

SUPPORTING PEOPLE
*Hastings*TM
AND OUR COMMUNITIES



2025 COMMITTEE BUDGET

HASTINGS/QUINTE LONG-TERM CARE

Hastings/Quinte Long-Term Care homes provide high-quality, person-focused care at two long-term care homes: Hastings Manor (Belleville with 253 beds) and Hastings Centennial Manor (Bancroft with 110 beds), supporting a total of 363 residents who range in age from 33-102, each with unique needs in a home-like setting.

Hastings County provides care in partnership with our 14 member municipalities, and the cities of Belleville and Quinte West. Hastings County's dedicated team of over 600 professionals includes Registered Nurses (RN) and Practical Nurses (RPN), Personal Support Workers (PSW), Recreation Aides, Dietary Aides, Environmental Services and Maintenance workers who are supported by an administrative and leadership team. The team provides around-the-clock care and assistance to the residents who call Hastings Manor and Hastings-Centennial Manor home, to optimize quality of life in a diverse environment of compassion, safety and comfort. In preparing the 2025 budgets, ensuring the continuation of the prior years' direct hours of care enhancements is a priority in the absence of a funding announcement. Additionally, the 2025 budget emphasizes maintenance and building enhancements in our facilities to ensure the comfort and safety of both residents and staff.

Hastings/Quinte Long-Term Care maintains accreditation through the Commission on Accreditation of Rehabilitation Facilities (CARF), underscoring its commitment to exceptional standards of care. Efforts have been made to maintain direct care hours, with the goal of meeting the provincial benchmark of 4 hours per resident per day, prioritizing individual well-being. Significant improvements have been made to resident spaces, both indoors and outdoors, including updates to furniture and equipment, to ensure greater comfort and functionality over the past year.

Quality improvement and training continue to be a priority, with a revamped orientation and onboarding program, along with in-person education for team members, promoting a collaborative learning environment. The homes' involvement in the Registered Nurses Association of Ontario Best Practice Guideline Spotlight Organization Program supports the implementation of best practices in nursing to optimize resident care. Furthermore, successful applications for Local Priorities Funding have enabled the purchase of crucial resident care equipment, further improving residents' quality of life.

2025 BUDGET OVERVIEW

HASTINGS/QUINTE LONG-TERM CARE 2025 BUDGET

	2024 BUDGET	2024 ACTUAL	2025 BUDGET	%
	\$	\$	\$	
OPERATING EXPENSES	44,726,750	45,314,185	49,273,523	10.17%
REVENUE	-38,921,678	-41,547,567	-42,916,766	10.26%
NET OPERATING COST	5,805,072	3,766,618	6,356,757	9.50%
CAPITAL	2,532,294	4,570,748	2,532,294	0.00%
NET COST	8,337,366	8,337,366	8,889,051	6.62%

BREAKDOWN BY HOME				
HASTINGS MANOR	4,863,566	4,863,566	5,241,079	7.76%
CENTENNIAL MANOR	3,473,800	3,473,800	3,647,972	5.01%
	8,337,366	8,337,366	8,889,051	6.62%
MUNICIPAL PARTNERS COST SHARE RECOVERY				
BELLEVILLE	3,871,577	3,929,939	4,235,209	9.39%
QUINTE WEST	2,251,694	2,222,267	2,347,620	4.26%
HASTINGS COUNTY	2,214,095	2,185,159	2,306,222	4.16%
	8,337,366	8,337,365	8,889,051	6.62%

*The 2024 Actual(s) detailed within Hastings County 2025 Budget are preliminary pending the finalization and approval of Hastings County's 2024 financial audit.

The 2025 budget reflects the full year staffing enhancements from 2024 in both the direct hours of care and administrative support roles. Direct hours of care and front-line support roles have been maintained based on current funding allocations, along with enhancements to facility infrastructure, and replacement of critical equipment that is at end of life.

The benefit rate was maintained at 27.5% for Hastings Manor and increased to 27.5% for Centennial Manor (2024 – 27%) and reflects the costs for Canada Pension Plan (CPP), Employment Insurance (EI), Employer Health Tax (EHT), Workers Safety Insurance Board (WSIB), excess indemnity and occupational accident insurance, OMERS pension, Long-term Disability (LTD), extended health, dental, life insurance, accidental death and dismemberment. A cost-of-living adjustment of 3% has been applied to the Non-Union salaries, with bargaining scheduled with ONA (expired March 31, 2023) and CUPE 1133 (expired December 31, 2024). Inflationary pressures have continued to create increases in all operating departments, most notably nursing, medical and dietary supplies.

PROVINCIAL REVENUE/PER DIEMS

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

PROVINCIAL SUBSIDY

Comprised of the Level of Care (LOC) per diem with 2024-25 values represented in the table below.

Per Diem	23/24 Per Diem (\$)	24/25 Incremental Increase (\$)	24/25 Per Diem (\$)	% Increase
Nursing and Personal Care (NPC)	105.96	4.45	110.41	4.2%
Program and Support Services (PSS)	12.48	0.42	12.90	3.4%
Nutritional Support (NS)	12.07	1.00	13.07	8.3%
Other Accommodations (OA)	57.65	6.83	64.48	11.8%
Global Per Diem	7.53	0.26	7.79	3.4%
Total LOC Per Diem	195.69	12.96	208.65	6.6%

In 2024, the Ministry of Long-Term Care announced a 6.6% per bed increase in Level of Care funding which was significantly higher than increases seen in the previous 5 years. With this increase and the approval of Hastings/Quinte Long-Term Care Committee and Hastings County Council, the homes made mid-year enhancements to staffing, and improvements to the resident care areas and staff spaces. The 2025 budget ensures the continuation of the additional enhancements implemented mid-year, along with inflation-driven adjustments for supplies, service purchases, salaries, and benefits. The table below outlines the Level of Care (LOC) increases since 2019.

Fiscal Year	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
% increase in LOC Per Diem	1.7%	1.5%	1.5%	1.75%	2.4%	6.6%

The Nursing and Personal Care envelope Per Diem remains negatively impacted by the Case Mix Index (CMI) reindexing formula. Residents admitted to Long-Term Care continue to be frailer and more complex at the time of admission leading to increased care needs. The table below shows the CMI impact on Hastings Manor and Centennial Manor for the 2024/25 fiscal year.

