

2021 BUDGET

A summary of the budget follows:

	<u>2020 Budget</u>	<u>2021 Budget</u>	
Total Expenditures	\$148,278,286	\$158,288,044	6.75%
Total Revenue	\$108,751,577	\$117,230,587	7.80%
Net Cost before Cost Share	\$ 39,526,709	\$ 41,057,457	3.87%
Contribution from Partners	\$ 24,004,350	\$ 25,039,531	
County Levy	\$ 15,522,358	\$ 16,017,926	3.19%

Assessment Growth for Hastings County: 1.0% or \$157,250

2020 Budget Increase	\$495,567	
Covered by Growth	\$157,250	
Increase after Growth	\$338,317	2.18%

2021 BUDGET OVERVIEW & HIGHLIGHTS

2021 will be a year of transition as we move to the recovery phase of the pandemic and as new models are introduced by the Province in the Community and Human Services, Paramedic and Long-term Care services. The goal of the budget is to provide stability amidst all of the uncertainty.

A priority identified in the establishment of the 2021 budget was to maintain the service level to our clients and at the same time continue to address the service gaps and pressures across all our departments that were identified by the COVID-19 pandemic.

Each of our operations was impacted by COVID-19 and received Provincial or Federal funding to provide an essential service to meet the needs of vulnerable residents or in recognition of the additional costs of continuing to support our people and communities. COVID-19 programs and services will continue to be delivered in 2021 under the various funding initiatives.

The pandemic also required changes to the way the County conducts its business. In addition to physical modifications to address proper physical distancing, cleaning and sanitizing processes have been enhanced at our offices and senior housing properties, use of personal protective equipment (PPE) is required and screening practices have been implemented for staff and visitors entering our buildings.

The comparison of 2020 actuals to 2021 budget will reflect the impact of the pandemic. There were savings achieved in 2020 due to the pandemic as a result of a number of factors:

- Cost mitigation strategies due to financial uncertainty of the pandemic
- Cancellation of education, conferences and travel
- Temporary reduction in hydro rates to provide financial relief

The 2021 budget reflects a return to ‘normal’ operations as we’ve learned to adapt to the pandemic (virtual training) and/or funding sources have been identified to offset the financial impact.

Federal-Provincial Safe Restart Funding

The 2020 actual and 2021 budgeted additional costs due to COVID-19 have been fully funded to date through the County’s allocation of federal-provincial Safe Restart Funding allocation of \$1,783,000 in 2020 and a further allocation of \$83,527 for 2021. The funding was provided to support the County’s COVID-19 operating costs and pressures.

The funds have been applied against the following:

- Changes required to physical layout to address the need to maintain physical distancing and proper hygiene practices; plexiglass, signage, floor markings
- IT investments in hardware, software and telephony to accommodate remote work
- Temporary staff position in Human Resources due to increased demands of COVID-19
- Multi-skilled workers to provide screening and enhanced cleaning of high touch surfaces at Administration and Community and Human Services offices
- Enhanced cleaning at Seniors housing buildings
- Deficit in Provincial Offences budget due to court closures and decline in revenues and multi-skilled worker dedicated to POA operations
- Cost of personal protective equipment
- Cost of cleaning equipment, supplies and disinfectant

The Safe Restart funding has not been utilized for paramedic services and long-term care. The Ministries of Health and Long-term Care have provided funding directly to these departments to address their increased costs.

Insurance

Consistent with the experience of other municipalities, the County of Hastings experienced a large increase in their insurance premiums with the 2021 renewal. This has been reflected across all Departmental budgets.

As a result of the large increase, the County sought an alternate quote and was able to reduce the premiums by changing insurance coverage to an alternate provider.

Although we were able to reduce the premium by switching providers, the cost is still 22% higher than the 2020 premium.

Attached is an LAS blog post on Joint and Several Liability and Rising Municipal Insurance Costs that indicates this is an issue across the municipal sector. (page 36)

Community and Health Partnerships

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

There are no outstanding commitments to Community and Health agencies so the full \$200,000 allocation is available for distribution in 2021.

In 2020, a decision was made not to distribute the funds. They were identified as a funding source to respond to the needs of County provided services in response to the COVID-19 outbreak. The funding was subsequently committed to the Health Unit to assist in their response to the pandemic.

The following requests are carried forward from the 2020 budget. Each of the requests were made following a delegation that appeared before Council and were initially referred to the 2020 budget:

- \$234,843 University Hospitals Kingston Foundation (\$46,969 per year over 5 years)
- \$1,000,000 BGH foundation (\$100,000 per year over 10 years)
- \$300,000 TMH foundation (\$60,000 per year over 5 years)
- \$50,000 Hospice Quinte (payable over 3 to 5 years)
- \$400,000 Quinte Humane Society

An additional requests has been received for 2021:

- \$15,000 Heart of Hastings Hospice (\$5,000 per year over 3 years) (page 38)

GENERAL GOVERNMENT

	<u>2020</u>	<u>2021</u>	
Expenses *	\$7,024,038	\$7,197,377	2.47%
Financial Expenses	\$3,079,741	\$3,014,925	(2.10%)
Roads	\$ 73,900	\$ 64,900	(12.18%)
North Hastings	\$ 527,255	\$ 567,595	7.65%
Professional Building			
Cost	\$10,704,934	\$10,844,797	1.31%
Revenue	<u>\$ 6,339,547</u>	<u>\$ 6,421,645</u>	<u>1.30%</u>
Net Cost	<u>\$ 4,365,387</u>	<u>\$ 4,423,152</u>	<u>1.32%</u>

*includes expenses for Legislative, Administration, IT and Building

Legislative (\$478,747)

The Legislative budget supports the work of the Warden and Councillors.

The County has membership with the following organizations that support our municipal interests: AMO, EOWC, FCM and OGRA.

There is a \$10,000 one-time contribution to EOWC in 2021 to replenish the reserves that allow the EOWC to fund studies, reviews and major initiatives which are not typically included in the EOWC's annual operational budget.

Also included is an allowance for costs associated with the Integrity Commissioner as a result of legislation that came into effect on March 1st of 2019.

Administration (\$3,551,848)

Salaries

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

Information Technology

Salaries

There is a full-time position in the IT budget to provide support under contract to interested member municipalities. This position was included as part-time in the 2020 budget but was increased to full-time due to recruitment challenges and the increased demand for services by our member municipalities. The costs of this position will be recovered through the contracts and is budgeted as expenditure recoveries (\$51,900).

Software

There are two factors in the 2021 line software budget line increase. The need for a patch management and remote support solution and backup/disaster recovery improvements.

1. Patch Management/remote support. Due to the increased remote use of laptops there is a need for a solution to automatically monitor and apply security patches to systems when they are not on the Hastings County network. Regular patching of operating systems and applications is an important security measure. The system will also allow for IT staff to connect to systems that are not on our network to provide technical support as needed.
2. Backup/disaster recovery improvements. In order to meet departmental recovery time objectives and maintain our level of data protection minor improvements to the current backup/disaster recovery process are needed.

Consultants

Consultants are being utilized for the following:

- Security audit
- Sharepoint 365 migration

SCOOP

This is a project through the Ministry of Natural Resources to acquire orthophotography or digital aerial imagery to be used as a background for GIS mapping.

The imagery is updated every 5 years at a cost to the County of approximately \$25,000.

Facility Services -Administration Building

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

Contribution to Building Capital Reserve

The \$75,000 contribution to the capital reserve is to support the capital requirement of the building (roof replacement, elevators, mechanical systems, air handling units)

Corporate Facilities

The Corporate Facilities Department is a dedicated department focused on the maintenance of County owned buildings and capital expenditures by providing the necessary resources to ensure assets are properly maintained and replaced in the most efficient manner over their lifecycle. The Department is responsible for asset management, capital project design, implementation and oversight.

This budget supports the staff members within the Department structure that provide support across all departments and are not dedicated to a single department.

Financial Expenses

Property Assessment Corp

The \$913,030 is the fee charged by MPAC for maintaining the assessment database. The charge is based on the number of properties and the value of the assessments.
(2019 - \$920,306)

Health Unit

The levy for the Health Unit of \$859,150 represents a 1.5% increase over the 2020 levy.

In 2019, the Province announced a change in the cost share for the funding of Health Units with the Municipal share increasing from 25% to 30%. The potential increase to the County is \$175,000 when the change in the cost share is fully implemented. In 2021, the Province provided mitigation funding to the Health Unit to offset the impact of the new funding formula.

The Ministry of Health paused the consultations on public health and emergency health services modernization with the onset of the pandemic and the future direction of this consultation is uncertain. (page 40)

Joint Archives

The County is a partner with the City of Belleville for a Joint Archives facility located in the Belleville Library. Under the agreement, the County shares 50% of the operating costs. The archives accept materials from the County and the 14 member municipalities.

Doctor Recruitment

The County currently has 18 candidates that have been successfully recruited under the Doctor Recruitment Program. The 2021 budget represents payments to the current candidates plus insurance and recruiting costs. A \$27,000 contribution from reserves is included in the 2021 budget to maintain the levy for Doctor Recruitment at \$150,000 per year plus recruitment costs. Funds are available through a reserve fund to support the recruitment of additional candidates in 2021

Consultants

Investigator and Weed Inspector

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

Asset Management Plan (AMP)

The asset management plan identified the next steps required to improve asset management practices and comply with additional requirements outlined in O. Reg. 588/17. These include:

- Develop maintenance levels of service
- Develop Community and technical levels of service
- Develop a process for recording condition data in the asset register
- Expand asset register and AMP for all infrastructure assets (trails)
- Develop funding strategy to address the infrastructure gap
- Implement energy consumption software

The OCIF Formula funding is being utilized to cover the costs of the asset management plan requirements.

Wellness Initiatives

The budget includes \$20,000 to support the County wide Wellness Committee established to develop wellness initiatives with a goal of improving the health of our staff. The objective is to reduce the costs of health benefits, sick leave and LTD.

Capital Levy

A capital levy has been established at 1% of the County levy to contribute toward the replacement of capital assets owned solely by the County. (roads, trails, administration building, North Hastings Professional building).

Contribution to Reserves

The contributions to reserves are the charges received from the operating departments being placed into a reserve fund for corporate expenses that benefit the operating departments (computer replacement, vehicle replacement).

Roads

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

The Finance Committee approved participating with the MTO, Tyendinaga Township and the Mohawks of the Bay of Quinte on a traffic study with an upset limit of \$15,000. This study is expected to be completed in 2021 and is being funded through a contribution from the road reserves.

Administration Revenue

Ontario Municipal Partnership Fund (OMPF)

The County receives transitional funding under the OMPF. The province has indicated the amount of transitional assistance will continue to gradually decline as fewer municipalities require this funding. The 2021 OMPF funding of \$64,600 is at 85% of the prior year's OMPF.

Additions to Assessments

These are the supplementary assessments and additional tax revenue collected as a result of new assessments that occur throughout the year (new constructions, building permits).

EORN

The County provides the financial support to the EORN project under a contract for service. The funding supports a financial analyst position and the services provided include financial accounting and analysis, payroll and accounts payable. The support to EORN is expected to increase with the launch of the cell gap project.

Interdepartmental Charges

Accommodation Revenue

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

Allocation of 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, EMS, 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. The amount being allocated in 2021 has increased by 2.98%

NORTH HASTINGS PROFESSIONAL BUILDING

	<u>2020</u>	<u>2021</u>
Operating Expenses	\$438,450	\$478,790
Capital	\$ 88,805	\$ 88,805
Revenue	<u>(\$365,800)</u>	<u>(\$386,564)</u>
Net Cost	<u>\$161,455</u>	<u>\$181,031</u>

The tenants of the North Hastings Professional Building include:

- Centennial Manor (Laundry, Kitchen, Maintenance)
- Hastings & Prince Edward County Health Unit
- KGH Dialysis
- CARE North Hastings
- South East Community Care Access Centre
- Red Cross
- Community and Human Services

The responsibilities of the Environmental Services Supervisor at Centennial Manor were reviewed and adjusted in 2020 resulting in 25% of the positions salary being charged against the North Hastings Professional Building.

Inter-Departmental Services from Centennial Manor are the charges for the housekeeping and maintenance provide by Centennial Manor.

PROVINCIAL OFFENCES
2021 BUDGET

	2020	2021	
Expenses	\$1,219,142	\$1,193,360	(2.11%)
Revenue	(\$1,642,500)	(\$1,605,000)	(2.28%)
Net Revenue	(\$ 423,358)	(\$ 411,640)	(2.77%)
County Cost Share	\$156,642	\$152,307	
County Revenue	37%	37%	

COVID-19 Impact

As a result of the pandemic and the Provincial State of emergency, Courts were closed and the limitation periods and timelines for all statutes, regulations, by-laws and orders were suspended. For POA this meant there were no timelines for paying POA fines, no enforcement on outstanding fines, no timelines for enforcement agencies to file tickets and no timeframes for Court matters. These timelines remained in effect for POA until February 26, 2021 with appeals extended until April 12th, 2021. The Chief Justice has also encouraged Judicial Officials to be flexible and reasonable as Courts reopen for remote matters. This has resulted in a large number of adjournments. These factors have had a significant impact on POA revenues.

The Safe Restart funding has been utilized to cover the loss of revenue on the POA budget.

Ticket Volume and Revenue

	Revenue	Tickets	Change in ticket
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%)
2012	\$1,659,800	16,474	(14.0%)
2011	\$2,066,925	19,150	23.20%
2010	\$2,190,455	15,533	7.35%

The number of tickets issued is determined by the enforcement agencies which are separate and distinct from the Administration.

We have estimated the ticket revenue based on the 2020 result.

The cost sharing is based on the number of tickets issued and the cost share was estimated based on the historical cost sharing.

Salaries & Benefits

The following adjustments are included in salaries and benefits:

- A position has been left vacant during a staff member's temporary leave
- A summer student position has been eliminated
- A multi-skilled worker has been assigned to the Department to fulfill the additional obligations required as a result of COVID -19 (cleaning, contact tracing)

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 2021 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 quarterly invoices from the Ministry of the Attorney General (MAG) for the recovery of costs related to ICON charges, Adjudication and Prosecutions Expenses and Monitoring and Enforcement. The 2021 estimate of cost is based on a resumption of Court services in 2021 and scheduling of additional dates to clear the backlog of matters.

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 costs for Interpretations services and court monitoring. In 2020, the Regional Senior Justice of the Peace supported the transition to utilizing an over-the-phone interpretation service. This service offers quick service on-demand service in more than 200 languages.

Also included is the cost of support for maintaining the CAMS system until a new solution is implemented.

PLANNING, ECONOMIC DEVELOPMENT AND 9-1-1

	<u>2020</u>	<u>2021</u>	
Planning Section	\$ 840,560	\$ 845,750	
9-1-1	\$ 54,479	\$ 55,842	
Economic Development	<u>\$ 639,900</u>	<u>\$ 658,100</u>	
Net Cost	<u>\$1,534,939</u>	<u>\$1,559,692</u>	1.61%

Planning

There are no changes to the planning budget in 2021.

Legal Costs

There is one matter expected to proceed to the Local Planning Appeal Tribunal (LPAT) in 2021.

Legal advice and representation will be required with regard to these matters. The increase in the legal costs as a result of these hearings has been offset by a contribution from reserves and will result in no impact on the levy.

Official Plan

The Official Plan was approved by the Ministry of Municipal Affairs and Housing and came into force and effect in 2018. Hastings County budgets \$15,000 per year into reserves to cover Official Plan updates and revisions.

Hastings Quinte 9-1-1

In addition to call volumes, as technology continues to evolve and improve, there are more and more ways to access 9-1-1 services. Correspondingly, the regulatory regime is becoming increasingly complex as more and more regulations (e.g. texting to 9-1-1 and Next Generation 9-1-1) are mandated at the federal level. This includes requirements for real time texting to 9-1-1 and more recently, requirements to allow for pictures and video calling. While these mandates improve 9-1-1 services, at a municipal level these mandates require significant time to educate, train, and coordinate their implementation.

While 9-1-1 call volumes fluctuate from year to year, they have been increasing over time. When combined with the significant increase in cell phone usage to 77%, the increase in calls has led to increasing numbers of “incidents” (e.g. potential delayed response times) that have required investigation by the 9-1-1 Coordinator including reviewing the programming on cell towers and working with the wireless service providers.

As the dates/timing for the transition to Next Generation 9-1-1 near, the workload of the 9-1-1 Coordinator's role continues to increase. Staff continue working and coordinating actions with our partner agencies/first responders to ensure we are prepared and ready for the transition to Next Generation 9-1-1.

Purchased Services

This line represents the cost of the contract with Northern911 for our 9-1-1 answering service, also known as our Primary Public Safety Answering Point (P-PSAP). The contract was renewed in April 2017 for a 5-year term, with an option for automatic renewal for two one year periods. Planning will begin in the fall of 2021 to ensure the contract will be renewed and/or a contract is in place early 2022.

Economic Development

In May of 2020, Council passed a COVID-19 Economic Response Plan, complementing the refreshed Economic Development Action Plan and Tourism Development Plan also adopted in early 2020. The 2021 budget continues to support local business through the continued implementation of these plans including marketing and directing traffic to the new Hastings.ca website which features a clearinghouse of government supports for local businesses, information on workshops and seminars, and is a wealth of information on experiences and what to see and do across Hastings County. The budget continues to balance support for local business and marketing efforts for the County with the need to ensure the health and safety of our residents.

Marketing Plan

Utilizing the Wildly Authentic Hastings Brand, the budget supports marketing to remote workers and investors outside of our area and encourages relocating to Hastings County. This includes support to produce stories and testimonials for publication featuring those who have successfully relocated here.

The Economic Response Plan recommends inviting workers and entrepreneurs to visit Hastings County first through a "test drive". The budget includes coordination of "Familiarization Tours" (when safe to do so) to bring business owners and "Lone Eagles" from the City on a tour to meet with existing businesses who have relocated here, see businesses/properties for sale, visit some local attractions and learn more about the 'Hastings Advantage' in person.

Investment & Attraction Branding

The budget supports membership in the Ontario East Economic Development Commission's (OEEDC) new Marketing Team in partnership with neighbouring Counties and municipalities across Eastern Ontario. Membership allows Hastings County to affordably market available land and business opportunities through OEEDC's strategic lead generation campaigns, their new online property listing tool and through presence at trade shows and events that OEEDC organizes.

EOTA/Trails

The County continues to have ownership in the Trails and recognizes the Trails are integral to supporting the Tourism sector. As a result, the budget continues with a commitment of \$25,000/year towards the Eastern Ontario Trails Alliance and \$15,000 to purchase portions of the CP Trail that have title issues. There is also a one-time payment of \$10,000 to EOTA that has been covered through a contribution from reserves. The additional funding is to compensate for the sale of passes under the MOU with OFATV.

