award of Tender 834-2022 for the design of the Quinte West College Street Housing Project for the bid price of \$331,000 plus Harmonized Sales Tax (HST) to Brian Luey Architects Inc.**

**AND FURTHER THAT Hastings County Council be informed of the award.**

**Financial Impact:**

Does recommendation have a budgetary impact: Yes   
If yes, what is the anticipated impact? \$ 331,000 Plus HST  
If yes, has it been budgeted for this year? Yes   
If no, provide an explanation as to how these costs would be accommodated in the current year's budget: Cost will be included in the 2023 Budget  
Has Treasury provided analysis? Yes

**Background:**

Tenders recently closed for selection of an Architectural Firm to undertake the design of the new thirty two (32) unit housing project in Quinte West.

Eight bids were received ranging in price from \$122,400 to \$444,950 for the initial design of the building. Following a review of the proposals, staff recommend that Brian Luey Architects Inc. be engaged to complete the design of this project.

Although they were not the lowest bid submitted, following the review of the proposal



and interviews with the architectural firms, it was determined that Brian Luey Architects Inc. ranked the highest on the scoring matrix. They have extensive experience in the design and construction supervision of social housing projects.

The design phase of this project is expected to be completed by July of this year.

Staff intend to apply for Rapid Housing Initiative (RHI) Funding through the Canada Mortgage Housing Corporation for the construction of this thirty two (32) unit housing project. A decision on the RHI application is expected to be received by late July. If the project is approved for funding, a further recommendation will be brought to Committee recommending proceeding with a tender for construction.

Brian Luey Architects Inc. fee for phase two of this project which is the construction of the building will be \$196,000 plus HST.

Should Hastings County not be approved for RHI Funding, staff will develop alternate options for consideration.



Date: March 15, 2023  
Report to: Community and Human Services Committee  
Report from: Jim Duffin, Director of Facilities  
Subject: Facilities - Tracey Park Drive, Belleville - Patio Door Replacements

---

**Recommendation:**

**THAT the Community & Human Services Committee Award the tender for Patio Door Replacement at Tracey Park Drive, Belleville to Absolute General Contracting for their bid price of \$247,300 plus Harmonized Sales Tax (HST).**

**AND FURTHER THAT Hastings County Council be advised of the award.**

**Financial Impact:**

Does recommendation have a budgetary impact: Yes   
If yes, what is the anticipated impact? \$247,300 plus HST  
If yes, has it been budgeted for this year? Yes   
If no, provide an explanation as to how these costs would be accommodated in the current year's budget:  
Has Treasury provided analysis? Yes

**Background:**

The replacement of 58 patio doors at Tracey Park Drive, Belleville was a 2022 Capital Project, however, no bids were received for the project when it was originally tendered.

The project was tendered again this year with a revised budget of \$250,000 and four (4) bids were received ranging in price from \$247,300 to \$492,716 plus HST.

Staff recommend that the lowest bid from Absolute General Contracting in the amount of \$247,300 plus HST be accepted.

The CMHC Retrofit Funding the County recently received will cover 30% of the cost of this project.





Date: March 15, 2023  
Report to: Community and Human Services Committee  
Report from: Jim Duffin, Director of Facilities  
Subject: Facilities - 23 McCamon Avenue, Tweed - Balcony Repairs

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**Recommendation:**

**THAT the Community & Human Services Committee ratify the actions of the Director of Facilities and Capital Infrastructure in awarding the Balcony Repair Project at 23 McCamon Avenue in Tweed to Absolute General Contracting for their bid price of \$23,703 plus Harmonized Sales Tax (HST).**

**Financial Impact:**

Does recommendation have a budgetary impact: Yes   
If yes, what is the anticipated impact? \$23,730 plus HST  
If yes, has it been budgeted for this year? Yes   
If no, provide an explanation as to how these costs would be accommodated in the current year's budget:  
Has Treasury provided analysis? Yes

**Background:**

The balcony repair project in Tweed was part of the 2022 Capital Budget program that was unable to be completed in 2022 due to other ongoing projects at the site and departmental workload. The budget for this project was \$88,000.

The project was recently tendered, and four (4) bids were received ranging from \$23,703 to \$65,000.

The project has been awarded to the lowest bidder, Absolute General Contracting for their bid price of \$23,700.

The CMHC Retrofit Funding the County recently received will cover 30% of the cost of this project.





Date: March 15, 2023  
Report to: Community & Human Services Committee  
Report from: Jim Duffin, Director of Facilities  
Subject: Facilities - 7 Turnbull Street, Belleville - Roof Replacement

---

**Recommendation:**

**THAT the Community & Human Services Committee Award the tender for the Roof Replacement Tender at 7 Turnbull Street, Belleville to T. Hamilton and Sons Roofing Incorporated for their budget price of \$471,750 plus Harmonized Sales Tax (HST).**

**AND FURTHER THAT Hastings County Council be advised of the award.**

**Financial Impact:**

Does recommendation have a budgetary impact: Yes   
If yes, what is the anticipated impact? \$471,750 plus HST  
If yes, has it been budgeted for this year? Yes   
If no, provide an explanation as to how these costs would be accommodated in the current year's budget:  
Has Treasury provided analysis? Yes

**Background:**

The roof replacement at 7 Turnbull Street was a 2022 Capital Project, however, it was postponed due to budget constraints.

The project was recently tendered with a budget of \$600,000 and six (6) bids were received ranging in price from \$471,750 to \$815,202 plus HST.

Staff recommend that the lowest bid from T. Hamilton & Sons Roofing Incorporated in the amount of \$471,750 plus HST be accepted.

The CMHC Retrofit Funding the County recently received will cover 30% of the cost of this project.





## COMMUNITY AND HUMAN SERVICES

	<b>Budget 2022</b>	<b>Budget 2023</b>	
Expenses	\$83,176,088	\$94,079,239	13.11%
Revenue	<u>\$63,481,810</u>	<u>\$73,444,127</u>	15.69%
Net Cost	<u>\$19,694,278</u>	<u>\$20,635,111</u>	4.78%

The County of Hastings is responsible for the delivery, planning and administration of various services overseen by Federal, Provincial and Local regulations. These services are delivered through the Community and Human Services department. Community and Human Services provides income and stability supports, affordable and community housing, homelessness supports, children’s services and early years and emergency preparedness and response.

The department is challenged with increased demand for services that is not offset by provincial and federal revenue sources. The increased demand in services is experienced by all program areas within the department and will remain as the cost of living continues to rise. Housing and homelessness continues to be an area of concern for communities, which puts additional pressures on Community and Human Services. The introduction of the Canada Wide Early Learning and Child Care agreement (CWELCC) between the Provincial and Federal governments has transformed the role of Service Managers throughout the Children’s Services and Early Years sector. The Social Assistance Recovery and Renewal vision from the Ministry of Children, Community and Social Services (MCCSS) will also have significant impacts on how services are provided and received within Hastings County and throughout the Province.

### Employment and Financial Assistance

	<u>2022</u>	<u>2023</u>
<b>Employment and Financial Assistance</b>	<b>\$294,650</b>	<b>\$294,650</b>

#### **Ontario Works Benefits**

Ontario Works (OW) benefits are 100% provincially funded. OW provides financial support for food, shelter and other costs to people in financial need who meet eligibility criteria.

#### **Discretionary Benefits**

Discretionary benefits provide health and non-health related financial support to clients. The 2023 budget reflects the anticipated costs at the maximum shareable rate of \$10 per case to support the projected combined monthly caseload count for OW and the Ontario Disability Support Program (ODSP).

**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 (OW & ODSP). Municipal Emergency Assistance is a 100% municipally funded program.

**Community Program Grants (\$187,650)**

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. 2023 Annual Funding for agencies was approved in November 2022.

**Reaching Home**

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 within the Designated Community. Funds through Reaching Home are provided to Community Agencies on a multi-year basis. Funding supports the delivery of eligible programs and activities within Housing Services, Prevention and Shelter Diversion and Client Support Services.

**Homelessness Prevention Program**

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 funding allocations through the HPP were approved through this review.

	<u>2022</u>	<u>2023</u>
<b>Ontario Works Administration</b>	<b>\$4,052,450</b>	<b>\$3,774,420</b>

OW Administration costs are funded at 50% by the province under a service contract. The Province provided notice in October 2022 that the OW administration funding was being reduced by \$363,600 from 2022 to 2023 and a further \$1,090,800 from 2023 to 2024. This is a result of the Social Assistance Transformation vision of the Ministry of Community, Children and Social Services. To prepare for the transformation, a multi-year plan is being finalized to meet this funding reduction that includes a review of the current organization structure to best prepare for the coming changes.

### **Common Costs (\$1,458,600)**

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

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

Costs associated with these supports 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.

### **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 stability.

	<u>Children's Services</u>	
	<u>2022</u>	<u>2023</u>
<b>Children's Services Programs</b>	<b>\$1,050,563</b>	<b>\$ 884,388</b>
<b>Children's Services Administration</b>	<b><u>\$ 262,287</u></b>	<b><u>\$ 262,305</u></b>
	<b><u>\$1,312,850</u></b>	<b><u>\$1,146,693</u></b>

The Children's Services Program net cost is the mandatory municipal contribution in the core and wage enhancement programs as directed to municipalities. The Ontario and Federal governments fund initiatives to provide investments in child care and early years to increase quality, accessibility, affordability, flexibility and inclusivity. Funding assists parents, families and communities in their efforts to ensure the best possible future for their children.

Core funding programs include fee subsidy to parents, general operating grants to service providers and programs for children with special needs. The wage enhancement program provides additional salary for child care workers. The funding also supports the

Child Care Expansion Plan, Early Learning and Child Care Plan (ELCC), EarlyON Child and Family Centres and Journey Together Programs.

In 2023, there is \$661,204 in one-time funding that can be used offset service providers' program costs.

The new five-year Transfer Payment Agreement combines Child Care, EarlyON Child and Family Centres and Canada Wide Early Learning and Child Care (CWELCC) funding allocations and requirements. An increase of 78.9% over 2022 revenue is due to the CWELCC program which will reduce parent fees by approximately 50% and add a wage floor for eligible child care staff. CWELCC is fully funded by the Federal and Provincial governments with no effect on the municipal levy.

A number of positions within the Children's Services staffing complement are charged to various programs and there is funding to offset these positions.

There are two new positions in the 2023 budget and both positions are fully funded:

- Financial Analyst to support the CWELCC financial and reporting requirements
- Child Care System Coordinator (2 year temporary position) to assist with capacity building

	<u>2022</u>	<u>2023</u>
<b>Before &amp; After School Programs</b>	<b>\$0</b>	<b>\$0</b>

The County continues to operate Before and After School Programs serving 196 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.

## Housing Services

	<u>2022</u>	<u>2023</u>
<b>Community Housing</b>	<b>\$14,034,328</b>	<b>\$15,419,349</b>

### **Security (\$152,200)**

Security patrols for Hastings County owned property have been in place since 2019. The security patrols are focused to address behaviours at targeted properties with interventions and action to address the issues.

### **Interdepartmental Desktop PC Replacement (\$32,900)**

Increase in Interdepartmental Desktop PC 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 and addition of tablets to senior's buildings in the portfolio.

### **Rent Supplement Programs (\$1,996,971)**

There are various rent supplement programs that help provide affordable housing to clients within Hastings County. Rent supplements, Housing Allowances and Portable Housing Benefits are various supports available and funding through Rent Supplement Programs. Approximately 505 families in our community are assisted with their monthly rent, enhancing affordability, through the programs that are funded through Provincial, Federal and Municipal sources. Strong Communities Rent Supplement Program was consolidated into the Homelessness Prevention Program (HPP) in 2022, which is reported within the Employment and Financial Assistance Programs.

### **Housing Resource Worker Program (\$426,000)**

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 \$106,500 with the additional funding being received through the Ministry of Health and Long Term Care.

### **Community Relations/Recreational Programs (\$93,000)**

This funding supports recreational programming for children and families living in social housing. Two programs that are supported by this funding are the Back-yard Bonanza and Food-to-Go. The County operates the Back-yard Bonanza program in partnership with the Cities of Belleville and Quinte West.

### **Mortgage Payments (\$1,175,839)**

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 (\$106,829)**

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.

There has been a decrease in the Federal Block Funding as a result of the debenture maturity. 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 (\$3,749,900)**

The County provides subsidy to 15 Non-Profit Housing providers who offer 854 units. The funding is provided based on a template and benchmarks established by the Province on an annual basis.

### **Contracted Services and Planned Maintenance (\$4,205,000)**

Contracted services include building interior and exterior costs, electrical, elevators, grounds, heating, mechanical, plumbing as well as waste removal and winter maintenance.

Contracted services and material costs are experiencing double digit price increases consistent with the current market conditions and labour shortages. The age of our properties require an investment to avoid further deterioration.

In 2022 these costs were budgeted at \$3.75 million however the actual was \$4.92 million. This can be partially attributed to a deferral of non-emergency maintenance items and suspension of inspections during phases of the pandemic which lead to a back-log of maintenance issues.

In 2023 contracted services are budgeted at \$4.2 million which is 12.2% over last year's budget but still below the 2022 actual.



### **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 (\$2,471,786)**

Utilities include hydro, water and sewer and fuel charges. There continues to be a focus and investment in energy efficient building systems and retrofits to reduce consumption. Natural gas is under contract with Housing Service Corporation and the price is unchanged from 2022. Water, sewer and fuel costs have been budgeted at 5% over the 2022 actual costs. There has been a large increase in the cost of propane.

### **Insurance and Insurance Claims Expense (\$859,635 & \$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/or property claims. We own and manage over 1,473 units and each year we have incidents that are reported to us regarding slip & falls and other incidents that may result in an injury and/or a potential claim. We work closely with our insurance provider to report and manage these incidents. The budget for insurance claims expense is based on one claim reaching the deductible limit.

### **100% Provincially Funded Programs (\$1,670,131)**

The County receives funding that supports other agencies/organizations in meeting the needs throughout Hastings County. The 2023 budget recognizes the previous commitments that have been made by Committee and Council that will be funded in 2023.

## **REVENUE**

### **Tenant Revenue (\$6,751,500)**

The County’s housing portfolio is 100% rent-geared to income with tenants paying rent based on 30% of their income. Tenant revenue will fluctuate based on general economic circumstances.

### **Federal Block Funding (\$2,467,975)**

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.

### **Affordable Housing Administration (\$97,943)**

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 (\$2,079,800)**

Hastings County owns and operates 1,473 social housing units that have an estimated replacement value of \$484,596,717 as of 2020. 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 assets. The funding required to maintain the housing assets over the next 10 years is \$117 million and the funding available is \$22 million based on historical capital contributions. The asset management plan identified a deterioration of the stock with 35% of the assets in poor condition without additional funding and a funding shortfall of \$94 million to maintain the asset condition.

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 increase in contributions for 2023 is a reinvestment of the interest earned on the funding received.

The annual amortization for the housing stock was \$2,295,982 in 2021. 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. Hastings County will continue to advocate for government funding as well as further develop the asset management plan and the financing requirements to maintain the condition of the housing stock.

### **Capital Budget**

The 2023 Capital Projects are budgeted at \$21,130,648:

\$14,880,000 Quinte West – New 32 unit Building

\$4,795,700 13 new projects with 30% CMHC funding

\$1,454,948 8 projects carried forward from 2022.

The remainder of the capital projects are 30% funded by the CMHC National Housing Co-investment Funding Renewal and Repair Program. Council approved in January 2023 to enter into an agreement with CMHC to commit up to \$4,240,000 in contribution,

to support the repair and renewal of a minimum of 424 units of municipally owned stock over the next three years. The CMHC contribution is for 30% of the costs. As part of the offer from CMHC, Hastings County is required to contribute 70% toward the cost of the repairs. Staff recommend that projects valued at \$14,120,600 be considered under this initiative, which requires a County investment of \$9,884,000.

Capital projects were prioritized using the following categorization:

- Priority 1 (P1) Legislated/mandated, health & safety or operational failure
- Priority 2 (P2) Lifecycle management/end of life, operational efficiency, or cost reductions
- Priority 3 (P3) Lifecycle replacement, scheduled end of life
- Priority 4 (P4) Service enhancement

A brief description and their priority level is included in the capital budget schedule.

**COUNTY OF HASTINGS**

EXHIBIT E-1

**COMMUNITY AND HUMAN SERVICES**

**2023 BUDGET**

	<u>2022 BUDGET</u>	<u>Unaudited 2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
<b>PROGRAM EXPENDITURES</b>				
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$25,143,916	\$23,810,527	\$26,144,702	3.98%
ONTARIO WORKS ADMINISTRATION	10,690,675	\$10,484,818	10,379,988	-2.91%
CHILDREN SERVICES PROGRAMS	16,526,508	18,201,698	28,701,420	73.67%
CHILDREN SERVICES ADMINISTRATION	505,741	318,720	505,758	0.00%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	476,640	500,138	543,000	13.92%
COMMUNITY HOUSING - OPERATING	25,687,643	24,517,873	25,617,071	-0.27%
COMMUNITY HOUSING - CAPITAL	1,850,000	1,850,000	2,079,800	12.42%
COVID EXPENDITURES	2,294,965	3,199,176	107,500	-95.32%
<b>TOTAL EXPENDITURES</b>	<b>\$83,176,088</b>	<b>\$82,882,950</b>	<b>\$94,079,239</b>	<b>13.11%</b>

**REVENUE**

EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$24,849,266	\$23,610,791	\$25,850,052	4.03%
ONTARIO WORKS ADMINISTRATION	6,638,225	6,468,263	6,605,567	-0.49%
CHILDREN SERVICES PROGRAMS	15,475,945	17,157,562	27,817,032	79.74%
CHILDREN SERVICES ADMINISTRATION	243,454	159,360	243,454	0.00%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	476,640	500,138	543,000	13.92%
COMMUNITY HOUSING - OPERATING	13,503,315	12,096,211	12,277,523	-9.08%
COVID REVENUE	2,294,965	3,196,347	107,500	-95.32%
<b>TOTAL COUNTY REVENUE</b>	<b>\$63,481,810</b>	<b>\$63,188,672</b>	<b>\$73,444,127</b>	<b>15.69%</b>

**NET COST**

EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$294,650	\$199,736	\$294,650	0.00%
ONTARIO WORKS ADMINISTRATION	\$4,052,450	\$4,016,555	\$3,774,420	-6.86%
CHILDREN SERVICES PROGRAMS	\$1,050,563	\$1,044,136	\$884,388	-15.82%
CHILDREN SERVICES ADMINISTRATION	\$262,287	\$159,360	\$262,305	0.01%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	\$0	\$0	\$0	
COMMUNITY HOUSING - OPERATING	\$14,034,328	\$14,271,662	\$15,419,349	9.87%
COVID	\$0	\$2,829	\$0	
<b>NET COST</b>	<b>\$19,694,278</b>	<b>\$19,694,278</b>	<b>\$20,635,111</b>	<b>4.78%</b>

**MUNICIPAL APPORTIONMENT OF 2023 BUDGET NET COST : BASED ON WEIGHTED ASSESSMENT.**

<u>MUNICIPALITIES</u>	<u>2022 BUDGET</u>	<u>2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
HASTINGS COUNTY.....	\$5,792,087	\$5,792,088	\$6,085,294	29.49%
BELLEVILLE.....	\$8,015,571	\$8,015,571	\$8,381,982	40.62%
QUINTE WEST.....	\$5,886,620	\$5,886,620	\$6,167,835	29.89%
<b>TOTAL APPORTIONMENT</b>	<b>\$19,694,278</b>	<b>\$19,694,279</b>	<b>\$20,635,111</b>	<b>100.00%</b>