Nursing and Personal Care (NPC)	Ministry Base Per Diem	Adjusted after CMI	\$ Impact
Hastings Manor (98.28 CMI)	110.41	108.55	-\$171,762
Centennial Manor (98.13 CMI)	110.41	108.39	-\$81,103

The Ministry of Long-Term Care has introduced the new interRAI (Long-term Care Facility Assessment) LTCF program which may continue to be used to determine Nursing and Personal Care funding amounts through CMI. Hastings/Quinte Long-Term Care will go live with the interRAI assessment in September 2025 and at this time it is not known what the impact of this change will be for the homes. In the absence of a funding announcement for 2025/26, the 2025 budgeted values assume a conservative 2% increase.

CONSIDERATIONS WHEN PREPARING THE 2025 BUDGET

In preparing the 2025 budget, considerations have been made in accordance with the *Fixing Long-Term Care Act 2021* (FLTCA) and the Long-Term Care Staffing Strategy. This ensures that homes not only meet or surpass the standards outlined in the FLTCA, but also focus on enhancing recruitment and retention, expanding capabilities in essential positions, and providing meaningful and compelling opportunities for learning and professional growth.

In 2024, the Ministry provided one-time funding for the 2023-24 fiscal year to be applied to the Other Accommodation envelope, or any of the other Level of Care envelopes as required. The 2023-24 one-time funding received for Hastings Manor was \$643,379 and for Centennial Manor \$279,730. Unspent one-time funding has been carried over to the 2025 budget in the amounts of \$379,003 and Centennial Manor \$279,730. These funds have been earmarked for equipment replacements and new equipment purchases throughout the budgets in multiple departments, most notably Facilities, Dietary, Administration, and Recreation.

RECREATION AND THERAPY SERVICES

The Recreation and Therapy Services budget accounts for the full utilization of Allied Health Professional Staffing Supplemental funding provided by the Ministry of Long-Term Care (MLTC) to support resident well-being. The 2025 budget reflects a full-year salary for the increased Recreation Aide hours at Centennial Manor approved in 2024 mid-year, through the Program and Support and Other Accommodation funding increase, as well as the addition of a full-time dietitian position funded through the Other Accommodation envelope. Both homes have successfully met the MLTC's provincial target of 36 minutes of service per resident per day from Allied Health Professionals.

DIETARY SERVICES

Funding for Dietary Services comes from the Other Accommodation budget subsidy, excluding Raw Food which is 100% funded. The 2025 budget for Centennial Manor includes a full-year increase to part time dietary hours (21 hours/week) implemented mid-year in 2024 and are funded through the Other Accommodation envelope. The Dietary Services department constantly explores new and innovative approaches to enhance meal and nourishment services for residents. Staffing remains status quo for dietary services for 2025.

NURSING AND PERSONAL CARE

The Nursing and Personal Care budget reflects full year salaries for positions added in 2024, wage and benefit adjustments as well as inflationary costs of nursing supplies and equipment. The 2025 budget captures dedicated supplemental funding revenue, and in the absence of a new funding announcement, the rates reflect an estimated 2% increase, as the current funding announcement reflects rates up to March 31, 2025. Supplemental staffing increases and benefits that were added in 2024 are 100% funded.

HASTINGS MANOR (\$61,000)

The 2025 budget includes the addition of 1 new full time PSW Trainer position at Hastings Manor to facilitate training and support for newly hired PSWs and reinforces the LTC Staffing Strategy recommendations for training and support for new team members.

HOUSEKEEPING AND LAUNDRY

Staffing for Housekeeping and Laundry remains status quo at both homes for 2025, and the budget reflects the increase made mid-year in 2024 to part time hours (7 hours/week) in housekeeping at Centennial Manor which are funded through the Other Accommodation increase. Adjustments have been made to the departments to accurately reflect hours worked in each, as staff are shared between the two departments.

GENERAL AND ADMINISTRATION

The General and Administration budget accounts for inflationary increases, as well as the full-year salaries for the Administrative Coordinator at Hastings Manor and the Accounts Receivable and Admission Support Clerk at Centennial Manor. These positions were approved mid-year 2024 and funded through the Other Accommodation level of care increase.

PURCHASED SERVICES

The purchased services expenses reflect inflationary pressures as well as increases associated with scheduling systems maintenance, accreditation status surveys and payroll processing as the employee count grows with the additional mid-year 2024 positions.

LEGAL

Legal expenses are associated with labour negotiations, arbitration and litigation. Unforeseen circumstances are challenging to anticipate, and efforts to mitigate costs are consistently considered against risk management. Further investments are included in the 2025 budget to reflect the evolving complexities and inflationary increases to purchased services.

BUILDING/FACILITY SERVICES

Costs for supplies, equipment, and service contracts have been updated based on last year actuals with an inflationary increase. Utilities are forecasted based on 2024 actuals plus a 5% rate increase for natural gas and hydro, and 7% for water and sewer at Hastings Manor. Utility costs for Centennial Manor are forecasted based on 2024 actuals plus an estimated increase of 5% for propane, and status quo for electricity, water and sewer charges. The 2024 enhancement of 2 part time maintenance positions to full time at Hastings Manor are reflected for a full year in the 2025 budget.

DEBT AND CAPITAL

HASTINGS MANOR

Debt payments of \$207,190 are associated with capital equipment projects undertaken in 2019 and 2020. As part of the Asset Management plan, Council approved a plan to reinvest historical debt repayments into the capital levy totalling \$1,637,039, unchanged from 2024.

CENTENNIAL MANOR

As part of the Asset Management plan, Council approved the reinvestment of the historical debt payments into the capital levy totalling \$688,065, unchanged from 2024.

LEVY CONTRIBUTING FACTORS

HASTINGS MANOR

The levy to support Hastings Manor is \$5,241,079 and is attributable to the following envelopes:

Hastings Manor	2025 Levy \$	Change \$
Recreation and Therapy Services	\$141,221	\$66,474
Raw Food	\$0	\$0
Nursing and Personal Care	\$1,218,013	\$238,706
Other Accommodations	\$3,257,181	\$43,509
Capital	\$1,844,229	\$0
Preferred Accommodations	-\$1,089,641	\$54,588
Other	-\$129,924	-\$25,764
Total	\$5,241,079	\$377,513

CENTENNIAL MANOR

The levy to support Centennial Manor is \$3,647,972 and is attributable to the following envelopes:

Centennial Manor	2025 Levy \$	Change \$
Recreation and Therapy Services	\$156,840	\$108,020
Raw Food	\$0	\$0
Nursing and Personal Care	\$819,024	\$43,520
Other Accommodations	\$2,439,798	\$88,303
Capital	\$688,065	\$0
Preferred Accommodations	-\$375,647	-\$12,762
Other	-\$80,108	-\$52,908
Total	\$3,647,972	\$174,173