Natural Resources and Agriculture

The Hastings County Plowing Match (\$4,000) and Bancroft Area Forest Industry Association (\$4,000) are supported through this budget line. In addition, Harvest Hastings receives \$12,000 to support promotions of local food and locally grown products and coordinate workshops. Natural Resources and Agriculture are key elements recognized in the Economic Development Action Plan. Funding these organizations recognizes the impact they have throughout the County.

Tourism Development

The budget supports working with local tourism businesses to leverage existing attractions to develop new experiences and packages to promote to tourists, elevate visitor spending and create longer stays. The budget includes organizing and delivering formal training to take place throughout 2021 for local operators to create new tourism packages. Also included is support for the local tourism sector/industry (workshops, seminars and Trailblazer Awards).

Food & Beverage Investment Marketing

Activities to support investment in food and beverage businesses, and help local agribusiness grow, are funded through this budget line. This includes: supporting a Viticulture Seminar and creation of a winery start-up handbook to help expand the grape growing and wine making industry in Hastings County.

COMMUNITY AND HUMAN SERVICES

	<u>2020</u>	<u>2021</u>	
Expenses	\$79,812,265	\$83,397,716	4.49%
Revenue	<u>\$61,634,055</u>	<u>\$64,621,611</u>	4.85%
Net Cost	<u>\$18,178,210</u>	<u>\$18,776,105</u>	3.29%
County Cost Share	29.56%	29.59%	
County Cost	\$5,371,661	\$5,589,646	

Factors contributing to the 2021 budget increase include the following:

Housing: building & unit maintenance	\$474,000	2.60%
Insurance Premiums	\$125,700	0.69%
New Position in Facilities	<u>\$ 73,422</u>	<u>0.40%</u>
	<u>\$673,122</u>	<u>3.69%</u>

There have been adjustment to various budget lines across all areas resulting in savings and reductions that mitigate the impact of the above issues.

Housing Building and Unit Maintenance

The increased costs for rehabilitating units as tenants move out has been addressed in a report by the Director of Facilities and Capital Infrastructure on the ‘Increased Costs for Move-out Renovations’. (page 42)

New Position in Facilities

The Facilities Department has identified the need for an additional Maintenance Supervisor and the position has been included in the budget effective April 1, 2021.

Currently the Facilities Department has 1 Maintenance Supervisor responsible for 14 custodians working at 24 buildings. In addition to the custodian’s regular building cleaning and maintenance duties, the supervisor has also assigned them 1,279 special work orders to address tenant requests in 2020.

This supervisor is also responsible for oversight of various contractors who look after winter snowplowing, summer grass cutting and other maintenance services outside the scope of our regular custodian duties. The supervisor is also responsible for the completion of routine site inspections to ensure the safety of tenants.

The second Maintenance Supervisor has been identified so that the above duties can be split over 2 non-union supervisory positions.

COVID-19

In order to address various issues and gaps that have been identified as a result of the pandemic, Community and Human Services has received 100% Federal and Provincial Funding under a number of different programs:

- Social Services Relief Funding
 - Funding community agencies to allow them to provide essential services to vulnerable residents
- Reaching Home
 - Emergency shelter and isolation center
- Mental Health & Addictions Support
 - Support to Addictions and Mental Health services
- Federal Safe Restart and Provincial Reinvestment Funding
 - Support for child care and early learning centers

	<u>2020</u>	<u>2021</u>
<i>Employment and Financial Assistance Programs</i>	\$294,650	\$294,650

The Employment and Financial Assistance programs includes 100% Provincial or Federal funding for:

- Ontario Works benefits
- Discretionary benefits
- Community Homelessness Prevention Initiatives (CHIPPI)
- Reaching Home (Federal Homelessness Strategy)

There are two municipally funded programs:

- Municipal Emergency Assistance
 - Indigent burials and unexpected expenses incurred by individuals and families facing an urgent need that are not in receipt of OW or ODSP
- Social Assistance Restructuring Benefit
 - Funding agencies with objective of reducing child poverty by providing programs and services for children, youth and families in need by addressing deficiencies in education, employment and recreation initiatives for children

	<u>2020</u>	<u>2021</u>
<i>Ontario Works Administration</i>	\$4,075,271	\$4,029,250

The Province provided notice in September 2020 that the OW administration funding was being kept at the 2020 baselines to provide stability during the pandemic. The Province had initially announced a plan to reduce the OW Administrative funding in 2021.

The Department continues to review its operations and position itself for social assistance transformation as the Ministry works to implement a new streamlined social services system. As a result of this process, 3 positions were eliminated through attrition in 2020:

- Administration support clerk
- Employment development caseworkers (2)

OW Administration costs are funded at 50% by the Province under a service contract. The County's OW Administration costs are below the maximum Ministry funding levels.

Employment Placement Incentives (\$275,000)

Employment placement incentives are costs associated with payments to eligible Ontario Works and Ontario Disability Support Program recipients and employers to cover out of pocket expenses associated with participation in employment assistance activities. Participation in this program has declined due to the current economic situation caused by the pandemic.

	<u>2020</u>	<u>2021</u>
<i>Children's Services Programs</i>	\$1,249,376	\$1,155,740
<i>Children's Services Administration</i>	<u>\$ 160,739</u>	<u>\$ 253,700</u>
	<u>\$1,410,115</u>	<u>\$1,409,440</u>

In April, the 2019 Provincial Budget announced several changes to child care funding which were to be phased in over a three year period.

1. As of January 1, 2020 Expansion Plan funding is funded at 80% by the Province (regardless of the municipal contribution). This program was previously 100% provincially funded.

Although the 20% municipal contribution is not mandatory, the \$395,000 contribution was included in the 2020 budget to maintain service levels but was not required. This amount has been reduced to \$166,175 for 2021. A number of service providers have indicated that they are considering expanding however their plans were put on hold due to the pandemic.

2. In 2021, Municipalities are required to cost-share administrative funding at a rate of 50/50.

The 2021 Childcare funding allocation includes a one-time transitional grant of \$377,158 to offset the impact of the funding changes; \$145,000 was utilized in the 2021 budget and the balance is available for carryforward.

3. In 2022, the threshold for allowable administrative funding will be reduced from 10% to 5%.

Due to the change in the administration cost sharing, a review of the workload was undertaken that resulted in a staffing adjustment to help mitigate the overall impact.

	<u>2020</u>	<u>2021</u>
<i>Community Housing</i>	\$12,398,174	\$13,090,635

Staffing

The staffing adjustments within both client services and building/facilities management include the following:

- Elimination of a temporary clerical position (the funding of the position ended)
- New position in facilities

The salary lines also include step increases and cost of living adjustments.

Security (\$87,000)

Security patrols have been in place since 2019 and the demand for increased patrols to address the safety and security of the tenants has been growing. Committee approved the awarding of a contract with a security firm in February 2021. The 2021 budget for security patrols is \$116,000 but the costs have been reduced by an allocation of funding from the Social Services Relief Funding of \$29,000.

Non Profit Housing Expenditures (\$3,225,100)

The operating agreement with Thurlow Non-profit Housing ends in March and they will no longer receive funding under the subsidy program. To maintain the units, rent supplements will be fully funded through the Canada-Ontario Community Housing Initiative starting in April 2021.

Asset Management (\$20,000)

With the update of the asset management plan and building condition assessments, software will be implemented to track and maintain the asset database. A contribution from reserves is being utilized to offset the one-time costs associated with implementing and training staff on the new system.

Contracted Services (\$3,147,000)

Planned Maintenance (\$480,000)

Investments continue to be required due to a number of factors:

- the age of our properties
- maintenance programs and practices that continue to be identified and implemented by the dedicated facilities staff
- building condition assessments undertaken as part of the asset management plan

A separate report has been prepared by the Director of Facilities and Capital Infrastructure that provides further background on the increase in the contracted services budget. (page 100)

The planned maintenance budget was reduced due to the change in process for unit rehabilitations at move out and the costs of bathrooms and kitchens being included in the capital budget.

Contribution to Capital (\$1,850,000)

The 2021 levy to support the capital has been set at \$1,850,000.

As was expected and outlined in previous budgets, the recently completed building condition assessment and asset management plan identified an infrastructure gap and need for increased funding of capital.

The annual amortization for the housing stock was \$1,984,740 in 2019. This is the minimum level of funding required to maintain existing assets.

PARAMEDIC SERVICES

	<u>2020</u>	<u>2021</u>	
Operating Expenditures	\$20,382,281	\$23,382,799	14.72%
Revenue	\$12,006,821	\$14,672,334	22.20%
Operating Cost	\$ 8,375,460	\$ 8,710,465	4.00%
Capital	\$ 1,026,250	\$ 1,100,000	7.19%
Levy	\$ 9,401,710	\$ 9,810,465	4.35%
County Cost Share	29.56%	29.50%	
County Cost	\$2,779,145	\$2,894,087	

Factors contributing to the 2021 budget increase include the following:

Ministry funding formula	\$133,000	1.41%
Benefit Rate Increase of 1%	\$129,000	1.37%
Maintenance Supply Position to Full-time	\$ 32,435	0.34%
Insurance	\$ 21,850	0.23%
Generator at Millennium Base	<u>\$ 10,000</u>	<u>0.11%</u>
	<u>\$326,285</u>	<u>3.46%</u>

Hastings-Quinte Paramedic Services Overview

	<u>2019</u>	<u>2020</u>	
Code 4 (Emergency)	18,528	18,500	-
Code 1-3 (Non-Emergency)	6,990	6,634	(5.1%)
Code 8 (Standby)	<u>11,092</u>	<u>9,459</u>	(14.7%)
Call Volume	<u>36,610</u>	<u>34,593</u>	(5.5%)
Total Kilometres of Fleet	1,610,560	1,524,242	

In June 2020 a staffing enhancement was implemented to provide an additional vehicle 24 hours/7 days a week. The 2021 budget reflects a full year of the enhanced service levels.

COVID-19 Impact

The service experienced a decrease in call volume at the start of the pandemic. There seemed to be a hesitation to call an ambulance and/or enter the hospital setting.

The pandemic created new challenges and demands on the healthcare sector and the Ministry called upon Paramedics to assist in following areas:

- Initial response to the repatriation flights
- Community paramedic programs to respond to demand from COVID-19
- Community swabbing
- Pop up drive through swabbing sites
- Supporting Public Health and Qunite Health Care at assessment centres
- Remote patient monitoring specific to COVID-19 patients

These programs were all delivered with 100% funding.

The Ministry also recognized the financial impact of COVID-19 on the normal operations of the paramedic service and provided additional funding to cover COVID-19 specific costs.

Community Paramedicine Programs (\$316,659)

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. This past year a number of proposals were submitted to the Province which were approved. All of these programs are 100% provincially funded. The new 2021 programs include the Remote Patient Care Monitoring Program, the High Intensity Support at Home Program and the Remote Patient Care Monitoring Program.

Long-Term Care Support Program (\$1,829,200)

The Long-Term Care Support Program is 100% funded by the Ministry of Long Term Care to support those on the long term care wait list and other vulnerable populations in our community. This is a multi-year initiative.

Ministry Funding at 50/50 (\$9,176,660)

As of the current date we have not received a funding announcement related to the 2021 budget.

During 2019 and early 2020, the Ministry of Health was undertaking public consultations on public health and emergency health services modernization. The funding formula for EMS was maintained during the review but did not provided for any inflationary increases in the 2019 or 2020 funding formula.

The consultations have been discontinued as a result of the pandemic and the resumption of the review is uncertain.

The 2021 Provincial Subsidy has been calculated utilizing the template funding formula without applying an inflationary increase (consistent with the 2020 funding). Allowing for an inflationary increase of 1.5% would result in additional revenue of \$133,000 and would have reduced the budget by 1.41%.

The cost share between the Ministry and the Municipality in the 2021 budget is Municipal 52% and Provincial 48%.

Salaries & Benefits (\$12,902,400 and \$4,515,800)

The paramedics are represented by CUPE 1842 and the contract expired as of December 31, 2020. The increase in salaries is attributable to 12 months of the service enhancement implemented in June 2020.

The budget also reflects the part-time supply technician being moved to a full-time position. The logistics branch is responsible for preventative maintenance of all power stretcher, scoop stretchers, stair chairs, oxygen testing of regulators, suction testing, medication distribution to all bases, stocking, and asset tracking which paramedics use on every call. The Department has had retention challenges in maintaining this position as staff move onto full time positions when offered. This increases costs as new staff have to be trained in specific skills for the equipment the paramedic services uses. There is also a continuity of operations risk with only one full time staff, should they get sick/hurt and a risk in patient care equipment not meeting certification standards.

The benefit rate was increased to 35% (2019- 34%).The benefit line includes costs for CPP, EI, EHT, OMERS pension, LTD, STD, extended health, life insurance/AD &D and dental. The County's benefit plan saw a decrease in costs but this was offset by increases in CPP, EI and WSIB.

WSIB costs continue to increase and the 2021 rate was increased from 7.29% to 8.29% based on the actual 2020 costs. The 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 County continues to offer support through a number of programs to help support paramedics (peer support team implemented, increase 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.

Staff Training and Education (\$39,000)

Staff training and education was paused in 2020 due to the pandemic and the cancellation of most in-person training. Training will resume in 2021 with the adaptation to virtual platforms where feasible.

Telephone/Communications (\$55,000)

This line includes the costs for the mobile phones that are utilized by the Supervisors and Paramedics in each vehicle. It also includes the charges for the phone lines and fibre connection to each base.

Legal (\$30,000)

The contracts for both CUPE and OPSEU are expired and negotiations will occur throughout 2021.

Building Maintenance (\$120,000)

An issue with the humidification at the Bancroft base was identified during the building condition assessments that were carried out as part of the asset management plan. The budget includes \$10,000 to review the issue.

Equipment Replacement (\$60,000)

There is no immediate back up power at the main headquarters which has our computer and phone systems. When the power goes out a manual generator is started to run our computer and phone system. The power that is produced by these generators is not “clean” power for the sophistication of the computer systems. If there are no staff at the base when the power goes out the back-up power supply for the computer server system only lasts long enough to safely shut down the computers. This then requires the Information Technology Department to physically attend the base to safely restart all the computers. This generator would automatically start in the event of a power disruption and would maintain the electronic patient charting system, duty officer phone system, scheduling systems, and administrative services to maintain operations.

Medical Supplies (\$485,000)

This line consists of medications, defibrillator supplies, needles, cardiac monitor electrodes, dressings, and all disposable medical supplies. These costs can fluctuate based on type of calls and call volume. In 2020, we saw an increase in the price on a number of medications as the company supplying us medication informed they would no longer be supplying us medication due to a plant closure which resulted in us moving to another company. Some of the medication costs have increased with this new company and some due to COVID-19.

Vehicle Operations (Fuel \$350,000 and Maintenance \$425,000)

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. The 2019 and 2020 budgets have resulted in reduced operating costs with newer vehicles in service since operating costs are much lower in the first 2 years of the ambulance life. The favourable actual costs in 2019 and 2020 have allowed for a decrease in the budget for 2021.

The budget for fuel is based on a number of variables that can be quite volatile and are outside our control; the price of gas, call volume and kilometres driven. The budget was set based on the 2020 actuals adjusted to reflect steady call volume throughout 2021 (2020 saw a decrease in overall mileage due to the pandemic and changes in the deployment plan).

Cross-Border Costs (\$90,000)

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, the County may be directed to respond to a call outside Hastings County. These calls result in billing between the services. The cross-border billings are settled annually.

Prince Edward County Contract (\$2,841,300)

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 PEC (base rents, utilities, taxes, capital). The provincial subsidy for the paramedic services in Prince Edward County is paid directly to PEC.

Off Load Delay (\$232,140)

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 budget reflects continuing this initiative for 12 hours/day/7 days per week.

We do not have a commitment past March 31/21 and should the funding not be received, the service would be discontinued.

Capital (\$1,100,000)

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.

LONG-TERM CARE

	<u>2020</u>	<u>2021</u>
Operating Expenses	\$30,784,009	\$33,896,129
Revenue	(\$26,985,029)	(\$29,660,047)
Capital	<u>\$ 2,529,670</u>	<u>\$ 2,532,293</u>
Net Cost	<u>\$ 6,328,650</u>	<u>\$ 6,768,375</u>
County Share:		
Hastings Manor	\$513,045	\$604,148
Centennial Manor	\$1,113,006	\$1,163,203

The financial summary for each home is presented below with the 100% Covid-19 funded revenue and expenditures removed. This highlights the issue with the current funding model and the ongoing financial investment that is required in the long-term care sector. The homes are controlling their expenditures but experiencing a revenue problem.

Hastings Manor

	<u>2020</u>	<u>2021</u>	
Operating expenses	\$20,551,558	\$21,066,562	2.55%
Revenue	\$18,725,940	\$18,845,265	0.64%
Reserve contribution		<u>\$ 98,700</u>	
Net operating costs	<u>\$ 1,825,618</u>	<u>\$ 2,122,597</u>	16.89%
Capital	<u>\$1,8411,611</u>	<u>\$ 1,844,229</u>	
Net Cost	<u>\$ 3,667,229</u>	<u>\$ 3,966,826</u>	8.46%

Centennial Manor

	<u>2020</u>	<u>2021</u>	
Operating expenses	\$10,232,451	\$10,400,338	1.64%
Revenue	<u>\$ 8,259,089</u>	<u>\$ 8,286,853</u>	0.34%
Net operating costs	<u>\$ 1,973,362</u>	<u>\$ 2,113,485</u>	
Capital	<u>\$ 688,059</u>	<u>\$ 688,064</u>	
Net Cost	<u>\$ 2,661,421</u>	<u>\$ 2,801,549</u>	5.27%

A priority for our homes is the move toward the Ministry goal of providing 4 hours of direct care to each of our residents. The investments made as part of the 2020 budget along with the positions that were approved during the year to focus on infection prevention and control have allowed both homes to increase the hours of care per resident.

Our current hours of care are:

- Hastings Manor 3.03 hours (2019: 2.85 hours)
- Centennial Manor 3.12 hours (2019: 2.98 hours)

The Provincial commitment to long-term care has changed over the past year. At the time the 2020 budget was passed, the Province recognized the goal of providing 4 hours of direct care to each resident but was not committed to addressing the issue and providing the necessary funding.

When the COVID-19 pandemic hit the long-term care homes, the Province stepped up and has provided the financial resources necessary to fight the pandemic and invest in infection and prevention control measures. This has allowed both homes to hire additional team members and cover the costs to address the additional requirements the homes face as they adapt to managing and caring for the residents during the pandemic. For 2021, the Province has indicated a commitment to implementing their long-term care home staffing plan. Funding announcements have been provided through to March 2021 with the new plan and associated funding expected to be announced and in effect as of April.

Given the investments that have been made and the Provincial commitment to moving forward with the implementation of their comprehensive long-term care home staffing plan, staff are recommending a pause in 2021 on the implementation of the multi-year staffing enhancement plan toward 4 hours of care per resident.

COVID-19 Impact

Both homes have received announcements for the Prevention and Containment funding that is utilized to assist with the management and containment of COVID-19 through to March 2021. The budgets have been established with the costs and funding being in place for the full year.