**COUNTY OF HASTINGS**  
**COMMUNITY AND HUMAN SERVICES**  
**2023 BUDGET**

**COMMUNITY & HUMAN SERVICES - COVID RELATED PROGRAMS & EXPENSES**

	<u>2022 BUDGET</u>	<u>Unaudited 2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
<b><u>COVID EXPENDITURES</u></b>				
SOCIAL SERVICES RELIEF FUNDING PHASE 4	1,296,000	1,296,000		
SOCIAL SERVICES RELIEF FUNDING PHASE 5		574,829		
REACHING HOME - ISOLATION CENTRES		500,000		
SAFE VOLUNTARY ISOLATION SITES	998,965	481,020	107,500	-89.24%
SALARIES		250,339		
BENEFITS		41,138		
OTHER EQUIPMENT		2,939		
CHS COVID SUPPLIES AND PPE		52,911		
	<b><u>2,294,965</u></b>	<b><u>3,199,176</u></b>	<b><u>107,500</u></b>	<b><u>-95.32%</u></b>
<b><u>COVID REVENUE</u></b>				
SOCIAL SERVICES RELIEF FUNDING PHASE 4	\$1,296,000	1,296,000		-100.00%
SOCIAL SERVICES RELIEF FUNDING PHASE 5		572,000		
REACHING HOME - ISOLATION CENTRES	\$998,965	500,000	107,500	-89.24%
SAFE VOLUNTARY ISOLATION SITES		481,020		
FEDERAL RESTART FUNDING		347,327		
	<b><u>2,294,965</u></b>	<b><u>3,196,347</u></b>	<b><u>107,500</u></b>	<b><u>-95.32%</u></b>
<b>COVID NET COST</b>	<b><u>-</u></b>	<b><u>2,829</u></b>	<b><u>-</u></b>	

**COUNTY OF HASTINGS**

EXHIBIT E-2

**COMMUNITY AND HUMAN SERVICES**

**2023 BUDGET**

**PROGRAM EXPENDITURES**

	<u>2022 BUDGET</u>	<u>Unaudited 2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
<b>EMPLOYMENT &amp; FINANCIAL ASSISTANCE PROGRAMS</b>				
ONTARIO WORKS BENEFITS	\$20,306,800	\$18,334,577	\$20,306,800	0.00%
DISCRETIONARY BENEFITS	\$1,467,000	\$1,351,852	\$1,467,000	0.00%
MUNICIPAL EMERGENCY ASSISTANCE FUND	107,000	89,953	\$107,000	0.00%
COMMUNITY HOMELESSNESS PREVENTION INITIATIVE	2,272,835	1,565,761		-100.00%
COMMUNITY PROGRAM GRANTS	187,650	86,400	187,650	0.00%
REACHING HOME	802,631	1,205,623	662,552	-17.45%
REACHING HOME - RURAL		193		
HOMELESSNESS PREVENTION PROGRAM		1,176,168	3,413,700	
	<b>\$25,143,916</b>	<b>\$23,810,527</b>	<b>\$26,144,702</b>	<b>3.98%</b>
<b>REVENUE</b>				
ONTARIO WORKS	\$20,306,800	\$18,334,831	\$20,306,800	0.00%
DISCRETIONARY BENEFITS	\$1,467,000	\$1,335,270	\$1,467,000	0.00%
COMMUNITY HOMELESSNESS PREVENTION INITIATIVE	\$2,272,835	\$1,558,899		-100.00%
REACHING HOME	\$802,631	\$1,205,623	\$662,552	-17.45%
HOMELESSNESS PREVENTION PROGRAM			\$0	
		\$1,176,168	\$3,413,700	
	<b>\$24,849,266</b>	<b>\$23,610,791</b>	<b>\$25,850,052</b>	<b>4.03%</b>
<b>NET COST</b>	<b>\$294,650</b>	<b>\$199,736</b>	<b>\$294,650</b>	<b>0.00%</b>

COUNTY OF HASTINGS

EXHIBIT E-3

COMMUNITY AND HUMAN SERVICES

2023 BUDGET

<u>ADMINISTRATION</u>	<u>2022 BUDGET</u>	<u>Unaudited</u> <u>2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
SALARIES	\$5,756,500	\$5,194,238	\$5,604,900	-2.63%
FRINGE BENEFITS	1,669,400	1,578,730	1,625,400	-2.64%
MILEAGE / TRAVEL / CONVENTIONS	35,000	19,914	35,000	0.00%
POSTAGE	90,000	73,035	80,000	-11.11%
TELEPHONE	105,800	131,163	131,000	23.82%
MAINTENANCE / UTILITIES & MISCELLANEOUS	98,100	148,513	95,000	-3.16%
OFFICE SUPPLIES	40,000	38,030	40,000	0.00%
ADVERTISING	8,000	6,898	8,000	0.00%
COMMERCIAL RENT	223,500	225,155	227,148	1.63%
INTERCOMPANY RENT	459,630	456,630	459,630	0.00%
INSURANCE	31,720	49,152	41,710	31.49%
STAFF TRAINING	55,000	18,941	50,000	-9.09%
CONSULTANTS	55,000	13,992	10,000	-81.82%
PAYROLL CHARGES	41,500	39,302	41,500	0.00%
AUDIT FEES	19,800	9,384	14,000	-29.29%
LEGAL FEES	25,000	49,229	30,000	20.00%
MEMBERSHIP FEES	20,000	23,400	22,000	10.00%
COMPUTER COSTS	35,000	32,968	38,000	8.57%
INTEGRATED COORDINATED ACCESS SYSTEM	40,000	10,176	0	-100.00%
ELECTRONIC DOCUMENT MANAGEMENT	120,925	39,190	45,000	-62.79%
INTERDEPT DESKTOP P.C. / SOFTWARE REPLAC	52,600	52,600	62,700	19.20%
COMMON COSTS	1,378,400	1,378,400	1,458,600	5.82%
EQUIPMENT	27,800	25,825	27,800	0.00%
STABILITY SUPPORT BENEFITS	275,000	130,282	200,000	-27.27%
EMERGENCY MEASURES PLAN	5,000	5,251	5,000	0.00%
COMMITTEE MEMBER FEES	14,000	19,064	18,000	28.57%
BANK FEES	8,000	8,009	9,600	20.00%
CONTRIBUTION TO RESERVES		707,347		
<b><u>TOTAL ADMINISTRATION EXPENDITURES</u></b>	<b><u>\$10,690,675</u></b>	<b><u>\$10,484,818</u></b>	<b><u>\$10,379,988</u></b>	<b><u>-2.91%</u></b>
 <b><u>REVENUE</u></b>				
PROV. SUBSIDY - MCSS	6,413,300	5,997,591	6,136,644	-4.31%
PROV. SUBSIDY - MCSS ONE-TIME FUNDING		0	0	
MUNICIPAL MODERNIZATION FUNDING	78,600	25,473		-100.00%
MISC / INTEREST REVENUE	96,000	445,199	400,000	316.67%
CONTRIBUTION FROM RESERVE	50,325		68,923	36.96%
<b><u>TOTAL REVENUE</u></b>	<b><u>\$6,638,225</u></b>	<b><u>\$6,468,263</u></b>	<b><u>\$6,605,567</u></b>	<b><u>-0.49%</u></b>
 <b><u>NET COST</u></b>	 <b><u>\$4,052,450</u></b>	 <b><u>\$4,016,555</u></b>	 <b><u>\$3,774,420</u></b>	 <b><u>-6.86%</u></b>

**COUNTY OF HASTINGS**

EXHIBIT E-4

**COMMUNITY AND HUMAN SERVICES**

**2023 BUDGET**

<b>CHILDREN SERVICES PROGRAMS</b>	<b>2022 BUDGET</b>	<b>Unaudited 2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>%</b>
CORE PROGRAM	\$8,294,035	9,038,265	\$8,294,036	0.00%
WAGE ENHANCEMENT	1,518,342	1,659,858	1,518,342	0.00%
EARLYON LEARNING CENTERS	1,536,643	1,449,293	1,635,019	6.40%
CHILD CARE AND EARLY YEARS WORKFORCE EXPANSION	900,496	263,161	225,124	-75.00%
EARLY LEARNING CHILD CARE	1,924,499	2,216,209	1,758,324	-8.63%
INDIGENOUS-LED CHILD CARE	1,070,587	858,627	1,217,205	13.70%
LICENSED HOME 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	289,800	289,800	289,800	0.00%
ONE-TIME FUNDING	6,277	6,277	6,277	0.00%
ONE-TIME FUNDING	661,204	661,204	661,204	0.00%
EMERGENCY CHILD CARE		65,218		
CANADA WIDE EARLY LEARNING		2,030,365	12,771,464	
	<b>\$16,526,508</b>	<b>\$18,201,698</b>	<b>\$28,701,420</b>	<b>73.67%</b>
<b>REVENUE</b>				
CORE PROGRAM	\$7,440,282	8,184,512	\$7,440,283	0.00%
WAGE ENHANCEMENT	\$1,487,707	1,629,211	\$1,487,707	0.00%
EARLYON LEARNING CENTERS	\$1,536,643	1,449,293	\$1,635,019	6.40%
CHILD CARE AND EARLY YEARS WORKFORCE EXPANSION	\$900,496	263,161	\$225,124	-75.00%
EARLY LEARNING CHILD CARE	\$1,758,324	2,050,034	\$1,758,324	0.00%
EARLY LEARNING CHILD CARE	\$1,070,587	858,627	\$1,217,205	13.70%
INDIGENOUS-LED CHILD CARE	\$324,625	331,064	\$324,625	0.00%
LICENSED HOME CHILD CARE	\$289,800	289,800	\$289,800	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 FUNDING	\$661,204	-	\$661,204	0.00%
ONE-TIME FUNDING		65,218		
FEDERAL SAFE RESTART		2,030,365	\$12,771,464	
PROVINCIAL REINVESTMENT FUNDING				
EMERGENCY CHILD CARE				
CANADA WIDE EARLY LEARNING				
	<b>\$15,475,945</b>	<b>\$17,157,562</b>	<b>\$27,817,032</b>	<b>79.74%</b>
<b>CHILDREN SERVICES PROGRAMS NET COST</b>	<b>\$1,050,563</b>	<b>\$1,044,136</b>	<b>\$884,388</b>	<b>-15.82%</b>



COUNTY OF HASTINGS

EXHIBIT E-5

COMMUNITY AND HUMAN SERVICES

2023 BUDGET

<u>CHILDREN SERVICES ADMINISTRATION</u>	<u>2022 BUDGET</u>	<u>Unaudited</u> <u>2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
SALARIES	\$221,700	\$86,678	\$177,800	-19.80%
FRINGE BENEFITS	66,500	23,251	53,340	-19.79%
TRAVEL / MILEAGE / ACCOMMODATIONS	7,800	2,215	7,800	0.00%
TELEPHONE	7,000	7,566	7,000	0.00%
OFFICE SUPPLIES	3,000	2,047	3,000	0.00%
ADVERTISING	500		500	0.00%
INTERCOMPANY RENT	57,080	57,080	57,080	0.00%
INSURANCE	1,248	1,942	18,125	1352.32%
STAFF TRAINING	3,000	1,621	3,000	0.00%
AUDIT FEES	2,100	8,888	7,700	266.67%
LEGAL FEES	1,000	541	20,000	1900.00%
EQUIPMENT	3,000	1,369	3,000	0.00%
COMPUTER	5,000	642	5,000	0.00%
INTERDEPT DESKTOP P.C. REPLACEMENT	6,300	6,300	10,700	69.84%
COMMON COSTS	118,500	118,500	129,700	9.45%
MISCELLANEOUS	2,013	80	2,013	0.00%
<b><u>TOTAL EXPENDITURES</u></b>	<b><u>\$505,741</u></b>	<b><u>\$318,720</u></b>	<b><u>\$505,758</u></b>	<b><u>0.00%</u></b>
<b><u>REVENUE</u></b>				
PROVINCIAL SUBSIDY	243,454	\$159,360	\$243,454	0.00%
CONTRIBUTION FROM RESERVES				
<b><u>TOTAL REVENUE</u></b>	<b><u>\$243,454</u></b>	<b><u>\$159,360</u></b>	<b><u>\$243,454</u></b>	<b><u>0.00%</u></b>
<b><u>NET COST</u></b>	<b><u>\$262,287</u></b>	<b><u>\$159,360</u></b>	<b><u>\$262,305</u></b>	<b><u>0.01%</u></b>

**COUNTY OF HASTINGS**

**EXHIBIT E-6**

**COMMUNITY AND HUMAN SERVICES**

**2023 BUDGET**

<b><u>BEFORE AND AFTER SCHOOL CHILD CARE</u></b>	<b><u>2022 BUDGET</u></b>	<b><u>Unaudited 2022 ACTUAL</u></b>	<b><u>2023 BUDGET</u></b>	<b><u>%</u></b>
SALARIES	\$354,500	\$377,474	\$395,900	11.68%
FRINGE BENEFITS	42,540	60,440	63,400	49.04%
SUPPLIES / FOOD	24,000	24,971	24,000	0.00%
LEGAL FEES	1,000	0	1,000	0.00%
COMMON COSTS	20,500	20,500	26,100	27.32%
BAD DEBTS EXPENSE	500		500	0.00%
TELEPHONE	3,400	3,201	3,400	0.00%
COMPUTER COSTS	25,000	9,861	25,000	0.00%
STAFF TRAINING / TRAVEL / CONFERENCES	4,000	2,555	2,500	-37.50%
BANKING FEES	1,200	1,136	1,200	0.00%
<b><u>TOTAL EXPENDITURES</u></b>	<b><u>\$476,640</u></b>	<b><u>\$500,138</u></b>	<b><u>\$543,000</u></b>	<b><u>13.92%</u></b>
<b><u>REVENUE</u></b>				
FEE SUBSIDY	142,800	\$102,357	100,000	-29.97%
OPERATING GRANTS	107,740	201,071	200,000	85.63%
CANADA-WIDE EARLY LEARNING CHILD CARE		16,058	62,500	
PARENT FEES	226,100	180,402	180,000	-20.39%
MISCELLANEOUS REVENUE		250	500	
<b><u>TOTAL REVENUE</u></b>	<b><u>\$476,640</u></b>	<b><u>\$500,138</u></b>	<b><u>\$543,000</u></b>	<b><u>13.92%</u></b>
<b><u>NET COST</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>0.00%</u></b>

COMMUNITY AND HUMAN SERVICES

2023 BUDGET

COMMUNITY HOUSING - OPERATING

	<u>2022 BUDGET</u>	<u>Unaudited 2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
<b><u>CLIENT SERVICES</u></b>				
SALARIES	\$1,555,600	\$1,494,739	\$1,568,900	0.85%
FRINGE BENEFITS	451,100	405,159	455,000	0.86%
OFFICE FURNITURE / EQUIPMENT	5,000	805	5,000	0.00%
PHOTOCOPYING	1,400	405	1,400	0.00%
COMMON COSTS	782,299	782,200	811,600	3.75%
POSTAGE / COURIER	16,000	17,125	16,000	0.00%
TELEPHONE	76,696	81,197	75,000	-2.21%
OFFICE SUPPLIES	5,000	4,390	5,000	0.00%
CONSULTANTS			10,000	
SECURITY	152,020	111,267	152,020	0.00%
LEGAL	25,000	34,101	37,500	50.00%
ADVERTISING	4,000		2,000	-50.00%
AUDIT	7,900	6,241	9,460	19.75%
RENT	133,330	132,534	133,300	-0.02%
MILEAGE / TRAVEL	37,000	22,526	37,000	0.00%
COMPUTER HARDWARE / SOFTWARE	80,000	76,484	80,000	0.00%
INTERDEPARTMENT DESKTOP P.C. REPLACEMENT	15,000	15,000	32,900	119.33%
STAFF TRAINING / EDUCATION	22,000	28,457	20,000	-9.09%
BANK SERVICE CHARGES / INTEREST	5,600	6,621	7,000	25.00%
MISCELLANEOUS EXPENSES	2,000	754	2,000	0.00%
	<b>3,376,945</b>	<b>3,220,005</b>	<b>3,461,080</b>	<b>2.49%</b>

**HOUSING PROGRAMS**

RENT SUPPLEMENT	949,816	895,660	949,816	0.00%
STRONG COMMUNITIES RENT SUPPLEMENT PROGRAM	303,451	67,794	93,300	-69.25%
HOUSING ALLOWANCE DIRECT DELIVERY	480,732	480,732	480,732	0.00%
CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE (COCHI) - RENT SUPPLEMENTS	389,605	404,423	404,423	3.80%
HASTINGS PORTABLE HOUSING BENEFIT	68,700	65,460	68,700	0.00%
HOUSING RESOURCE WORKER PROGRAM	426,000	379,909	426,000	0.00%
COMMUNITY RELATIONS / RECREATIONAL PROGRAMS	93,000	68,387	93,000	0.00%
MORTGAGE PAYMENTS	1,155,268	1,155,940	1,175,839	1.78%
DEBENTURES	700,730	700,730	106,829	-84.75%
HOME FOR GOOD FINANCING (NET OF PROV SUBSIDIES)	136,000	133,223	136,000	0.00%
BAD DEBT EXPENSE	85,000	105,403	85,000	0.00%
NON PROFIT HOUSING EXPENDITURES	3,412,500	3,478,453	3,749,900	9.89%
	<b>8,200,802</b>	<b>7,936,114</b>	<b>7,769,539</b>	<b>-5.26%</b>

COMMUNITY AND HUMAN SERVICES

2023 BUDGET

COMMUNITY HOUSING - OPERATING

	<u>2022 BUDGET</u>	<u>Unaudited 2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
<b><u>BUILDINGS / FACILITIES MANAGEMENT</u></b>				
SALARY	1,841,448	1,713,328	1,868,900	1.49%
BENEFITS	515,605	484,104	523,300	1.49%
TRAVEL	32,000	39,631	40,000	25.00%
TRAINING	18,000	7,490	18,000	0.00%
OFFICE SUPPLIES	3,000	2,379	3,000	0.00%
TELEPHONE	17,000	18,614	19,000	11.76%
ASSET MANAGEMENT	16,500	16,790	17,000	3.03%
CONTRACTED SERVICES				
BUILDING EXTERIOR	100,000	152,402	125,000	25.00%
BUILDING INTERIOR	1,200,000	1,846,448	1,300,000	8.33%
ELECTRICAL	125,000	156,546	140,000	12.00%
ELEVATORS AND LIFE SAFETY SYSTEMS	50,000	24,515	50,000	0.00%
GROUNDS	150,000	272,879	190,000	26.67%
HEATING SYSTEMS	57,000	80,971	80,000	40.35%
MECHANICAL SYSTEMS	60,000	115,407	110,000	83.33%
PLUMBING	280,000	314,587	310,000	10.71%
STAFF MATERIAL PURCHASES	425,000	571,957	500,000	17.65%
WASTE REMOVAL	270,000	300,952	300,000	11.11%
WINTER MAINTENANCE	550,000	717,265	700,000	27.27%
PLANNED / PREVENTATIVE MAINTENANCE	480,000	369,653	400,000	-16.67%
MINOR CAPITAL	171,900	171,908	171,900	0.00%
UTILITIES				
HYDRO	935,000	983,902	985,000	5.35%
WATER AND SEWER	890,700	873,603	917,283	2.98%
FUEL	465,000	542,384	569,503	22.47%
INSURANCE PREMIUMS	425,565	539,102	859,635	102.00%
INSURANCE CLAIM EXPENSE	50,000	21,704	50,000	0.00%
MUNICIPAL TAXES	2,350,450	2,357,082	2,468,800	5.04%
<b><u>TOTAL BUILDING / FACILITIES MANAGEMENT</u></b>	<b><u>11,479,168</u></b>	<b><u>12,695,603</u></b>	<b><u>12,716,321</u></b>	<b><u>10.78%</u></b>
<b><u>100% PROVINCIALY FUNDED PROGRAMS</u></b>				
HFG - PAYMENTS TO PARTNERS	\$401,220	\$100,305	\$0	-100.00%
NEW RENTAL UNITS EXTERNALLY OWNED	1,679,762	\$470,250	\$1,209,512	-28.00%
CAN-ONT PORTABLE HOUSING UNIT				
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) RENOVATES	235,125	89,128	145,997	-37.91%
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) NON PROFIT CAPITAL	314,622		314,622	0.00%
RURAL & REMOTE SENIORS E-CONNECT		2,979		
SENIORS COMMUNITY GRANT		<b>3,489</b>		
	<b><u>2,630,729</u></b>	<b><u>666,151</u></b>	<b><u>1,670,131</u></b>	<b><u>-36.51%</u></b>
<b><u>TOTAL EXPENDITURES</u></b>	<b><u>\$25,687,643</u></b>	<b><u>\$24,517,873</u></b>	<b><u>\$25,617,071</u></b>	<b><u>-0.27%</u></b>