HASTINGS/QUINTE LONG-TERM CARE – HASTINGS MANOR 2025 OPERATING BUDGET

EXHIBIT G

	2024 BUDGET	2024 ACTUAL	2025 BUDGET	%
	\$	\$	\$	
EXPENDITURES				
WAGES	19,101,790	19,170,336	21,023,361	10.06%
FRINGE BENEFITS	5,252,991	5,036,655	5,781,425	10.06%
HEATING, HYDRO & WATER	1,036,331	1,040,974	1,095,942	5.75%
SUB TOTAL	25,391,112	25,247,965	27,900,728	9.88%
ALL OTHER EXPENSES	4,545,746	5,028,777	5,150,897	13.31%
CONTRIBUTION TO RESERVES	0	302,167	0	
TOTAL EXPENDITURES	29,936,858	30,578,909	33,051,625	10.40%
REVENUE				
PROVINCIAL SUBSIDY	13,052,593	14,202,989	13,993,494	7.21%
RESIDENT-BASIC ACCOMMODATION	5,264,850	5,493,957	5,493,957	4.35%
RESIDENT-PREF. ACCOMMODATION	1,144,229	1,089,641	1,089,641	-4.77%
PROVINCIAL SUBSIDY-PHYSICIAN ON-CALL	26,712	28,034	27,456	2.79%
-COVID-19 Funding	0	100,000		
-RAI MDS Initiative-Sustainability	140,058	142,126	145,615	3.97%
-High Needs-Nursing Per Diem	62,736	64,120	65,514	4.43%
-Integrated Technology Solutions	90,756	10,396	104,340	14.97%
-Direct Care Staffing	106,008	106,008	106,008	0.00%
-BSO Funding	100,008	100,008	100,008	0.00%
-Quality Attainment Premium	34,958	37,030	38,661	10.59%
-Comprehensive Minor Capital	129,696	56,149	214,092	65.07%
-RN, RPN & PSW Supplement Staffing	4,715,594	5,270,619	5,661,588	20.06%
-Allied Health Professional Staffing	504,354	482,239	526,200	4.33%
Supplement				
-Supporting Professional Growth Funding	33,578	26,465	50,880	51.53%
-PSW Permanent Wage Enhancement	1,100,304	1,037,964	1,236,504	12.38%
-IPAC Personnel/Training/Educate	256,248	215,261	257,388	0.44%
HEALTH AND WELL BEING FUNDING	21,984	22,326	22,440	2.07%
ONE-TIME OTHER ACCOMMODATIONS			379,003	
LOCAL PRIORITIES AND TRAINING EQUIPMENT FUNDING	28,695	28,695	12,062	-57.96%
MISC. REVENUE (INTEREST / DONATIONS / OTHER)	48,700	333,023	129,924	166.78%
RESERVE CONTRIBUTIONS	55,460	39,024		-100.00%
DONATIONS		11,323		
TOTAL REVENUE	26,917,521	28,897,397	29,654,775	10.17%
TOTAL OPERATING	3,019,337	1,681,512	3,396,850	12.50%
CAPITAL				
CAPITAL LEVY	1,637,039	2,977,253	1,637,039	0.00%
LONG TERM DEBT COST	534,244	534,244	207,190	-61.22%
PROVINCIAL DEBT SERVICING ALLOWANCE	-327,054	-329,443		-100.00%
TOTAL CAPITAL	1,844,229	3,182,054	1,844,229	0.00%
NET COST	4,863,566	4,863,566	5,241,079	7.76%
			BASED ON 2024	
			APPORTIONMENT RATES	
DISTRIBUTION OF NET COSTS	2024 BUDGET	2024 ACTUAL	2025 BUDGET	%
	\$	\$	\$	
Based on proportionate share of beds (Resident Days)				
BELLEVILLE	3,282,421	3,340,783	3,600,097	68.69%
Based on proportionate share of weighted assessment				
QUINTE WEST	797,214	767,787	827,875	15.80%
HASTINGS	783,932	754,996	813,107	15.51%
	4,863,566	4,863,566	5,241,079	100.00%

EXPENDITURES	2024 BUDGET	2024 ACTUAL	2025 BUDGET	%
	\$	\$	\$	
RECREATION & THERAPY SERVICES				
SALARIES	794,048	783,994	843,861	6.27%
FRINGE BENEFITS	218,363	202,280	232,066	6.28%

SALARIES - STAFFING SUPPLEMENT	395,572	378,224	412,709	4.33%
FRINGE BENEFITS - STAFFING SUPPLEMENT	108,782	104,015	113,491	4.33%
PURCHASED SERVICE - PHYSIOTHERAPY	213,171	209,354	245,242	15.04%
- OTHER	29,531	30,443	33,490	13.41%
SUPPLIES-(HOBBY/CRAFTS/RECR TN)	8,041	9,605	9,016	12.12%
EQUIPMENT - REPLACEMENTS / ADDITIONS	6,311	6,172	9,189	45.60%
EQUIPMENT - MAINTENANCE	1,613	710	1,704	5.67%
EDUCATION/TRAINING-SUPPLIES/SER	1,018	491	3,434	237.36%
ATTENDANCE COSTS-TRAVEL/CONVN	0		4,884	
TUCK SHOP EXPENSES	4,274	9,833	0	-100.00%
OTHER EXPENSES	0	562		
EXPENDITURE RECOVERIES		-1,771		
DEPARTMENT TOTAL	1,780,724	1,733,912	1,909,087	7.21%

DIETARY SERVICES				
SALARIES	1,630,111	1,623,378	1,729,994	6.13%
FRINGE BENEFITS	448,280	418,850	475,748	6.13%
RAW FOOD	1,134,356	1,187,242	1,228,345	8.29%
PURCHASED SERVICES	1,038	200	12,513	1105.53%
SUPPLIES	39,249	36,844	41,286	5.19%
EQUIPMENT - REPLACEMENTS	97,772	67,816	102,377	4.71%
EDUCATION/TRAINING-SUPPLIES/SER	2,544	667	2,544	0.00%
OTHER EXPENSES	0	28		
EXPENDITURE RECOVERIES	0	-2,744		
DEPARTMENT TOTAL	3,353,350	3,332,281	3,592,809	7.14%