The following positions and costs are being covered through this funding:

- ADON Infection Control and Risk Prevention at both homes
- Additional housekeeping hours at both homes
- Additional Recreation and Therapy hours (Hastings Manor)
- Additional PSW (Hasting Manor)
- Multi-skilled workers
 - Screening
 - Resident visits
 - Portering of residents
- Personal protective equipment
- Cleaning supplies

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.

	<u>2020</u>	<u>2021</u>
Per Diem Rates		
Nursing & Personal Care (NPC)	\$ 102.34	\$102.34
Program & Support	\$ 12.06	\$ 12.06
Raw Food	\$ 9.54	\$ 9.54
Other Accommodation (OA)	\$ 55.52	\$ 55.52
Global Level of Care	<u>\$ 4.50</u>	<u>\$ 7.27</u>
Level of Care Per Diem (LOC)	<u>\$ 184.96</u>	<u>\$ 187.73</u>
Case Mix Index (CMI)		
Hastings Manor	100.00	
Centennial Manor	101.48	

A 1.5% inflationary increase was assumed for the level of care per diem effective April 1.

There is uncertainty as to what the funding model will look like after March 2021.

An assumption was made when determining the 2021 revenue that any changes to the funding model would not have an adverse financial impact on the homes. Therefore no changes were made with respect to any of the funding pots or calculations, other than the 1.5% inflationary increase to the LOC per diem.

Wage Settlements

There are two union contracts governing the staff at the Long-term Care facilities; CUPE and ONA. The 2021 contract adjustment for CUPE was 1.5% and the ONA contract expired April 1, 2020.

With the focus on the pandemic and the changes that will be implemented by the province, 2021 is being considered a transition year. The focus is on stability as the homes transition to a post pandemic recovery and a return to normal operations. This has resulted in very few changes to the operating budgets in 2021.

The comparison of 2020 actuals to the budget will be effected by the pandemic. Normal operations were effected and at various times, access to the homes was restricted. As a result, maintenance and service contractors may not have been allowed into the home and routine maintenance visits were deferred. Training and education were also cancelled. The 2021 budget reflects a return to normal operations as the Homes have learned to adapt to the pandemic.

The following provides an explanation where there has been a change to the budget:

Issues common to both homes:

Interdepartmental Hardware/Software Charges

Purchases of hardware are coordinated through the County's IT department and the charge represent the funding required to replace the computer equipment on a regular schedule. Both home have increased the number of computers in the homes as more electronic processes are implemented. Both homes also invested in iPads for the use of the Recreation and Therapy Department to benefit the residents and allow them to virtually visit family members.

Heating

- Heating costs were under budget in 2020 due to the temporary reduction in rates as part of the Provinces COVID-19 relief programs

Vehicle Operations

- Vehicle operations were reduced due to the transfer of a passenger van to the facilities department
- Team members are no longer travelling between the 2 homes on a regular basis so there was no longer a need or benefit from maintaining the van

Recreation & Therapy Services

- A Dietician position is shared between the homes and the responsibilities were adjusted in 2021 resulting in an adjustment to the cost share
- The change was necessitated by the retirement of a dietician and the COVID-19 restrictions that limit long-term care staff to working in only 1 home
- The new position was hired with Centennial Manor as the home base and this also allows more support to Centennial Manor at the Supervisory level
- The cost share is 40% Hastings Manor/ 60% Centennial Manor (60/40 in 2020)

Hastings Manor

Recreation and Therapy Services

- Other expenses includes storage cabinets for each of the activity lounges (\$6,600)

Dietary

- Equipment replacements have been reduced; a rationale oven was included in the 2020 budget

Nursing and Personal Care (NPC)

- Although there are no new positions in the 2021 NPC budget, a correction was required to the cost of the enhancements added to the 2020 budget to recognize the costs of the backfill for the permanent PSW positions added to the budget
 - 20 part-time positions were moved from part-time to full-time and the budget reflected the cost for these increased hours
 - Each full-time position requires back-fill for vacation, sick and stat time and these costs were not considered at the time the budget was adjusted in 2020
 - The 2021 budget includes the additional hours for backfilling the 20 permanent positions
- Equipment Replacements includes 3 Sit to Stand lift replacements (\$18,000)

Housekeeping

- Supplies have increased due to price increases and also a change in processes for the use of the disinfectant sprayer that has increased its utilization

General and Administration

- Advertising has increased due to expanded recruitment strategies for attracting qualified staff
- New equipment is for the purchase of cameras in the Med rooms for improved risk management and security
- Association memberships reflect the costs to prepare for accreditation in 2022

Building/Facility Services

- Salaries were reduced to remove one-time costs included in the 2020 budget
- Equipment replacement reflects a price adjustment on the sterilizers that are being replaced at 2 per year (\$5,000)
- Equipment maintenance reflects the following adjustments; an increase to maintaining the HVAC systems of the homes and the removal of costs associated with a tractor since ground maintenance and snowplowing are contracted out
 - the tractor was disposed of in 2020 for proceeds of \$16,533

Centennial Manor

Dietary

- New equipment was reduced for the one-time cost of new steam wells included in the 2020 budget
- The department is reviewing the dietary processes and the switch to steam tables
- The project will be included in capital if a decision is made to transition to steam tables in all serveries

Nursing and Personal Care

- The budget includes an increase to the RPN on the night shift to full-time (currently 6 hour shift)
- This will increase coverage to provide 2 registered staff for the full shift
- The change is expected to improve the workload pressures and reduce the amount of overtime currently being experienced by the home
- Cost is \$21,650 per annum

General & Administration

- Purchase of Service includes the use of a professional firm to assist with recruiting the ADON Infection and Risk position
 - Internal efforts to recruit for the position were not successful
- Upgrades to the Wi-Fi and additional wireless access points (\$16,210)
- New Server (\$6,000)

Building/Facility Services

- Salaries were reduced as a result of the Environmental Services Supervisor responsibilities being adjusted
 - The position is now shared with Housing Facilities (25%) and North Hastings Professional building (25%) (100% to CM in 2020)
- New Equipment includes a Med Camera and portable phones (\$8,415)
- Building repairs and maintenance includes the addition of 3 projects: wall painting, glycol pipe replacement and sprinkler system dryer (\$39,500).

Debt

Hastings Manor

	<u>2020</u>	<u>2021</u>
Debt Repayment	\$2,575,000	\$2,575,000
Funding	\$ 958,389	\$ 955,771
Net Cost	<u>\$ 1,616,611</u>	<u>\$1,619,229</u>

The loan to support Hastings Manor reconstruction matures in September 2023.
(\$2,338,500)

There is additional debt to support capital projects undertaken in 2019 and 2020
(\$236,500)

The 2020 debt costs are under budget since the debt financing was secured in July 2020 to fund the roof replacement, cooling tower and chiller projects. The first payment on this debenture was not made until January 2021.

Centennial Manor		
	<u>2020</u>	<u>2021</u>
Debt Repayment	\$984,426	\$984,426
Funding	\$416,691	\$416,886
Net Cost	<u>\$567,735</u>	<u>\$567,540</u>

The loan to support Centennial Manor matures in May 2022.

Capital

	Hastings Manor	Centennial manor
Capital Levy	\$225,000	\$120,324

The plan for each home is to increase the capital levy when the debt is retired. The homes have been debt financing a number of projects due to the limited capital reserves.

CAPITAL BUDGET

Throughout 2019 and 2020, the County worked with a consultant to update the asset management plan. As part of this plan, building condition assessments were completed on all of our buildings. These assessments identified additional capital projects that have been included in the current and multi-year capital budgets.

Staff will be reviewing the asset management report and preparing a funding strategy to address the infrastructure gap identified in the report.

The projects scheduled for 2021 are included in the capital budget schedule with a brief description and their priority level. (pages 68-94)

Capital projects were prioritized using the following categorization:

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

Departments were able to budget for all Priority 1 capital projects but due to funding constraints, various projects across departments were deferred for a year. Staff assessed each project and determined that with the limited funding available, which projects could be deferred for 1 year. The deferred projects have been identified on the capital schedules.

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.

Modernization Funding

In 2019, the County received an allocation of \$725,000 as a one-time payment to support modernization in County service delivery option to help 'reduce expenditure growth in the longer term'.

There are 2 projects being recommended in 2021 that will utilize this funding to implement electronic processes.

Federal Gas Tax

The Federal Gas Tax allocation for 2021 is \$1,256,808 (2019 - \$1,202,164). It is recommended that the County retain the incremental increase of \$54,644 and the balance of the funds be distribution to the member municipalities.

OCIF Formula Funds

The County's allocation of funding under the OCIF formula funds is \$50,000 for 2021. The County has utilized previous years' OCIF funding to prepare and update the County's Asset Management plan and building condition assessments. It is recommended that the current years' funds utilized to further work related to asset management.



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Joint and Several Liability & Rising Municipal Insurance Costs

February 16, 2021

By Rick Johal, Senior Advisor, AMO

In early 2019, Premier Doug Ford announced to the delegates of the Rural Ontario Municipal (ROMA) Conference that his government was going to launch consultations into the long-standing municipal concern around joint and several liability. I remember being in the room and noting that this announcement was positively received. I think many, including myself, thought that this new government could well take a different perspective and approach to this issue.

Later that year, with the support of its Task Force, AMO staff prepared a submission titled, "Toward a Reasonable Balance: Addressing growing municipal liability and insurance costs" to the Attorney General. In this submission, AMO outlined a series of recommendations that included, but was not limited to, introducing a model for full proportionate liability to replace joint and several liability and implementing a cap for economic loss awards.

Unfortunately, AMO and the municipal sector have not formally heard back from the Attorney General with respect to the outcome of this consultation. Naturally, many in the sector understood the impact of the pandemic and that it placed a pause on many government consultations in early 2020. However, recent comments at the AMO and ROMA Conference from the Attorney General have caused some concern. Notably, Minister Downey indicated in a response to a Minister's Forum question that he may still be unconvinced about the data surrounding joint and several liability and its relation to higher insurance premiums for municipal governments. Suffice it to say, this may be a point of contention and AMO is keen to learn more about the Attorney General's thoughts moving forward.

2021 is representing a challenging year for municipalities in several ways. One of these challenges focuses on insurance premiums. It is a growing trend that municipal governments are reporting significant increases and, in some cases, even struggling to get quotes. This can be attributed to a series of factors including being in a "hard" insurance market, managing challenges arising from COVID-19, and joint and several liability that continues to place a heavy

burden on municipalities.



Recently, the Federation of Northern Ontario Municipalities (FONOM) and the Northwestern Ontario Municipal Association (NOMA) shared some initial data gathered from their members on insurance premiums. The data captures the percentage increase in premiums from 2020 to 2021 for nearly 65 municipalities. The average rate of increase is just over 20% and for many smaller communities, this is simply not sustainable. One municipal government noted that it must now increase taxes to ratepayers by 2.5% to simply make up for the increase on its insurance premiums. This scenario, left unaddressed, will continue to draw property tax dollars away from key public services for Ontario residents.

This issue is not going away.

Without action, the public and media will continue to circle matters related to joint and several liability. AMO has outlined options for the government to pursue that have worked in other jurisdictions. The provincial government can do more to support a risk management approach from municipal governments in the pursuit of a more fair, reasonable, and responsible system for liability.

The time to restart this dialogue is now as there remain too many outstanding concerns and the trend line is less favourable for municipal governments with each passing year.

Category

AMO

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County of Hastings
235 Pinnacle Street
P.O. Bag 4400
Belleville, Ontario
K8N 3A9

ADMINISTRATION
FEB 23 2021

February 5, 2021

ATTENTION: Mr. Jim Pine CAO,

Dear Mr. Pine,

My name is Laurie Osborne, and I am the Community Coordinator at The Heart of Hastings Hospice. The Heart of Hastings Hospice is a community-based, volunteer support service, dedicated to improving the quality of life for those diagnosed with a life limiting illness and their families. However, our Hospice is so much more. We also provide families with supportive care after the passing of their loved one by providing grief and bereavement support, and we offer compassionate care in our community with our visiting Hospice Caregiver programs to allow respite for caregivers as well as the incredible care at our 2-bed residential Hospice.

COVID-19 restrictions have put added pressure on our personal support workers and nursing staff. Despite this, our hospice continues to provide first-rate palliative care to those facing their end-of-life journey and are the leading providers of essential grief and bereavement support – with all our programs and services offered free of charge.

Hospice care focuses on relieving suffering and providing services based on an individual as whole person; psychosocial, physical, clinical, spiritual, and emotional well being supports. The pandemic is presenting a critical short and long-term financial strain on our health care system and has exposed the need to retool it. The hospice model has long proven to be both a quality and cost-effective solution for people at end-of-life, and demand for hospices continues to increase with our aging demographic. For the sake of comfort and care at end of life, that includes better positioning hospices as part of our health care future.

The number of hospice beds across the province is significantly less than what is required. The 2021 Ministry of Health & Long-term care auditor report states that Ontario should have 945 to 1,350 palliative-care beds province-wide, with 755 to 1,080 of those beds in hospices. Currently Ontario's hospice beds total of 271.

The Heart of Hastings Hospice team recognized this need in 2018 and conceived a five-year strategic plan to implement necessary changes to expand our Hospice and its programs. The campaign was lovingly and appropriately christened "Expanding Our Heart". We have secured grants and corporate sponsorship to bring us ½ way to our goal. The needs in our community for our programs and services have compounded with the prolonged pandemic, so we are excited to announce that we hope to break ground this Spring!

Investing in compassionate support for those at the end of life's journey is important and is beneficial not only to patients in our health care system, but to our community, and families of patients in our area. This letter is to respectfully ask the County of Hastings to consider in your 2021 budget supporting the "Expanding our Heart" campaign with a \$5,000 gift in kind for the next three (3) years to advance our goal and provide support during the initial years of expansion. We would be happy to meet with you to discuss and share our plans.

Thank you for your consideration.,



LAURIE OSBORNE
Community Coordinator



Main Office – Belleville

179 North Park Street, Belleville, ON K8P 4P1
T: 613-966-5500 | 1-800-267-2803 | F: 613-966-9418
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hpePublicHealth.ca

January 27, 2021

Mr. Jim Pine,
Chief Administrative Officer
County of Hastings
Postal Bag 4400, 235 Pinnacle Street,
Belleville, ON K8N 3A9

Via email: pinej@hastingscounty.com

Dear Mr. Pine:

Re: 2021 Health Unit Budget and Municipal Levy Assessment

The Board of Health for Hastings Prince Edward Public Health, approved the 2021 Budget on December 2, 2020.

In accordance with Section 72(5) of the *Health Protection and Promotion Act*, notice is hereby provided that the 2021 Budget for the Board of Health is set at \$14,099,669 for Ministry of Health cost shared programs.

As per the Accountability Agreement, the Ministry of Health is providing the required base funding of \$9,204,700 plus Mitigation Funding in the amount of \$1,120,000 to offset increased municipal costs resulting from the change in the new Public Health funding formula.

For 2021, the municipal levy has been increased by 1.5% over the previous year and the balance of funding is being transferred from operating reserves. A Summary of Municipal Funding is attached for your information and reference.

Based on the most current 2016 Statistics Canada population figures, your share of the 2021 levy is \$859,150. Invoices are attached for the quarterly payments.

If you have any questions, please contact me at 613-966-5500 ext. 203 or at vdunham@hpeph.ca.

Yours sincerely,

Valerie R. Dunham
Director of Corporate Services/Associate CEO

VRD

cc: Sue Horwood, Director of Finance
Via email: horwoods@hastingscounty.com

**HASTINGS PRINCE EDWARD PUBLIC HEALTH
2021 Budget - Calculation of Municipal Levy**

Municipal levy for 2021 includes a 1.5% increase as approved by the Board of Health on December 2, 2020.

Allocation of municipal levy based on 2016 Statistics Canada population figures.

Revenue assumptions include mitigation funding from Ministry of Health in the amount of \$1,120,000 and allocation of \$237,181 from operating reserves to balance budget. Expenditure Recoveries refer to sales of food handler courses, vaccines, nicotine replacement therapy, interest earnings and other misc. recoveries.

Contributing Municipalities	2020 Levy			2021 Levy Calculation				
	Population	% of Total	Tariff	Population	% of Total	2021 Levy	\$ Increase	% Change
	158,667	100.00%	3,388,953	158,667	100.00%	3,439,788	50,835	
City of Belleville	50,720	32.0%	1,083,324	50,720	32.0%	1,099,574	16,250	1.5%
City of Quinte West	43,577	27.5%	930,757	43,577	27.5%	944,718	13,962	1.5%
Hastings County	39,630	25.0%	846,453	39,630	25.0%	859,150	12,697	1.5%
Prince Edward County	24,740	15.6%	528,419	24,740	15.6%	536,346	7,926	1.5%
TOTAL			3,388,953			3,439,788		

Quarterly Invoice calculations	2021 Levy	Q1	Q2	Q3	Q4	Total 2021
City of Belleville (BELL001)	1,099,574	274,574	275,000	275,000	275,000	1,099,574
City of Quinte West (CQWE001)	944,718	236,718	236,000	236,000	236,000	944,718
Hastings County (HAST001)	859,150	217,150	214,000	214,000	214,000	859,150
Prince Edward County (CPED001)	536,346	134,346	134,000	134,000	134,000	536,346
	3,439,788					3,439,788

2021 Budget	
Total Cost Shared Mandatory Programs Budget	14,099,669
Cost Shared Program Revenues	
Ministry of Health	9,204,700
Balance to be covered through Municipalities	4,894,969
Less: Ministry of Health Mitigation Funding	1,120,000
Less: Expenditure Recoveries	98,000
Less: Municipal Transfer from Capital Reserves	237,181
Less: 2020 Municipal Levy Amounts	3,388,953
	4,844,134
Net Increase Required from Municipalities	50,835
% Increase Required	1.5%
Total 2021 Municipal Levy with 1.5% increase	3,439,788

Hastings County

Supporting People & Our Communities

Date: January 13, 2021
Report to: Community and Human Services Committee
Report from: Jim Duffin, Director of Facilities & Capital Infrastructure
Subject: Increased Costs for Move Out Renovations

Recommendation:

THAT the Directors report on increased move out renovation cost be received.

Financial Impact:

Does recommendation have a budgetary impact: Yes

If yes, what is the anticipated impact? \$500,000

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:

In 2020 we saw a significant increase in cost associated with the renovation cost to units following a tenant move out. The cost were reflected primarily in the Building Interiors and Staff Material Purchased lines of our budget. A total of 159 units were rehabilitated last year due to move outs.

There were several factors that contributed to these additional cost and they are expected to continue in future years. The most significant factor is the age of our housing units, most were built over 40 years ago and the interior components such as floor, cupboard and bathroom fixture are simply worn out.

In 2020 the Facilities Department started replacing the asbestos floor tile in both our family and seniors building as units became vacant. In many cases these tiles were loose, cracked or missing and presented a risk to the tenants. After the tiles were removed (a professional abatement company was required to do this work) it was often necessary to reinforce the floor prior to installing new vinyl plank floor. Floor replacement costs totaled over \$500,000 in 2020.