COMMUNITY AND HUMAN SERVICES

2023 BUDGET

COMMUNITY HOUSING - OPERATING

	<u>2022 BUDGET</u>	<u>Unaudited 2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
<b>REVENUE</b>				
TENANT REVENUE	\$6,430,000	7,103,874	\$6,751,500	5.00%
FEDERAL BLOCK FUNDING-PUBLIC / NON PROFIT HOUSING	2,755,415	2,755,414	2,467,975	-10.43%
AFFORDABLE HOUSING ADMINISTRATIVE	62,560	72,188	97,943	56.56%
STRONG COMMUNITIES RENT SUPPLEMENT PROG	210,100	52,530		-100.00%
HOUSING ALLOWANCE DIRECT DELIVERY	480,732	480,732	446,051	-7.21%
CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE (COCHI)- RENT SUPS	368,259	316,295	404,423	9.82%
DOOR FUNDING	11,556	88,128		-100.00%
HOME FOR GOOD HOUSING	96,365	24,091	0	-100.00%
HOUSING RESOURCE WORKER PROGRAM	319,500	283,622	319,500	0.00%
OTHER REVENUE - MISCELLANEOUS / SOLAR PANELS	110,000	117,082	110,000	0.00%
CONTRIBUTION FROM RESERVE	28,100	136,104	10,000	-64.41%
	<b>\$10,872,587</b>	<b>\$11,430,060</b>	<b>\$10,607,392</b>	<b>-2.44%</b>
<b>100% PROVINCIALLY FUNDED PROGRAMS</b>				
HFG - PAYMENTS TO PARTNERS	\$401,220	\$100,305	\$0	-100.00%
NEW RENTAL UNIT EXTERNALLY OWNED - OPHI	\$1,679,762	\$470,250	\$1,209,512	-28.00%
CAN-ONT HOUSING BENEFIT -PORTABLE HOUSING UNIT	\$0		\$0	
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) RENOVATES	\$235,125	89,128	\$145,997	-37.91%
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) NON PROFIT CAPITAL	\$314,622		\$314,622	0.00%
RURAL & REMOTE SENIORS E-CONNECT		2,979		
SENIORS COMMUNITY GRANT		3,489		
	<b>\$2,630,729</b>	<b>\$666,151</b>	<b>\$1,670,131</b>	<b>-36.51%</b>
<b>TOTAL REVENUE</b>	<b>\$13,503,315</b>	<b>\$12,096,211</b>	<b>\$12,277,523</b>	<b>-9.08%</b>
<b>NET COST OF OPERATING</b>	<b>\$12,184,328</b>	<b>\$12,421,662</b>	<b>\$13,339,549</b>	<b>9.48%</b>
<b>CAPITAL LEVY</b>	<b>\$1,850,000</b>	<b>\$1,850,000</b>	<b>\$2,079,800</b>	<b>12.42%</b>
<b>NET COST</b>	<b>\$14,034,328</b>	<b>\$14,271,662</b>	<b>\$15,419,349</b>	<b>9.87%</b>

## Community and Human Services 2023 Capital Budget

**Project:** Quinte West Multi-Unit Housing Complex

**Budget Amount:** \$14,880,000

**Justification:** The purchase of land from Quinte West has been completed and the design work for this 32 unit complex is underway. The County has applied for Rapid Housing Initiative Funding for this project. A funding announcement is expected by July and a final decision on the commencement of this project will be made at that time.

**Project:** Replace Fire Alarm Sprinkler System and Standpipe, 7 Turnbull, Belleville

**Budget Amount:** \$89,300

**Justification:** The fire suppression system is original to the building and while recent plumbing repairs were being undertaken it was found to be partially blocked with sediment. The damaged sections were replaced, however the entire system is in need of replacement due to the age of the piping.

**Project:** Fire Alarm Panel Replacement, 7 Turnbull, Belleville

**Budget Amount:** \$70,000

**Justification:** The fire alarm panel is original to the building and beyond it's service life. A replacement panel is required.

**Project:** MUA Unit Upgrade, 25 Station, Bancroft

**Budget Amount:** \$350,000

**Justification:** These units were identified for replacement last year and design work was completed in 2022. This funding will allow for the replacement of 5 make up air units and will include air conditioning capabilities.

**Project:** Lift Replacement with Elevator, 25 Station, Bancroft

**Budget Amount:** \$600,000

**Justification:** The current lift at this location is beyond its service life and constantly breaking down. This budget allowance will allow for the replacement of the lift with an elevator including upgrades to the electrical system to operate it.

**Project:** Elevator Upgrade, 24 Brown, Belleville

**Budget Amount:** \$150,000

**Justification:** This elevator has had numerous breakdowns in the past year few years and the elevator service company has recommended replacement of the elevator controls. The current controls are no longer supported by the manufacturer.

**Project:** Roof Replacement, 7 Turnbull, Belleville

**Budget Amount:** \$600,000

**Justification:** This roof has reached the end of its service life and was originally scheduled for replacement in 2021. Recent inspections indicate that it should be replaced at this time.

**Project:** Roof Replacement, Bleecker Ave, Belleville

**Budget Amount:** \$270,000

**Justification:** This roof has reached the end of its service life and received significant damage in the wind storm of 2022. Full replacement is recommended at this time.

**Project:** Roof Replacement, Union St, Belleville

**Budget Amount:** \$110,000

**Justification:** There are 6 single family scattered housing units on Union St. which require roof replacements. The work will also require the replacement of the plywood roofing structure as well as the shingles.

**Project:** Window Replacement, North Park, Belleville

**Budget Amount:** \$509,500

**Justification:** The windows at this family complex are original to the building construction and are beyond their useful life. Replacement of the windows with new energy efficient units will result in improved comfort for the tenants and cost savings for the County.

**Project:** Unit Rehabilitation, Stage 5, Tweed, - Including Elevator Replacement

**Budget Amount:** \$1,400,000

**Justification:** The floors in the south wing of this seniors building have sunk due to site conditions and improper soil compaction at the time of construction. Morden Engineering has completed the interior demolition and rehabilitation of 16 units at this time with a further 7 units remaining to be completed this year. Plans also include the replacement of the current lift with a new elevator.

**Project:** Kitchen & Bathroom Upgrades, Various Locations

**Budget Amount:** \$350,000

**Justification:** The Facilities Department is continuing its program of upgrading/replacing kitchen and bathrooms at our various locations as the units become vacant. In most cases the kitchen and bathroom are original to the building's construction date.



**Project:** LED Lighting Upgrade, 485 Bridge St, Belleville

**Budget Amount:** \$90,000

**Justification:** Most of the hallway building lighting is original to the building and in need of replacement. Upgrading of these lights will result in energy cost savings and improved lighting for the building.

**Project:** Pave Parking Lot Addition, 315 Edmon St., Deseronto

**Budget Amount:** \$206,900

**Justification:** Several years ago the County purchased additional property adjacent to the seniors building in Deseronto to accommodate additional parking. This area is close to the front entrance of the building and the accessible entrance. The current parking lot is gravel and needs to be paved to accommodate persons with mobility issues.

**COMMUNITY AND HUMAN SERVICES 2023 CAPITAL EXPENDITURE PLAN**

Project		2023 Projects	CMHC 30% Funded Projects	70% Municipal Cost	Priority Level
<b>New Construction</b>					
Quinte West Multi-Unit Housing Complex	Quinte West	14,880,000			P4
<b>Mechanical/Electrical Systems</b>					
Replace Fire Alarm Sprinkler System and Standpipe - CMHC Retrofit Funded	7 Turnbull	89,300	26,790	62,510	P1
Fire Alarm Panel Replacement - CHMC Retrofit Funded	7 Turnbull	70,000	21,000	49,000	P1
MUA Unit Upgrade with AC - CMHC Retrofit Funded	25 Station St	350,000	105,000	245,000	P2
<b>Elevators and Lifts</b>					
Lift Replacement with Elevator - CMHC Retrofit Funded	25 Station	600,000	180,000	420,000	P2
Elevator Rehabilitation - CHMC Retrofit Funded	24 Brown St	150,000	45,000	105,000	P2
<b>Roof Replacement</b>					
*Roof Replacement - CMHC Retrofit Funded	7 Turnbull	600,000	180,000	420,000	P2
Roof Replacement - CMHC Retrofit Funded	Bleecker Avenue	270,000	81,000	189,000	P1
Roof Replacements (6 buildings) - CMHC Retrofit Funded	Union Street	110,000	33,000	77,000	P1
<b>Exterior Repairs</b>					
*Window Replacement - CMHC Retrofit Funded	North Park	509,500	152,850	356,650	P2
<b>Interior Repairs</b>					
Unit Rehabilitation Stage 5 (7 units)& elevator - CMHC Retrofit Funded	23 McCamon	1,400,000	420,000	980,000	P1
Kitchen & Bathroom Upgrades - CMHC Retrofit Funded	Various Locations	350,000	105,000	245,000	P1
LED Lighting Upgrade - CMHC Retrofit Funded	485 Bridge	90,000	27,000	63,000	P2
<b>Site Work</b>					
*Pave Parking Lot Addition - CMHC Retrofit Funded	315 Edmon Street	206,900	62,070	144,830	P1
<b>Vehicle Replacement</b>					
		<b>19,675,700</b>	<b>1,438,710</b>	<b>3,356,990</b>	

**2023 Capital Budget**

2,496,200	P1 - Legislated/mandate, health & safety, operational failure
2,299,500	P2 - End of Useful life; Lifecycle management, cost reduction if completed, operational efficiency
-	P3 - Lifecycle replacement, scheduled end of life
14,880,000	P4 - Service enhancement

**Carry forward Capital Projects**

19,675,700
1,454,948
<b>21,130,648</b>

**RESERVE**

Opening Reserve	5,008,556
2023 Contribution	2,079,800
CMHC Rapid Housing Initiative Funding	14,136,000
CMHC Retrofit Funding Recognized in 2023	1,438,710
CMHC Retrofit Funding Deferred to future years	2,801,290
Capital Projects	(21,130,648)
Closing Reserves	<b>\$ 4,333,708</b>

**COMMUNITY AND HUMAN SERVICES 2023 CAPITAL EXPENDITURE PLAN - CARRYOVER PROJECTS**

Project	Location	Budgets Approved by Council	Additional Budget Request to Complete	Expenses Incurred to Dec 31, 2022	Projected Future Spending to Complete	Priority Level
<b>New Construction</b>						
<b>Elevators and Lifts</b>						
Elevator Replacement & Make Up Air Unit Upgrade - CMHC Retrofit Funded	Matthew Place	260,155	130,000	319,293	70,862	P1
<b>Electrical/Mechanical</b>						
*** HVAC Replacement - 2 Units - CMHC Retrofit Funded	25 Wellington	185,000	150,000	24,776	310,224	P2
MUA Replacement design - CMHC Retrofit Funded	25 Station St	62,000			62,000	P2
<b>Exterior Repairs</b>						
59 units -Remove patio doors and replace with man door (\$3,000 / unit) and window for A/C unit - CMHC Retrofit Funded	Tracey Park Drive	184,000	66,000	3,090	246,910	P2
Balcony Deck Replacement - CMHC Retrofit Funded	23 McCamon	40,000			40,000	P1
Balcony Repair & Railing - CMHC Retrofit Funded	45 Creswell	250,000			250,000	P1
Balcony Repair & Railing - CMHC Retrofit Funded	247 Bridge St W	449,952			449,952	P1
<b>Interior Repairs</b>						
Unit Rehabilitation Stage 4 - CMHC Retrofit Funded	23 McCamon	525,000	-136,488	363,512	25,000	P1
<b>Site Work</b>						
<b>CARRYFORWARD CAPITAL PROJECTS BUDGET</b>		<b>1,956,107</b>	<b>209,512</b>	<b>710,671</b>	<b>1,454,948</b>	

Community and Human Services Capital Budget  
Multi-Year Forecast

Project	Location	Priority	Estimated Cost in Current Dollars	2024	2025	2026	2027	2028	Debt Finance
<b>2024</b>									
<b>30% Funded by CMHC Retrofit Program</b>									
Window Replacement	24 Brown	P2	267,400	272,500					
*2 Window Replacement	59 Russell	P2	932,400	950,100					
*2 Window Replacement	25 Station St	P2	422,900	430,900					
*2 Window Replacement	47 Wellington	P2	383,700	391,000					
*2 Window Replacement	27 Wellington	P2	331,200	337,500					
* Window Replacement	York & Kent	P2	444,400	452,800					
* Window Replacement	45 Creswell	P2	391,500	398,900					
* Window Replacement	245 Bridge St	P2	349,100	355,700					
* Window Replacement	7 Turnbull	P2	338,600	345,000					
Upgrade Exterior Lighting	North Park	P2	107,900	110,000					
Sidewalk Replacements	245 Bridge St	P2	110,000	112,100					
LED Lighting Retrofit	27 Wellington	P2	56,100	57,200					
Replace Water Recirculation lines & Ceiling	Matthew Place	P2	190,000	193,600					
Parking Lot Repaving Curbs & Drainage	25 Station	P2	400,000	407,600					
Replace Entrance Doors	North Park	P3	186,200	189,700					
Repoint Brickwork	York & Kent	P3	132,300	134,800					
Repoint Brickwork	Brant Green Main	P3	79,400	80,900					
Repoint Brickwork & Parping	Janlyn	P3	63,500	64,700					
				<b>5,285,000</b>					
Main & Unit Electrical Panel Upgrades	43 Matthew	P3	90,500	92,200					
Replace Main & Sub electrical Panels	21 Albert	P3	58,200	59,300					
Repave Parking Lot	Pine Street	P3	360,100	366,900					
Replace Balcony Patio Doors	45 Creswell	P3	191,900	195,500					
Replace Vinyl Siding, Soffits & Eavesstrough	Pine St	P3	292,200	297,800					
Repave Parking Lot	245 Bridge	P3	173,500	176,800					
Replace electrical Distribution Panels	Elgin Tripp	P3	82,500	84,100					
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	269,000	274,100					
* Parking Lot Repaving	Elgin Tripp W Moira	P3	175,300	178,600					
* Fencing Replacement	Elgin Tripp W Moira	P3	159,000	162,000					
*2 Parking Lot Repaving	North Park	P3	324,000	330,200					
*2 Parking Lot Repaving	Stirling	P3	237,400	241,900					
Facilities Warehouse	Belleville	P4	1,200,000	1,222,800					
<b>2025</b>									
<b>30% Funded by CMHC Retrofit Program</b>									
Window Replacement	Gould St	P2	397,700	413,000					
Replace Windows	25 Wellington	P2	395,500	410,700					
Window Replacement	247 Bridge	P2	392,600	407,700					
Window Replacement	23 McCamron	P2	241,700	251,000					
Balcony Door Replacement	247 Bridge	P2	222,500	231,000					
Window Replacement	Tracey Park	P2	129,600	134,600					
Replace Exterior Doors	Tracey Park	P2	129,600	134,600					
Repoint Brickwork	Blecker Ave	P3	120,900	125,500					
Window Replacement	Marsh Dr	P3	98,900	102,700					
Window Replacement	Elgin Tripp	P3	85,700	89,000					
MUA Unit Replacement	23 McCamron	P3	79,900	83,000					
Upgrade Intercom System	24 Brown	P3	54,900	57,000					
Upgrade Intercom System	25 Station	P3	54,900	57,000					
Upgrade Intercom System	23 McCamron	P3	54,900	57,000					
				<b>2,553,800</b>					
Repave Parking Lot	247 Bridge	P3	192,300	199,700					
Replace Interior Doors	5 Turnbull	P3	101,600	105,500					

Community and Human Services Capital Budget  
Multi-Year Forecast

Project	Location	Priority	Estimated Cost in Current Dollars	2024	2025	2026	2027	2028	Debt Finance
Replace Main Electrical Pane	25 Station	P3	65,900		68,400				
Vehicle Replacement (X1)		P3	65,000		67,500				
<b>2026</b>									
Sprinkler System Upgrade	25 Wellington	P1	84,000			88,900			
Sprinkler System Upgrade	236 Dundas St	P1	56,000			59,300			
Sprinkler System Upgrades	315 Edmon St	P1	56,000			59,300			
Exterior Lighting	Gould St	P2	120,900			127,900			
Exterior Lighting	424 Blecker	P2	112,000			118,500			
Common Area Lighting Upgrades	5 Turnbull	P2	110,700			117,100			
Exterior Lighting	Pine St	P2	95,700			101,300			
Repave Driveway	Brant Green Main	P3	170,300			180,200			
Furnace Replacements	Russell St	P3	1,023,300			1,082,700			
Furnace Replacement	Pine St	P3	765,800			810,300			
Furnace Replacements	Yorke & Kent	P3	537,400			568,600			
Furnace Replacements	Gould St	P3	483,600			511,700			
Furnace Replacement	Elgin Tripp West Moira	P3	453,400			479,700			
Entry & Unit Door Replacement	25 Station	P3	353,800			374,400			
Furnace Replacements	North Park	P3	349,300			369,600			
Make Up air Unit Replacement	5 Turnbull	P3	285,500			302,100			
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 St	P3	203,800			215,600			
Entry & Unit Doors	24 Brown	P3	179,100			189,500			
Furnace Replacement	Marsh Dr	P3	179,100			189,500			
Common Area Floor Replacement	25 Wellington	P3	167,400			177,100			
Make Up Air Unit Replacement	485 Bridge St E	P3	162,300			171,700			
Hot Water Tank Replacement	Pine St	P3	159,500			168,800			
Voice Com System Upgrades	245 Bridge St E	P3	139,900			148,000			
Entry & Apartment Doors	23 McCamron	P3	126,500			133,800			
Replace Unit Electrical Panels	23 McCamron	P3	123,200			130,400			
Make Up Air Unit Replacement	7 Turnbull	P3	123,200			130,400			
Furnace, HFV & Fans	209 Mill St	P3	109,200			115,500			
Hot Water Tanks	North Park	P3	109,200			115,500			
Hot Water Tank Replacement	Gould St	P3	100,800			106,700			
Make Up Air Unit Replacement	315 Edmon St	P3	89,600			94,800			
Furnace Replacements	Janyln Cres	P3	89,600			94,800			
Entry & Service Door Replacement	185 Cannifton Rd	P3	87,300			92,400			
Hydronic Heating	185 Cannifton Rd	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 St	P3	77,300			81,800			
Make Up Air Unit Replacement	47 Wellington	P3	72,800			77,000			
Make Up Air Unit Replacement	27 Wellington	P3	72,800			77,000			
Patio Replacements	245 Bridge St E	P3	67,200			71,100			
Replace Hot Water System	25 Wellington	P3	58,200			61,600			
Voice Com System Replacement	24 Brown	P3	56,000			59,300			
Hot Water Tanks	Yorke & Kent	P3	56,000			59,300			
Furnace Replacements	315 Edmon St	P3	53,700			56,800			
Furnace Replacements	43 Matthew	P3	53,700			56,800			
Replace Hot Water System	45 Creswel	P3	53,200			56,300			
Vehicle Replacement (X1)		P3	65,000			68,800			



**Community and Human Services Capital Budget  
Minor Capital Multi-Year Forecast  
Budgeted in Operating**

Project	Location	Priority	2023	2024
<b>2023</b>				
* Ceiling Tile Replacement	23 McCamon	P1	34,500	
Roof Replacement	16 King George Sq	P1	8,200	
* Hallway Lighting Upgrade	24 Brown Street	P1	30,600	
* Repaint Exposed Steel	27 Wellington	P2	32,600	
*2 LED Lighting upgrade in Common Areas	45 Creswell	P2	40,800	
* Balcony Repairs	25 Wellington	P2	40,800	
Exterior LED Lighting Upgrade	Elgin Tripp	P2	28,000	
Repoint Brickwork	5 Turnbull	P3	27,000	
Repoint Brickwork	7 Turnbull	P3	27,000	
Hallway Flooring Replacement	23 McCamon	P1		31,200
Replace Exterior Metal Doors	485 Bridge St. E.	P2		35,700
Replace Entry Doors	7 Turnbull	P3		36,200
Repoint Brickwork	45 Creswell	P3		38,400
Repoint Brickwork	315 Edmon	P3		27,500
Repoint Brickwork	245 Bridge St. E.	P3		27,500
Window Replacement	Janlyn	P2		38,900
LED Lighting in Common areas	25 Station	P2		33,500
Repoint Brickwork	27 & 47 Wellington St	P3		49,400
Repave Parking lots	Janlyn	P3		43,900
Replace Steps & Guardrails	Janlyn	P3		18,500
Chain Link Fence	43 Matthew Street	P3		40,100
Repoint Brickwork	25 Station	P3		35,300
* Gazebo	490 Sidney	P4		41,500
* Gazebo	139 Ontario Street	P4		31,200
Gazebo	185 Cannifton	P4		31,200
Gazebo	315 Edmon	P4		31,200
<b>Total</b>			<b>269,500</b>	<b>591,200</b>