NURSING & PERSONAL CARE				
SALARIES	10,013,355	9,661,070	10,815,240	8.01%
FRINGE BENEFITS	2,753,673	2,506,499	2,974,237	8.01%
SALARIES - STAFFING SUPPLEMENT	3,698,505	4,133,820	4,440,497	20.06%
FRINGE BENEFITS - STAFFING SUPPLEMENT	1,017,089	1,136,799	1,221,091	20.06%
EDUCATION/TRAINING - STAFFING SUPPLEMENT	0	4,119		
MEDICAL DIRECTOR FEES	28,191	27,779	28,191	0.00%
PHYSICIAN ON CALL FEES	27,188	28,105	27,472	1.04%
PURCHASED SERVICES	70,135	202,758	134,659	92.00%
MEDICAL & NURSING SUPPLIES	110,248	118,671	111,293	0.95%
HIGH NEEDS SUPPLIES	62,960	106,882	65,779	4.48%
INCONTINENT SUPPLIES	133,438	215,817	147,752	10.73%
EQUIPMENT - NEW	74,417	56,637	41,511	-44.22%
EQUIPMENT - REPLACEMENTS	122,365	131,205	48,176	-60.63%
EDUCATION/TRAINING-SUPPLIES/SER	7,530	3,350	8,684	15.33%
ATTENDANCE COSTS-TRAVEL/CONVN	2,544	1,833	2,544	0.00%
EXPENDITURE RECOVERIES		-161,106	-125,000	
DEPARTMENT TOTAL	18,121,638	18,174,238	19,942,126	10.05%

EXPENDITURES	2024 BUDGET	2024 ACTUAL	2025 BUDGET	%
	\$	\$	\$	
HOUSEKEEPING SERVICES				
SALARIES	1,322,036	1,182,631	1,251,255	-5.35%
FRINGE BENEFITS	363,560	305,133	344,095	-5.35%
PURCHASED SERVICES	7,620	7,424	8,485	11.36%
SUPPLIES	90,090	100,958	94,021	4.36%
EQUIPMENT - REPLACEMENTS	10,284	9,449	10,889	5.88%
EXPENDITURE RECOVERIES		-1,899		
DEPARTMENT TOTAL	1,793,590	1,603,696	1,708,746	-4.73%

LAUNDRY & LINEN SERVICES				
SALARIES	273,976	345,771	380,940	39.04%
FRINGE BENEFITS	75,343	89,213	104,758	39.04%
PURCHASED SERVICES	204		204	0.00%
LAUNDRY SUPPLIES	19,033	17,989	20,030	5.24%
EQUIPMENT - REPLACEMENTS	12,533	11,415	13,190	5.24%
LINEN REPLACEMENT	45,391	47,108	49,254	8.51%
DEPARTMENT TOTAL	426,480	511,496	568,376	33.27%

GENERAL & ADMINISTRATIVE				
SALARIES	648,360	768,023	790,083	21.86%
FRINGE BENEFITS	178,299	198,159	217,273	21.86%

ADVERTISING	4,030	4,579	4,274	6.05%
PURCHASED SERVICES	157,171	179,908	202,679	28.95%
COMMITTEE FEES	5,064	4,581	5,064	0.00%
COMMON COSTS	1,024,300	1,024,300	1,121,700	9.51%
HARDWARE/SOFTWARE INTERDEPT CHARGES	48,821	48,200	53,474	9.53%
AUDIT FEES	15,593	13,464	13,000	-16.63%
LEGAL FEES	69,197	97,165	76,829	11.03%
POSTAGE	4,002	4,781	4,783	19.52%
PRINTING & STATIONERY	19,345	24,098	20,352	5.21%
EQUIPMENT - NEW	5,279	22,119	359,399	6708.09%
EQUIPMENT - REPLACEMENTS	4,783	29,450	16,485	244.66%
CONTRIBUTION TO RESERVE - OPERATING	0	302,165		
ASSOCIATION MEMBERSHIPS	15,691	15,765	16,041	2.23%
EDUCATION/TRAINING-SUPPLIES/SER	22,184	18,874	23,756	7.09%
ATTENDANCE COSTS-TRAVEL/CONVN	16,261	6,069	16,261	0.00%
PURCHASES FROM DONATIONS		50,347		
OTHER EXPENSES	15,111	36,602	15,408	1.97%
BANK CHARGES	500			-100.00%
DEPARTMENT TOTAL	2,253,991	2,848,649	2,956,862	31.18%

EXPENDITURES	2024 BUDGET	2024 ACTUAL	2025 BUDGET	%
	\$	\$	\$	
BUILDING/FACILITY SERVICES				
SALARIES	325,827	293,425	358,782	10.11%
FRINGE BENEFITS	89,602	75,707	98,665	10.11%
SERVICE CONTRACTS	348,318	291,637	363,093	4.24%
EQUIPMENT - NEW	34,596	188,299	30,579	-11.61%
EQUIPMENT - REPLACEMENTS	62,602	63,984	87,365	39.56%
EQUIPMENT - MAINTENANCE	69,445	110,347	88,689	27.71%
BUILDING REPAIRS & MAINTENANCE	105,413	179,032	118,776	12.68%
EDUCATION/TRAINING-SUPPLIES/SER	200	112		-100.00%
ATTENDANCE COSTS-TRAVEL/CONVN	0	35	611	
HEATING	352,094	345,827	363,119	3.13%
OTHER UTILITIES	684,237	695,147	732,823	7.10%
INSURANCE	134,700	134,753	129,118	-4.14%
TELEPHONE	26,051	19,572	25,000	-4.03%
EXPENDITURE RECOVERIES	-26,000	-23,242	-23,000	-11.54%
DEPARTMENT TOTAL	2,207,085	2,374,635	2,373,620	7.55%
TOTAL OPERATING EXPENDITURES	29,936,858	30,578,907	33,051,625	10.40%

*The 2024 Actual(s) detailed within Hastings County 2025 Budget are preliminary pending the finalization and approval of Hastings County's 2024 financial audit.