Last year we had 2 major bathroom vanity replacement projects cancelled due to COVID related issues. The tenants were not comfortable having contractors from outside the area come into their apartments during the pandemic. As a result, we have started a program of replacing both bathroom and kitchen cupboards as needed when a unit is vacant. This results in no interruption to a tenant but does extend the vacancy period while replacement cupboards are ordered and installed. In 2021 these costs will be charged to a capital project account specifically set up for this purpose.

The last major contributor to our renovation cost has been the increase in the price of building materials and in particular lumber. In some cases, these costs increased by over 100% and occasionally materials were out of stock for long period of time.

COUNTY OF HASTINGS

EXHIBIT A1

SUMMARY OF EXPENDITURES / REVENUE

2021 BUDGET

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>SUMMARY OF EXPENDITURES</u>				
GENERAL GOVERNMENT	10,704,934	10,497,814	10,916,722	1.98%
PROVINCIAL OFFENCES	1,219,142	1,076,859	1,193,360	-2.11%
PLANNING	1,819,735	1,671,281	1,869,025	2.71%
COMMUNITY AND HUMAN SERVICES	79,812,265	72,993,569	83,397,716	4.49%
PARAMEDIC SERVICES	21,408,531	22,956,717	24,482,799	14.36%
LONG TERM CARE	33,313,679	36,199,076	36,428,422	9.35%
	\$148,278,286	\$145,395,316	\$158,288,045	6.75%

SUMMARY OF REVENUE

GENERAL	6,339,547	6,112,623	6,506,570	2.63%
PROVINCIAL OFFENCES	1,642,500	1,500,046	1,605,000	-2.28%
PLANNING	143,625	119,248	165,025	14.90%
COMMUNITY AND HUMAN SERVICES	61,634,055	54,815,359	64,621,611	4.85%
PARAMEDIC SERVICES	12,006,821	13,555,009	14,672,334	22.20%
LONG TERM CARE	26,985,029	29,870,426	29,660,047	9.91%
	\$108,751,577	\$105,972,711	\$117,230,587	7.80%

NET COST BEFORE MUNICIPAL APPORTIONMENT

GENERAL	4,365,387	4,385,191	4,410,152	1.03%
PROVINCIAL OFFENCES	(423,358)	(423,187)	(411,640)	-2.77%
PLANNING	1,676,110	1,552,033	1,704,000	1.66%
COMMUNITY AND HUMAN SERVICES	18,178,210	18,178,210	18,776,105	3.29%
HASTINGS / QUINTE EMERGENCY SERVICES	9,401,710	9,401,708	9,810,465	4.35%
LONG TERM CARE	6,328,650	6,328,650	6,768,375	6.95%
	\$39,526,709	\$39,422,605	\$41,057,457	3.87%

MUNICIPAL APPORTIONMENT

HASTINGS COUNTY / LEVY	15,522,358	15,522,358	16,017,926	3.19%
BELLEVILLE	14,323,319	14,202,680	14,840,525	3.61%
QUINTE WEST	9,678,651	9,695,396	10,196,985	5.36%
8 WING	2,380	2,171	2,022	-15.07%
	24,004,350	23,900,247	25,039,531	4.31%
	39,526,708	39,422,605	41,057,457	3.87%

COUNTY OF HASTINGS

EXHIBIT A2

MUNICIPAL APPORTIONMENT

2021 BUDGET

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>HASTINGS COUNTY</u>				
GENERAL GOVERNMENT	4,365,387	4,385,191	4,410,152	1.03%
PROVINCIAL OFFENCES	(156,642)	(110,235)	(152,307)	-2.77%
PLANNING, 911, ECONOMIC DEVELOPMENT	1,534,939	1,423,252	1,559,692	1.61%
COMMUNITY AND HUMAN SERVICES	5,373,479	5,373,480	5,538,951	3.08%
PARAMEDIC SERVICES	2,779,145	2,779,145	2,894,087	4.14%
LONG-TERM CARE	1,626,051	1,671,525	1,767,351	8.69%
	15,522,358	15,522,358	16,017,926	3.19%
<u>BELLEVILLE</u>				
PROVINCIAL OFFENCES	(105,840)	(128,977)	(102,910)	-2.77%
911 MANAGEMENT GROUP	74,650	68,098	76,537	2.53%
COMMUNITY AND HUMAN SERVICES	7,433,070	7,433,069	7,647,508	2.88%
PARAMEDIC SERVICES	3,844,359	3,844,358	3,995,802	3.94%
LONG-TERM CARE	3,077,080	2,986,132	3,223,588	4.76%
	14,323,319	14,202,680	14,840,525	3.61%
<u>QUINTE WEST</u>				
PROVINCIAL OFFENCES	(\$160,876)	(\$183,975)	(\$156,423)	-2.77%
911 MANAGEMENT GROUP	\$64,142	\$58,512	\$65,749	2.51%
COMMUNITY AND HUMAN SERVICES	\$5,371,661	\$5,371,661	\$5,589,646	4.06%
PARAMEDIC SERVICES	\$2,778,205	\$2,778,205	\$2,920,575	5.12%
LONG-TERM CARE	\$1,625,519	\$1,670,993	\$1,777,437	9.35%
	\$9,678,651	\$9,695,396	\$10,196,985	5.36%
<u>8 WING TRENTON</u>				
911 MANAGEMENT GROUP	\$2,380	\$2,171	\$2,022	-15.07%
	\$2,380	\$2,171	\$2,022	-15.07%
	\$ 39,526,708	\$ 39,422,605	\$ 41,057,457	3.87%

COUNTY OF HASTINGS

EXHIBIT B1

GENERAL GOVERNMENT

2021 BUDGET

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>LEGISLATIVE</u>				
WARDEN'S HONORARIUM	\$59,130	\$59,407	\$60,165	1.75%
COUNCIL / COMMITTEE FEES	199,025	204,870	212,832	6.94%
FRINGE BENEFITS	13,000	10,930	13,000	0.00%
MILEAGE	65,000	20,081	61,000	-6.15%
CONVENTIONS, DELEGATIONS, ETC.	42,000	(13,396)	42,000	0.00%
COMMUNICATIONS (PHONE, COMPUTER)	5,750	5,141	5,750	0.00%
LEGISLATIVE MISC.	17,000	10,094	17,000	0.00%
WARDEN'S EXPENSE	13,500	15,863	13,500	0.00%
MEMBERSHIPS	33,000	33,317	33,500	1.52%
INTEGRITY COMMISSIONER	20,000		20,000	0.00%
	\$467,405	\$346,307	\$478,747	2.43%

ADMINISTRATION

SALARIES	\$2,554,325	\$2,510,939	\$2,594,660	1.58%
FRINGE BENEFITS	618,575	644,971	661,638	6.96%
MILEAGE & TRAVEL	45,000	10,104	35,000	-22.22%
TELEPHONE	45,000	48,811	50,000	11.11%
POSTAGE	7,500	5,234	6,000	-20.00%
OFFICE SUPPLIES	24,000	21,628	24,000	0.00%
PHOTOCOPY	18,500	14,881	16,500	-10.81%
ADVERTISING	5,500	6,697	5,000	-9.09%
SUBSCRIPTIONS	6,500	5,667	6,000	-7.69%
INSURANCE	7,100	7,130	8,200	15.49%
INSURANCE CLAIMS EXPENSE				
OFFICE EQUIPMENT	12,500	9,503	12,500	0.00%
EDUCATION	22,500	4,049	22,500	0.00%
MEMBERSHIPS	17,500	19,450	20,000	14.29%
LEGAL COST	12,500	10,103	12,500	0.00%
AUDIT COST	3,350	3,522	3,600	7.46%
CONSULTANTS	4,000	2,010	4,000	0.00%
PURCHASED SERVICES-CERIDIAN	8,000	13,078	8,000	0.00%
MISCELLANEOUS	20,000	10,026	20,000	0.00%
EMPLOYEE ASSISTANCE PLAN	32,500	36,753	36,750	13.08%
OCCUPATIONAL HEALTH & SAFETY	5,000	2,126	5,000	0.00%
	\$3,469,850	\$3,386,682	\$3,551,848	2.36%

INFORMATION TECHNOLOGY

SALARIES	\$930,060	\$870,177	\$980,609	5.44%
FRINGE BENEFITS	232,515	235,659	245,152	5.44%
TRAVEL / MILEAGE	19,500	10,041	19,500	0.00%
EDUCATION / STAFF TRAINING	35,000	11,146	35,000	0.00%
MEMBERSHIPS / SUBSCRIPTIONS	2,300	2,333	2,300	0.00%
OFFICE SUPPLIES	7,000	3,176	7,000	0.00%
COMPUTER - HARDWARE	60,000	57,982	60,000	0.00%
- SOFTWARE	363,700	329,059	432,200	18.83%
- COMMUNICATIONS / CABLING	68,700	43,486	68,700	0.00%
INSURANCE	27,500	25,271	35,750	30.00%
TELEPHONE	12,000	9,654	12,000	0.00%
OFFICE EQUIPMENT	3,500	434	3,500	0.00%
PURCHASED SERVICES	10,000	34,723	10,000	0.00%
CONSULTANTS	104,000	85,076	40,000	-61.54%
SCOOP	5,000	5,000	5,000	0.00%
MISCELLANEOUS	1,000	794	1,000	0.00%
EXPENDITURE RECOVERIES	(42,260)	(29,523)	(51,900)	22.81%
	\$1,839,515	\$1,694,488	\$1,905,811	3.60%

COUNTY OF HASTINGS

EXHIBIT B1

GENERAL GOVERNMENT

2021 BUDGET

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>FACILITY SERVICES - ADMINISTRATION BUILDING</u>				
SALARIES	171,200	142,493	174,078	1.68%
BENEFITS	42,800	48,529	45,200	5.61%
TRAINING	1,500	0	1,500	0.00%
UTILITY COSTS - WATER & SEWER	4,500	4,316	4,500	0.00%
- ELECTRICITY	105,000	93,507	100,000	-4.76%
- GAS	22,600	18,662	20,000	-11.50%
MAINTENANCE & REPAIRS	60,000	63,794	65,000	8.33%
MAINTENANCE AGREEMENTS	50,000	28,037	50,000	0.00%
SECURITY SERVICES	60,000	56,949	60,000	0.00%
SNOWPLOWING & REMOVAL	35,000	35,542	40,000	14.29%
SUPPLIES	30,000	39,708	40,000	33.33%
INSURANCE	22,200	22,249	23,800	7.21%
EQUIPMENT	5,000	848	5,000	0.00%
GROUND IMPROVEMENTS	5,000	721	5,000	0.00%
DEBT FINANCING OF RENOVATIONS	236,218	236,218	236,218	0.00%
CONTRIBUTION TO BLDG. CAPITAL RESERVE	75,000	75,000	75,000	0.00%
	926,018	\$866,573	\$945,296	2.08%
<u>CORPORATE FACILITIES</u>				
SALARIES	241,000	231,694	245,175	1.73%
BENEFITS	60,250	44,277	54,000	-10.37%
TRAVEL	8,000	3,114	5,000	-37.50%
EDUCATION	6,000	224	4,000	-33.33%
MEMBERSHIP	1,000	0	1,000	0.00%
OFFICE SUPPLIES	1,500	7,510	1,500	0.00%
PHONE	1,500	3,585	1,500	0.00%
EQUIPMENT	1,000	2,617	2,000	100.00%
COMPUTER PAYROLL	1,000	0	1,000	0.00%
COMPUTER		550	500	
CONSULTANTS		4,036		
	\$321,250	\$297,607	\$315,675	-1.74%
<u>FINANCIAL EXPENSES</u>				
PROPERTY ASSESSMENT CORP.	\$920,306	\$920,307	\$913,030	-0.79%
HEALTH UNIT	870,246	846,453	859,150	-1.28%
JOINT ARCHIVES	87,000	87,000	87,000	0.00%
COMMUNITY AND HEALTH PARTNERSHIPS	200,000	200,000	200,000	0.00%
DOCTOR ATTRACTION PROPOSAL	207,000	203,812	194,500	-6.04%
CORPORATE COMMUNICATIONS / ADVERTISEMENT	10,000	3,727	10,000	0.00%
LEADERSHIP TRAINING	3,000	0	3,000	0.00%
CONTINGENCY	50,000	0	40,000	-20.00%
EMPLOYEE VACATION EARNED (net)	60,000	44,413	60,000	0.00%
RECORDS MANAGEMENT	2,500	0	2,500	0.00%
ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT	2,500	0	2,500	0.00%
CONSULTANTS - Investigator & Weed Inspector	7,500	3,195	7,500	0.00%
- Asset Management Plan	150,000	109,494	90,506	-39.66%
WELLNESS INITIATIVES	20,000	11,602	20,000	0.00%
TAX WRITE-OFFS	100,000	94,915	100,000	0.00%
CAPITAL LEVY	144,500	144,500	160,000	10.73%
CONTRIBUTION TO RESERVES -General Contingency	67,564	257,442	67,564	0.00%
-Computer Replacement	174,250	174,254	194,300	11.51%
-LTC Interco Vehicle Lease	3,375	3,375	3,375	0.00%
	\$3,079,741	\$3,104,489	\$3,014,925	-2.10%

COUNTY OF HASTINGS

EXHIBIT B1

GENERAL GOVERNMENT

2021 BUDGET

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>ROADS</u>				
ROAD MAINTENANCE (AGREEMENT MOHAWK TERRITORY)	50,000	42,079	50,000	0.00%
LEGAL / AUDIT	1,500	0	1,500	0.00%
HYDRO FOR TRAFFIC LIGHTS	1,800	1,559	1,800	0.00%
WATER TESTING & SUPPLYING	1,000	603	1,000	0.00%
CONSULTANT	19,000	2,065	10,000	-47.37%
MISCELLANEOUS	600	0	600	0.00%
	<u>\$73,900</u>	<u>\$46,306</u>	<u>\$64,900</u>	<u>-12.18%</u>
<u>NORTH HASTINGS PROFESSIONAL BUILDING</u>				
OPERATING	438,450	455,288	478,790	
CAPITAL	88,805	88,806	88,805	
	<u>\$527,255</u>	<u>\$544,094</u>	<u>\$567,595</u>	<u>7.65%</u>
<u>COVID</u>				
SALARY		79,274	40,000	
BENEFITS		7,848	10,000	
IT EQUIPMENT		61,494		
SUPPLIES AND PPE		62,652	21,925	
	<u>\$0</u>	<u>\$211,268</u>	<u>\$71,925</u>	
<u>TOTAL GENERAL GOVERNMENT EXPENDITURES</u>	<u>\$10,704,934</u>	<u>\$10,497,814</u>	<u>\$10,916,722</u>	<u>1.98%</u>

COUNTY OF HASTINGS

EXHIBIT B1

GENERAL GOVERNMENT

2021 BUDGET

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>REVENUE</u>				
ONTARIO MUNICIPAL PARTNERSHIP FUND	76,000	76,000	64,600	-15.00%
ADDITIONS TO ASSESSMENT	175,000	144,032	175,000	0.00%
MISCELLANEOUS REVENUE / INTEREST EARNED	175,000	128,650	146,000	-16.57%
PAYMENTS IN LIEU	75,700	87,767	75,700	0.00%
PURCHASE OF SERVICE -EORN	115,000	122,904	175,000	52.17%
COVID PROVINCIAL FUNDING			71,925	
	616,700	559,353	708,225	14.84%
<u>NORTH HASTINGS PROFESSIONAL BUILDING</u>				
	365,800	380,872	389,564	6.50%
<u>INTERDEPARTMENT CHARGES:</u>				
ACCOMMODATION	741,973	738,972	739,000	-0.40%
LEASE PAYBACK-DESKTOP P.C./SOFTWARE	136,212	136,216	149,300	9.61%
VEHICLE FINANCING	3,375	3,375	3,375	0.00%
911 MAPPING	12,000	12,000	12,000	0.00%
	893,560	890,563	903,675	1.13%
<u>ALLOCATION OF COMMON COSTS</u>				
PROVINCIAL OFFENCES	141,642	141,642	151,700	7.10%
LONG TERM CARE FACILITIES	1,231,310	1,231,310	1,279,200	3.89%
SOCIAL SERVICES	1,236,571	1,236,571	1,331,800	7.70%
CHILD CARE	145,705	145,705	136,100	-6.59%
PLANNING	192,286	192,286	194,400	1.10%
EMERGENCY MEDICAL SERVICES	497,699	497,699	512,700	3.01%
SOCIAL HOUSING	729,774	729,774	771,700	5.75%
	4,174,987	4,174,987	4,377,600	4.85%
<u>CONTRIBUTION FROM RESERVES :</u>				
GENERAL CONTINGENCY	84,000	0		-100.00%
ROADS	15,000	0	10,000	
DOCTOR ATTRACTION	39,500	0	27,000	
TANGIBLE CAPITAL ASSET CONSULTANT	150,000	106,848	90,506	
	288,500	106,848	127,506	-55.80%
<u>TOTAL GENERAL GOVERNMENT REVENUE</u>				
	\$6,339,547	\$6,112,623	\$6,506,570	2.63%
<u>NET COST</u>				
	\$4,365,387	\$4,385,191	\$4,410,152	1.03%

COUNTY OF HASTINGS

EXHIBIT B2

NORTH HASTINGS PROFESSIONAL BUILDING

2021 BUDGET

OPERATING

<u>OPERATING</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
SALARIES			\$ 19,800	
BENEFITS			5,700	
PROPANE	\$51,500	\$64,773	\$70,000	35.92%
ELECTRICITY	160,000	140,360	145,000	-9.38%
WATER & SEWER	53,000	52,345	55,000	3.77%
BUILDING MAINTENANCE	30,000	36,598	30,000	0.00%
PROPERTY TAXES	25,750	27,638	28,000	8.74%
INTERDEPT SERVICES FROM CENTENNIAL MANOR	84,100	84,100	88,990	5.81%
INSURANCE	25,600	25,567	27,800	8.59%
FACILITY PROJECTS	7,500	23,710	7,500	0.00%
LEGAL/AUDIT	1,000	197	1,000	0.00%
	\$438,450	\$455,288	\$478,790	9.20%

REVENUE

TENANT REVENUE	\$131,000	\$143,072	\$140,000	6.87%
INTERDEPARTMENTAL RENT - CENTENNIAL MANOR	208,850	208,850	220,665	5.66%
- CHS	25,950	28,950	28,899	11.36%
CONTRIBUTION FROM RESERVE				
	\$365,800	\$380,872	\$389,564	6.50%

TOTAL OPERATING

	\$72,650	\$74,416	\$89,226	22.82%
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CAPITAL

CAPITAL LEVY	\$34,025	\$34,025	\$34,025	0.00%
LONG TERM DEBT COST - PRINCIPAL AND INTEREST	54,780	54,781	54,780	0.00%
<u>TOTAL CAPITAL</u>	\$88,805	\$88,806	\$88,805	0.00%