P1	73,300
P2	142,200
P3	54,000
P4	-
	<u>269,500</u>



**LONG-TERM CARE**

	<b><u>2022</u></b>	<b><u>2023</u></b>	
Operating Expenses	\$35,993,560	\$ 39,853,035	10.72%
Revenue	(\$31,410,160)	(\$ 34,513,158)	9.88%
Capital	<u>\$ 2,532,293</u>	<u>\$ 2,532,293</u>	
Net Cost	<u>\$ 7,115,693</u>	<u>\$ 7,872,171</u>	10.63%
Hastings Manor	\$4,179,028	\$4,566,159	
Centennial Manor	\$2,936,666	\$3,306,012	

**Hastings Manor**

	<b><u>2022</u></b>	<b><u>2023</u></b>	
Operating expenses	\$21,926,663	\$23,301,401	6.27%
Supplemental Staffing	\$ 1,560,105	\$ 3,350,614	
COVID	<u>\$ 537,913</u>	<u>\$ -</u>	
	<u>\$24,024,681</u>	<u>\$26,652,015</u>	
Operating Revenue	\$18,907,605	\$20,466,928	8.25%
Supplement staffing	\$ 2,244,364	\$ 3,359,457	
COVID	\$ 537,913	\$ 103,700	
Reserves	<u>\$ -</u>	<u>\$ -</u>	
	<u>\$21,689,882</u>	<u>\$23,930,085</u>	
Net operating costs	\$ 2,334,799	\$ 2,721,930	16.58%
Capital	<u>\$ 1,844,229</u>	<u>\$ 1,844,229</u>	
Net Cost	<u>\$ 4,179,028</u>	<u>\$ 4,566,159</u>	9.26%

**Centennial Manor**

	<b><u>2022</u></b>	<b><u>2023</u></b>	
Operating expenses	\$10,814,565	\$ 11,756,513	8.71%
Supplemental Staffing	\$ 705,894	\$ 1,444,506	
COVID	<u>\$ 448,420</u>	<u>\$ -</u>	
	<u>\$11,968,879</u>	<u>\$ 13,201,019</u>	
Operating Revenue	\$ 8,296,048	\$ 9,077,442	9.42%
Supplement staffing	\$ 975,810	\$ 1,460,631	
COVID	<u>\$ 448,420</u>	<u>\$ 45,000</u>	
	<u>\$ 9,720,278</u>	<u>\$10,583,073</u>	
Net operating costs	\$ 2,248,601	\$ 2,617,947	16.43%
Capital	<u>\$ 688,064</u>	<u>\$ 688,064</u>	
Net Cost	<u>\$ 2,936,666</u>	<u>\$ 3,306,012</u>	12.58%

## Provincial Revenue/Per Diems

The funding provided by the Ministry of Health and Long-term Care is provided based on per diems (daily rate per resident) and funding envelopes.

	2022 (Current)	2023 Budget
Per Diems		
Nursing & Personal Care *	\$103.88	\$105.96
Program and Support	\$ 12.24	\$ 12.48
Nutritional Support (Raw food)	\$ 11.00	\$ 11.22
Other Accommodation	\$ 56.52	\$ 57.65
Global Level of Care	<u>\$ 7.38</u>	<u>\$ 7.53</u>
Level of Care per Diem	<u>\$191.02</u>	<u>\$194.84</u>

\* Before CMI is applied

In the absence of a Ministry announcement, a 2% inflationary increase was assumed for the per diems effective April 1st. The inflationary increase results in additional revenue of \$260,900 for Hastings Manor (\$347,850 annually) and \$114,345 for Centennial Manor (\$152,460 annually).

Case Mix Index (CMI)	
Hastings Manor	96.76
Centennial Manor	97.99

The CMI has been frozen since 2021.

### Case Mix Index (CMI)

The continued use of the CMI in calculating the revenue for the homes continues to present challenges with a loss of 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 home for the period April 1, 2020 to March 31, 2021. With residents entering the homes requiring higher levels of care and for an average stay of under 2 years, the level of care funding does not represent the care required for the current resident population. Given that we are also working toward increasing the hours of care per resident per day to achieve 4 hours, we have not reduced the staffing levels to offset the loss of revenue.

For Hastings Manor, the loss of revenue for 2023 is \$309,000 and for Centennial Manor, the loss in revenue is \$84,000.

Supplemental funding provided to increase resident care to 4 hours per day per resident has been utilized to offset the loss of CMI funding to ensure that hours of care do not suffer as a result of a lack of required funding though the CMI calculation.

### Supplemental Staffing (4 hours of Care)

Over the past few years, a priority for our homes has been to move toward the goal of providing 4 hours of direct care to each of our residents.

In late 2021, the Ministry announced supplemental funding dedicated to increasing the hours of care. The 2023 budget has dedicated funding and increased staffing as a result of this announcement. The budgeted funding is based on a notional allocation, as the current funding announcement reflects rates up to March 31, 2023.

### HASTINGS MANOR

Staffing Supplement Category	Funding per Resident per month	Annual Funding	2023 Hours of Care	2022 Hours of Care	2021 Hours of Care
RN, RPN, PSW Staffing	\$1,060.92	\$2,931,345	3.19	3.0	2.68
Allied Professionals	\$129.06	\$391,020	34.52	31.76	26.02
Education & Training	\$11.13	\$37,092	-	-	-

#### RN, RPN, PSW Supplemental Staffing Enhancements:

- The supplemental funding increased by \$1,111,293 in 2023
- New positions in 2023:
  - RPN: 2 additional positions 7.5 hours per day
  - PSW: 8 additional positions 6.0 hours per day 5 days per week
  - PSW: 2 additional positions 6.0 hours per day 7 days per week (restorative)
- Total investments in new staffing utilizing supplement funding:
  - 63,622 scheduled hours plus backfill
- Achieved the Ministry target of 3.15 hours of care per resident per day
- The target for March 31, 2024 is 3.42 hours
- Levy to support Nursing and Personal Care has increased by \$10,048 in 2023

Allied Professional Staffing Enhancements:

- The supplemental funding increased by \$48,134 in 2023
- New position in 2023:
  - Recreational Aids: 3 additional part-time positions 2 days per week

Total investments in new staffing utilizing Allied Health funding:

- 11,180 hours
- 1,646 hours to backfill full-time positions (vacation, sick)
- Full funding has been utilized
- The funding was not sufficient to reach the target of 36 minutes of care

**CENTENNIAL MANOR**

Staffing Supplement Category	Funding per Resident per month	Annual Funding	2023 Hours of Care	2022 Hours of Care	2021 Hours of Care
RN, RPN, PSW Staffing	\$1,060.92	\$1,274,493	3.26	3.0	2.66
Allied Professionals	129.06	\$170,013	37.12	33.90	29.01
Education & Training	\$11.13	\$16,125		-	-

RN, RPN, PSW Supplemental Staffing Enhancements:

- The supplemental funding increased by \$483,166 in 2023
- New positions in 2023:
  - RPN: 49.5 Part-time hours per week
  - PSW: 2 new full-time positions 7 days/week and increase BSO positions 2 days per week
- Total investments in new staffing utilizing supplement funding:
  - 27,222 hours plus backfill
- Achieved the Ministry target of 3.15 hours of care per resident per day
- Levy to support Nursing and Personal Care decreased by \$44,976

Allied Professional Staffing Enhancements:

- The supplemental funding increased by \$20,932 in 2023
- New positions in 2023:
  - Recreational Aids: 2 part time (6 hour) positions to full time
- Achieved Ministry target of 36 minutes per day
- Levy to support Recreation and therapy services increased by \$20,482

### **KPMG Long Term Care Staffing Strategy**

- KPMG consultant group was engaged by the County to conduct an assessment and develop a staffing strategy to assist the LTC homes in:
  - Recruitment
  - Improve retention
  - Identify capacity in critical roles
  - Culture shift to improve team member experience
- Opportunities focused on for 2023:
  - Learning and Development for all team members
  - Building capacity and empowering those in clinical roles

There are new positions included in the 2023 budget that are supported by the KPMG Long Term Care Staffing Strategy and/or changes to the Fixing Long-term Care Act 2021.

### **Hastings Manor :(\$105,000)**

- Quality Improvement and Training Lead in the Nursing Department to focus on both quality improvement initiatives, as outlined in the Fixing Long-Term Care Act, and building capacity with frontline team members with training and development.
- Ward Clerk in the Nursing Department to relieve administrative tasks currently being completed by the front-line team members so that they can focus on resident care.

### **Centennial Manor (\$23,200)**

- Additional Part-time ADON hours have been included to address Quality Improvement and Training needs
- An increase in Part-time Clerical hours was included to support the front line team members to focus on resident care, and move clerical duties to an appropriate position – 12 hours per week

### **Fixing Long-Term Care Act 2021 (FLTCA)**

- With the introduction of the FLTCA came added requirements and areas for compliance for LTC homes that are not funded by the Ministry
- Resources are being diverted to ensure compliance.
- QI and Training Lead will play a critical role in meeting these requirements, while engaging a culture of development and improvement.
- Ward clerk will allow front line clinical roles to concentrate efforts on residents and clinical tasks, alleviating the administrative burden of frontline team members.

## **COVID-19 Impact**

The Ministry has provided Prevention and Containment funding throughout the pandemic that is utilized to assist with the management and containment of COVID-19. Funding has been announced through to March 2023. The following positions and costs continue to be covered through this funding until March 31, 2023:

- ADON Infection Control and Risk Prevention at both homes
- Additional housekeeping hours at both homes
- Multi-skilled workers for screening staff and visitors
- Rapid Antigen Testers
- Personal protective equipment
- Cleaning supplies

## **Wage Settlements**

There are two union contracts governing the staff at the Long-term Care facilities, CUPE and ONA. The CUPE contract expired as of December 31, 2022 and ONA expires March 31, 2023.

## **Issues common to both homes:**

### **Common Costs**

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

### **Council**

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

Costs associated with this support are shared among the operating departments based on agreed upon 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.

## Hastings Manor

The levy to support Hastings Manor is \$4,566,159 and is attributable to the following envelopes and factors:

	<b>Levy</b>	<b>Change</b>
Recreation and Therapy Services	\$71,812	(\$18,693)
Raw Food	-	
Nursing and Personal Care	\$1,325,120	\$10,048
Other Accommodation	\$2,465,758	\$468,079
Capita	\$1 830,429	
Preferred Accommodation	(\$1,118,260)	(\$72,303)
Other	<u>(\$ 8,700)</u>	
	<u>\$4,566,159</u>	<u>\$387,131</u>

### *Recreation and Therapy Services*

- Supplemental staffing plus benefits are 100% funded (discussed above)
- Other expense includes the purchase of carts to provide mobile service for the Obie interactive gaming system.
  - There is \$24,000 in revenue from the Donation reserve to cover this expense
- There was an overall reduction in the cost of providing recreation and therapy services when the funding is considered (1.2%)

### *Dietary*

- The staffing model for dietary was adjusted for the mix between full-time and part-time hours
- The increase in the dietary budget is offset by an increase in the nutritional support funding envelope (the raw food costs are 100% funded)

### *Nursing and Personal Care (NPC)*

- Supplemental staffing and benefits are 100% funded (discussed above)
- A new ADON position responsible for Quality Improvement and Training has been included (discussed above)
  - The position has been included for 8 months in 2023
  - the position is supported by both the KPMG review and the requirements of the FLTCA
- Small increase in levy to support Nursing and Personal Care for 2023
- New Equipment includes \$90,000 toward the purchase of medication dispensing carts that are 100% funded under the Medication Safety Technology Program funding
- Equipment replacements includes \$45,000 for bariatric beds that are being funded through a successful application to the Local priorities funding initiative



- The overall levy to support NPC is increasing by only \$10,048 once all funding is considered

*Housekeeping and Laundry*

- There are no changes to the staffing for Housekeeping and laundry in 2023
  - Part-time staff work in both departments and hours are reallocated between the departments.

*General and Administration*

- There was a reorganization of the Long-term Care department in 2022
  - A Site Administrator position was created for Hastings Manor
  - An Administrative Services Coordinator position was eliminated
  - A new Ward Clerk in the Nursing Department to relieve administrative tasks currently being completed by the front line team members so that they can focus on resident care (discussed above)
  - This position is supported by the KPMG study
  - This position has been included for 8 months in 2023
- The increase in the Purchased services is due to the implementation of an electronic scheduling system that was implemented in 2023

*Building/Facility Services*

- Natural gas is under contract with LAS and the price of gas increased in 2023

*Debt and Capital*

	<u>2022</u>	<u>2023</u>
Capital Levy	\$ 225,000	\$ 600,712
Debt Repayment	\$2,575,000	\$ 1,961,000
Debt Servicing Funding	( <u>\$ 955,771</u> )	( <u>\$ 717,483</u> )
Net Cost	<u>\$1,844,229</u>	<u>\$1,844,229</u>

The loan to support Hastings Manor reconstruction matures in September 2023 (\$2,338,500). There is outstanding debt to support capital projects undertaken in 2019 and 2020).

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 levy to support Centennial Manor is \$3,306,012 and is attributable to the following envelopes and factors:

	<b>Levy</b>	<b>Change</b>
Recreation and Therapy Services	\$ 25,142	\$20,482
Raw Food	-	-
Nursing and Personal Care	\$ 959,552	(\$44,976)
Other Accommodation	\$1,999,458	\$419,581
Capita	\$ 688,065	-
Preferred Accommodation	(\$ 359,005)	(\$25,741)
Other	<u>(\$ 7,200)</u>	<u>-</u>
	<u>\$3,306,012</u>	<u>\$369,346</u>

### *Recreation and Therapy*

- Supplemental staffing and benefits are 100% funded (discussed above)
- The increase in the Recreation department is 3.89% for 2023 after considering the funding

### *Dietary*

- There is an additional 1 hour per day for the Dietary Aids position in the 2023 budget
  - The position will assist the cook with food prep and cleaning in the main kitchen
- The increase in the raw food costs is fully funded through an increase in the nutritional support funding envelope

### *Nursing & Personal Care*

- Supplemental staffing and benefits are 100% funded (discussed above)
- Additional Part-time ADON hours have been included to address Quality Improvement and Training needs (discussed above)
  - The position has been included for 8 months in 2023
  - The position is supported by both the KPMG review and the requirements of the FLTCA
- New equipment includes \$39,348 toward the purchase of medication dispensing carts that are 100% funded under the Medication Safety Technology Program funding and 2 spot vital machines funded at \$6,600 through a Legion grant.
- Equipment replacement includes the falls prevention equipment purchases funded through the fall prevention funding envelope
- The overall levy to support NPC has decreased by \$44,976 once all funding is considered

### *Housekeeping & Laundry*

- There is an additional 1 hour per day added to the Housekeeping budget
  - The Ward Clerk is currently providing additional support to the department with laundry deliveries
  - The additional hours will allow the Ward Clerk to further support the Nursing department and is supported by the KPMG study

### *General & Administration*

- An increase in Part-time Clerical hours was included to support the front line team members to focus on resident care, and move clerical duties to an appropriate position – 12 hours per week
  - This position is supported by the KPMG study
  - This position has been included for 8 months in 2023
- The increase in the Purchased services is due to the implementation of an electronic scheduling system that was implemented in 2023

### *Building/Facility Services*

- New equipment includes:
  - Ductless Air conditioning for kitchen (\$10,000)
  - Ceiling track/motor installation: add motors to the existing tracks and install additional tracks and motors in additional rooms (\$25,236)
  - Bariatric beds and mattress (\$46,200) which is fully funded through the local priorities funding initiative
- Repairs and Maintenance have been impacted by COVID and limitations/restrictions on contractors entering the home
  - The budget reflects a return to normal operations and updated costing to maintain the home
- The home is heated by propane and the increase in the budget is reflective of the current price for propane

### *Debt and Capital*

	<b><u>2022</u></b>	<b>2023</b>
Capital Levy	\$451,034	\$688,065
Debt Repayment	\$410,178	\$ -
Debt Servicing Funding	<u>(\$173,147)</u>	<u>\$ -</u>
Net Cost	<u>\$688,064</u>	<u>\$688,065</u>

The loan to support Centennial Manor matured in May 2022.

The savings from the debt retirement were reinvested to support the capital levy.

## ***Capital***

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

The projects scheduled for 2023 are included in the capital budget schedule with a brief description and their priority level.

Due to funding constraints in both homes, projects were prioritized, and each home had projects deferred to 2024. Staff assessed each project and determined that with the limited funding available, these projects could be deferred for 1 year. The goal of the department is to have sufficient funding to proceed with all scheduled projects in a year and not have to defer due to funding constraints.

### *Hastings Manor Capital Projects*

Six new and seven carry forward capital projects (Priority 1 and 2) make up the \$1,267,000 capital budget. Due to funding constraints, projects were prioritized with \$1,628,500 in Priority 2,3 and 4 projects being deferred until 2024. There are outstanding debt financing requirements on 2022 projects and additional debt financing may be required to finance all the identified projects in 2023.

### *Centennial Manor Capital Projects*

Twelve new and four carry forward capital projects (Priority 1,2,3 and 4) make up the \$1,161,700 capital budget.