HASTINGS/QUINTE LONG-TERM CARE- CENTENNIAL MANOR 2025 OPERATING BUDGET
EXHIBIT H

	2024 BUDGET \$	2024 ACTUAL \$	2025 BUDGET \$	%
EXPENDITURES				
WAGES	9,228,142	9,153,874	9,893,745	7.21%
FRINGE BENEFITS	2,491,598	2,403,250	2,720,780	9.20%
HEATING, HYDRO & WATER	453,534	459,568	498,653	9.95%
SUB TOTAL	12,173,274	12,016,692	13,113,179	7.72%
ALL OTHER EXPENSES	2,616,618	2,513,374	3,108,719	18.81%
CONTRIBUTION TO RESERVES	0	205,210	0	
TOTAL EXPENDITURES	14,789,892	14,735,276	16,221,898	9.68%
REVENUE				
PROVINCIAL SUBSIDY	5,614,316	5,929,883	6,041,921	7.62%
RESIDENT-BASIC ACCOMMODATION	2,319,292	2,424,141	2,424,141	4.52%
RESIDENT-PREF. ACCOMMODATION	362,885	375,647	375,647	3.52%
PROVINCIAL SUBSIDY-PHYSICIAN ON-CALL	15,840	16,623	16,272	2.73%
-RAI MDS Initiative-Sustainability	60,895	61,792	63,311	3.97%
-High Needs Nursing	27,277	27,878	28,485	4.43%
-Integrated Technology Solutions	39,456	9,864	45,360	14.96%

	-Direct Care Staffing	106,008	106,008	106,008	0.00%
	-BSO Funding	72,012	72,012	72,012	0.00%
	-Quality Attainment Premium	15,199	16,103	16,809	10.59%
	-Comprehensive Minor Capital	146,668	57,118	146,664	0.00%
	-RN, RPN & PSW Supplement Staffing	2,124,171	2,365,422	2,461,560	15.88%
Supplement	-Allied Health Professional Staffing	232,006	209,673	228,780	-1.39%
Funding	-Supporting Professional Growth	14,599	17,280	22,125	51.55%
	-PSW Permanent Wage Enhancement	478,392	437,994	537,612	12.38%
	-IPAC Personnel/Training/Educate	145,668	146,037	146,160	0.34%
	-Nurse Practitioner	122,856	80,575	122,856	0.00%
HEALTH AND WELL BEING FUNDING		9,552	9,705	9,756	2.14%
ONE-TIME OTHER ACCOMMODATIONS				279,730	
LOCAL PRIORITIES AND TRAINING EQUIPMENTFUNDING		69,865	65,103	36,674	-47.51%
MISC. REVENUE (RENT / OTHER)		27,200	211,124	80,108	194.51%
DONATIONS			10,188		
TOTAL REVENUE		12,004,157	12,650,170	13,261,991	10.48%
TOTAL OPERATING CAPITAL		2,785,735	2,085,106	2,959,907	6.25%
CAPITAL LEVY		688,065	1,388,694	688,065	0.00%
TOTAL CAPITAL		688,065	1,388,694	688,065	0.00%
NET COST		3,473,800	3,473,800	3,647,972	5.01%
DISTRIBUTION OF NET COSTS		2024 BUDGET \$	2024 ACTUAL \$	2025 BUDGET \$	%
HASTINGS COUNTY		1,430,163	1,430,163	1,493,115	40.93%
QUINTE WEST		1,454,480	1,454,480	1,519,745	41.66%
BELLEVILLE - (THURLOW / QUINTE WEST ANNEX)		589,156	589,156	635,112	17.41%
TOTALS		3,473,799	3,473,799	3,647,972	100.00%

EXPENDITURES	2024 BUDGET \$	2024 ACTUAL \$	2025 BUDGET \$	%
RECREATION & THERAPY SERVICES				
SALARIES	364,895	354,300	439,257	20.38%
FRINGE BENEFITS	98,522	92,093	120,798	22.61%
SALARIES - STAFFING SUPPLEMENT	182,682	165,100	179,437	-1.78%
FRINGE BENEFITS - STAFFING SUPPLEMENT	49,324	44,573	49,343	0.04%
PURCHASED SERVICE - PHYSIOTHERAPY	92,683	83,120	127,200	37.24%
- OTHER	5,290	3,228	12,148	129.64%
DIETITIAN SERVICES	407	504	800	96.56%
SUPPLIES-(HOBBY/CRAFTS/RECRTN)	1,933	3,029	3,562	84.25%
EQUIPMENT - REPLACEMENTS	2,325	655	1,000	-56.99%
EQUIPMENT - MAINTENANCE	509	204	300	-41.06%
EDUCATION/TRAINING-SUPPLIES/SERV	916	1,090	1,500	63.76%
ATTENDANCE COSTS-TRAVEL/CONVNT.	1,628	4,912	2,000	22.85%
OTHER EXPENSES		1,177		
EXPENDITURE RECOVERIES		-6,644		
DEPARTMENT TOTAL	803,149	748,484	939,380	16.96%
DIETARY SERVICES				
SALARIES	757,324	737,056	803,745	6.13%
FRINGE BENEFITS	204,477	191,583	221,030	8.10%
RAW FOOD	531,987	566,392	585,107	9.99%
PURCHASED SERVICES	12,724	5,315	40,670	219.63%
SUPPLIES	30,444	22,035	34,491	13.29%
EQUIPMENT/DISHES-REPLACEMENTS	41,457	27,615	59,381	43.24%
EDUCATION/TRAINING-SUPPLIES/SERV	4,111	2,348	4,223	2.73%
OTHER EXPENSES		50		
EXPENDITURE RECOVERIES	-117,038	-124,012	-124,000	5.95%
DEPARTMENT TOTAL	1,465,486	1,428,382	1,624,646	10.86%
NURSING & PERSONAL CARE				
SALARIES	4,814,259	4,585,480	5,016,564	4.20%
FRINGE BENEFITS	1,299,850	1,195,377	1,379,575	6.13%
SALARIES - STAFFING SUPPLEMENT	1,672,576	1,862,541	1,930,651	15.43%
FRINGE BENEFITS - STAFFING SUPPLEMENT	451,595	502,881	530,909	17.56%

NURSE PRACTITIONER	125,015	80,575	127,215	1.76%
MEDICAL DIRECTOR	40,857	41,208	40,857	0.00%
PHYSICIAN ON CALL FEES	15,773	16,794	16,558	4.98%
PURCHASED SERVICES	26,397	41,201	61,759	133.96%
MEDICAL & NURSING SUPPLIES	50,752	39,325	45,840	-9.68%
HIGH NEEDS SUPPLIES-PER DIEM	27,373	21,985	28,907	5.61%
HIGH NEEDS SUPPLIES-CLAIMS BASED	0	6,998	0	
INCONTINENT SUPPLIES	58,175	72,222	65,371	12.37%
EQUIPMENT - NEW	82,234	98,833	46,285	-43.71%
EQUIPMENT - REPLACEMENTS	40,613	29,528	31,364	-22.77%
EQUIPMENT - MAINTENANCE	560	0	560	-0.06%
EDUCATION/TRAINING-SUPPLIES/SERV	9,362	15,697	12,347	31.88%
ATTENDANCE COSTS-TRAVEL/CONVNT.		194	2,544	
OTHER EXPENSES		104	1,628	
EXPENDITURE RECOVERIES	-45,000	-68,578	-50,000	11.11%
DEPARTMENT TOTAL	8,670,391	8,542,365	9,288,934	7.13%