NET COST

	\$161,455	\$163,222	\$178,031	10.27%
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COUNTY OF HASTINGS

EXHIBIT C

PROVINCIAL OFFENCES

2021 OPERATING BUDGET

<u>EXPENDITURES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
SALARIES	\$429,500	\$407,527	\$426,300	-0.75%
FRINGE BENEFITS	122,400	116,184	123,600	0.98%
COMMITTEE FEES	700	507	700	0.00%
OFFICE EQUIPMENT	3,000	554	3,000	0.00%
COMMON COSTS	141,642	141,642	151,700	7.10%
ACCOMMODATION COSTS (OFFICE/COURT RENTAL)	136,000	131,869	133,000	-2.21%
ADVERTISING	500	0	500	0.00%
AUDIT COSTS	500	489	500	0.00%
INSURANCE	400	391	500	25.00%
LEGAL COSTS	10,000	(55)	5,000	-50.00%
POSTAGE	10,000	6,308	7,500	-25.00%
PHOTOCOPIER	2,000	1,859	2,000	0.00%
TELEPHONE	1,750	1,461	1,750	0.00%
OFFICE SUPPLIES	10,500	9,326	10,500	0.00%
PAYROLL PROCESSING CHARGES	2,500	1,717	1,010	-59.60%
COMPUTER OPERATIONS	17,750	15,163	15,300	-13.80%
PURCHASE SERVICES - MINISTRY OF ATTORNEY GENERAL	200,000	111,400	175,000	-12.50%
- PROSECUTOR	75,000	83,691	82,500	10.00%
- COLLECTION FEES	500	202	500	0.00%
- OTHER	15,000	15,519	15,000	0.00%
EDUCATION	3,600	0	3,600	0.00%
MILEAGE & TRAVEL / WITNESS FEES	4,500	815	2,500	-44.44%
SUBSCRIPTIONS	4,900	3,725	4,900	0.00%
BANK CHARGES / POS CHARGES	26,500	26,565	26,500	0.00%
<u>TOTAL EXPENDITURES</u>	<u>\$1,219,142</u>	<u>\$1,076,859</u>	<u>\$1,193,360</u>	<u>-2.11%</u>
<u>REVENUE</u>				
GROSS TICKET REVENUE	\$1,600,000	\$1,145,090	\$1,150,000	-28.13%
MISC REVENUE / BANK INTEREST, ETC...	20,000	12,951	15,000	-25.00%
REVENUE - PURCHASE OF SERVICE AGREEMENTS	22,500	8,005	15,000	-33.33%
SAFE RESTART FUNDING		334,000	425,000	
	<u>\$1,642,500</u>	<u>\$1,500,046</u>	<u>\$1,605,000</u>	<u>-2.28%</u>
<u>NET (REVENUE) / COST</u>	<u>(\$423,358)</u>	<u>(\$423,187)</u>	<u>(\$411,640)</u>	<u>-2.77%</u>

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

<u>MUNICIPALITIES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>Apportionment Percent</u>
HASTINGS COUNTY	(156,642)	(110,235)	(152,307)	37.00%
BELLEVILLE	(105,840)	(128,977)	(102,910)	25.00%
QUINTE WEST	(160,876)	(183,975)	(156,423)	38.00%
<u>TOTAL (REVENUE) / COST APPORTIONMENT</u>	<u>(\$423,358)</u>	<u>(\$423,187)</u>	<u>(\$411,640)</u>	<u>100.00%</u>

COUNTY OF HASTINGS

EXHIBIT D-1

PLANNING, LAND DIVISION

2021 BUDGET

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>PLANNING</u>				
SALARIES	519,800	522,284	524,700	0.94%
FRINGE BENEFITS	144,100	138,205	140,600	-2.43%
ACCOMMODATION RENTAL	8,060	3,847	8,060	0.00%
OFFICE SUPPLIES	7,000	6,451	7,000	0.00%
EQUIPMENT	1,500	-	1,500	0.00%
PHOTO COPYING	6,000	3,945	6,000	0.00%
POSTAGE	2,500	2,741	3,000	20.00%
TELEPHONE	3,000	2,988	3,500	16.67%
MILEAGE & TRAVEL	14,000	3,773	14,000	0.00%
CONVENTIONS	4,000	-	4,000	0.00%
EDUCATION	7,000	792	7,000	0.00%
MEMBERSHIPS	4,000	3,290	4,000	0.00%
COMPUTER	500	-	1,250	150.00%
ADVERTISING	3,000	-	3,000	0.00%
911 SUPPLIES		-		
AUDIT	700	685	640	-8.57%
LEGAL	15,000	3,472	15,000	0.00%
CONSULTANTS - PEER REVIEWS / OTHER		-		
- OFFICIAL PLAN REVIEW	15,000	15,000	15,000	0.00%
COMMON COSTS	192,300	192,286	194,400	1.09%
INTERCOMPANY DESKTOP P.C. / SOFTWARE CHARGES	6,100	6,113	6,100	0.00%
MISCELLANEOUS	2,000	317	2,000	0.00%
	<u>\$955,560</u>	<u>\$906,189</u>	<u>960,750</u>	<u>0.54%</u>
911 AREA MANAGEMENT GROUP - (see Exhibit D2 for details)	\$195,650	\$178,478	\$200,150	2.30%
ECONOMIC DEVELOPMENT - (see Exhibit D3 for details)	\$668,525	\$586,614	\$708,125	5.92%
TOTAL EXPENDITURES	<u>\$1,819,735</u>	<u>\$1,671,281</u>	<u>\$1,869,025</u>	<u>2.71%</u>
 <u>REVENUE</u>				
PLANNING & LAND DIVISION	100,000	115,673	100,000	0.00%
CONTRIBUTION FROM RESERVES	15,000	-	15,000	0.00%
ECONOMIC DEVELOPMENT	28,625	3,575	50,025	74.76%
	<u>143,625</u>	<u>119,248</u>	<u>165,025</u>	<u>14.90%</u>
Net Cost	<u>1,676,110</u>	<u>1,552,033</u>	<u>1,704,000</u>	<u>1.66%</u>
 <u>MUNICIPAL PARTNERS COST SHARE RECOVERY FOR 911 SERVICES</u>				
BELLEVILLE	74,650	68,098	76,537	2.53%
QUINTE WEST	64,142	58,512	65,749	2.51%
8 WING TRENTON	2,380	2,171	2,022	-15.07%
	<u>141,171</u>	<u>128,781</u>	<u>144,308</u>	<u>2.22%</u>
TOTAL REVENUE	<u>284,796</u>	<u>248,029</u>	<u>309,333</u>	<u>8.62%</u>
 HASTINGS COUNTY NET COST	 <u>\$ 1,534,939</u>	 <u>\$ 1,423,252</u>	 <u>\$ 1,559,692</u>	 <u>1.61%</u>

COUNTY OF HASTINGS

EXHIBIT D-2

HASTINGS / QUINTE 911

2021 BUDGET

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
SALARIES	81,930	80,292	86,700	5.82%
FRINGE BENEFITS	20,470	18,671	20,200	-1.32%
OFFICE SUPPLIES	50	-	50	0.00%
OFFICE EQUIPMENT	150	-	150	0.00%
MILEAGE & TRAVEL	3,500	-	3,500	0.00%
CONVENTIONS / MEETINGS	6,000	-	6,000	0.00%
EDUCATION	1,000	-	1,000	0.00%
TELEPHONE	1,000	831	1,000	0.00%
PUBLIC EDUCATION	1,000	-	1,000	0.00%
COMMITTEE FEES	300	507	300	0.00%
MEMBERSHIPS	500	-	500	0.00%
COMPUTER	250	-	250	0.00%
ADVERTISING	1,000	711	1,000	0.00%
LEGAL	1,000	-	1,000	0.00%
PURCHASED SERVICES	65,500	65,466	65,500	0.00%
INTERDEPARTMENTAL-911 MAPPING / DATABASE SERVICES	12,000	12,000	12,000	0.00%
<u>TOTAL EXPENDITURES</u>	195,650	\$178,478	\$200,150	2.30%

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

<u>MUNICIPALITIES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>BASED ON POPULATION FROM</u>		<u>POPULATION</u>
			<u>2021 BUDGET</u>	<u>%</u>	
HASTINGS COUNTY	\$54,479	\$49,697	\$55,842	27.90%	37,012
CITY OF BELLEVILLE	\$74,650	\$68,098	\$76,537	38.24%	50,716
CITY OF QUINTE WEST	\$64,142	\$58,512	\$65,749	32.85%	43,577
8 WING CFB TRENTON	\$2,380	\$2,171	\$2,022	1.01%	1,335
<u>TOTAL APPORTIONMENT</u>	\$195,650	178,478	\$200,150	100.00%	132,640

COUNTY OF HASTINGS

EXHIBIT D-3

ECONOMIC DEVELOPMENT

2021 BUDGET

OPERATING

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
SALARIES	\$283,100	284,040	\$288,000	1.73%
FRINGE BENEFITS	75,900	77,517	79,500	4.74%
TELEPHONE	2,000	1,898	2,000	0.00%
MARKETING PLAN	168,300	108,792	160,000	-4.93%
MEMBERSHIPS / CONFERENCES / TRAINING	12,000	5,285	12,000	0.00%
MILEAGE & TRAVEL	15,000	4,259	15,000	0.00%
INVESTMENT & ATTRACTION BRANDING	4,100	4,309	8,000	95.12%
SMALL BUSINESS COORDINATOR	12,000	5,556	12,000	0.00%
TRAILS (EOTA)	25,000	25,000	35,000	40.00%
TRAILS (MAINTENANCE)	15,000	254	15,000	0.00%
NATURAL RESOURCES & AGRICULTURE INITIATIVES	20,000	16,000	20,000	0.00%
FOOD AND BEVERAGE INVESTMENT MARKETING	3,000	-	3,000	0.00%
TOURISM DEVELOPMENT	30,125	10,310	46,000	52.70%
HARVEST HASTINGS E-COMMERCE		3,562	9,625	
MISCELLANEOUS	3,000	86	3,000	0.00%
CONTRIBUTION TO RESERVES - TRAILS		39,746		
<u>TOTAL EXPENDITURES</u>	<u>\$668,525</u>	<u>\$586,614</u>	<u>\$708,125</u>	<u>5.92%</u>

REVENUE

TOURISM DEVELOPMENT	3,625	13		
BRANDING CLOTHING / HAT SALES	10,000	0		
GRANTS			11,000	
HARVEST HASTINGS E-COMMERCE		3,562	9,625	
CONTRIBUTION FROM RESERVES	15,000	0	29,400	
<u>TOTAL REVENUE</u>	<u>\$28,625</u>	<u>\$3,575</u>	<u>\$50,025</u>	<u>74.76%</u>
<u>NET COUNTY COST</u>	<u>\$639,900</u>	<u>\$583,039</u>	<u>\$658,100</u>	<u>2.84%</u>

COUNTY OF HASTINGS

EXHIBIT E-1

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>PROGRAM EXPENDITURES</u>				
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$26,539,846	\$22,495,689	\$25,816,790	-2.72%
ONTARIO WORKS ADMINISTRATION	10,620,971	\$10,311,608	10,507,400	-1.07%
CHILDREN SERVICES PROGRAMS	14,985,976	13,436,437	15,591,121	4.04%
CHILDREN SERVICES ADMINISTRATION	861,739	802,284	892,320	3.55%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	457,400	426,001	449,200	-1.79%
COMMUNITY HOUSING - OPERATING	24,436,333	22,017,332	25,988,075	6.35%
COMMUNITY HOUSING - CAPITAL	1,910,000	1,910,000	1,850,000	-3.14%
COVID EXPENDITURES	0	1,594,218	2,302,810	
<u>TOTAL EXPENDITURES</u>	<u>\$79,812,265</u>	<u>\$72,993,569</u>	<u>\$83,397,716</u>	<u>4.49%</u>

REVENUE

EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$26,245,196	\$22,262,660	\$25,522,140	-2.76%
ONTARIO WORKS ADMINISTRATION	6,545,700	6,096,818	6,478,150	-1.03%
CHILDREN SERVICES PROGRAMS	13,736,600	12,586,357	14,435,381	5.09%
CHILDREN SERVICES ADMINISTRATION	701,000	642,217	638,620	-8.90%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	457,400	408,080	449,200	-1.79%
COMMUNITY HOUSING - OPERATING	13,948,159	11,454,008	14,795,310	6.07%
COVID REVENUE	0	1,365,219	2,302,810	
<u>TOTAL COUNTY REVENUE</u>	<u>\$61,634,055</u>	<u>\$54,815,359</u>	<u>\$64,621,611</u>	<u>4.85%</u>

NET COST

EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$294,650	\$233,029	\$294,650	0.00%
ONTARIO WORKS ADMINISTRATION	\$4,075,271	\$4,214,790	\$4,029,250	-1.13%
CHILDREN SERVICES PROGRAMS	\$1,249,376	\$850,080	\$1,155,740	-7.49%
CHILDREN SERVICES ADMINISTRATION	\$160,739	\$160,067	\$253,700	57.83%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	\$0	\$17,921	\$0	
COMMUNITY HOUSING - OPERATING	\$12,398,174	\$12,473,324	\$13,042,765	5.20%
COVID	\$0	\$228,999	\$0	
<u>NET COST</u>	<u>\$18,178,210</u>	<u>\$18,178,210</u>	<u>\$18,776,105</u>	<u>3.29%</u>

MUNICIPAL APPORTIONMENT OF 2021 BUDGET NET COST : BASED ON WEIGHTED ASSESSMENT.

<u>MUNICIPALITIES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
HASTINGS COUNTY.....	\$5,373,479	\$5,373,480	\$5,538,951	29.50%
BELLEVILLE.....	\$7,433,070	\$7,433,069	\$7,647,508	40.73%
QUINTE WEST.....	\$5,371,661	\$5,371,661	\$5,589,646	29.77%
<u>TOTAL APPORTIONMENT</u>	<u>\$18,178,210</u>	<u>\$18,178,210</u>	<u>\$18,776,105</u>	<u>100.00%</u>

COUNTY OF HASTINGS

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

COMMUNITY & HUMAN SERVICES - COVID RELATED PROGRAMS & EXPENSES

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>COVID EXPENDITURES</u>				
SOCIAL SERVICES RELEIF FUNDING		957,478	1,286,310	
REACHING HOME		407,741	259,900	
MENTAL HEALTH AND ADDICTIONS SUPPORT			100,000	
SALARIES		53,939	401,100	
BENEFITS		7,877	56,200	
IT EQUIPMENT		12,337		
OTHER EQUIPMENT		8,596		
CHS COVID SUPPLIES AND PPE		118,769	172,300	
HOUSING COVID SUPPLIES		27,481	27,000	
	-	1,594,218	2,302,810	
<u>COVID REVENUE</u>				
SOCIAL SERVICES RELEIF FUNDING		957,478	1,286,310	
REACHING HOME		407,741	259,900	
MENTAL HEALTH AND ADDICTIONS SUPPORT			100,000	
SAFE RESTART FUNDING			656,600	
	-	1,365,219	2,302,810	
COVID NET COST	-	228,999	-	

COUNTY OF HASTINGS

EXHIBIT E-2

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

PROGRAM EXPENDITURES

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>	<u>Prov funding</u>
<u>EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS</u>					
ONTARIO WORKS BENEFITS	\$22,365,400	\$18,947,501	\$21,281,000	-4.85%	100%
DISCRETIONARY BENEFITS	\$1,374,000	\$1,145,148	\$1,419,720		100%
MUNICIPAL EMERGENCY ASSISTANCE FUND	107,000	42,855	107,000	0.00%	
COMMUNITY HOMELESSNESS PREVENTION INITIATIVE	2,211,871	1,820,744	2,514,290	13.67%	100%
SOCIAL ASSISTANCE RESTRUCTURING BENEFIT	187,650	187,650	187,650	0.00%	
REACHING HOME	293,925	351,100	307,130	4.49%	100%
REACHING HOME - RURAL		691			
	<u>\$26,539,846</u>	<u>\$22,495,689</u>	<u>\$25,816,790</u>	<u>-2.72%</u>	

REVENUE

ONTARIO WORKS	\$22,365,400	\$18,947,312	\$21,281,000	-4.85%
DISCRETIONARY BENEFITS	\$1,374,000	\$1,145,148	\$1,419,720	3.33%
COMMUNITY HOMELESSNESS PREVENTION INITIATIVE	\$2,211,871	\$1,820,744	\$2,514,290	13.67%
REACHING HOME	\$293,925	\$351,100	\$307,130	4.49%
REACHING HOME - RURAL		(\$1,644)		
	<u>\$26,245,196</u>	<u>\$22,262,660</u>	<u>\$25,522,140</u>	<u>-2.76%</u>

NET COST

	<u>\$294,650</u>	<u>\$233,029</u>	<u>\$294,650</u>	<u>0.00%</u>
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COUNTY OF HASTINGS

EXHIBIT E-3

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

<u>ADMINISTRATION</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
SALARIES	\$5,873,000	\$5,427,883	\$5,829,900	-0.73%
FRINGE BENEFITS	1,703,200	1,668,995	1,690,670	-0.74%
MILEAGE / TRAVEL / CONVENTIONS	30,000	5,023	25,000	-16.67%
POSTAGE	100,000	99,990	102,000	2.00%
TELEPHONE	100,000	102,103	101,000	1.00%
MAINTENANCE / UTILITIES & MISCELLANEOUS	112,000	75,613	85,000	-24.11%
OFFICE SUPPLIES	55,000	36,020	40,000	-27.27%
ADVERTISING	10,000	2,586	5,000	-50.00%
COMMERCIAL RENT	223,900	215,239	223,500	-0.18%
INTERCOMPANY RENT	456,600	456,631	459,630	0.66%
INSURANCE	24,800	24,784	30,500	22.98%
STAFF TRAINING	50,000	12,856	55,000	10.00%
CONSULTANTS		31	0	
PAYROLL CHARGES (CERIDIAN)	30,900	31,149	30,900	0.00%
AUDIT FEES	19,800	18,689	19,800	0.00%
LEGAL FEES	25,000	9,591	25,000	0.00%
MEMBERSHIP FEES	16,500	17,708	20,000	21.21%
COMPUTER COSTS	36,000	40,328	40,000	11.11%
INTERDEPT DESKTOP P.C. / SOFTWARE REPLAC	48,700	48,675	48,700	0.00%
COMMON COSTS	1,236,571	1,236,571	1,331,800	7.70%
EQUIPMENT	46,000	27,388	46,000	0.00%
EMPLOYMENT PLACEMENT INCENTIVES	400,000	120,729	275,000	-31.25%
EMERGENCY MEASURES PLAN	5,000	4,038	5,000	0.00%
COMMITTEE MEMBER FEES	10,000	19,761	10,000	0.00%
BANK FEES	8,000	5,234	8,000	0.00%
CONTRIBUTION TO RESERVES		603,993	0	
<u>TOTAL ADMINISTRATION EXPENDITURES</u>	<u>\$10,620,971</u>	<u>\$10,311,608</u>	<u>\$10,507,400</u>	<u>-1.07%</u>
<u>REVENUE</u>				
PROV. SUBSIDY - MCSS	6,449,700	5,982,283	6,382,150	-1.05%
MISC / INTEREST REVENUE	96,000	114,535	96,000	
CONTRIBUTION FROM RESERVE				
<u>TOTAL REVENUE</u>	<u>\$6,545,700</u>	<u>\$6,096,818</u>	<u>\$6,478,150</u>	<u>-1.03%</u>
<u>NET COST</u>	<u>\$4,075,271</u>	<u>\$4,214,790</u>	<u>\$4,029,250</u>	<u>-1.13%</u>