**COUNTY OF HASTINGS**

**HASTINGS / QUINTE LONG TERM CARE**

**2023 BUDGET**

	<b><u>2022 BUDGET</u></b>	<b><u>2022 ACTUAL</u></b>	<b><u>2023 BUDGET</u></b>	<b><u>%</u></b>
OPERATING EXPENSES	\$ 35,993,560	\$ 39,091,266	\$ 39,853,035	10.72%
REVENUE	(31,410,160)	(34,405,685)	(34,513,158)	9.88%
NET OPERATING COST	4,583,400	4,685,581	5,339,877	16.50%
CAPITAL	2,532,293	2,430,111	2,532,294	0.00%
NET COST	<b>\$ 7,115,693</b>	<b>\$ 7,115,692</b>	<b>\$ 7,872,171</b>	<b>10.63%</b>

**BREAKDOWN BY FACILITY**

HASTINGS MANOR	4,179,028	4,179,027	4,566,159	9.26%
CENTENNIAL MANOR	2,936,666	2,936,665	3,306,012	12.58%
	<b>\$ 7,115,693</b>	<b>\$ 7,115,692</b>	<b>\$ 7,872,171</b>	<b>10.63%</b>

**MUNICIPAL PARTNERS COST SHARE RECOVERY**

BELLEVILLE	3,268,753	3,267,917	3,592,109	9.89%
QUINTE WEST	1,939,228	1,939,650	2,154,203	11.09%
HASTINGS COUNTY	1,907,712	1,908,125	2,125,858	11.43%
	<b>\$ 7,115,693</b>	<b>\$ 7,115,692</b>	<b>\$ 7,872,171</b>	<b>10.63%</b>

HASTINGS / QUINTE L.T.C. - HASTINGS MANOR

2023 BUDGET

**OPERATING**

**EXPENDITURES**

	<u>2022 BUDGET</u>	<u>2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
WAGES	\$15,141,737	\$15,966,818	\$14,643,769	-3.29%
FRINGE BENEFITS	3,785,435	3,204,389	3,660,942	-3.29%
HEATING, HYDRO & WATER	855,000	915,378	916,250	7.16%
<b>SUB TOTAL</b>	<b>\$19,782,172</b>	<b>\$20,086,585</b>	<b>\$19,220,961</b>	<b>-2.84%</b>
ALL OTHER EXPENSES	\$3,704,596	\$3,815,962	\$7,431,054	100.59%
CONTRIBUTION TO RESERVES	0	830,213	0	
COVID EXPENSES	537,913	1,884,640	0	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>\$24,024,681</b>	<b>\$26,617,400</b>	<b>\$26,652,015</b>	<b>10.94%</b>

**REVENUE**

PROVINCIAL SUBSIDY	\$12,134,446	\$12,442,951	\$12,524,587	3.22%
RESIDENT-BASIC ACCOMMODATION	5,166,396	5,135,078	5,139,249	-0.53%
RESIDENT-PREF. ACCOMMODATION	1,045,957	1,101,008	1,118,260	6.91%
PROVINCIAL SUBSIDY-PHYSICIAN ON-CALL	26,196	26,591	26,724	2.02%
-COVID-19 Funding	537,913	1,884,640	103,700	
-RAI-MDS INITIATIVE-SUSTAINABILITY	133,445	134,126	136,911	2.60%
-High Needs-Nursing Per Diem	60,721	60,716	61,643	1.52%
-Medication Safety Technology	66,492	84,495	90,504	
-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	33,240	33,940	0.00%
-Falls Prevention Equipment	25,296	25,296	25,296	0.00%
-Supplemental Staffing (4 hours)	2,244,364	2,160,679	3,359,457	49.68%
-PSW Permanent Wage Enhancement		513,868	988,529	
-Retention Incentive		250,000		
-Recruitment Program		5,325		
HEALTH AND WELL BEING FUNDING			37,540	
LOCAL PRIORITIES FUNDING			45,029	
MISC. REVENUE (INTEREST / DONATIONS / OTHER)	8,700	187,666	32,700	275.86%
	<b>\$21,689,882</b>	<b>\$24,251,695</b>	<b>\$23,930,085</b>	<b>10.33%</b>

**TOTAL OPERATING**

	<b>\$2,334,799</b>	<b>\$2,365,705</b>	<b>\$2,721,930</b>	<b>16.58%</b>
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**CAPITAL**

CAPITAL LEVY	\$225,000	\$225,000	\$600,712	166.98%
LONG TERM DEBT COST	2,575,000	2,544,074	1,961,000	-23.84%
PROVINCIAL DEBT SERVICING ALLOWANCE	-955,771	-955,752	-717,483	-24.93%
<b>TOTAL CAPITAL</b>	<b>\$1,844,229</b>	<b>\$1,813,322</b>	<b>\$1,844,229</b>	<b>0.00%</b>

**NET COST**

	<b>\$4,179,028</b>	<b>\$4,179,027</b>	<b>\$4,566,159</b>	<b>9.26%</b>
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BASED ON 2022

APPORTIONMENT RATES

**DISTRIBUTION OF NET COSTS**

	<u>2022 BUDGET</u>	<u>2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
<b>Based on proportionate share of beds(Resident Days)</b>				
BELLEVILLE	\$2,770,695	\$2,769,859	\$3,026,450	66.28%
<b>Based on proportionate share of weighted assessment</b>				
QUINTE WEST	\$709,940	\$710,362	\$774,935	16.97%
HASTINGS	\$698,392	\$698,806	\$764,773	16.75%
	<b>\$4,179,028</b>	<b>\$4,179,027</b>	<b>\$4,566,159</b>	<b>100.00%</b>

**HASTINGS / QUINTE L.T.C.**

**HASTINGS MANOR**

**2023 BUDGET**

<b>EXPENDITURES</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>%</b>
<b><u>RECREATION &amp; THERAPY SERVICES</u></b>				
SALARIES	\$788,157	\$697,702	\$806,756	2.36%
SALARIES & BENEFITS - STAFFING SUPPLEMENT	\$274,315	\$319,664	\$419,270	52.84%
FRINGE BENEFITS	265,618	169,124	201,689	-24.07%
PURCHASED SERVICE - PHYSIOTHERAPY	209,484	207,684	209,484	0.00%
- OTHER	19,675	13,874	29,376	
SUPPLIES-(HOBBY/CRAFTS/RECR TN)	4,900	6,304	7,391	50.84%
EQUIPMENT - REPLACEMENTS / ADDITIONS	652	2,789	5,004	667.48%
EQUIPMENT - MAINTENANCE	1,594	70	1,710	7.28%
EDUCATION/TRAINING-SUPPLIES/SER	640	505	723	12.97%
ATTENDANCE COSTS-TRAVEL/CONVN				
TUCK SHOP EXPENSES		10,134		
OTHER EXPENSES	1,164	12	25,235	2067.96%
EXPENDITURE RECOVERIES				
	<b>\$1,566,199</b>	<b>\$1,427,862</b>	<b>\$1,706,638</b>	<b>8.97%</b>
<b><u>DIETARY SERVICES</u></b>				
SALARIES	\$1,410,582	\$1,463,537	\$1,478,145	4.79%
FRINGE BENEFITS	352,646	355,580	369,536	4.79%
RAW FOOD	890,712	1,020,983	1,031,102	15.76%
PURCHASED SERVICES	989	816	989	0.00%
SUPPLIES	32,585	34,421	32,585	0.00%
HIGH NEEDS SUPPLIES				
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	82,558	52,276	82,558	0.00%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	2,000	1,735	2,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES		33		
EXPENDITURE RECOVERIES		-737		
	<b>\$2,772,072</b>	<b>\$2,928,644</b>	<b>\$2,996,915</b>	<b>8.11%</b>
<b><u>NURSING &amp; PERSONAL CARE</u></b>				
SALARIES	\$9,432,419	\$8,801,378	\$9,908,236	5.04%
SALARIES & BENEFITS - STAFFING SUPPLEMENT	973,775	1,676,174	2,931,344	201.03%
EDUCATION/TRAINING - STAFFING SUPPLEMENT		758		
FRINGE BENEFITS	2,601,549	2,136,967	2,477,059	-4.79%
INCENTIVE SALARIES & BENEFITS		769,154		
MEDICAL DIRECTOR FEES	27,704	27,704	27,704	0.00%
PHYSICIAN ON CALL FEES	25,302	26,370	26,724	5.62%
PURCHASED SERVICES	99,009	72,391	33,715	-65.95%
MEDICAL & NURSING SUPPLIES	65,000	73,660	65,000	0.00%
HIGH NEEDS SUPPLIES	58,177	63,503	58,177	0.00%
INCONTINENT SUPPLIES	126,860	143,912	126,860	0.00%
EQUIPMENT - NEW	30,655	97,898	132,070	330.83%
EQUIPMENT - REPLACEMENTS	61,713	55,980	92,989	50.68%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	7,150	4,699	8,350	16.78%
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES		-3,012		
EXPENDITURE RECOVERIES		-30,963		
	<b>\$13,509,313</b>	<b>\$13,916,573</b>	<b>\$15,888,228</b>	<b>17.61%</b>



**HASTINGS / QUINTE L.T.C.**

**HASTINGS MANOR**

**2023 BUDGET**

<b>EXPENDITURES</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>%</b>
<b><u>HOUSEKEEPING SERVICES</u></b>				
SALARIES	\$1,200,688	\$1,116,858	\$1,257,918	4.77%
FRINGE BENEFITS	300,172	269,969	314,479	4.77%
PURCHASED SERVICES	8,943	7,506	8,943	0.00%
SUPPLIES	76,916	30,706	83,937	9.13%
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	8,822	6,142	9,845	11.60%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	1,000	430		-100.00%
ATTENDANCE COSTS-TRAVEL/CONVN		87		
OTHER EXPENSES				
EXPENDITURE RECOVERIES		-2,386		
	<b>\$1,596,541</b>	<b>\$1,429,312</b>	<b>\$1,675,122</b>	<b>4.92%</b>
<b><u>LAUNDRY &amp; LINEN SERVICES</u></b>				
SALARIES	\$267,367	\$167,857	\$263,424	-1.47%
FRINGE BENEFITS	66,842	40,797	65,856	-1.47%
REPLACEMENT UNIFORMS				
PURCHASED SERVICES	200		200	0.00%
INCONTINENCE SUPPLIES				
LAUNDRY SUPPLIES	14,209	14,294	15,388	8.30%
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	40,174	38,410	14,084	-64.94%
EQUIPMENT - MAINTENANCE				
LINEN REPLACEMENT	40,192	32,892	44,766	11.38%
EDUCATION/TRAINING-SUPPLIES/SER				
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES				
	<b>\$428,984</b>	<b>\$294,250</b>	<b>\$403,718</b>	<b>-5.89%</b>
<b><u>GENERAL &amp; ADMINISTRATIVE</u></b>				
SALARIES	\$500,202	\$658,473	\$614,210	22.79%
FRINGE BENEFITS	125,051	160,023	153,553	22.79%
ADVERTISING	4,030	3,796	4,030	0.00%
PURCHASED SERVICES	124,920	138,426	133,165	6.60%
COMMITTEE FEES	9,700	3,737	9,700	0.00%
COMMON COSTS	813,300	813,300	935,800	15.06%
HARDWARE/SOFTWARE INTERDEPT CHARGES	34,500	34,500	35,600	3.19%
BAD DEBT EXPENSE		107		
AUDIT FEES	9,780	6,530	10,465	7.00%
LEGAL FEES	40,000	67,985	40,000	0.00%
POSTAGE	4,730	2,777	4,730	0.00%
PRINTING & STATIONERY	15,000	19,198	18,200	21.33%
EQUIPMENT - NEW	5,000	1,073	5,000	0.00%
EQUIPMENT - REPLACEMENTS	5,000	3,317	5,000	0.00%
EQUIPMENT - MAINTENANCE				
VEHICLE MAINTENANCE / OPERATIONS				
CONTRIBUTION TO RESERVE - OPERATING		830,213		
ASSOCIATION MEMBERSHIPS	23,776	16,752	23,266	-2.15%
EDUCATION/TRAINING-SUPPLIES/SER	12,000	3,626	19,800	65.00%
ATTENDANCE COSTS-TRAVEL/CONVN	16,000	5,987	16,000	0.00%
RECRUITMENT PROGRAM				
OTHER EXPENSES	10,754	16,731	10,754	0.00%
BANK CHARGES	2,000		2,000	0.00%
EXPENDITURE RECOVERIES				
INSURANCE CLAIM EXPENSE				
<b>UNIT TOTAL</b>	<b>\$1,755,743</b>	<b>\$2,786,551</b>	<b>\$2,041,273</b>	<b>16.26%</b>

**HASTINGS / QUINTE L.T.C.**

**HASTINGS MANOR**

**2023 BUDGET**

<b>EXPENDITURES</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>%</b>
<b><u>BUILDING/FACILITY SERVICES</u></b>				
SALARIES	\$294,232	\$296,021	\$315,080	7.09%
FRINGE BENEFITS	73,558	71,929	78,770	7.09%
SERVICE CONTRACTS	271,425	223,473	271,425	0.00%
EQUIPMENT - NEW	9,046	872	9,046	0.00%
EQUIPMENT - REPLACEMENTS	70,199	28,271	62,736	-10.63%
EQUIPMENT - MAINTENANCE	64,186	101,286	64,186	0.00%
VEHICLE OPERATIONS				
BUILDING REPAIRS & MAINTENANCE	103,361	216,033	117,977	14.14%
EDUCATION/TRAINING-SUPPLIES/SER		430		
ATTENDANCE COSTS-TRAVEL/CONVN		777		
HEATING	230,000	286,784	291,250	26.63%
OTHER UTILITIES	625,000	628,594	625,000	0.00%
INSURANCE	141,800	113,528	129,450	-8.71%
TELEPHONE	26,010	27,332	26,101	0.35%
TAXES				
CONSULTING / ARCHITECT FEES				
OTHER EXPENSES				
EXPENDITURE RECOVERIES	-50,900	-45,761	-50,900	0.00%
	<b>\$1,857,917</b>	<b>\$1,949,569</b>	<b>\$1,940,121</b>	<b>4.42%</b>
<b><u>COVID EXPENSES</u></b>				
SALARIES	\$509,699	\$1,321,751		
FRINGE BENEFITS		219,023		
STAFF ACCOMMODATIONS				
EQUIPMENT - MEDICAL				
EQUIPMENT - IT				
EQUIPMENT - OTHER		7,913		
CLEANING SUPPLIES	28,214	48,052		
SUPPLIES PPE		160,683		
OTHER EXPENSES		127,218		
	<b>537,913</b>	<b>1,884,640</b>	<b>0</b>	<b>-100.00%</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$24,024,681</b>	<b>\$26,617,401</b>	<b>\$26,652,015</b>	<b>10.94%</b>

COUNTY OF HASTINGS

EXHIBIT H

HASTINGS / QUINTE L.T.C. - CENTENNIAL MANOR

2023 BUDGET

OPERATING

EXPENDITURES

	<u>2022 BUDGET</u>	<u>2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
WAGES	\$7,348,159	\$7,440,922	\$8,601,721	17.06%
FRINGE BENEFITS	1,690,077	1,463,176	1,646,160	-2.60%
HEATING, HYDRO & WATER	333,750	408,552	449,625	34.72%
<b><u>SUB TOTAL</u></b>	<b><u>\$9,371,986</u></b>	<b><u>\$9,312,650</u></b>	<b><u>\$10,697,506</u></b>	<b><u>14.14%</u></b>
ALL OTHER EXPENSES	\$2,148,474	\$2,152,733	\$2,503,514	16.53%
CONTRIBUTION TO RESERVES	0	231,758	0	
COVID COSTS	448,420	776,725	0	
<b><u>TOTAL EXPENDITURES</u></b>	<b><u>\$11,968,879</u></b>	<b><u>\$12,473,866</u></b>	<b><u>\$13,201,020</u></b>	<b><u>10.29%</u></b>

REVENUE

PROVINCIAL SUBSIDY	\$5,428,714	\$5,393,938	\$5,522,471	1.73%
RESIDENT-BASIC ACCOMMODATION	2,143,389	2,197,246	2,208,560	3.04%
RESIDENT-PREF. ACCOMMODATION	333,264	354,094	359,005	7.72%
PROVINCIAL SUBSIDY -Physician on Call	15,528	15,766	15,840	2.01%
-COVID-19 Funding	448,420	818,387	45,000	-89.96%
-RAI MDS Initiative-Sustainability	58,020	58,315	59,527	2.60%
-Quality Attainment Premium	14,757	14,448	14,757	0.00%
-Falls Prevention Equipment	11,004	11,004	11,004	0.00%
-High Needs Nursing	26,400	26,397	26,802	1.52%
-Allied Health Professional Staffing Suppl	149,081	28,924	170,013	14.04%
-Education & Training Supplement	35,402	4,400	16,125	-54.45%
-Medication Safety Technology	28,908	36,737	39,348	36.11%
-Direct Care Staffing	106,008	106,008	106,008	0.00%
-BSO Funding	0		72,000	
-Nurse Practitioner	122,856	48,672	122,856	0.00%
-PSW Permanent Wage Enhancement	0	211,845	449,602	
-RN, RPN & PSW Supplement Staffing	791,327	655,241	1,274,493	61.06%
-Retention Incentive		105,000		
HEALTH AND WELL BEING FUNDING			16,322	
LOCAL PRIORITIES FUNDING			46,140	
MISC. REVENUE ( RENT / OTHER)	7,200	67,568	7,200	0.00%
RECRUITMENT PROGRAM				
<b><u>TOTAL REVENUE</u></b>	<b><u>\$9,720,278</u></b>	<b><u>\$10,153,990</u></b>	<b><u>\$10,583,073</u></b>	<b><u>8.88%</u></b>

**TOTAL OPERATING**

<b><u>\$2,248,601</u></b>	<b><u>\$2,319,876</u></b>	<b><u>\$2,617,947</u></b>	<b><u>16.43%</u></b>
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CAPITAL

CAPITAL LEVY	\$451,034	\$451,034	\$688,065	52.55%
LONG TERM DEBT COST	410,178	397,438	0	-100.00%
PROVINCIAL DEBT SERVICING ALLOWANCE	(173,147)	(231,683)	0.00	-100.00%
<b><u>TOTAL CAPITAL</u></b>	<b><u>\$688,064</u></b>	<b><u>\$616,789</u></b>	<b><u>\$688,065</u></b>	<b><u>0.00%</u></b>

**NET COST**

<b><u>\$2,936,666</u></b>	<b><u>\$2,936,665</u></b>	<b><u>\$3,306,012</u></b>	<b><u>12.58%</u></b>
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DISTRIBUTION OF NET COSTS

	<u>2022 BUDGET</u>	<u>2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
<u>HASTINGS COUNTY</u>	\$1,209,320	\$1,209,319	\$1,361,085	41.17%
<u>QUINTE WEST</u>	\$1,229,288	\$1,229,288	\$1,379,268	41.72%
<u>BELLEVILLE - (THURLOW / QUINTE WEST ANNEX)</u>	\$498,058	\$498,058	\$565,659	17.11%

**TOTALS**

<b><u>\$2,936,666</u></b>	<b><u>\$2,936,665</u></b>	<b><u>\$3,306,012</u></b>	<b><u>100.00%</u></b>
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HASTINGS / QUINTE L.T.C.  
CENTENNIAL MANOR  
2023 BUDGET

EXPENDITURES	2022 BUDGET	2022 ACTUAL	2023 BUDGET	%
<b><u>RECREATION &amp; THERAPY SERVICES</u></b>				
SALARIES	\$389,840	\$395,003	\$365,273	-6.30%
SALARIES & BENEFITS - STAFFING SUPPLEMENT	50,063	28,924	170,013	239.60%
FRINGE BENEFITS	101,178	88,847	84,013	-16.97%
PURCHASED SERVICE - PHYSIOTHERAPY	91,080	90,196	91,080	0.00%
- OTHER	5,090	3,661	5,150	
DIETITIAN SERVICES	600	103	600	0.00%
SUPPLIES-(HOBBY/CRAFTS/RECRTN)	1,700	924	1,700	0.00%
EQUIPMENT - NEW		7,242		
EQUIPMENT - REPLACEMENTS	1,900		1,900	0.00%
EQUIPMENT - MAINTENANCE	100		100	0.00%
EDUCATION/TRAINING-SUPPLIES/SERV	1,000	40	1,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVNT.	1,600		1,600	0.00%
VEHICLE OPERATIONS	2,000	260	2,000	0.00%
CLOTHING				
OTHER EXPENSES				
EXPENDITURE RECOVERIES		-500		
<b>UNIT TOTAL</b>	<b>\$646,151</b>	<b>\$614,700</b>	<b>\$724,429</b>	<b>12.11%</b>
<b><u>DIETARY SERVICES</u></b>				
SALARIES	\$637,652	\$677,117	\$670,528	5.16%
FRINGE BENEFITS	146,660	152,285	154,221	5.16%
RAW FOOD	419,062	508,119	482,864	15.22%
PURCHASED SERVICES	825	175	825	0.00%
SUPPLIES	19,731	20,377	19,731	0.00%
HINF PER DIEM SUPPLIES				
EQUIPMENT - NEW				
EQUIPMENT/DISHES-REPLACEMENTS	26,130	23,219	26,130	0.00%
EQUIPMENT - MAINTENANCE	600		600	0.00%
EDUCATION/TRAINING-SUPPLIES/SERV	1,500	452	1,500	0.00%
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES		9		
EXPENDITURE RECOVERIES	-84,000	-95,615	-84,000	0.00%
<b>UNIT TOTAL</b>	<b>\$1,168,160</b>	<b>\$1,286,138</b>	<b>\$1,272,399</b>	<b>8.92%</b>
<b><u>NURSING &amp; PERSONAL CARE</u></b>				
SALARIES	\$4,489,306	\$4,198,113	\$4,811,764	7.18%
SALARIES & BENEFITS - STAFFING SUPPLEMENT	523,806	584,932	1,274,493	143.31%
EDUCATION/TRAINING - STAFFING SUPPLEMENT		4,400		
FRINGE BENEFITS	1,153,016	943,666	1,106,706	-4.02%
INCENTIVE SALARIES & BENEFITS		317,980		
NURSE PRACTITIONER	122,853	48,672	122,853	0.00%
MEDICAL DIRECTOR	12,405	16,021	40,857	229.36%
PHYSICIAN ON CALL FEES	14,755	15,856	15,500	5.05%
PURCHASED SERVICES	18,339	13,535	20,242	10.38%
MEDICAL & NURSING SUPPLIES	30,000	32,927	37,810	26.03%
HIGH NEEDS SUPPLIES-PER DIEM	10,232	5,755	10,232	0.00%
HIGH NEEDS SUPPLIES-CLAIMS BASED	20,000	6,835	20,000	0.00%
INCONTINENT SUPPLIES	56,852	60,900	56,852	0.00%
EQUIPMENT - NEW	31,886	34,179	47,858	50.09%
EQUIPMENT - REPLACEMENTS	16,235	11,546	45,320	179.15%
EQUIPMENT - MAINTENANCE	550		550	0.00%
EDUCATION/TRAINING-SUPPLIES/SERV	7,000	5,078	8,000	14.29%
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES		-1,121		
EXPENDITURE RECOVERIES	-6,600	-21,313	-7,010	6.21%
<b>UNIT TOTAL</b>	<b>\$6,500,635</b>	<b>\$6,277,961</b>	<b>\$7,612,027</b>	<b>17.10%</b>