EXPENDITURES	2024 BUDGET	2024 ACTUAL	2025 BUDGET	%
	\$	\$	\$	
HOUSEKEEPING SERVICES				
SALARIES	459,065	517,445	490,387	6.82%
FRINGE BENEFITS	123,948	134,500	134,857	8.80%
PURCHASED SERVICES	5,164	0	5,164	0.00%
SUPPLIES	38,503	49,447	53,037	37.75%
EQUIPMENT - NEW	822	242	2,921	255.29%
EQUIPMENT - REPLACEMENTS	10,534	9,548	21,926	108.15%
EQUIPMENT - MAINTENANCE		867		
EDUCATION/TRAINING-SUPPLIES/SERV	1,119	0	1,119	0.00%
DEPARTMENT TOTAL	639,155	712,049	709,410	10.99%
LAUNDRY & LINEN SERVICE				
SALARIES	233,186	261,920	234,062	0.38%
FRINGE BENEFITS	62,960	68,081	64,367	2.23%
LAUNDRY SUPPLIES	7,772	5,026	9,178	18.08%
EQUIPMENT - NEW	411	389	411	0.01%
EQUIPMENT - REPLACEMENTS	4,347	5,063	4,347	0.01%
LINEN REPLACEMENT	29,230	24,076	31,218	6.80%
EDUCATION/TRAINING-SUPPLIES/SERV	1,018	0	1,018	-0.04%
OTHER EXPENSES		1,559		
EXPENDITURE RECOVERIES	-60,000	-70,909	-71,000	18.33%
DEPARTMENT TOTAL	278,924	295,205	273,601	-1.91%
GENERAL & ADMINISTRATIVE				
SALARIES	460,222	427,468	508,057	10.39%
FRINGE BENEFITS	124,260	111,112	139,716	12.44%
ADVERTISING	2,035	2,622	2,849	40.01%
PURCHASE OF SERVICE	94,907	83,494	101,666	7.12%
COMMITTEE FEES	5,064	4,581	5,064	0.00%
COMMON COSTS	610,300	610,300	666,700	9.24%
INTERDEPARTMENT HARDWARE/SOFTWARE CHARGES	28,700	28,700	26,400	-8.01%
AUDIT FEES	7,599	7,947	6,000	-21.04%
LEGAL FEES	33,072	39,751	40,704	23.08%
POSTAGE	2,035	1,733	1,526	-24.99%
PRINTING & STATIONERY	14,246	17,099	14,246	0.00%
EQUIPMENT - REPLACEMENTS	6,411	4,779	64,048	899.03%
EQUIPMENT - NEW	0	2,163	0	
CONTRIBUTION TO RESERVES - OPERATING	0	205,210	0	
ASSOCIATION MEMBERSHIPS	13,605	14,303	12,996	-4.48%
EDUCATION/TRAINING-SUPPLIES/SERV	12,211	11,690	10,176	-16.67%
ATTENDANCE COSTS-TRAVEL/CONVNT.	14,552	20,071	21,064	44.75%
PURCHASES FROM DONATIONS		4,978	0	
OTHER EXPENSES	7,886	26,710	6,606	-16.24%
BANK INTEREST CHARGES	800	359	800	0.00%
EXPENDITURE RECOVERIES		-13,352		
DEPARTMENT TOTAL	1,437,905	1,611,718	1,628,619	13.26%

EXPENDITURES	2024 BUDGET \$	2024 ACTUAL \$	2025 BUDGET \$	%
BUILDING / FACILITY SERVICES				
SALARIES	283,933	242,564	291,585	2.70%
FRINGE BENEFITS	76,662	63,050	80,186	4.60%
PURCHASED SERVICE- Interdepartmental Rent From NHPB	300,030	298,933	313,252	4.41%
- Interdepartmental Charges Offset to NHPB	-106,639	-106,639	-129,446	21.39%
-Service Contracts	260,275	244,943	258,158	-0.81%
EQUIPMENT - NEW	24,636	17,813	137,376	457.62%
EQUIPMENT - REPLACEMENTS	37,443	47,038	121,974	225.76%
EQUIPMENT - MAINTENANCE	65,274	57,741	79,365	21.59%
BUILDING REPAIRS & MAINTENANCE	99,592	75,089	84,949	-14.70%
EDUCATION/TRAINING-SUPPLIES/SERV	0	265		
ATTENDANCE COSTS-TRAVEL/CONVNT.		0	3,000	
ELECTRICITY	206,285	187,410	206,285	0.00%
GAS-PROPANE	159,764	195,128	204,884	28.24%
WATER & SEWER	87,485	77,030	87,484	0.00%
INSURANCE PREMIUM	87,814	87,878	98,927	12.65%
TELEPHONE	27,240	21,667	27,240	0.00%
OTHER EXPENSES	5,088	0	5,088	0.00%
EXPENDITURE RECOVERIES	-120,000	-112,835	-113,000	-5.83%
DEPARTMENT TOTAL	1,494,882	1,397,075	1,757,307	17.55%
TOTAL OPERATING EXPENDITURES	14,789,892	14,735,278	16,221,898	9.68%

*The 2024 Actual(s) detailed within Hastings County 2025 Budget are preliminary pending the finalization and approval of Hastings County's 2024 financial audit.

HASTINGS/QUINTE LONG-TERM CARE CAPITAL BUDGET

HASTINGS MANOR

PROJECT: FRONT ENTRANCE DOOR REPLACEMENT

Priority: P1

Budget: \$40,000

Justification: The front doors require replacement as they are the original doors to the home and parts are either unavailable or too costly to justify purchasing. Upgraded doors will provide enhanced security and improve heat/air-conditioning in that area.

PROJECT: HALLWAY PAINTING

Priority: P2

Budget: \$80,000

Justification: This is to complete the second and final floor of the project. The hallway painting project began in 2023, as part of the capital budget, and this phase is the continuation and finalization of this project.

PROJECT: WINDOW CAULKING CONSULTANT

Priority: P2

Budget: \$30,000

Justification: This Project has been prioritized due to the multiple leaks around windows have developed causing interior damage when it rains. The engineering consultation will ensure a proper tendering process is made to complete the project.

PROJECT: TRAINING ROOM RENOVATION

Priority: P4

Budget: \$ 45,000

Justification: The current volunteer lounge will be retrofitted to create a learning space for team members – both on orientation and for retraining. This room will include a classroom area, as well as a simulation training area set up like a resident room. It will include proper equipment to practice safe bed mobility and resident transfers.