COUNTY OF HASTINGS

EXHIBIT E-4

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

<u>CHILDREN SERVICES PROGRAMS</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
CORE PROGRAM	\$8,467,088	\$8,004,165	\$8,327,918	-1.64%
WAGE ENHANCEMENT	1,463,200	670,554	1,518,342	3.77%
EARLYON LEARNING CENTERS	1,430,958	1,284,903	1,430,958	0.00%
EXPANSION	2,153,947	1,028,853	2,012,415	-6.57%
EARLY LEARNING CHILD CARE	850,081	850,082	850,081	0.00%
INDIGENOUS-LED CHILD CARE	324,625	324,625	324,625	0.00%
LICENSED HOME CHILD CARE	289,800	156,412	304,290	5.00%
SMALL WATER WORKS	6,277	9,043	9,048	44.15%
FEDERAL SAFE RESTART (COVID)		1,107,800	288,934	
PROVINCIAL REINVESTMENT FUNDING (COVID)			524,510	
	\$14,985,976	\$13,436,437	\$15,591,121	4.04%
<u>REVENUE</u>				
CORE PROGRAM	\$7,613,335	\$7,150,412	\$7,474,165	-1.83%
WAGE ENHANCEMENT	1,463,200	\$670,554	\$1,487,707	1.67%
EARLYON LEARNING CENTERS	1,430,958	\$1,284,903	\$1,430,958	0.00%
EXPANSION	1,758,324	\$1,028,853	\$1,758,324	0.00%
EARLY LEARNING CHILD CARE	850,081	\$850,082	\$850,081	0.00%
INDIGENOUS-LED CHILD CARE	324,625	\$331,064	\$324,625	0.00%
LICENSED HOME CHILD CARE	289,800	\$156,412	\$289,800	0.00%
SMALL WATER WORKS	6,277	\$6,277	\$6,277	0.00%
FEDERAL SAFE RESTART		\$1,107,800	\$288,934	
PROVINCIAL REINVESTMENT FUNDING			\$524,510	
	\$13,736,600	\$12,586,357	\$14,435,381	5.09%
<u>CHILDREN SERVICES PROGRAMS NET COST</u>	\$1,249,376	\$850,080	\$1,155,740	-7.49%

COUNTY OF HASTINGS

EXHIBIT E-5

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

<u>CHILDREN SERVICES ADMINISTRATION</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
SALARIES	\$511,700	\$479,315	\$523,300	2.27%
FRINGE BENEFITS	148,404	141,713	156,990	5.79%
TRAVEL / MILEAGE / ACCOMMODATIONS	9,800	1,553	7,800	-20.41%
TELEPHONE	5,000	6,343	7,000	40.00%
OFFICE SUPPLIES	3,000	636	3,000	0.00%
ADVERTISING	500	0	500	0.00%
INTERCOMPANY RENT	57,080	57,078	57,080	0.00%
INSURANCE	1,000	1,023	1,200	20.00%
STAFF TRAINING	3,000	748	3,000	0.00%
AUDIT FEES	2,100	1,303	2,100	0.00%
LEGAL FEES	1,000	103	1,000	0.00%
EQUIPMENT	3,000	1,362	3,000	0.00%
COMPUTER	5,000	2,084	5,000	0.00%
INTERDEPT DESKTOP P.C. REPLACEMENT	5,060	5,063	5,900	16.60%
COMMON COSTS	103,947	103,947	113,300	9.00%
MISCELLANEOUS	2,148	13	2,150	0.09%
<u>TOTAL EXPENDITURES</u>	<u>\$861,739</u>	<u>\$802,284</u>	<u>\$892,320</u>	<u>3.55%</u>
<u>REVENUE</u>				
PROVINCIAL SUBSIDY	\$701,000	\$642,217	638,620	-8.90%
<u>TOTAL REVENUE</u>	<u>\$701,000</u>	<u>\$642,217</u>	<u>\$638,620</u>	<u>-8.90%</u>
<u>NET COST</u>	<u>\$160,739</u>	<u>\$160,067</u>	<u>\$253,700</u>	<u>57.83%</u>

COUNTY OF HASTINGS

EXHIBIT E-6

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

<u>BEFORE AND AFTER SCHOOL CHILD CARE</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
SALARIES	\$343,400	\$310,397	\$349,400	1.75%
FRINGE BENEFITS	37,800	44,879	41,900	10.85%
SUPPLIES / FOOD	24,000	23,159	24,000	0.00%
LEGAL FEES	1,000	55	1,000	0.00%
COMMON COSTS	41,500	41,758	22,800	-45.06%
BAD DEBTS EXPENSE	500	0	500	0.00%
TELEPHONE	3,000	2,796	3,400	13.33%
COMPUTER COSTS	1,000	1,280	1,000	0.00%
STAFF TRAINING / TRAVEL / CONFERENCES	4,000	343	4,000	0.00%
BANKING FEES	1,200	1,334	1,200	0.00%
<u>TOTAL EXPENDITURES</u>	<u>\$457,400</u>	<u>\$426,001</u>	<u>\$449,200</u>	<u>-1.79%</u>
 <u>REVENUE</u>				
FEE SUBSIDY	\$142,800	\$85,776	142,800	0.00%
OPERATING GRANTS	42,300	32,479	42,300	0.00%
FINANCIAL SUSTAINABILITY FUNDING		168,242		
PARENT FEES	272,300	121,283	264,100	-3.01%
MISC		300		
<u>TOTAL REVENUE</u>	<u>\$457,400</u>	<u>\$408,080</u>	<u>\$449,200</u>	<u>-1.79%</u>
 <u>NET COST</u>	 <u>\$0</u>	 <u>\$17,921</u>	 <u>\$0</u>	 <u>0.00%</u>

COUNTY OF HASTINGS

EXHIBIT E-7

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

COMMUNITY HOUSING - OPERATING

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>CLIENT SERVICES</u>				
SALARIES	\$1,507,100	\$1,522,822	\$1,578,300	4.72%
FRINGE BENEFITS	437,100	398,972	457,700	4.71%
OFFICE FURNITURE / EQUIPMENT	2,500	2,771	5,000	100.00%
PHOTOCOPYING	1,400	587	1,400	0.00%
COMMON COSTS	729,774	729,774	771,700	5.75%
POSTAGE / COURIER	15,000	17,010	16,000	6.67%
TELEPHONE	60,000	71,717	70,000	16.67%
OFFICE SUPPLIES	5,000	4,818	5,000	0.00%
SECURITY	46,000	46,061	87,000	89.13%
LEGAL	20,000	16,378	25,000	25.00%
PARALEGAL SERVICES			0	
ADVERTISING	4,000	0	4,000	0.00%
AUDIT	7,900	7,730	7,900	0.00%
RENT	124,500	129,663	133,330	7.09%
MILEAGE / TRAVEL	37,000	22,838	37,000	0.00%
COMPUTER HARDWARE / SOFTWARE	70,000	73,148	80,000	14.29%
INTERDEPARTMENT DESKTOP P.C. REPLACEMENT	14,700	14,663	15,200	3.40%
STAFF TRAINING / EDUCATION	20,000	14,509	20,000	0.00%
BANK SERVICE CHARGES / INTEREST	5,000	5,668	5,600	12.00%
MISCELLANEOUS EXPENSES	2,000	1,050	2,000	0.00%
	3,108,974	3,080,179	3,322,130	6.86%

HOUSING PROGRAMS

RENT SUPPLEMENT	912,700	919,865	925,080	1.36%
STRONG COMMUNITIES RENT SUPPLEMENT PROGRAM	263,700	285,868	290,430	10.14%
HOUSING ALLOWANCE DIRECT DELIVERY	393,000	399,666	480,000	22.14%
IAH RENT SUPPLEMENT COMPONENT	357,700	356,365	357,700	0.00%
HOME FOR GOOD HOUSING ALLOWANCE	86,400	0		-100.00%
PORTABLE HOUSING BENEFIT	68,700	12,968	68,700	0.00%
GOOD NEIGHBOUR PROGRAM	426,000	363,312	426,000	0.00%
COMMUNITY RELATIONS / RECREATIONAL PROGRAMS	89,300	52,640	91,000	1.90%
MORTGAGE PAYMENTS	1,186,300	1,167,741	1,152,800	-2.82%
DEBENTURES	881,600	881,600	837,145	-5.04%
HOME FOR GOOD FINANCING (NET OF PROV SUBSIDIES)	136,000	130,413	136,000	0.00%
BAD DEBT EXPENSE	70,000	85,951	85,000	21.43%
NON PROFIT HOUSING EXPENDITURES	3,353,100	3,325,640	3,225,100	-3.82%
	8,224,500	7,982,029	8,074,955	-1.82%

COUNTY OF HASTINGS

EXHIBIT E-7

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

COMMUNITY HOUSING - OPERATING

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>BUILDINGS / FACILITIES MANAGEMENT</u>				
SALARY	1,642,150	1,567,366	1,744,400	6.23%
BENEFITS	476,200	430,104	488,400	2.56%
TRAVEL	20,000	31,500	32,000	60.00%
TRAINING	18,000	1,210	18,000	0.00%
OFFICE SUPPLIES	5,000	1,359	3,000	-40.00%
TELEPHONE	20,000	16,585	17,000	-15.00%
ASSET MANAGEMENT			20,000	
CONTRACTED SERVICES		-		
BUILDING EXTERIOR	56,000	96,021	100,000	78.57%
BUILDING INTERIOR	825,000	1,229,805	1,100,000	33.33%
ELECTRICAL	115,000	105,576	105,000	-8.70%
ELEVATORS AND LIFE SAFETY SYSTEMS	20,000	48,556	50,000	150.00%
GROUNDS	90,000	160,159	150,000	66.67%
HEATING SYSTEMS	37,000	56,972	57,000	54.05%
MECHANICAL SYSTEMS	60,000	63,222	60,000	0.00%
PLUMBING	250,000	283,532	280,000	12.00%
STAFF MATERIAL PURCHASES	300,000	426,500	425,000	41.67%
WASTE REMOVAL	250,000	270,887	270,000	8.00%
WINTER MAINTENANCE	550,000	555,283	550,000	0.00%
PLANNED MAINTENANCE	600,000	481,599	480,000	-20.00%
UTILITIES				
HYDRO	935,000	832,432	935,000	0.00%
WATER AND SEWER	793,000	816,200	820,000	3.40%
FUEL	465,000	444,610	465,000	0.00%
INSURANCE PREMIUMS	285,500	287,723	405,300	41.96%
INSURANCE CLAIM EXPENSE	50,000	46,134	50,000	0.00%
MUNICIPAL TAXES	2,365,000	2,239,821	2,285,000	-3.38%
CONTRIBUTION TO NON CAPITAL RESERVES				
	<u>10,227,850</u>	<u>10,493,156</u>	<u>10,910,100</u>	<u>6.67%</u>
<u>100% PROVINCIALLY FUNDED PROGRAMS</u>				
HFG - PAYMENTS TO PARTNERS	\$401,220	\$398,770	\$401,220	0.00%
NEW RENTAL UNITS EXTERNALLY OWNED	1,998,483	0	2,565,540	28.37%
PORTABLE HOUSING UNIT	0	35,804	0	
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) RENOVATES	453,079	27,394	576,710	27.29%
CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE - NON PROFIT RENT SUPPLEMENTS	22,227	0	137,420	518.26%
	<u>2,875,009</u>	<u>461,968</u>	<u>3,680,890</u>	<u>28.03%</u>
<u>TOTAL EXPENDITURES</u>	<u>\$24,436,333</u>	<u>\$22,017,332</u>	<u>\$25,988,075</u>	<u>6.35%</u>

COUNTY OF HASTINGS

EXHIBIT E-7

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

COMMUNITY HOUSING - OPERATING

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
REVENUE				
TENANT REVENUE	\$6,409,100	\$6,429,425	\$6,430,000	0.33%
FEDERAL BLOCK FUNDING-PUBLIC / NON PROFIT HOUSING	3,058,800	3,058,779	2,983,600	-2.46%
AFFORDABLE HOUSING ADMINISTRATIVE	53,150	60,207	50,885	-4.26%
STRONG COMMUNITIES RENT SUPPLEMENT PROG	210,100	210,121	210,100	0.00%
IAH RENT SUPPLEMENT COMPONENT	357,700	356,365	357,700	0.00%
HOUSING ALLOWANCE DIRECT DELIVERY	393,000	399,666	480,000	22.14%
HOME FOR GOOD HOUSING	182,800	96,367	96,365	-47.28%
GOOD NEIGHBOUR PROGRAM	319,500	273,380	319,500	0.00%
SSRF FOR COMMUNITY OUTREACH		0		
OTHER REVENUE - MISCELLANEOUS / SOLAR PANELS	89,000	107,730	110,000	23.60%
CONTRIBUTION FROM RESERVE			76,270	
	<u>\$11,073,150</u>	<u>\$10,992,040</u>	<u>\$11,114,420</u>	<u>0.37%</u>
100% PROVINCIALLY FUNDED PROGRAMS				
HFG - PAYMENTS TO PARTNERS	\$401,220	\$398,770	\$401,220	0.00%
IAH - NEW RENTAL UNITS EXTERNALLY OWNED	\$1,998,483	\$0	\$2,565,540	28.37%
PORTABLE HOUSING UNIT	\$0	35,804	\$0	
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI)	\$453,079	27,394	\$576,710	27.29%
CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE - NON PROFIT RENT SUPPLEMENTS	22,227	0	\$137,420	
	<u>\$2,875,009</u>	<u>\$461,968</u>	<u>\$3,680,890</u>	<u>28.03%</u>
TOTAL REVENUE	<u>\$13,948,159</u>	<u>\$11,454,008</u>	<u>\$14,795,310</u>	<u>6.07%</u>
NET COST OF OPERATING	<u>\$10,488,174</u>	<u>\$10,563,324</u>	<u>\$11,192,765</u>	<u>6.72%</u>
CAPITAL LEVY	<u>\$1,910,000</u>	<u>\$1,910,000</u>	<u>\$1,850,000</u>	<u>-3.14%</u>
NET COST	<u>\$12,398,174</u>	<u>\$12,473,324</u>	<u>\$13,042,765</u>	<u>5.20%</u>

COUNTY OF HASTINGS

EXHIBIT F

PARAMEDIC SERVICES

2021 BUDGET

OPERATING

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>EXPENDITURES</u>				
SALARIES	\$12,253,850	\$12,099,485	12,902,400	5.29%
FRINGE BENEFITS	4,166,350	4,085,129	4,515,800	8.39%
LINEN / LAUNDRY	43,400	39,570	43,400	0.00%
UNIFORM REPLACEMENT	109,550	119,845	100,000	-8.72%
OFFICE SUPPLIES	23,000	28,749	23,000	0.00%
OFFICE EQUIPMENT / FURNITURE	15,000	11,421	15,000	0.00%
MILEAGE & TRAVEL	110,800	108,093	110,800	0.00%
COMMITTEE FEES	8,500	22,104	8,500	0.00%
STAFF TRAINING / EDUCATION	39,000	14,955	39,000	0.00%
MEMBERSHIP / SUBSCRIPTIONS / ASSOCIATION FEES	5,000	3,905	5,000	0.00%
RENTAL ACCOMMODATIONS	325,000	320,792	325,700	0.22%
TELEPHONE / COMMUNICATIONS	45,000	54,496	55,000	22.22%
UTILITIES	59,445	51,997	53,500	-10.00%
PROPERTY TAXES	71,600	69,946	71,600	0.00%
LEGAL	30,000	8,958	30,000	0.00%
AUDIT	7,400	7,241	7,400	0.00%
ADVERTISING	2,000	0	2,000	0.00%
COMPUTER	308,799	339,839	303,900	-1.59%
MEDICAL SUPPLIES	470,000	460,831	485,000	3.19%
BUILDING MAINTENANCE	110,000	90,011	120,000	9.09%
EQUIPMENT REPLACEMENT	50,000	63,103	60,000	20.00%
INSURANCE - VEHICLE / LIABILITY / PROPERTY	186,950	185,171	208,800	11.69%
INSURANCE - CLAIMS DEDUCTIBLE	10,000	30,791	10,000	0.00%
VEHICLE OPERATIONS - FUEL	400,000	323,739	350,000	-12.50%
- MAINTENANCE / REPAIR	460,500	379,898	425,000	-7.71%
CROSS BORDER	90,000	90,696	90,000	0.00%
OFF LOAD DELIVERY-QHC	232,140	232,776	232,140	0.00%
EMERGENCY PREPAREDNESS INITIATIVES	10,000	16,577	15,000	50.00%
COVID-19 COSTS		1,580,768		
COMMUNITY PARAMEDICINE PROJECTS	125,000	115,920	316,659	153.33%
LONG-TERM CARE SUPPORT PROGRAM			1,829,200	
COMMON COSTS	497,700	497,699	512,700	3.01%
DEBT CHARGES	116,297	114,877	116,300	0.00%
EXPENDITURE RECOVERIES		(20,218)		
CONTRIBUTION TO RESERVES		381,303		
<u>TOTAL EXPENDITURES</u>	<u>\$20,382,281</u>	<u>\$21,930,467</u>	<u>\$23,382,799</u>	<u>14.72%</u>
<u>REVENUE</u>				
PROVINCIAL TEMPLATE SUBSIDY	\$8,621,900	\$8,714,152	\$9,176,660	6.43%
PRINCE EDWARD COUNTY CONTRIBUTION-OPERATIONS	2,774,031	2,757,159	2,841,300	2.42%
OFF LOAD DELIVERY FUNDING	232,140	232,140	232,140	0.00%
COMMUNITY PARAMEDICINE PROJECTS	125,000	115,920	316,659	
LONG-TERM CARE SUPPORT PROGRAM			1,829,200	
COVID-19 FUNDING		1,580,768	0	
MISC REVENUE / SALE VEHICLE / EVENT COVRGE / ETC.	53,000	111,876	20,000	-62.26%
CONTRIBUTION FROM RESERVE	200,750	42,994	256,375	27.71%
<u>TOTAL REVENUE</u>	<u>\$12,006,821</u>	<u>\$13,555,009</u>	<u>\$14,672,334</u>	<u>22.20%</u>
<u>TOTAL OPERATING</u>	<u>\$8,375,460</u>	<u>\$8,375,458</u>	<u>\$8,710,465</u>	<u>4.00%</u>
<u>CAPITAL</u>				
Capital Levy	\$1,026,250	\$1,026,250	\$1,100,000	7.19%
<u>NET COST</u>	<u>\$9,401,710</u>	<u>\$9,401,708</u>	<u>\$9,810,465</u>	<u>4.35%</u>