**HASTINGS / QUINTE L.T.C.**  
**CENTENNIAL MANOR**  
**2023 BUDGET**

EXPENDITURES	2022 BUDGET	2022 ACTUAL	2023 BUDGET	%
<b><u>HOUSEKEEPING SERVICES</u></b>				
SALARIES	\$411,920	\$491,690	\$429,152	4.18%
FRINGE BENEFITS	94,742	110,317	98,705	4.18%
PURCHASED SERVICES	4,500		4,500	0.00%
SUPPLIES	37,453	44,629	37,453	0.00%
EQUIPMENT - NEW			400	
EQUIPMENT - REPLACEMENTS	11,250	1,768	11,180	-0.62%
EQUIPMENT - MAINTENANCE		1,490		
EDUCATION/TRAINING-SUPPLIES/SERV			1,000	
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES		253		
EXPENDITURE RECOVERIES		-250		
<b>UNIT TOTAL</b>	<b>\$559,865</b>	<b>\$649,897</b>	<b>\$582,390</b>	<b>4.02%</b>
<b><u>LAUNDRY &amp; LINEN SERVICE</u></b>				
SALARIES	\$211,152	\$83,583	\$215,508	2.06%
FRINGE BENEFITS	48,565	18,798	49,567	2.06%
PURCHASED SERVICES				
INCONTINENT SUPPLIES				
LAUNDRY SUPPLIES	6,060	8,794	6,931	14.37%
EQUIPMENT - NEW	2,261	13	1,134	-49.85%
EQUIPMENT - REPLACEMENTS	9,285	61	4,074	-56.12%
EQUIPMENT - MAINTENANCE		552		
LINEN REPLACEMENT	19,085	18,545	19,085	0.00%
EDUCATION/TRAINING-SUPPLIES/SERV			1,000	
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES				
EXPENDITURE RECOVERIES	-51,265	-64,831	-51,265	0.00%
<b>UNIT TOTAL</b>	<b>\$245,143</b>	<b>\$65,515</b>	<b>\$246,034</b>	<b>0.36%</b>
<b><u>GENERAL &amp; ADMINISTRATIVE</u></b>				
SALARIES	\$407,450	\$455,306	\$426,008	4.55%
FRINGE BENEFITS	93,714	102,416	97,982	4.55%
ADVERTISING	2,500	4,410	2,500	0.00%
PURCHASE OF SERVICE	65,125	86,983	79,645	22.30%
COMMITTEE FEES	2,900	3,737	2,900	0.00%
COMMON COSTS	519,800	519,800	565,900	8.87%
INSURANCE CLAIMS EXPENSE	1,350		1,350	0.00%
INTERDEPARTMENT HARDWARE/SOFTWARE CHARGES	22,600	19,900	23,700	4.87%
AUDIT FEES	4,730	3,620	5,190	9.73%
LEGAL FEES	32,500	28,428	32,500	0.00%
POSTAGE	2,750	1,651	2,750	0.00%
PRINTING & STATIONERY	13,300	16,121	13,300	0.00%
EQUIPMENT - REPLACEMENTS	14,560	28,406	6,560	-54.95%
EQUIPMENT - NEW		8,205		
CONTRIBUTION TO RESERVES-WSIB				
CONTRIBUTION TO RESERVES - OPERATING		231,758		
ASSOCIATION MEMBERSHIPS	12,150	885	12,150	0.00%
EDUCATION/TRAINING-SUPPLIES/SERV	12,000	4,131	12,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVNT.	9,000	1,143	16,200	80.00%
RECRUITMENT PROGRAM COSTS				
OTHER EXPENSES	8,000	13,769	8,000	0.00%
BANK INTEREST CHARGES	800	330	800	0.00%
EXPENDITURE RECOVERIES		-8,151		
<b>UNIT TOTAL</b>	<b>\$1,225,229</b>	<b>\$1,522,848</b>	<b>\$1,309,435</b>	<b>6.87%</b>

**HASTINGS / QUINTE L.T.C.**  
**CENTENNIAL MANOR**  
**2023 BUDGET**

<u>EXPENDITURES</u>	<u>2022 BUDGET</u>	<u>2022 ACTUAL</u>	<u>2023 BUDGET</u>	<u>%</u>
<b><u>BUILDING / FACILITY SERVICES</u></b>				
SALARIES	\$226,970	\$208,274	\$238,982	5.29%
FRINGE BENEFITS	52,203	46,847	54,966	5.29%
PURCHASED SERVICE- Interdepartmental Rent From NHPB	261,715	261,715	272,854	4.26%
- Interdepartmental Charges Offset to NHPB	-90,475	-90,475	-91,332	0.95%
-Service Contracts	180,000	221,217	210,370	16.87%
EQUIPMENT - NEW	22,316	10,159	104,261	367.20%
EQUIPMENT - One Time Ministry Funded Purchases				
EQUIPMENT - REPLACEMENTS	76,378	112,298	42,903	-43.83%
EQUIPMENT - MAINTENANCE	52,412	26,633	50,250	-4.13%
BUILDING REPAIRS & MAINTENANCE	67,692	56,081	91,205	34.74%
EDUCATION/TRAINING-SUPPLIES/SERV	877	763	1,377	57.01%
ATTENDANCE COSTS-TRAVEL/CONVNT.		404		
ELECTRICITY	135,000	156,645	170,925	26.61%
GAS-PROPANE	160,000	202,371	203,700	27.31%
WATER & SEWER	38,750	49,536	75,000	93.55%
INSURANCE PREMIUM	53,200	76,169	90,605	70.31%
INSURANCE CLAIM / DEDUCTIBLE				
TELEPHONE	27,240	23,035	27,240	0.00%
OTHER EXPENSES	11,000	13,238	11,000	0.00%
EXPENDITURE RECOVERIES	-100,000	-94,828	-100,000	0.00%
<b>UNIT TOTAL</b>	<b>\$1,175,278</b>	<b>\$1,280,082</b>	<b>\$1,454,306</b>	<b>23.74%</b>
<b><u>COVID EXPENSES</u></b>				
SALARIES	301,220	536,918		
FRINGE BENEFITS	69,280	78,008		-100.00%
EQUIPMENT - MEDICAL				
EQUIPMENT - IT				
EQUIPMENT - OTHER	77,920	79,721		-100.00%
CLEANING SUPPLIES				
SUPPLIES PPE		57,460		
OTHER EXPENSES		24,618		
<b>UNIT TOTAL</b>	<b>\$448,420</b>	<b>\$776,725</b>	<b>\$0</b>	
<b>TOTAL OPERATING EXPENDITURES</b>	<b>11,968,879</b>	<b>12,473,866</b>	<b>13,201,020</b>	<b>10.29%</b>

## **Hastings Manor 2023 Capital Budget**

**Project:** Tub Replacement & Tub Room Makeover

**Budget Amount:** \$52,000.00

**Justification:** For the past few years the Home has been replacing 1 of the Argo resident bathtubs and renovating the tub room into more of a spa atmosphere for the residents. This includes the installation of a wall mural and repainting and decorating the room. These changes have resulted in a more relaxed bathing experience for our residents, reducing moments of responsive behaviours.

**Project:** Resident Bed Replacements

**Budget Amount:** \$250,000.00

**Justification:** Most of the resident beds are original to the building and are over 20 years old. Mattresses have been replaced on an ongoing basis but it is now time to replace the beds which will cost approximately \$2,000 each. The plan is to replace all 250 beds over 2 years

**Project:** Resident Room Floor Replacement

**Budget Amount:** \$240,000.00

**Justification:** The resident room floors are original to the building and in need of replacement. A plan has been developed to replace these tile floors as resident rooms become vacant over the next 5 years.

**Project:** Carpet Replacement Office, Library & Hallways

**Budget Amount:** \$100,000.00

**Justification:** The carpet in the first-floor offices, library and hallways are original to the building and completely worn out. This budget will allow for their replacement this year.

**Project:** Hallway Painting

**Budget Amount:** \$80,000.00

**Justification:** Last year, a plan was established to paint the walls on one resident floor per year over a 4-year period. The plan is to continue to repaint the hallways, 1 floor each year. The resident rooms are repainted and updated as needed prior to a new resident moving in.

**Project:** Window Caulking

**Budget Amount:** \$180,000.00

**Justification:** Many of the resident room windows are leaking during rainstorms, causing damage to the windowsills and walls. These windows have not been re-caulked since the Manor was constructed and it is necessary to do them now to prevent further damage to the building structure.



**HASTINGS MANOR 2023 CAPITAL EXPENDITURE PLAN**

Project	2023 Projects	Justification/ Comments	Priority Level
Tub replacements & Tub room makeover	52,000		P1
Resident Bed Replacements	250,000		P1
Resident Room Floor Replacements **	240,000		P2
Carpet Replacement Offices, Library & Hallways **	100,000		P2
Hallway Painting	80,000		P2
Window Caulking	180,000		P2
<b>Carry forward Projects</b>			
Building Automation System	10,000		P1
Generator Replacement	50,000		P1
Hand Rails and Wall Protection	140,000		P1
Tub Room Makeover	10,000		P1
Hallway Painting	80,000		P2
Resident Room Floor Replacements	50,000		P2
Replace Power Factor Correction Banks	25,000		P2
<b>Total</b>	<b>1,267,000</b>		
<b>2023 Capital Budget</b>			
	\$ 512,000	P1 - Legislated/mandate, health & safety, operational failure	
	\$ 755,000	P2 - Lifecycle management, efficiency/cost reduction if completed	
	\$ -	P3 - Lifecycle replacement, scheduled replacement	
	\$ -	P4 - Service Enhancement	
	<b>\$ 1,267,000</b>		

**RESERVE**

Opening Reserve	218,187
2023 Contribution	600,700
Debt Financing	60,000
Current Year Capital Projects	(1,267,000)
Closing Reserves	<u>(388,113)</u>

Hastings Manor Capital Budget  
Multi-Year Forecast

Project	2024	2025	2026	2027	2028	Priority Level
Resident Bed Replacements	250,000					P1
Door Security Alarm Upgrade **	60,000					P1
Tub Room Makeover	52,000					P2
Security Camera System Upgrades	100,000					P2
Roof		400,000				P2
Resident Room Floor Replacements **	240,000	240,000				P2
Hallway Painting	80,000	80,000				P2
Wall Bumper Rail Protection ** (2nd to 5th Floor)	235,000					P2
1st Floor Handrail & Wall Protection*	70,000					P2
LED Lighting Retrofit*	683,500					P2
Tree Planting**	40,000					P3
Construct Heated Storage Area*	300,000					P4
Air Make Up unit		300,000		300,000	75,000	P3
Driveway Repairs/Repaving		258,000				P3
New Stage/Band Shell				300,000		P4
Replace Smoke Detectors		50,000				P1
Asphalt Sidewalk Repair/Replacement		45,000				P3
Kitchen Refurbishment			80,000			P3
Installation of 2nd Generator			300,000			P4
Replace 4 Boilers					470,000	P3
Modernize 2 Passenger Elevators					800,000	P3
Modernize Service Elevator					500,000	P3
Replace Keypad Security System					25,000	P3
Window Replacement					1,542,000	P3
	<b>\$ 1,800,500</b>	<b>\$ 1,073,000</b>	<b>\$ 1,000,000</b>	<b>\$ 600,000</b>	<b>\$ 3,412,000</b>	

\*\* Deferred from 2023

Opening Reserve	(388,113)	(688,613)	(261,613)	238,387	1,138,387	
Contribution	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	*Debt retired as of Sept 2023; savings of \$115,000/month
Grants	(1,800,500)	(1,073,000)	(1,000,000)	(600,000)	(3,412,000)	
Expenditures						
Closing Reserve	<b>(688,613)</b>	<b>(261,613)</b>	<b>238,387</b>	<b>1,138,387</b>	<b>(773,613)</b>	

## **Centennial Manor 2023 Capital Budget**

**Project:** Resident Rooms Tile Floor Replacement

**Budget Amount:** \$40,000.00

**Justification:** The resident room floors are original to the Manor and in need of replacement. A plan has been developed to replace these tile floors as resident rooms become vacant over the next 5 years.

**Project:** Elevator Modernization

**Budget Amount:** \$110,000

**Justification:** The single elevator serving the resident area of the Home has had numerous breakdowns over the past year. The elevator service company has recommended an upgrade to the elevator controls as parts for the current system are difficult to obtain.

**Project:** Gravel Parking Lot & Stairs

**Budget Amount:** \$20,000

**Justification:** There is a need for additional parking for the Home and Hospital. Space is available off of Oak Street which runs behind the Manor. The cost of creating an additional 20 space parking lot and stairs leading to the Hospital area would be split 50–50 between the Hospital and Home.

**Project:** Resident Shower Room Upgrade

**Budget Amount:** \$25,000.00

**Justification:** For the past few years the Home has been replacing 1 of the Argo resident bathtubs and renovating the tub room. This project will continue the tub replacement program.

**Project:** Laundry Room Make-Up Air

**Budget Amount:** \$60,000

**Justification:** Several years ago a 3<sup>rd</sup> dryer was installed in the laundry room to meet the demand for service. A recent inspection has indicated that there is insufficient make-up air in the laundry room to operate the dryers safely and modifications are required. Larger make-up air ducts and vents will be provided.

**Project:** Resident Park Enhancements

**Budget Amount:** \$200,000

**Justification:** The current park trails are too steep and narrow for residents with mobility issues to use. There are also insufficient rest areas along the trails. A new park design was undertaken last year, and this budget will allow for the construction of the required modifications.

**Project:** Kitchenette Refurbishment

**Budget Amount:** \$90,000

**Justification:** Three of the four resident area kitchenettes are in need of upgrades to the cabinets and countertops. The fourth kitchenette was previously upgraded.

**Project:** Refurbish Main Kitchen, Floor & AC Split

**Budget Amount:** \$50,000

**Justification:** The flooring in the main kitchen needs to be replaced and this budget also allows for upgrades to the air conditioning in the kitchen area.

**Project:** Resident Rooms Toilet Replacements

**Budget Amount:** \$30,000.00

**Justification:** The resident room toilets are original to the Manor and replacement parts are no longer available. This is the final year of a replacement program.

**Project:** Installation of 4 Storage Units

**Budget Amount:** \$50,000

**Justification:** There is a significant shortage of storage space at the Home due to the increase in pandemic supplies and other items needed for the Manor. Approval has been received from the Town to install 4 shipping containers behind the Manor which will be used for dry storage.

**Project: LED Lighting Upgrades**

**Budget Amount:** \$51,700

**Justification:** These upgrades will result in the replacement of many older standard fluorescent light fixtures with new energy efficient LED lighting. Manor staff have been replacing fixtures on an as needed basis and this will now complete this process for the entire Home area.

**Project: Generator Fuel Tank Replacement**

**Budget Amount:** \$100,000

**Justification:** There are 3 tanks supplying fuel to the various generators at Hastings Centennial Manor and the Professional Building. Recent inspection has indicated that these tanks all need to be replaced to meet current standards.

**CENTENNIAL MANOR 2023 CAPITAL EXPENDITURE PLAN**

Project	2023 Projects	Justification/ Comments	Priority Level
Flooring Repair and Replacement	40,000	15 rooms per year	P1
Elevator Modernization	110,000		P1
Gravel Parking Lot & Stairs	20,000	50% cost shared by QHC	P1
Resident Shower Room Upgrade	25,000		P1
Laundry Room Make-up Air	60,000		P1
***Resident Park Enhancement	200,000		P2
Kitchenette Refurbishment	90,000		P2
Refurbish Main Kitchen & Floor & A/C Split	50,000		P2
Toilet Replacements	30,000		P2
Installation of 4 Storage Units	50,000		P4
LED Lighting CM Share with NHPB	51,700		P2
Generator fuel tank replacements	100,000		P1
<b>Carryforward Projects</b>			
Balcony Floor Replacements *****	100,000		P1
LED Lighting Upgrades	185,000		P2
Resident Park Enhancement	25,000		P2
Resident Shower Room Upgrade	25,000	Part of tub replacement budget	P3
<b>Total</b>	<b>\$ 1,161,700</b>		
<b>2023 Capital Budget</b>			
	455,000	P1 - Legislated/mandate, Health & Safety, operational failure	
	631,700	P2 - Lifecycle Management; cost reduction if completed	
	25,000	P3 - Lifecycle Replacement, Scheduled End of Life	
	50,000	P4 - Service Enhancement	
	<b>\$ 1,161,700</b>		

<b>RESERVE</b>	
Opening Reserve	705,851
2023 Contribution	668,600
Grants / Donations: ICIP application/ 50% LED	257,885
Debt Financing	
Current Year Capital Projects	(1,161,700)
Closing Reserves	<b>470,636</b>

**Centennial Manor Capital Budget  
Multi-Year Forecast**

<b>Project</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Priority</b>
Handrails Replacement	100,000	100,000				P2
Flooring Repair and Replacement	40,000	40,000	40,000	40,000		P1
Resident Shower Room Upgrade	25,000	25,000				P1
Replace Door Mag Locks with Strikers	100,000					P2
Chedder Wing Floor Replacement	50,000					P1
NHPB Roof Replacement	348,740					P3
Replace Ceiling Tile	46,530					P3
Pavilion/Band Shell	100,000					P4
Replace sheet Flooring		45,120				P3
Replace Fire Alarm System		40,000				P1
Tub Replacement		35,000				P2
Freight Elevator Refurbishment		115,000				P3
Public Washroom Refurbishment		45,000	146,640			P3
Repaving Driveway			45,000			P3
Report Brickwork & Reparging			50,000			P3
Eavestrough & Downspouts				125,490		P3
Repaving Parking Lots						
	<b>\$ 810,270</b>	<b>\$ 445,120</b>	<b>\$ 281,640</b>	<b>\$ 165,490</b>	<b>\$ -</b>	

Opening Reserve						
Contribution	470,636	328,966	552,446	939,406	1,442,516	
Grants	668,600	668,600	668,600	668,600	668,600	
Expenditures	(810,270)	(445,120)	(281,640)	(165,490)	0	
<b>Closing Reserve</b>	<b>328,966</b>	<b>552,446</b>	<b>939,406</b>	<b>1,442,516</b>	<b>2,111,116</b>	

**Knight, Jennifer**

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**Subject:** FW: 2023 MPAC Municipal Levy  
**Attachments:** Andrea Steenburgh.vcf



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION

December 14, 2022

Andrea Steenburgh  
Tax Manager  
City of Belleville

**Subject: 2023 Municipal Levy**

As we look to the year ahead, we are pleased to let you know that MPAC's Board of Directors approved the 2023 operating budget with no overall increase to the municipal levy.

MPAC has been controlling expenses through the strategic management of financial and business operations, including efforts to modernize existing services and increase commercial revenues. While this focus has allowed MPAC to hold the municipal levy steady for three years, we will need to take into consideration the impact of rising inflation, labour and other costs for future budgets.

Your municipality's annual 2023 levy amount will be \$640,063.56 or a 0.25% increase.