PROJECT: NURSE CALL MEDALLIONS

Priority: P1

Budget: \$103,795

Justification: The medallions are an additional safety feature that allows residents to go for walks in the back gardens and be able to access help while outside. Nursing staff will be able to locate residents with a medallion or be notified of an emergency when residents are outside. This upgrade will also replace the existing wanderguard system.

PROJECT: ROOFING HARDSCAPING 2ND FLOOR GARDENS

Priority: P2

Budget: \$800,000

Justification: The roofing in the gardens has leaked causing damage inside the building. The 2nd floor gardens need to be removed and replaced to ensure no more leaks occur and further damage results.

PROJECT: FIRE PANEL /SMOKE DETECTOR REPLACEMENT

Priority: P1

Budget: \$140,000

Justification: Our smoke and fire detection system is a crucial piece of safety equipment for the home, it is due to be replaced to support updated software and continue to meet ministry requirements.

PROJECT: SIDEWALK REPLACEMENT

Priority: P3

Budget: \$ 10,000

Justification: The sidewalk in front of the building has heaved out of the ground creating a trip hazard. It has been ground down in the past but keeps rising due to weather related challenges including frost. It was deemed more efficient to remove the sidewalk and culvert and replace without a culvert in place to avoid further heaving.

PROJECT: ROOFING REHABILITATION (EYEBROW ROOFING)

Priority: P2

Budget: \$ 400,000

Justification: The parapet roofing around the building (eyebrow roofing) is part of the original construction from 2004. Many of the small roofs have begun to leak causing damage inside of the home and need replacement.

PROJECT: COMMUNICATION ROOM UPGRADES

Priority: P3

Budget: \$25,000

Justification: Our communications software is becoming outdated and requires replacement to meet the needs of the home. These network switches are required to maintain communication from the home to the main office.

PROJECT: WIRELESS ACCESS POINTS REPLACED

Priority: P3

Budget: \$30,000

Justification: The wireless access points need replacing to provide the home with a proper Wi-Fi connection. Many of our nursing equipment and resident activities rely on this important network for use.

PROJECT: RATIONAL OVEN

Priority: P4

Budget: \$60,000

Justification: An additional oven – high use item used to prepare resident meals and will improve efficiency in the main kitchen.

PROJECT: BARIATRIC BED PACKAGE X 2

Priority: P1

Budget: \$55,000

Justification: Replacement for obsolete bariatric beds that we can no longer source parts for to repair.

PROJECT: RESIDENT LIFTS

Priority: P1

Budget: \$55,000

Justification: Replacement for end-of-life equipment used daily for resident care.

HASTINGS MANOR 2025 CAPITAL EXPENDITURE PLAN

Project	2025 Projects \$	Comments	Priority Level
Roofing Rehabilitation (eyebrow roofing)	400,000		P2
Window Caulking Consultant	30,000		P2
Roofing Hardscaping 2nd Floor	800,000		P2
Hallway Painting 2nd Floor	80,000		P2
Replace Smoke Detectors and Main Fire Alarm Panel	140,000		P1
Asphalt Sidewalk Repair/Replacement	10,000		P3
Training Room Renovations	45,000		P4
Medallions - Nurse Call	103,795		P1
Main Entrance Door Replacement	40,000		P1
Communication Room Upgrades	25,000	Year 1 of 4	P3
Wireless Access Points Replaced	30,000		P3
Rational Oven	60,000		P4
Bariatric Bed Package x 2	55,000		P1
Resident Lifts	55,000		P1
Carry Forwards			
Resident Bed Replacements (2024)	250,000		P1
Door Security Alarm Upgrade (2024)	65,000		P1
Hallway Painting (2024) 3rd Floor	80,000		P2
Handrail and Wall Protection (1st floor, spa room) (2024)	150,000		P2
LED Lighting Retrofit (full building) (2024)	118,042		P2
Eye Wash Stations (2024)	58,614		P1
Resident Room Floor Replacements (2023)	240,000		P2
Resident Room Floor Replacements (2022)	50,000		P2
Total	2,885,451		

	767,409	P1 - Legislated/mandate, health and safety, operational failure
	1,948,042	P2 - Lifecycle management, efficiency/cost reduction if completed
	65,000	P3 - Lifecycle replacement, scheduled replacement
	105,000	P4 - Service Enhancement
	2,885,451	
RESERVE		
Opening Reserve	3,382,488	
2025 Contribution	1,637,039	
Current Year Capital Projects	-2,885,451	
Closing Reserves	2,134,076	

HASTINGS MANOR CAPITAL BUDGET

MULTI-YEAR FORECAST

Project	2026	2027	2028	2029	2030	Priority Level
Roof						P2
Building Envelope Leak Remediation	200,000					P2
Resident Room Floor Replacements	240,000	240,000	240,000			P2
Hallway Painting	80,000					P2
Make Up Air Unit Upgrades	650,000	300,000	300,000	350,000	360,000	P3
Air Handler Unit Upgrades				230,000	250,000	P3
Driveway Repairs/Repaving				284,109		P3
Replace Smoke Detectors						P1
Asphalt Sidewalk Repair/Replacement						P3

Kitchen Refurbishment		100,000				P3
Replace 4 Boilers			625,000			P3
Modernize 2 Passenger Elevators			454,622			P3
Modernize Service Elevator			227,311			P3
Replace Main Fire Alarm Panel						P1
Window Replacement				1,080,000		P3
Servery Updates	169,950	175,049	180,300	185,709		P3
Pathway Repairs				580,000		P3
Ceiling Track for Mechanic Lifts	352,000	352,000	201,000			P1
Communication Room Upgrades	25,000	25,000	25,000			P3
Server Upgrade	10,000					P3
	\$ 1,726,950	\$ 1,192,049	\$ 2,253,232	\$ 2,129,818	\$ 1,190,000	
Opening Reserve	2,134,076	2,044,165	2,489,156	1,872,963	1,380,184	
Contribution	1,637,039	1,637,039	1,637,039	1,637,039	1,637,039	
Capital Expenditures	-1,726,950	-1,192,049	-2,253,232	-2,129,818	-1,190,000	
Closing Reserve	2,044,165	2,489,156	1,872,963	1,380,184	1,827,223	
P1 - Legislated/mandate, health and safety, operational failure						
P2 - Lifecycle management, efficiency/cost reduction if completed						
P3 - Lifecycle replacement, scheduled replacement						
P4 - Service Enhancement						

CENTENNIAL MANOR

PROJECT: RESIDENT ROOM FLOORING REPAIR AND REPLACEMENT

Priority: P1

Budget: \$30,900

Justification: The resident room flooring is original and needs replacing. A plan was created to complete all resident room flooring upgrades while minimizing impact on the residents. Adjustments have been made to ensure all funding is spent on flooring when a resident room becomes available to replace the flooring.