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
MUNICIPAL APPORTIONMENT OF BUDGET NET COST : BASED ON WEIGHTED ASSESSMENT.				
			BASED ON APPORTIONMENT RATES	
<u>MUNICIPALITIES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
HASTINGS COUNTY.....	\$2,779,145	2,779,145	\$2,894,087	29.50%
BELLEVILLE.....	\$3,844,359	3,844,358	\$3,995,802	40.73%
QUINTE WEST.....	\$2,778,205	2,778,205	\$2,920,575	29.77%
TOTAL APPORTIONMENT	\$9,401,709	\$9,401,708	\$9,810,465	100.00%

COUNTY OF HASTINGS

HASTINGS / QUINTE LONG TERM CARE

2021 BUDGET

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
OPERATING EXPENSES	\$ 30,784,009	\$ 32,993,035	\$ 33,896,129	10.11%
REVENUE	(26,985,029)	(29,870,426)	(29,660,047)	9.91%
NET OPERATING COST	3,798,980	3,122,609	4,236,082	11.51%
CAPITAL	2,529,670	3,206,041	2,532,293	0.10%
NET COST	<u>\$ 6,328,650</u>	<u>\$ 6,328,650</u>	<u>\$ 6,768,375</u>	<u>6.95%</u>

BREAKDOWN BY FACILITY

HASTINGS MANOR	3,667,229	3,667,229	3,966,826	8.17%
CENTENNIAL MANOR	2,661,421	2,661,421	2,801,549	5.27%
	<u>\$ 6,328,650</u>	<u>\$ 6,328,650</u>	<u>\$ 6,768,375</u>	<u>6.95%</u>

MUNICIPAL PARTNERS COST SHARE RECOVERY

BELLEVILLE	3,077,080	2,986,132	3,223,588	4.76%
QUINTE WEST	1,625,519	1,670,993	1,777,437	9.35%
HASTINGS COUNTY	1,626,051	1,671,525	1,767,351	8.69%
	<u>\$ 6,328,650</u>	<u>\$ 6,328,650</u>	<u>\$ 6,768,375</u>	<u>6.95%</u>

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

2021 BUDGET

OPERATING

EXPENDITURES

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
WAGES	\$13,078,841	\$12,824,714	\$13,416,978	2.59%
FRINGE BENEFITS	3,204,317	3,075,044	3,354,245	4.68%
HEATING, HYDRO & WATER	743,000	731,203	743,000	0.00%
SUB TOTAL	\$17,026,158	\$16,630,961	\$17,514,223	2.87%
ALL OTHER EXPENSES	\$3,525,400	\$3,443,774	\$3,552,340	0.76%
CONTRIBUTION TO RESERVES	0		0	
COVID EXPENSES	0	2,038,068	1,794,449	
TOTAL EXPENDITURES	\$20,551,558	\$22,112,803	\$22,861,011	11.24%

REVENUE

PROVINCIAL SUBSIDY	\$12,051,522	\$12,300,856	\$12,429,213	3.13%
RESIDENT-BASIC ACCOMMODATION	5,121,539	4,916,611	4,912,909	-4.07%
RESIDENT-PREF. ACCOMMODATION	1,032,932	974,072	1,010,830	-2.14%
PROVINCIAL SUBSIDY-PHYSICIAN ON-CALL	25,300	26,699	26,196	3.54%
-COVID-19 Funding		2,037,785	1,794,449	
-RAI-MDS INITIATIVE-SUSTAINABI	132,415	132,410	133,445	0.78%
-High Needs-Nursing Per Diem	60,885	60,188	60,721	-0.27%
-Direct Care Staffing	106,008	106,008	106,008	0.00%
-BSO Funding	100,008	100,008	100,008	0.00%
-Quality Attainment Premium	33,335	33,331	33,940	1.81%
-Falls Prevention Equipment	25,296	25,296	25,296	0.00%
MISC. REVENUE (INTEREST / DONATIONS / OTHER)	6,700	69,690	6,700	0.00%
CONTRIBUTION FROM RESERVES-WSIB	30,000	0		-100.00%
CONTRIBUTION FROM RESERVES			98,700	
	\$18,725,940	\$20,782,954	\$20,738,414	10.75%
TOTAL OPERATING	\$1,825,618	\$1,329,849	\$2,122,597	16.27%

CAPITAL

CAPITAL LEVY	\$225,000	\$852,524	\$225,000	0.00%
LONG TERM DEBT COST	2,575,000	2,443,226	2,575,000	0.00%
PROVINCIAL DEBT SERVICING ALLOWANCE	(958,389)	(958,370)	(955,771)	-0.27%
TOTAL CAPITAL	\$1,841,611	\$2,337,380	\$1,844,229	0.14%

NET COST

	\$3,667,229	\$3,667,229	\$3,966,826	8.17%
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BASED ON 2021

APPORTIONMENT RATES

DISTRIBUTION OF NET COSTS

Based on proportionate share of beds(Resident Days)

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
BELLEVILLE	\$2,641,139	\$2,550,191	\$2,758,531	69.54%

Based on proportionate share of weighted assessment

QUINTE WEST	\$513,045	\$558,519	\$604,148	15.23%
HASTINGS	\$513,045	\$558,519	\$604,148	15.23%
	\$3,667,229	\$3,667,229	\$3,966,826	100.00%

HASTINGS / QUINTE L.T.C.HASTINGS MANOR2021 BUDGET

<u>EXPENDITURES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>RECREATION & THERAPY SERVICES</u>				
SALARIES	\$769,271	\$778,027	\$768,785	-0.06%
FRINGE BENEFITS	188,471	186,879	192,196	1.98%
PURCHASED SERVICE - PHYSIOTHERAPY	209,484	180,508	209,484	0.00%
- OTHER	1,526	1,562	1,526	
SUPPLIES-(HOBBY/CRAFTS/RECRTN)	4,900	2,843	4,900	0.00%
EQUIPMENT - REPLACEMENTS / ADDITIONS	2,367	3,974	3,370	42.37%
EQUIPMENT - MAINTENANCE	1,594	80	1,594	0.00%
EDUCATION/TRAINING-SUPPLIES/SER	1,800	102	1,800	0.00%
ATTENDANCE COSTS-TRAVEL/CONVN				
VEHICLE OPERATIONS		196		
OTHER EXPENSES	1,935		9,068	368.63%
EXPENDITURE RECOVERIES		-747		
	\$1,181,348	\$1,153,424	\$1,192,723	0.96%
<u>DIETARY SERVICES</u>				
SALARIES	\$1,364,460	\$1,447,917	\$1,383,428	1.39%
FRINGE BENEFITS	334,293	347,782	345,857	3.46%
RAW FOOD	890,342	885,062	890,206	-0.02%
PURCHASED SERVICES	989	639	989	0.00%
SUPPLIES	38,000	27,345	30,118	-20.74%
HIGH NEEDS SUPPLIES				
EQUIPMENT - NEW		4,096		
EQUIPMENT - REPLACEMENTS	97,670	88,875	63,652	-34.83%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	2,000		2,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES		(3,515)		
	\$2,727,754	\$2,798,201	\$2,716,250	-0.42%
<u>NURSING & PERSONAL CARE</u>				
SALARIES	\$8,954,039	\$8,659,921	\$9,264,657	3.47%
FRINGE BENEFITS	2,193,741	2,100,065	2,316,164	5.58%
MEDICAL DIRECTOR FEES	27,780	25,427	27,703	-0.28%
PHYSICIAN ON CALL FEES	25,370	26,053	25,302	-0.27%
PURCHASED SERVICES	24,448	23,729	25,790	5.49%
MEDICAL & NURSING SUPPLIES	65,000	70,363	65,000	0.00%
HIGH NEEDS SUPPLIES	60,190	41,977	58,177	-3.34%
INCONTINENT SUPPLIES	125,007	121,475	126,860	1.48%
EQUIPMENT - NEW	22,465	37,139	18,632	-17.06%
EQUIPMENT - REPLACEMENTS	66,054	52,825	89,156	34.97%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	5,650	452	5,650	0.00%
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES		181		
EXPENDITURE RECOVERIES		(29,839)		
	\$11,569,744	\$11,129,768	\$12,023,091	3.92%

HASTINGS / QUINTE L.T.C.

HASTINGS MANOR

2021 BUDGET

EXPENDITURES	2020 BUDGET	2020 ACTUAL	2021 BUDGET	%
<u>HOUSEKEEPING SERVICES</u>				
SALARIES	\$1,056,165	\$1,011,592	\$1,098,761	4.03%
FRINGE BENEFITS	258,760	217,601	274,690	6.16%
PURCHASED SERVICES	4,498	1,480	8,943	98.82%
SUPPLIES	65,455	65,468	73,025	11.57%
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	8,520	4,120	8,805	3.35%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	1,000	0	1,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES		(1,858)		
	\$1,394,398	\$1,298,403	\$1,465,224	5.08%
<u>LAUNDRY & LINEN SERVICES</u>				
SALARIES	\$132,601	\$136,641	\$133,556	0.72%
FRINGE BENEFITS	32,487	32,821	33,389	2.78%
REPLACEMENT UNIFORMS				
PURCHASED SERVICES	200	66	200	0.00%
INCONTINENCE SUPPLIES				
LAUNDRY SUPPLIES	13,494	11,856	13,961	3.46%
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	32,728	30,986	21,884	-33.13%
EQUIPMENT - MAINTENANCE				
LINEN REPLACEMENT	35,056	30,512	37,876	8.04%
EDUCATION/TRAINING-SUPPLIES/SER				
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES				
	\$246,566	\$242,882	\$240,866	-2.31%
<u>GENERAL & ADMINISTRATIVE</u>				
SALARIES	\$466,500	\$449,640	\$478,179	2.50%
FRINGE BENEFITS	114,293	108,002	119,545	4.60%
ADVERTISING	2,000	5,143	5,200	160.00%
PURCHASED SERVICES	74,405	96,317	74,639	0.31%
COMMITTEE FEES	2,800	9,722	2,800	0.00%
COMMON COSTS	759,537	759,537	768,800	1.22%
HARDWARE/SOFTWARE INTERDEPT CHARGES	26,500	26,513	30,100	13.58%
BAD DEBT EXPENSE				
AUDIT FEES	9,600	9,426	9,600	0.00%
LEGAL FEES	40,000	19,783	40,000	0.00%
POSTAGE	4,249	3,595	4,643	9.27%
PRINTING & STATIONERY	13,000	13,787	14,000	7.69%
EQUIPMENT - NEW		579	9,320	
EQUIPMENT - REPLACEMENTS	6,187	487	6,187	0.00%
EQUIPMENT - MAINTENANCE		81		
VEHICLE MAINTENANCE / OPERATIONS	2,086	0		-100.00%
CONTRIBUTION TO RESERVE - WSIB / INSURANCE				
ASSOCIATION MEMBERSHIPS	15,828	15,771	19,234	21.52%
EDUCATION/TRAINING-SUPPLIES/SER	28,000	2,813	20,000	-28.57%
ATTENDANCE COSTS-TRAVEL/CONVN	5,480	1,325	5,480	0.00%
OTHER EXPENSES	14,254	12,780	11,754	-17.54%
BANK CHARGES	1,080	1,742	2,000	85.19%
EXPENDITURE RECOVERIES		49,784		
INSURANCE CLAIM EXPENSE				
UNIT TOTAL	\$1,585,799	\$1,586,827	\$1,621,481	2.25%

HASTINGS / QUINTE L.T.C.
HASTINGS MANOR
2021 BUDGET

EXPENDITURES	2020 BUDGET	2020 ACTUAL	2021 BUDGET	%
<u>BUILDING/FACILITY SERVICES</u>				
SALARIES	\$335,805	\$340,976	\$289,612	-13.76%
FRINGE BENEFITS	82,272	81,894	72,403	-12.00%
SERVICE CONTRACTS	270,000	268,088	273,000	1.11%
EQUIPMENT - NEW	9,046	0	9,046	0.00%
EQUIPMENT - REPLACEMENTS	64,015	83,659	70,200	9.66%
EQUIPMENT - MAINTENANCE	59,424	58,456	64,186	8.01%
VEHICLE OPERATIONS	9,600	11,242	4,070	-57.60%
BUILDING REPAIRS & MAINTENANCE	164,110	170,976	164,500	0.24%
EDUCATION/TRAINING-SUPPLIES/SER				
ATTENDANCE COSTS-TRAVEL/CONVN				
HEATING	185,000	174,580	185,000	0.00%
OTHER UTILITIES	558,000	556,623	558,000	0.00%
INSURANCE	123,900	123,906	141,800	14.45%
TELEPHONE	26,010	32,125	26,010	0.00%
TAXES				
CONSULTING / ARCHITECT FEES				
OTHER EXPENSES	9,667	0		-100.00%
EXPENDITURE RECOVERIES	(50,900)	(37,295)	(50,900)	0.00%
	\$1,845,949	\$1,865,230	\$1,806,927	-2.11%
<u>COVID EXPENSES</u>				
SALARIES		\$1,606,265	\$1,013,910	
FRINGE BENEFITS		261,426	253,478	
STAFF ACCOMMODATIONS		403		
EQUIPMENT - MEDICAL		7,169	7,510	
EQUIPMENT - IT		214		
EQUIPMENT - OTHER		36,770	118,392	
CLEANING SUPPLIES		14,163	13,903	
SUPPLIES PPE		73,489	387,256	
OTHER EXPENSES		38,169		
	0	2,038,068	1,794,449	
TOTAL OPERATING EXPENDITURES	\$20,551,558	\$22,112,803	\$22,861,011	11.24%

COUNTY OF HASTINGS

EXHIBIT H

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

2021 BUDGET

OPERATING

<u>EXPENDITURES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
WAGES	\$6,406,606	\$6,444,097	\$6,499,201	1.45%
FRINGE BENEFITS	1,505,559	1,445,884	1,494,816	-0.71%
HEATING, HYDRO & WATER	332,200	262,860	307,250	-7.51%
SUB TOTAL	\$8,244,365	\$8,152,841	\$8,301,267	0.69%
ALL OTHER EXPENSES	\$1,988,086	\$1,852,653	\$2,099,071	5.58%
CONTRIBUTION TO RESERVES	0	2,789	0	
COVID COSTS	0	871,949	634,780	
TOTAL EXPENDITURES	\$10,232,451	\$10,880,232	\$11,035,118	7.84%

REVENUE

PROVINCIAL SUBSIDY	\$5,357,557	\$5,405,444	\$5,435,760	1.46%
RESIDENT-BASIC ACCOMMODATION	2,192,059	2,139,537	2,137,820	-2.47%
RESIDENT-PREF. ACCOMMODATION	348,565	344,198	350,000	0.41%
PROVINCIAL SUBSIDY -Physician on Call	15,000	15,831	15,528	3.52%
-COVID-19 Funding		842,734	634,780	
-RAI MDS Initiative-Sustainability	57,874	57,566	58,020	0.25%
-Quality Attainment Premium	14,494	14,488	14,757	1.81%
-Falls Prevention Equipment	11,004	11,004	11,004	0.00%
-High Needs Nursing	26,472	26,171	26,400	-0.27%
-Direct Care Staffing	106,008	106,008	106,008	0.00%
-Nurse Practitioner	122,856	91,229	122,856	0.00%
MISC. REVENUE (RENT / OTHER)	7,200	33,262	8,700	20.83%
CONTRIBUTION FROM RESERVES				
TOTAL REVENUE	\$8,259,089	\$9,087,472	\$8,921,633	8.02%

TOTAL OPERATING

\$1,973,362	\$1,792,760	\$2,113,485	7.10%
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CAPITAL

CAPITAL LEVY	\$120,324	\$340,921	\$120,324	0.00%
LONG TERM DEBT COST	984,426	944,426	984,426	0.00%
PROVINCIAL DEBT SERVICING ALLOWANCE	(416,691)	(416,686)	(416,686)	0.00%
TOTAL CAPITAL	\$688,059	\$868,661	\$688,064	0.00%

NET COST

\$2,661,421	\$2,661,421	\$2,801,549	5.27%
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DISTRIBUTION OF NET COSTS

<u>HASTINGS COUNTY</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>QUINTE WEST</u>	\$1,112,474	\$1,112,474	\$1,173,289	41.88%
<u>BELLEVILLE - (THURLOW / QUINTE WEST ANNEX)</u>	\$435,941	\$435,941	\$465,057	16.60%

TOTALS

\$2,661,421	\$2,661,421	\$2,801,549	100.00%
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2,661,421

HASTINGS / QUINTE L.T.C.
CENTENNIAL MANOR
2021 BUDGET

EXPENDITURES	2020 BUDGET	2020 ACTUAL	2021 BUDGET	%
<u>RECREATION & THERAPY SERVICES</u>				
SALARIES	\$368,275	\$358,883	\$381,550	3.60%
FRINGE BENEFITS	77,380	80,924	87,757	13.41%
PURCHASED SERVICE - PHYSIOTHERAPY	91,080	78,293	91,080	0.00%
- OTHER	3,465	3,028	4,965	
DIETITIAN SERVICES	300	166	300	0.00%
SUPPLIES-(HOBBY/CRAFTS/RECR TN)	1,500	4,025	1,700	13.33%
EQUIPMENT - NEW		2,133		
EQUIPMENT - REPLACEMENTS	1,550	115	1,750	12.90%
EQUIPMENT - MAINTENANCE		68	100	
EDUCATION/TRAINING-SUPPLIES/SERV	1,000	(4)	1,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVNT.	1,600	134	1,600	0.00%
VEHICLE OPERATIONS	1,000	645	1,000	0.00%
CLOTHING		988		
OTHER EXPENSES		(2,618)		
EXPENDITURE RECOVERIES				
UNIT TOTAL	\$547,150	\$526,780	\$572,802	4.69%
<u>DIETARY SERVICES</u>				
SALARIES	\$615,522	\$634,197	\$627,070	1.88%
FRINGE BENEFITS	144,648	143,025	144,226	-0.29%
RAW FOOD	419,029	453,779	419,062	0.01%
PURCHASED SERVICES	850	464	825	-2.94%
SUPPLIES	17,500	21,025	19,731	12.75%
HINF PER DIEM SUPPLIES				
EQUIPMENT - NEW	22,000	16,728	0	-100.00%
EQUIPMENT/DISHES-REPLACEMENTS	27,792	22,258	25,888	-6.85%
EQUIPMENT - MAINTENANCE	600	0	600	0.00%
EDUCATION/TRAINING-SUPPLIES/SERV	1,500	80	1,500	0.00%
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES				
EXPENDITURE RECOVERIES	(84,000)	(85,520)	(84,000)	0.00%
UNIT TOTAL	\$1,165,441	\$1,206,036	\$1,154,902	-0.90%
<u>NURSING & PERSONAL CARE</u>				
SALARIES	\$4,198,922	\$4,177,305	\$4,317,244	2.82%
FRINGE BENEFITS	995,918	943,288	992,966	-0.30%
NURSE PRACTITIONER	122,853	91,229	122,853	0.00%
MEDICAL DIRECTOR	12,100	12,257	12,405	2.52%
PHYSICIAN ON CALL FEES	14,755	15,643	14,755	0.00%
PURCHASED SERVICES	10,684	9,742	11,702	9.53%
MEDICAL & NURSING SUPPLIES	27,810	51,327	27,810	0.00%
HIGH NEEDS SUPPLIES-PER DIEM	10,232	0	10,232	0.00%
HIGH NEEDS SUPPLIES-CLAIMS BASED	20,000	7,115	20,000	0.00%
INCONTINENT SUPPLIES	56,852	60,517	56,852	0.00%
EQUIPMENT - NEW	2,750	11,507	2,750	0.00%
EQUIPMENT - REPLACEMENTS	16,521	8,369	16,335	-1.13%
EQUIPMENT - MAINTENANCE	550	2,730	550	0.00%
EDUCATION/TRAINING-SUPPLIES/SERV	7,000	1,251	7,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES				
EXPENDITURE RECOVERIES		(14,752)		
UNIT TOTAL	\$5,496,947	\$5,377,528	\$5,613,454	2.12%