Under the *Municipal Property Assessment Corporation Act*, funding requirements are distributed to each municipal billing partner based on their total assessed values and property counts, compared to all of Ontario. An explanation of how each municipality's levy is calculated is available here: <https://www.mpac.ca/sites/default/files/2022-12/2023%20Municipal%20Levy%20ENG.pdf>.

Additional information about your municipality's specific 2023 levy calculation is available here: <https://workdrive.mpac.ca/external/e41e79e1f3a325745c532a2bc7d8911b498085e91373ad29b5093020ed9d2f22>.

Your first bill will be mailed in early January 2023, followed by equal quarterly installments. You will soon receive your Assessment Change Summary from your local MPAC account management team, which provides a high-level summary of the assessment changes within your municipality.

We encourage you to read our 2022 Municipal Partnerships Report <https://news.mpac.ca/2022-municipal-partnerships-report> to see the highlights of our work together this year.

If you have questions about MPAC's funding requirements, please contact:

Mary Meffe

Vice-President, Corporate and Information Services

and Chief Financial Officer

289-539-0306

[Mary.Meffe@mpac.ca](mailto:Mary.Meffe@mpac.ca)

For information about the assessment services available to your municipality, please contact:

Carmelo Lipsi

Vice-President, Valuation and Customer Relations

and Chief Operating Officer

289-317-0881

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[Carmelo.Lipsi@mpac.ca](mailto:Carmelo.Lipsi@mpac.ca)

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Yours Truly,

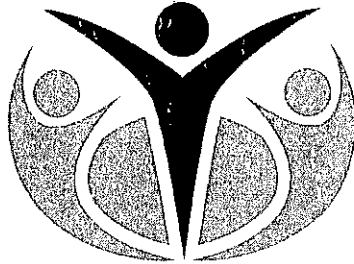
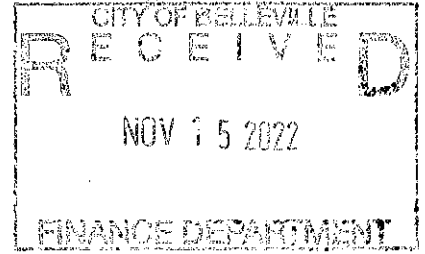
Alan Spacek

Chair, MPAC Board of Director

Nicole McNeill  
President and Chief Administrative Officer, MPAC



**Copy** MPAC Board of Directors  
Executive Management Group, MPAC  
Director and Regional Managers, Municipal and Stakeholder Relations, MPAC



HASTINGS PRINCE EDWARD  
**Public Health**

**2023 BUDGET PACKAGE**

*For Board Approval November 2, 2022*

# HASTINGS PRINCE EDWARD PUBLIC HEALTH

## 2023 BUDGET- Executive Summary

For Board Approval November 2, 2022

The 2023 budget was influenced by several factors including key strategic initiatives, the ongoing recovery of services and updates to our technology infrastructure.

**Strategic Direction** – We’re entering the final year of our Strategic Plan. Although Hastings Prince Edward Public Health (HPEPH) has accomplished much since its initiation in 2019, we remain focused on the accomplishment of its objectives. Ongoing efforts in 2023 include program recovery, rebuilding and re-imagining of public health programs, the optimal use of human and financial resources and the continued development of comprehensive information technology and communication strategies.

**Recovery of Services** – As the demand for COVID-19 support has gradually decreased and Ministry of Health guidance has evolved, HPEPH is in the position to refocus attention on the programs and community supports paused during the height of the pandemic. The 2023 budget considers a reduced need for short-term COVID-19 support and is instead focused on embedding long-term support for our community. Immunization programs still have plenty of work ahead as they push towards a full “catch up” of outstanding immunizations for school-aged children and babies that were not completed due to the pandemic.

**Technology** – With an increased emphasis on cyber security, distributed work and the growing necessity to work more collaboratively with external partners, HPEPH is making key investments in its technological infrastructure. The 2023 budget addresses the replacement of equipment, the transition to Microsoft Office 365 as our default collaboration software and the implementation of strong cyber security solutions. Increased efficiency for staff, greater cyber security protections and the ability to work seamlessly with stakeholders are the goals of these investments.

### Key Revenue Highlights and Assumptions:

- Revenues from the provincial Ministries and federal agencies are anticipated to be consistent with the level of funding received in 2022. It is important to note that mitigation funding from the Ministry of Health continues in 2023 in the amount of \$1.1M.
- Contract funding for the eight School-Focused Nurses that work in our Healthy Schools Program continues until June 30, 2023. These nursing positions have been invaluable in meeting our COVID-19 demands in local schools. In addition, this program offers health promotion support including health education and skill building, clinical services for students including, but not limited to, sexual health support, vaping and tobacco cessation, mental health and substance use, screening referrals and routine immunization.

- Funding for COVID-19 extraordinary costs in 2023 are anticipated to continue. Assumptions for this funding include the ongoing need for staff dedicated to respond to COVID-19 cases and provide case and contact management work for high-risk settings. This funding will also support the work of nurses engaged in ongoing COVID-19 immunizations throughout the community.
- HPEPH is requesting a levy increase of 1.5% from Municipalities for the 2023 budget year. The increase will ensure that staffing levels are maintained, and recovery plans can be implemented.

**Key Expenditure Highlights and Assumptions:**

- The 2023 budget represents a reset of expectations for expenses associated with the delivery of public health services. Without the unpredictable fluctuations in staffing and programming resulting from COVID-19, the budget assumes a "new normal" and more predictable approach to future budgeting.
- Significant staffing changes were implemented during the 2022 year to address ongoing COVID-19 demands. However, many of the contract positions needed to support COVID-19 are set to expire in 2023. The budget recognizes a reduction of 16 full time equivalents (FTEs) and reduces our 2023 FTE count to 131. The reduction of FTEs is accomplished through expiring employment contracts and the attrition of staff through retirements.
- Employee benefits have decreased due to a reduction in FTEs. However, these decreases were offset by an overall increase in group benefit costs for health and dental of 6.6 per cent.
- Staff training has been increased to reflect the implementation of new programming initiatives including the Nurse-Family Partnership program. The 2023 budget will also address the need for continued professional development of staff as we return to traditional public health services. The return of in-person conferences for public health also requires consideration for the cost of travel and accommodation.
- The Transfer to Capital/Operating Funds represents the annual transfer of funds to the building reserve for future maintenance and development.

Throughout 2023 we will continue to work closely with the Board of Health to accomplish the objectives of our Strategic Plan as we focus our attention on meeting the public health needs of our community.

**HASTINGS PRINCE EDWARD PUBLIC HEALTH**  
**2022 Actuals & 2023 Proposed BUDGET**  
**For Board Approval November 2, 2022**

	2022 Forecast Actuals	2022 Board of Health Approved Budget	2022 Variance Budget vs Actual	2023 Proposed Budget	Variance (2023 Proposed Budget vs 2022 Approved Budget)	% Variance
<b>REVENUES</b>						
<b>1 Ministry of Health</b>						
a) Mandatory Programs - Cost shared	9,273,775	9,204,700	69,075	9,436,252	231,552	3%
b) 100% Programs - Seniors Dental Program	1,117,975	931,300	186,675	1,307,200	375,900	40%
c) Annual Grants and one-time grants	1,017,900	623,400	394,500	500,000	(123,400)	-20%
d) Mitigation Funding	1,120,000	1,120,000	-	1,120,000	-	0%
e) COVID-19 Extraordinary Funding	860,000	1,520,000	(660,000)	290,000	(1,230,000)	-81%
<b>2 Municipal Levy</b>	3,491,385	3,491,385	-	4,304,108	812,723	23.3%
a) Municipal Levy Mitigation Funding	-	-	-	(674,000)	(674,000)	
<b>3 Ministry of Children, Community &amp; Social Services</b>	1,160,543	1,160,543	-	1,160,543	-	0.0%
<b>4 Public Health Agency of Canada</b>	89,988	89,988	-	89,988	-	0%
<b>5 Health Canada</b>	39,000	39,000	-	39,000	-	0%
<b>6 Expenditure Recoveries</b>	102,000	138,700	(36,700)	122,700	(16,000)	-12%
<b>7 Transfer from Municipal Reserves</b>	-	300,000	(300,000)	-	(300,000)	0%
<b>TOTAL REVENUES</b>	<b>18,272,566</b>	<b>18,619,016</b>	<b>(346,450)</b>	<b>17,695,790</b>	<b>(923,226)</b>	<b>-5.0%</b>
<b>EXPENSES</b>						
<b>1 Salaries &amp; Wages</b>	11,129,872	11,895,016	(765,144)	10,686,791	(1,208,225)	-10.2%
<b>2 Employee Benefits</b>	3,037,000	3,210,000	(173,000)	3,014,000	(196,000)	-6.1%
<b>3 Staff Training</b>	131,010	159,000	(27,990)	202,000	43,000	27.0%
<b>4 Travel Expenses</b>	123,800	178,000	(54,200)	178,000	-	0.0%
<b>5 Building Occupancy</b>	1,074,395	1,041,000	33,395	1,052,000	11,000	1.1%
<b>6 Office Expenses, Printing, Postage</b>	40,300	75,000	(34,700)	65,000	(10,000)	-13.3%
<b>7 Program Materials, Supplies</b>	406,000	442,000	(36,000)	437,000	(5,000)	-1.1%
<b>8 Professional &amp; Purchased Services</b>	959,500	771,000	188,500	1,092,000	321,000	41.6%
<b>9 Communication Costs</b>	131,052	139,000	(7,948)	129,000	(10,000)	-7.2%
<b>10 Information Technology</b>	386,811	374,000	12,811	550,000	176,000	47.1%
<b>11 Capital Expenditures</b>	223,826	75,000	148,826	30,000	(45,000)	
<b>12 Transfer to Capital/Operating Funds</b>	260,000	260,000	-	260,000	-	
<b>TOTAL EXPENSES</b>	<b>17,903,566</b>	<b>18,619,016</b>	<b>(715,450)</b>	<b>17,695,790</b>	<b>(923,226)</b>	<b>-5.0%</b>
<b>SURPLUS/DEFICIT</b>	<b>369,000</b>	<b>-</b>	<b>369,000</b>	<b>0</b>	<b>0</b>	
<b>ANALYSIS OF SURPLUS BALANCE</b>						
MOH Grant Funds	20,000					
COVID-19 Extraordinary Funding	303,000					
Federal Programs Deferrals to March	46,000					
	<u>369,000</u>					

**HASTINGS PRINCE EDWARD PUBLIC HEALTH**  
**Budgeted Revenues - For the period January 1, 2023 to December 31, 2023**  
**For Board Approval November 2, 2022**

Revenue Source	Ministry of Health		TOTAL Ministry of Health Programs	Other Grants & Contracts			TOTAL Other Grants & Contracts	Consolidated Budget
	Mandatory Programs	100% Seniors Dental Program		Ministry of Health	Healthy Babies Healthy Children	Federal Grants		
<b>PROVINCIAL &amp; MUNICIPAL FUNDING</b>								
Ministry of Health								
Mandatory and 100% Programs	9,436,252	1,307,200	10,743,452				-	10,743,452
Annual and one-time grants			-	500,000			500,000	500,000
Mitigation Funding	1,120,000		1,120,000				-	1,120,000
COVID-19 Extraordinary Funding	290,000		290,000				-	290,000
Municipal Levy	4,304,108		4,304,108				-	4,304,108
Municipal Levy Mitigation Funding	(674,000)		(674,000)				-	(674,000)
Transfer from Municipal Reserves			-				-	-
Ministry of Children, Community & Social Services			-		1,160,543		1,160,543	1,160,543
<b>TOTAL PROVINCIAL &amp; MUNICIPAL GRANTS</b>	<b>14,476,359</b>	<b>1,307,200</b>	<b>15,783,559</b>	<b>500,000</b>	<b>1,160,543</b>	<b>-</b>	<b>1,660,543</b>	<b>17,444,102</b>
<b>FEDERAL FUNDING</b>								
Public Health Agency of Canada						89,988	89,988	89,988
Health Canada						39,000	39,000	39,000
<b>EXPENDITURE RECOVERIES</b>								
Contraceptive Sales	5,600		5,600				-	5,600
OHIP Payments	5,400		5,400				-	5,400
Food Handler Course Registrations	14,000		14,000				-	14,000
Menactra Vaccine	23,500		23,500				-	23,500
Human Papilloma Virus (HPV) Vaccine	16,500		16,500				-	16,500
Flu Vaccine	5,000		5,000				-	5,000
Seniors Dental Program	11,000		11,000				-	11,000
Interest/Other	41,700		41,700				-	41,700
	122,700		122,700			128,988	128,988	251,688
<b>TOTAL REVENUES</b>	<b>14,599,059</b>	<b>1,307,200</b>	<b>15,906,259</b>	<b>500,000</b>	<b>1,160,543</b>	<b>128,988</b>	<b>1,789,531</b>	<b>17,695,790</b>

**HASTINGS PRINCE EDWARD PUBLIC HEALTH**  
**2023 BUDGET - Explanatory Notes and Variance Analysis - REVENUES**  
**For Board Approval November 2, 2022**

	Approved Budget MoH/Board 2022	Budget 2023	Variance 2023 vs 2022
<b>1. MINISTRY OF HEALTH</b>			
a) <b><u>Mandatory Programs - Cost shared</u></b>	\$ 9,296,800	\$ 9,436,252	\$ 139,452
<p>The Ministry of Health (MoH) issues an accountability agreement each year outlining the terms of transfer payments to public health. In 2022, MoH increased Public Health funding by 1%. The following program areas are covered by cost shared funding:</p>			
<b>Foundational Standards</b>			
Population Health Assessment			
Health Equity			
Effective Public Health Practice			
Emergency Management			
<b>Program Standards</b>			
Chronic Disease Prevention and Well-being			
Food Safety			
Healthy Environments			
Healthy Growth and Development			
Immunization			
Infectious and Communicable Diseases Prevention and Control			
Safe Water			
School Health			
Substance Use and Injury Prevention			
b) <b><u>100% Programs - Seniors Dental Program</u></b>	1,180,200	1,307,200	127,000
<b>Total Ministry of Health Accountability Agreement</b>	<b>\$ 10,477,000</b>	<b>\$ 10,743,452</b>	<b>\$ 266,452</b>
c) <b><u>Annual Grants and one-time grants</u></b>			
<p><i>A Compensation Grant is provided on an annual basis to offset the total compensation of the Medical Officer of Health. Funding will be requested for two students to complete their PHI Practicum at HPEPH over the summer of 2023. The School-Focused Nurses Initiative grant has been extended to June 30, 2023.</i></p>			
MOH Compensation Grant	85,500	64,000	(21,500)
Public Health Inspector Practicum Student	36,000	36,000	-
Purpose Built Vaccine Fridge	10,000	-	(10,000)
Needle Exchange Program	19,000	-	(19,000)
COVID-19 School-Focused Nurses Initiative	597,400	400,000	(197,400)
<b>Total Annual and one-time funding Ministry of Health Grants</b>	<b>747,900</b>	<b>500,000</b>	<b>(247,900)</b>
d) <b>Mitigation Funding</b>	1,120,000	1,120,000	-
<p><i>One time funding to offset the increased costs of municipalities as a result of the 70% (provincial) and 30% (municipal) cost-sharing change for mandatory programs. Discontinued at December 31, 2023.</i></p>			
e) <b>COVID-19 Extraordinary Funding</b>	860,000	290,000	(570,000)
<p><i>One-time funding to offset extraordinary costs associated with COVID-19.</i></p>			

**2. MUNICIPAL LEVY**

*Municipal levies have been increased in the 2023 budget by 1.5 per cent.*

City of Belleville	1,116,068	1,403,259	287,191
City of Quinte West	958,889	1,186,391	227,502
Hastings County	872,037	1,059,496	187,459
Prince Edward County	544,391	654,961	110,570
	<u>3,491,385</u>	<u>4,304,108</u>	<u>812,723</u>

**a) MUNICIPAL LEVY MITIGATION FUNDING ADJUSTMENT**

*Provincial funding distribution of mitigation funds.*

City of Belleville	-	(219,743)	(219,743)
City of Quinte West	-	(185,782)	(185,782)
Hastings County	-	(165,911)	(165,911)
Prince Edward County	-	(102,563)	(102,563)
	-	<u>(674,000)</u>	<u>(674,000)</u>

**3. MINISTRY OF CHILDREN, COMMUNITY & SOCIAL SERVICES**

*MCCSS funds the Healthy Babies, Healthy Children program; no increase is anticipated for this contract. The HBHC contract is based on a March 31st fiscal year.*

1,160,543	1,160,543	-
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**4. PUBLIC HEALTH AGENCY OF CANADA (PHAC)**

*PHAC funds the Canada Prenatal Nutrition Program (CPNP); no increase is anticipated for this contract. This program has a March 31st fiscal year. This contribution assists in meeting the Ontario Public Health Standards for vulnerable populations.*

89,988	89,988	-
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**5. HEALTH CANADA**

*Health Canada funds the Children's Oral Health Program (COHP); no increase is anticipated for this contract. The program has a March 31st fiscal year.*

39,000	39,000	-
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**6. EXPENDITURE RECOVERIES**

*Expenditure recoveries include OHIP reimbursements, vaccine recoveries, food handler course registrations, contraceptives and interest earnings on transfer payments. Recoveries were reduced in 2022 as programs began offering services, however program delivery changes will have an ongoing impact to recoveries.*

138,700	122,700	(16,000)
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**7. TRANSFER FROM RESERVES**

200,000	-	(200,000)
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**TOTAL BUDGETED REVENUES**

<u>\$ 18,324,516</u>	<u>\$ 18,369,791</u>	<u>\$ 45,275</u>
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**HASTINGS PRINCE EDWARD PUBLIC HEALTH**

**Budgeted Expenses - For the period January 1, 2023 to December 31, 2023**

**For Board Approval November 2, 2022**

Expense Item	Ministry of Health	Other Grants & Contracts			TOTAL Other Grants & Contracts	Consolidated Budget
	Mandatory, Related and 100% Programs	Annual Grants and one-time grants	Healthy Babies Healthy Children	Federal Grants		
Salaries & Wages	9,676,687	121,252	802,035	86,818	1,010,105	10,686,791
Employee Benefits	2,758,954	4,608	235,008	15,429	255,045	3,014,000
Staff Training	195,400	-	5,000	1,600	6,600	202,000
Travel Expenses	149,000	-	21,000	8,000	29,000	178,000
Building Occupancy	1,012,000	-	40,000	-	40,000	1,052,000
Office Expenses, Printing, Postage	63,000	-	2,000	-	2,000	65,000
Program Materials, Supplies	409,860	-	10,000	17,140	27,140	437,000
Professional & Purchased Services	1,090,500	-	1,500	-	1,500	1,092,000
Communication Costs	119,000	-	10,000	-	10,000	129,000
Information Technology	516,000	-	34,000	-	34,000	550,000
Capital Expenditures	-	-	-	-	-	-
Transfer to Capital/Operating Funds	290,000	-	-	-	-	290,000
<b>TOTAL EXPENDITURES</b>	<b>16,280,400</b>	<b>125,860</b>	<b>1,160,543</b>	<b>128,987</b>	<b>1,415,390</b>	<b>17,695,790</b>

**HASTINGS PRINCE EDWARD PUBLIC HEALTH**  
**2023 BUDGET - Explanatory Notes and Variance Analysis - EXPENSES**  
**For Board Approval November 2, 2022**

**1. SALARIES & WAGES**

*The 2023 budget is prepared with an expectation HPEPH will return to pre-Covid staffing levels. We continue to align staff with our program priorities, and redeploy internally when possible.*

*This budget represents 131 full-time equivalent (FTE) positions, which is a reduction of 16 FTEs from 2022. The reduction of FTEs is accomplished through expiring employment contracts and the attrition of staff through retirements. The majority of these positions were directly supporting Covid efforts. There are no anticipated overtime expenses included.*

**2. EMPLOYEE BENEFITS**

*Employee benefits are lower in 2023 due to the decreased number of staff positions, but were offset by an increase of 6.6 per cent for the cost of group benefits.*