PROJECT: BED REPLACEMENT

Priority: P1

Budget: \$120,000 (Year 2 of 2)

Justification: Second year of this project to replace remaining Long-term Care beds. Purchase includes additional spare beds as well as some longer mattresses for taller residents. The first phase bed installation feedback has been very positive, providing excellent modern comforts and features. The second phase will complete the whole home bed/mattress replacement for Centennial Manor.

PROJECT: FIRST FLOOR REPLACEMENT

Priority: P1

Budget: \$160,000

Justification: Level one flooring needs replacement. The flooring is original to the facility and is showing signs of failure. Level two has been previously replaced. The flooring would consist of a two-tone pattern with flash cove border to meet compliance with Infection Prevention and Control measures. Life expectancy of this flooring is 15-20 years.

PROJECT: BALCONY SECOND FLOOR

Priority: P1

Budget: \$80,000

Justification: The balcony above the Long-term Care home main entrance has original decking and railings attached. These are of wood construction and show signs of internal rot/damage. The rear balconies have been upgraded with new underlay and a membrane type flooring along with maintenance free, powder coated aluminum railings. This will complete the level two balconies and has a life expectancy of 20 years.

PROJECT: BED PAN FLUSHER REMOVAL/REPLACEMENT

Priority: P1

Budget: \$25,000

Justification: This project is required to meet compliance/regulation requirements as per the Ministry. It involves the removal of existing bed pan flushers and replacing with wash sink as requested by Public Health and the Ministry of Long-term Care. The removal has been completed in house. Replacement will include countertop with a dedicated sink.

PROJECT: STEAM OVEN

Priority: P3

Budget: \$38,000

Justification: A dedicated steamer will decrease cook times and allow for better use of new combi ovens. Over 90% of food items are steamed and having a piece of equipment that is designed for steaming will ensure food is prepared more efficiently.

PROJECT: XY CEILING LIFTS

Priority: P1

Budget: \$32,000

Justification: Installation of additional 5 ceiling lifts. The XY ceiling lift is a bariatric lift, that ensures a safe way to provide care and to transfer residents. XY tracks provide more maneuverability to front line team members making transfers, care and re positioning easier for the resident served and the team members.

PROJECT: RESIDENT LIFTS

Priority: P1

Budget: \$40,000

Justification: The purchase of new sit-to-stand lifts and tub chair lifts to better accommodate resident's needs. Sit-to-stand lifts will be readily available for each community with the purchase of 2 new units. The ALenti tub chair lift will replace an older unit within the home.

PROJECT: COMBI OVEN

Priority: P2

Budget: \$30,000

Justification: The main kitchen ovens need an upgrade. This will increase efficiency for the dietary department. This new oven would replace an existing Rational combi oven.

CENTENNIAL MANOR 2025 CAPITAL EXPENDITURE PLAN

Project	2025 Projects \$	Comments	Priority Level
Flooring Repair and Replacement	30,900		P1
Bed Replacements	120,000		P1
First Floor Replacement (Common Areas)	160,000		P1
Balcony Second Floor	80,000		P1
Bed Pan Flusher Removal and Replacement	25,000		P1
Steam Oven	38,000		P3
XY Ceiling Lifts	32,000		P1
Resident Lifts	40,000		P1
Combi Oven	30,000		P1
Carryforward Projects			
Resident Shower Room Upgrade (2024)	50,000		P3
Generator Fuel Tank Replacements Phase B (2024)	25,000		P1
Handrails Replacement (2024)	90,000		P1
Commercial Washer and Dryer (2024)	3,500		P2
Generator Replacement (2024)	191,629	cost share with NHPB	P1
Generator Automatic Transfer Switch & Distribution System Upgrades (2024)	244,261	cost share with NHPB	P1
Eye Wash Stations (2024)	12,500		P1
Resident Park Enhancements (2023)	28,000		P1
		-	
Total	1,200,790		
	1,109,290	P1 - Legislated/mandate, health and safety, operational failure	

	3,500	P2 - Lifecycle management, efficiency/cost reduction if completed
	88,000	P3 - Lifecycle replacement, scheduled replacement
	0	P4 - Service Enhancement
	1,200,790	
RESERVE		
Opening Reserve	1,637,744	
2025 Contribution	688,065	
Capital Expenditures	-1,200,790	
Closing Reserves	1,125,019	

CENTENNIAL MANOR CAPITAL BUDGET

MULTI-YEAR FORECAST

Project	2026	2027	2028	2029	2030	Priority
Flooring Repair and Replacement	31,827	32,782	33,765			P1
Window Replacement	302,227					P3
NHPB Roof Replacement	312,971					P3
Replace Sheet Flooring	70,500					P3
Resident Room Bathroom Renovations		159,135	163,909			P3
Replace Fire Alarm Panel					50,000	P1
Tub Replacement	36,050	37,132	38,245	39,393		P2
Freight Elevator Refurbishment	250,000					P3
Public Washroom Refurbishment				45,000		P3
Repaving Driveway	146,640					P3
Repoint Brickwork and Reparging (NHPB)	21,150					P3
Eavestrough and Downspouts	50,000					P3
Repaving Parking Lots	125,490					P3

Security Door Swipes Resident Home Areas				180,000		P4
Boiler x 2	200,000					P2
Boiler x 2 (NHPB)	94,000					P2
Replace VCT Flooring Tiles				32,900		P3
Resident Furniture Common Areas		20,000	20,600	21,218	21,855	P2
Kitchen Floor Replacement					18,000	P1
Resident Room Window Replacement		356,259				P2
Exterior Siding Replacement				71,500		P3
	\$ 1,640,855	\$ 605,307	\$ 256,520	\$390,011	\$ 89,855	
Opening Reserve	1,125,019	172,229	254,987	686,532	984,586	
Contribution	688,065	688,065	688,065	688,065	688,065	
Capital Expenditures	-1,640,855	-605,307	-256,520	-390,011	-89,855	
Closing Reserve	172,229	254,987	686,532	984,586	1,582,797	
P1 - Legislated/mandate, health and safety, operational failure						
P2 - Lifecycle management, efficiency/cost reduction if completed						
P3 - Lifecycle replacement, scheduled replacement						
P4 - Service Enhancement						