*Overall, benefits amount to 28 per cent of salaries. This includes statutory benefits (CPP, EI, EHT and WSIB), OMERS pension plan contributions, group health, dental and life insurance and a per cent in lieu for part-time and contract staff.*

**3. STAFF TRAINING**

*Staff are eager to participate in training in the coming year. The budget for 2023 reflects a strategic direction to invest significantly in the training and development of our staff and new executive group.*

**4. TRAVEL EXPENSES**

*Travel expenses account for staff travel throughout Hastings and Prince Edward Counties to deliver services including the inspection of food and water premises, immunization and dental clinics in the community and home visits. Although services have resumed, the use of virtual services is predicted to continue, resulting in a steady rate of travel expense. The expected receipt of two mobile dental clinics is also anticipated to increase the travel expense budget in 2023.*

**5. BUILDING OCCUPANCY**

*Building occupancy expenses include the building loan, leases, maintenance costs, cleaning services and supplies for all locations of the organization. Inflationary increases are forecasted to all ongoing maintenance costs.*

**6. OFFICE EXPENSES, PRINTING, POSTAGE**

*Office expenses have been reduced for 2023 to reflect the rate of current expenditures in this expense area. We anticipate increases to our postage expenses as we catch up on school immunizations.*

**7. PROGRAM MATERIALS, SUPPLIES**

*Program materials and supplies budget has decreased based on individual program plans and expectations for 2023.*

**8. PROFESSIONAL & PURCHASED SERVICES**

*Similar to 2022, the majority of budget for professional and purchased services reflects dental, denturist and lab fees in the Seniors Dental program. Insurance costs are included in this area and are expected to increase by 20 per cent.*

**9. COMMUNICATION COSTS**

*Savings in this area have been achieved through a change in communication providers.*

**10. INFORMATION TECHNOLOGY**

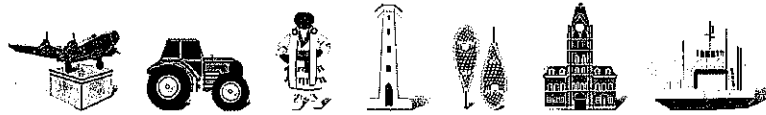
*Significant inflationary increases to service agreements, necessary enhancements to Cyber security and the transition to Office 365 have resulted to increases to this area.*

**11. CAPITAL EXPENDITURES**

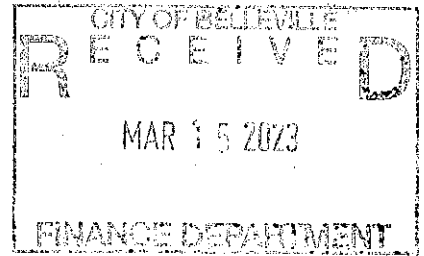
*Significant capital expenditures in 2022 have resulted in a reduced need for similar expenses in 2023. Notwithstanding planned communication upgrades in 2023, the overall budget in this area will see a decrease in 2023.*

**12. TRANSFER TO CAPITAL/OPERATING FUNDS**

*Transfers represent retainable funds that will be held for future building and/or critical service requirements as per the Accounting Practices policy. Ongoing investment in these funds helps ensure continuity of service and availability of funds for future capital costs.*



**BAY OF QUINTE  
REGIONAL MARKETING BOARD**



**March 14, 2023**

**Re: Bay of Quinte Regional Marketing Board Operations Budget Request**

To Mayor Ellis, members of Council, and staff,

The Bay of Quinte Regional Marketing Board is respectfully requesting the following funding mechanisms as part of a multi-year partnership through this term of Council:

- 50% of Municipal Accommodation Tax as the Not-for-Profit Tourism Marketing Entity for the City
- \$1.55 per capita, totalling \$85,360.05

We will not be seeking any additional funding increases during this term of Council.

The Clerk's office has informed us that materials for our April Operations Budget presentation must be provided by Friday, March 31<sup>st</sup>. We will be submitting a presentation deck to provide support and insight for the above request at that time and look forward to presenting in person to Council during the Operations Budget meetings.

Thank you for the opportunity.

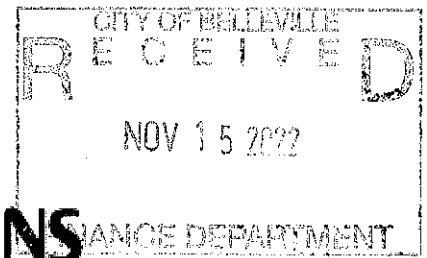
Sincerely,

Dug Stevenson  
Executive Director  
[dug@bayofquinte.ca](mailto:dug@bayofquinte.ca)  
c. 613.438.2579



# QUINTE WASTE SOLUTIONS

operated by the Centre & South Hastings Waste Services Board



To: Centre & South Hastings Waste Services Board, Member Municipalities

From: MaDonna Howell, Chief Financial Officer

Date: October 20, 2022

RE: 2023 Budget

As a municipal services board under the Municipal Act, this Board provides Waste diversion services to its member municipalities through blue box recycling; hazardous waste, and waste electronics and electrical equipment, disposal solutions; and waste diversion information and assistance. The Board has a signed operating agreement and is subject, as are the member municipalities, to a number of Provincial, as well as Federal, Acts and regulations.

The staff at Quinte Waste Solutions have prepared the Budget for 2023, which will include a substantial increase over the 2022 budget, at 33.74% as shown in the summary report. Several factors affect this increase, including:

- A) Cost for shipping the Low-Grade material increased from -\$79/MT to -\$120/MT
- B) Market price for Mixed Fibers decreased an average of 50% from quarter 1 to quarter 3 for 2022, from \$101/MT to \$59/MT. The last quarter, this material will be a cost to move from the Material Recovery Facility, currently at -\$125. Mixed Fibers is not the only product that is affected by market prices. All saleable materials are decreasing in value, with the fibers being the worst.
- C) A stipulation in the Contractor RFP is that the contract cost would increase by the CPI rate listed on Statistics Canada website at the end of year one of said contract. The CPI rate is currently at 6.9%
- D) A second stipulation in the RFP was the fuel escalation cost. With the fuel prices continuously rising, this will have a cost impact on the budget.

Expenses for 2023 will increase overall due to the high inflation rate. We have already received notices from vendors that prices are increasing i.e. Insurance rates are up 48%, garbage removal costs are up 30%, to name a few. These expense increases will affect the bottom line, and are another contributing factor to the high increase.

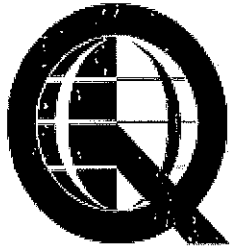


# QUINTE WASTE SOLUTIONS

operated by the Centre & South Hastings Waste Services Board

The MBOG (Mixed Basket of Goods) price budgeted in 2021 was set at \$85/MT with material revenue set at \$970,996. The market prices were above what we had anticipated and therefore the average MBOG at the end of the year was \$141, and actual sales revenue was \$1,667,738. Due to this, at the end of 2021, we had an operating reserve of \$700,000. In 2022, the MBOG was budgeted at \$120, with revenue set at \$1,353,079. The YTD MBOG is at \$133, and sales are at \$1,152,661, however, with market prices decreasing, we are anticipating that the MBOG will fall below \$120, which will leave us short in revenue approximately \$200,000. This leaves the operating reserve at \$500,000, which will be used in 2023 to cover the market price decreases and the contractor price increases. Without the extra reserve funds, the budget increase would be 48.23%.

The Board also has a \$500,000 operating line-of-credit that can be utilized when finances are low.



# QUINTE WASTE SOLUTIONS

*operated by the Centre & South Hastings Waste Services Board*

To: Centre & South Hastings Waste Services Board, Member Municipalities

From: MaDonna Howell, Chief Financial Officer

Date: October 17, 2022

RE: 2023 Budget

MOVED by Mike Harper - Prince Edward County seconded by Bill Sandison – City of Belleville  
THAT, the Board approve the 2023 Budget with an increase of 33.74% over and above the 2022 Budget.

AND THAT the Board direct Quinte Waste Solutions staff to implement the fulltime Winter hours at the Hazardous Waste Depot beginning in December 2022.

All in favor

Motion Carried

**2023 DRAFT BUDGET - SUMMARY**

	BLUE BOX	ADMIN	Communication & Promotion	HHW	IC&I	2023	2022 YTD	2022	2021
<b>Gross Program Expense</b>	6,914,314.85	281,978.36	93,058.17	546,016.64	129,460.06	7,964,828.08	5,561,996.45	7,246,505.03	6,013,494.61
Programs Revenue	(678,403.47)	(30,800.00)	-	(139,621.84)	(159,800.00)	(1,008,625.31)	(1,316,540.64)	(1,606,734.68)	(1,200,672.85)
Net Contract Revenue	(1,928,000.00)	(4,655.89)	-	-	(4,655.89)	(1,928,000.00)	(1,101,760.22)	(3,016.74)	(1,808.11)
RPRA Subsidy on 2020 recycling	-	90,000.00	-	-	-	90,000.00	77,748.96	90,000.00	90,000.00
Share to Contract Mun - NIA	(500,000.00)	-	-	-	-	(500,000.00)	-	(265,000.00)	-
Unrecoverable Portion of HST	-	-	-	-	-	-	-	-	-
Draw on Reserves-Operating	-	-	-	-	-	-	-	-	-
<b>Net 2023 Costs to Members</b>	<b>3,807,911.39</b>	<b>336,522.47</b>	<b>93,058.17</b>	<b>406,394.80</b>	<b>(30,339.94)</b>	<b>4,613,546.89</b>	<b>3,221,444.55</b>	<b>3,449,753.61</b>	<b>3,121,013.65</b>

<b>2023 Levy \$</b>	<b>4,613,546.89</b>
<b>Change from 2022 Net:</b>	<b>1,163,793.28</b>
<b>Change from 2021 Net:</b>	<b>1,492,533.24</b>
	<b>133.74%</b>
	<b>147.82%</b>

**COST SHARING CALCULATIONS**

Municipality	2023 Budgeted MT	2022 Actual MT to September	2022 Budgeted MT	Collection, Processing & Programs 2022	Percentage 2023	Percentage 2021
Belleville	3,678.81	2,759.11	4,002.13	33.82%	32.89%	33.78%
Quinte West	3,442.41	2,581.81	3,563.96	30.12%	30.77%	29.15%
Centre Hastings	417.07	312.80	427.14	3.61%	3.73%	3.30%
Marmora & Lake	385.32	288.99	393.02	3.32%	3.44%	3.16%
Prince Edward	2,327.52	1,745.64	2,446.78	20.68%	20.81%	21.65%
Tweed	284.84	213.63	325.44	2.75%	2.55%	2.82%
Tyendinaga	240.73	180.55	242.98	2.05%	2.15%	2.04%
Stirling/Rawdon	315.47	236.60	316.06	2.67%	2.82%	2.86%
Madoc Twp	94.12	70.59	115.17	0.97%	0.84%	1.25%
<b>TOTALS:</b>	<b>11,186.29</b>	<b>8,389.72</b>	<b>11,832.68</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

**2023 BUDGET COST PER MUNICIPALITY**

MUNICIPALITY	BLUE BOX	ADMIN	COMMUNICATION & PROMOTION	HHW & ELECTRONICS	IC&I	2023 Levy	2022 Levy	2021 Levy	2020 Levy
Belleville	1,252,300.00	110,671	30,804	133,650	(9,977.83)	1,517,247.70	1,166,799.27	1,036,628.30	979,784.96
Quinte West	1,171,827.39	103,560	28,637	125,062	(9,336.66)	1,419,749.58	1,039,053.19	925,307.93	845,602.71
Centre Hastings	141,973.11	12,547	3,470	15,152	(1,131.19)	172,010.21	124,530.35	110,282.16	95,694.34
Marmora & Lake	131,166.27	11,592	3,205	13,999	(1,045.08)	158,916.97	114,582.85	113,724.61	91,520.87
Pr. Edward City	792,308.02	70,020	19,363	84,558	(6,312.80)	959,935.73	713,345.43	660,927.99	627,850.33
Tweed	96,962.01	8,569	2,370	10,348	(772.56)	117,476.15	94,880.27	87,613.01	81,874.54
Tyendinaga	81,947.72	7,242	2,003	8,746	(652.93)	99,285.30	70,839.50	65,468.42	59,133.67
Stirling Rawdon	107,387.59	9,490	2,624	11,461	(855.62)	130,107.46	92,145.58	83,139.65	83,059.77
Madoc Twp	32,039.27	2,831	783	3,419	(255.28)	38,817.78	33,577.19	37,921.56	36,144.33
<b>TOTAL</b>	<b>3,807,911.39</b>	<b>336,522.47</b>	<b>93,058.17</b>	<b>406,394.80</b>	<b>(30,339.94)</b>	<b>4,613,546.89</b>	<b>3,449,753.63</b>	<b>3,121,013.63</b>	<b>2,900,665.52</b>



***Centre and South Hastings Waste Services Board***

***2023 Operating Budget***

***Approved By Board October 20, 2022***

***October 20, 2022***

2023 Presentation Budget

**2023 Budget Summary & Comparison**

	2023 Budget	2022 Budget	2021 Budget	2020 Budget
<b>Operating Revenue:</b>				
Administration	(30,800.00)	(16,700.00)	(25,750.00)	(41,800.00)
Blue Box	(678,403.47)	(1,311,421.60)	(944,496.93)	(928,010.40)
Contract Municipalities (net of costs)	(4,655.89)	(3,016.74)	(1,808.11)	(17,026.49)
Communications & Promotion				
Household Hazardous Waste/Electronics	(139,621.84)	(150,738.08)	(111,900.92)	(147,480.24)
IC&I & Big Bin (including sales)	(159,800.00)	(127,875.00)	(118,525.00)	(149,980.00)
<b>Total Operating Revenue:</b>	<b>(1,013,281.20)</b>	<b>(1,609,751.42)</b>	<b>(1,202,480.96)</b>	<b>(1,284,297.13)</b>
<b>Operating Expenses:</b>				
Administration	281,978.36	261,957.21	204,969.24	222,818.91
Blue Box	6,914,314.85	6,349,492.81	5,188,110.21	4,959,128.65
Communications & Promotion	93,058.17	72,858.75	78,450.55	82,799.80
Household Hazardous Waste/Electronics	546,016.64	447,873.80	405,896.11	469,536.23
IC&I & Big Bin	129,460.06	114,322.46	135,068.50	162,921.06
<b>Total Operating Expenses:</b>	<b>7,964,828.08</b>	<b>7,246,505.03</b>	<b>6,012,494.61</b>	<b>5,897,204.65</b>
Expenses net of Revenues:	6,951,546.88	5,636,753.61	4,810,013.65	4,612,907.52
Less WDO Projected Subsidy	(1,928,000.00)	(2,012,000.00)	(1,780,000.00)	(1,617,242.00)
Less Draw on Reserve Capital/Capital Replacement plus WDO share to contract munic. plus Projected HST expense	(500,000.00)	(265,000.00)	-	(193,000.00)
	90,000.00	90,000.00	90,000.00	98,000.00
<b>Balance levied to Board Members:</b>	<b>4,613,546.88</b>	<b>3,449,753.61</b>	<b>3,120,013.65</b>	<b>2,900,665.52</b>
	<b>4,613,546.88</b>	<b>3,449,753.61</b>	<b>3,120,013.65</b>	<b>2,900,665.52</b>

**2023 DRAFT BUDGET - SUMMARY**

	BLUE BOX	ADMIN	Communication & Promotion	HHW	IC&I	2023	2022 YTD	2022	2021	2020
Gross Program Expense										
Programs Revenue	6,914,314.85	281,978.36	93,058.17	546,016.64	129,460.06	7,964,828.08	5,561,996.45	7,246,505.03	6,013,494.61	5,897,204.64
Net Contract Revenue	(678,403.47)	(30,800.00)	-	(139,621.84)	(159,800.00)	(1,008,625.31)	(1,316,540.64)	(1,606,734.68)	(1,200,672.85)	(1,267,270.64)
RPRA Subsidy on 2020 recycling	(1,928,000.00)	(4,656.89)	-	(4,656.89)	(1,928,000.00)	(4,656.89)	(3,016.74)	(3,016.74)	(1,808.11)	(17,026.49)
Share to Contract Mun - N/A	-	90,000.00	-	-	-	90,000.00	77,748.96	90,000.00	90,000.00	98,000.00
Unrecoverable Portion of HST	(500,000.00)	-	-	-	-	(500,000.00)	(285,000.00)	(285,000.00)	-	(193,000.00)
Draw on Reserves-Operating										
<b>Net 2023 Costs to Members</b>	<b>3,807,911.39</b>	<b>336,522.47</b>	<b>93,058.17</b>	<b>406,394.80</b>	<b>(30,339.94)</b>	<b>4,613,546.89</b>	<b>3,221,444.65</b>	<b>3,449,753.61</b>	<b>3,121,013.65</b>	<b>2,900,665.51</b>

**2023 Levy \$ 4,613,546.89**  
**Change from 2022 Net: 1,163,793.28**  
**Change from 2021 Net: 1,492,533.24**  
**133.74%**  
**147.82%**

**COST-SHARING CALCULATIONS**

Municipality	2023 Budgeted MT	2022 Actual MT to September	2022 Budgeted MT	Collection & Processing Programs		Percentage 2021
				2022	Percentage 2023	
Belleville	3,678.81	2,759.11	4,002.13	33.82%	33.78%	33.78%
Quinte West	3,442.41	2,581.81	3,563.96	30.12%	30.77%	29.15%
Centre Hastings	417.07	312.80	427.14	3.61%	3.73%	3.30%
Marmora & Lake	385.32	288.99	393.02	3.32%	3.44%	3.16%
Prince Edward	2,327.52	1,745.64	2,446.78	20.68%	20.81%	21.65%
Tweed	284.84	213.63	325.44	2.75%	2.55%	2.82%
Tyendinaga	240.73	180.55	242.98	2.05%	2.15%	2.04%
Stirling/Rawdon	315.47	236.60	316.06	2.67%	2.82%	2.86%
Madoc Twp	94.12	70.59	115.17	0.97%	0.84%	1.25%
<b>TOTALS:</b>	<b>11,186.29</b>	<b>8,389.72</b>	<b>11,832.68</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

**2023 BUDGET COST PER MUNICIPALITY**

Municipality	BLUE BOX		COMMUNICATION & PROMOTION		HHW & ELECTRONICS	IC&I	2023		2022	
	ADMIN	Levy	ADMIN	Levy			Levy	Levy	Levy	Levy
Belleville	1,252,900.00	110.671	30,604	(9,977.83)	133,650	1,517,247.70	1,166,799.27	1,036,628.30	979,784.96	845,602.71
Quinte West	1,171,827.39	109,560	28,637	(9,336.66)	125,062	1,419,749.58	1,039,053.19	925,307.93	845,602.71	95,694.34
Centre Hastings	141,973.11	12,547	3,470	(1,131.19)	15,152	172,010.21	124,530.35	110,262.18	113,724.61	91,520.87
Marmora & Lake	131,166.27	11,592	3,205	(1,045.08)	13,959	158,916.97	114,562.65	113,724.61	660,927.99	627,850.33
Pr. Edward City	792,308.02	70,020	19,363	(6,312.80)	84,558	959,935.73	713,345.43	660,927.99	87,613.01	81,874.54
Tweed	96,962.01	8,569	2,370	(772.56)	10,348	117,476.15	94,860.27	65,468.42	65,468.42	59,133.67
Tyendinaga	81,947.72	7,242	2,003	(652.93)	8,746	99,285.30	70,839.50	83,139.65	83,139.65	83,099.77
Stirling Rawdon	107,367.59	9,490	2,624	(855.62)	11,461	130,107.46	92,145.58	37,921.56	37,921.56	36,144.33
Madoc Twp	32,039.27	2,831	783	(255.28)	3,419	38,817.78	33,577.19	3,121,013.63	3,121,013.63	2,900,665.52
<b>TOTAL</b>	<b>3,807,911.39</b>	<b>336,522.47</b>	<b>93,058.17</b>	<b>(30,339.94)</b>	<b>406,394.80</b>	<b>4,613,546.89</b>	<b>3,449,753.63</b>	<b>3,121,013.63</b>	<b>2,900,665.52</b>	