HASTINGS / QUINTE L.T.C.
CENTENNIAL MANOR
2021 BUDGET

EXPENDITURES	2020 BUDGET	2020 ACTUAL	2021 BUDGET	%
<u>HOUSEKEEPING SERVICES</u>				
SALARIES	\$351,336	\$517,747	\$357,591	1.78%
FRINGE BENEFITS	82,564	108,146	82,246	-0.39%
PURCHASED SERVICES	4,400	1,018	4,500	2.27%
SUPPLIES	32,312	32,760	33,157	2.62%
EQUIPMENT - NEW			711	
EQUIPMENT - REPLACEMENTS	16,765	13,913	17,078	1.87%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SERV				
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES				
EXPENDITURE RECOVERIES		(843)		
UNIT TOTAL	\$487,377	\$672,741	\$495,283	1.62%
<u>LAUNDRY & LINEN SERVICE</u>				
SALARIES	\$233,789	\$127,218	\$208,100	-10.99%
FRINGE BENEFITS	54,940	28,708	47,863	-12.88%
PURCHASED SERVICES				
INCONTINENT SUPPLIES				
LAUNDRY SUPPLIES	5,102	4,710	5,630	10.35%
EQUIPMENT - NEW	704	204	965	37.07%
EQUIPMENT - REPLACEMENTS	15,207	9,031	9,286	-38.94%
EQUIPMENT - MAINTENANCE				
LINEN REPLACEMENT	19,085	18,946	19,085	0.00%
EDUCATION/TRAINING-SUPPLIES/SERV				
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES				
EXPENDITURE RECOVERIES	(46,475)	(54,367)	(51,265)	10.31%
UNIT TOTAL	\$282,352	\$134,450	\$239,664	-15.12%
<u>GENERAL & ADMINISTRATIVE</u>				
SALARIES	\$395,216	\$395,717	\$401,288	1.54%
FRINGE BENEFITS	92,876	89,208	92,296	-0.62%
ADVERTISING	2,500	6,690	2,500	0.00%
PURCHASE OF SERVICE	41,922	59,320	60,870	45.20%
COMMITTEE FEES	2,900	9,722	2,900	0.00%
COMMON COSTS	471,773	471,773	510,400	8.19%
INSURANCE CLAIMS EXPENSE	1,350	1,514	1,350	0.00%
INTERDEPARTMENT HARDWARE/SOFTWARE CHARGES	16,500	16,463	22,600	36.97%
INTERDEPARTMENT VEHICLE LEASE EXPENSE	1,350	1,350		-100.00%
AUDIT FEES	4,800	4,652	4,800	0.00%
LEGAL FEES	32,500	18,705	32,500	0.00%
POSTAGE	2,750	1,172	2,750	0.00%
PRINTING & STATIONERY	11,000	17,126	13,300	20.91%
EQUIPMENT - REPLACEMENTS	5,460	4,467	25,270	362.82%
EQUIPMENT - NEW		4,601		
CONTRIBUTION TO RESERVES-WSIB		2,789		
-CAPITAL				
ASSOCIATION MEMBERSHIPS	12,550	13,152	11,767	-6.24%
EDUCATION/TRAINING-SUPPLIES/SERV	12,000	4,168	12,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVNT.	9,000	1,010	9,000	0.00%
OTHER EXPENSES	9,000	6,642	10,000	11.11%
BANK INTEREST CHARGES	800	309	800	0.00%
EXPENDITURE RECOVERIES		(1,319)		
UNIT TOTAL	\$1,126,247	\$1,129,231	\$1,216,391	8.00%

HASTINGS / QUINTE L.T.C.
CENTENNIAL MANOR
2021 BUDGET

<u>EXPENDITURES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>BUILDING / FACILITY SERVICES</u>				
SALARIES	\$243,546	\$233,030	\$206,358	-15.27%
FRINGE BENEFITS	57,233	52,585	47,462	-17.07%
PURCHASED SERVICE- Interdepartmental Rent From NHPB	208,850	208,850	220,665	5.66%
- Interdepartmental Charges Offset to NHPB	(84,100)	(84,100)	(88,990)	5.81%
-Service Contracts	179,999	176,038	180,000	0.00%
EQUIPMENT - NEW	16,298	17,211	25,034	53.60%
EQUIPMENT - One Time Ministry Funded Purchases				
EQUIPMENT - REPLACEMENTS	57,270	44,487	62,941	9.90%
EQUIPMENT - MAINTENANCE	49,130	49,325	49,360	0.47%
BUILDING REPAIRS & MAINTENANCE	67,796	52,480	93,450	37.84%
EDUCATION/TRAINING-SUPPLIES/SERV	0		1,272	
ATTENDANCE COSTS-TRAVEL/CONVNT.				
ELECTRICITY	135,000	115,328	135,000	0.00%
GAS-PROPANE	144,200	102,948	125,000	-13.31%
WATER & SEWER	53,000	44,584	47,250	-10.85%
INSURANCE PREMIUM	45,500	45,544	51,300	12.75%
INSURANCE CLAIM / DEDUCTIBLE				
TELEPHONE	20,715	24,583	21,240	2.53%
OTHER EXPENSES	5,000	34	3,000	-40.00%
EXPENDITURE RECOVERIES	(72,500)	(121,410)	(72,500)	0.00%
UNIT TOTAL	\$1,126,937	\$961,517	\$1,107,842	-1.69%
<u>COVID EXPENSES</u>				
SALARIES		643,427	408,000	
FRINGE BENEFITS		97,444	93,840	
EQUIPMENT - MEDICAL		1,168		
EQUIPMENT - IT		3,318		
EQUIPMENT - OTHER		49,627	77,940	
CLEANING SUPPLIES		3,469		
SUPPLIES PPE		40,904	40,000	
OTHER EXPENSES		32,592	15,000	
UNIT TOTAL	\$0	\$871,949	\$634,780	
TOTAL OPERATING EXPENDITURES	10,232,451	10,880,232	11,035,118	7.84%

**COUNTY OF HASTINGS
CAPITAL BUDGET 2021**

EXPENDITURES	General	Community & Human Services	EMS	Long-term Care		TOTAL
				HM	CM	
Capital Projects	1,503,100	5,710,872	1,842,800	901,000	1,374,900	11,332,672
Distribution of 2019 Gas Tax	1,202,164					1,202,164
Gas Tax Reserve Fund	54,644					54,644
	2,759,908	5,710,872	1,842,800	901,000	1,374,900	12,589,480
REVENUE						
Current Budget		1,850,000	892,800	225,000	120,324	3,088,124
Gas Tax Funding 2020	1,256,808					1,256,808
IAH Provincial Grant						0
Prov Funding	682,000	67,261		100,000	982,375	1,831,636
Contribution from Reserves						
Computer Reserve	194,000					194,000
Roads Reserve	210,000					210,000
Capital Reserve Fund	417,100					417,100
Contingency Fund						0
Gas Tax Funding						0
Housing Capital		2,993,611				2,993,611
EMS Vehicles & Equipment						0
Hastings Manor Reserves				401,000		401,000
Centennial Manor Capital					272,201	272,201
Insurance Proceeds						0
Donations						0
Debt		800,000	950,000	175,000		1,925,000
	2,759,908	5,710,872	1,842,800	901,000	1,374,900	12,589,480

County Administration Building, IT Investments and North Hastings Professional Building
2021 Capital Budget

ADMINISTRATION BUILDING

Project: Replace North Exterior Stairs & Walkway

Budget Amount: \$180,000

Justification: The north exterior stairs and walkway have numerous crack and sections of broken and missing concrete. These steps have been patched several times in the past and it is now time for their complete replacement as they present a trip hazard.

Project: Retaining Wall Repointing & Building Foundation Parging

Budget Amount: \$35,000

Justification: Sections of the stone retaining wall along Pinnacle and Campbell St have deteriorating pointing between the stone. Due to the age of this wall, it needs repointing every 5 to 10 years to ensure its structural integrity.

IT Investments

Project: Computer Replacement

Budget Amount: \$194,000

Justification: Purchases of hardware are coordinated through the County's IT department and they are replaced on a regular schedule based on a life cycle of 4 years for desktops and laptops and 6 years for VDI. The replacement is funded through an annual charge to each department that is contributed to the computer replacement reserve fund.

Project: Electronic Data management System (EDMS)

Budget Amount: \$532,000 (Modernization funding)

Justification: The EDMS system will support all aspects of managing county records. From creation/receipt to destruction or transfer to the County's Archives, ensuring that the County is able to effectively administer its services and comply with its legislative obligations. The EDMS will also offer provision for paperless workflows, supporting the County's efforts to reduce dependency on paper driven work processes.

The project will implement a system consisting of software, hardware, policies, and processes to automate the preparation, organization, tracking, distribution, storage, access, and final disposition of electronic documents and records from all sources and in all media.

Project: Scheduling System

Budget Amount: \$150,000 (Modernization funding)

Justification: This project is to implement an advanced automated scheduling system for our long-term care homes and paramedic services. These services operate 24/7, 365 days per year. We need to be able to schedule our team members efficiently, ensuring member are in the right place at the right time all of which will improve the care to our residents.

The process of scheduling 400 plus team members in our LTC homes is extremely time consuming and complex and the current process is manual and labour intensive. Improving scheduling efficiencies and building continuity of team member into our scheduling on each Resident Home Area is important to the well-being of our residents.

The system would also allow Team members to have 24/7 access to schedules allowing eligible team members to pick up extra shifts, ensuring quicker fill rates, improving team member satisfaction and over-all reducing over-time costs.

The same kind of efficiencies and benefits could be obtained for improved automated scheduling in our Paramedic services. Having both Services utilizing the same system would improve work flows for not only the operating departments but also Human Resources and Payroll. An automated system would also improve the access to data to support policies and decisions around employment terms (Contract negotiations, sick, leave of absence...).

North Hastings Professional Building

Project: Auditorium Floor Replacement

Budget Amount: \$37,000

Justification: The existing floor has many tears which have been patched with tape. These repairs are unsightly and present a tripping hazard. The cost of replacement of the floor is shared with the Centennial Manor Capital Budget.

Project: Repoint Brick

Budget Amount: \$140,000

Justification: The brick work on the east loading dock wall next to the Auditorium entrance is showing considerable signs of spalling and cracking. There are several large areas where repointing and brick replacement is required to eliminate the hazard of falling brick.

Project: Hallway Floor Repairs

Budget Amount: \$25,000

Justification: There are several areas on the 1st, 2nd and 3rd floors of the NHPB where the existing flooring is worn or torn. These sections need to be cut out and replaced to eliminate any trip hazard.

ROADS

Project: Crack Sealing Program

Budget Amount: \$30,000

Justification: Last year, crack sealing was undertaken on Hwy 2 at Shannonville and the Shannonville Road. Additional crack sealing is required on sections of Hwy 2 east of Shannonville and on Hwy 2 at Deseronto and the Bayshore Road. This work will extend the useful life of the pavement.

Project: Paving on York Road

Budget Amount: \$100,000

Justification: In 2020 the Finance Committee authorized staff to approach the Mohawks of the Bay of Quinte (MBQ) to request that the County section of York Road be included as an optional extra in their paving contract. The MBQ project was delayed until this year due to their ongoing water projects. When their paving contract is called our section of road will be included as an extra and the County can decide if it wishes to proceed with the work at that time.

Project: Implementation of Traffic Study Recommendations

Budget Amount: \$80,000

Justification: The 2020 Traffic Study of the intersection of Hwy 2 and Shannonville Road was approved last year. The work has not yet been completed however this budget allowance has been provide for the implementation of the study results if desired following receipt of the report.

**Administration / General Capital Budget
Multi-Year Forecast**

Project	2022	2023	2024	2025	2026	Priority Level
County Administration Building						
Repave Parking Lot		385,000				P3
Replace HVAC Pumps		30,000				P3
Replace Windows			510,000			P2
Replace Glass Curtain Wall				75,000		P2
Replace 3 Boilers				300,000		P2
Retaining Wall Parging				25,000		P1
Total Administration Building	-	415,000	510,000	400,000	-	
IT Investments						
Annual Replacement	50,000	50,000	50,000	50,000	50,000	P2
Total IT Investments	50,000	50,000	50,000	50,000	50,000	
North Hastings Professional Building						
Replace 7 Heat Pumps					45,000	P3
Replace VCT & Sheet Flooring		260,000				P2
Replace Carpet Flooring			96,000			P3
Repave Driveway			312,000			P3
Replace Lighting with LED			225,000			P2
Replace Ceiling Tile			99,000			P3
Diesel Generator Replacement		100,000				P1
Diesel Fuel Tank Replacement		24,000				P1
Roof Replacement					336,000	P3
Total North Hastings Professional Building	-	384,000	732,000	-	381,000	
Roads Project						
Total Roads	-	-	-	-	-	
TOTAL	50,000	849,000	1,292,000	450,000	431,000	

	Computer	Capital	Fed Gas Tax	Total
Opening Reserve, 2022	463,212	1,599,089	388,616	2,450,917
Contribution	195,000	185,000	115,497	495,497
Grants / Donations				-
Debt Financing				-
Capital Expenditures	(50,000)	0		(50,000)
	608,212	1,784,089	504,113	2,896,414
Opening Reserve, 2023	608,212	1,784,089	504,113	2,896,414
Contribution	195,000	185,000	115,497	495,497
Grants / Donations				-
Debt Financing				-
Capital Expenditures	(50,000)	(799,000)	0	(849,000)
	753,212	1,170,089	619,610	2,542,911
Opening Reserve, 2024	753,212	1,170,089	619,610	2,542,911
Contribution	195,000	185,000	115,497	495,497
Grants / Donations				-
Debt Financing				-
Capital Expenditures	(50,000)	(1,242,000)	0	(1,292,000)
	898,212	113,089	735,107	1,746,408
Opening Reserve, 2025	898,212	113,089	735,107	1,746,408
Contribution	195,000	185,000	115,497	495,497
Grants / Donations				0
Debt Financing				0
Capital Expenditures	(50,000)	(400,000)		(450,000)
	1,043,212	(101,911)	850,604	1,791,905

Community and Human Services 2021 Capital Budget

Project: Sprinkler System Valve Testing/ Replacement – All Housing Locations

Budget Amount: \$232,300.00

Justification: The existing sprinkler system installed at each building has reached the end of its useful life. It will now require annual testing of 10% of the sprinkler heads or replacement of the sprinkler heads. It has been determined that the cost of replacing the sprinkler heads on our system will be less expensive than testing and re-certifying the existing sprinkler heads. Annual testing of the complete sprinkler system will still be completed. Any defects to the system are maintained annually and will continue to be identified and repaired in the same manner.

Project: HVAC Air Make-Up Unit Replacement 2 Units – 25 Wellington Crescent, Belleville

Budget Amount: \$20,000.00

Justification: The Make-Up Air Units at 25 Wellington were identified as at the end of their life cycle and require replacement. Recent breakdowns in the equipment have resulted in a loss of efficiency along with the high cost of maintenance on the aging equipment. This budget allowance will allow for the necessary engineering and design work to be undertaken in 2021 for replacement of the units in 2022

Project: Elevator Replacement – 43 Matthew Street, Marmora

Budget Amount: \$203,800.00

Justification: The existing lift at 43 Matthew Street is at the end of its service life. The existing Henderson Lift is no longer supported and parts are not readily available. The frequency and cost of maintenance and repairs have necessitated the replacement of this equipment. An engineering review is currently underway and the recommendation is to replace the lift with an elevator.

Project: Balcony Repairs – 45 Creswell Drive, Quinte West

Budget Amount: \$447,300.00

Justification: The repairs of the balconies at 45 Creswell were identified through the Asset Management Plan. They require deck repairs, railing and flashing replacement, and rust and surface cleaning as well as minor spot restoration. As part of this project the structural capacity of the balconies will be verified. The increased costs of these repairs are due to the high rise nature of this building.

Project: Balcony Repairs – 247 Bridge Street West, Belleville

Budget Amount: \$256,800.00

Justification: The repairs of the balconies at 247 Bridge Street West were identified through the Assetic Asset Management Plan. They require deck repairs, railing and flashing replacement, and rust and surface cleaning as well as minor spot restoration. As part of this project the structural capacity of the balconies will be verified.

Project: Brick Repointing and Replacement – 485 Bridge Street East.

Budget Amount: \$71,300.00

Justification: In 2020, emergency brick repairs were completed around the entrances and in several locations around the building. It was noted that many other areas needed to be repointed or replaced around the building as the brick work is deteriorated and in danger of spalling off. This project will repair these defective areas.

Project: Siding Replacement – 25 Station Street, Bancroft

Budget Amount: \$188,500.00

Justification: The wood siding at 25 Station Street is part of the original construction and has reached the end of its life cycle. There are several locations where water has begun penetrating the building around windows and doors where this vertical siding has failed. The intent is to replace the existing siding with a new cementitious trowel applied coating which is guaranteed to be waterproof and will help cover and seal uneven surfaces around windows and doors at a much more economical cost than steel siding.

Project: Unit Rehabilitation – 23 McCamon Avenue, Tweed

Budget Amount: \$800,000.00

Justification: This project represents the second phase of unit repairs required in Tweed. The existing units' floors have sunken and require an excavation and reinstatement of the floor slabs which requires the complete demolition of the unit interior. These structural repairs require the lifting and supporting of the second floor units as well. These repairs will result in an additional 8 units being fully rehabilitated. Eleven additional units in this wing at Tweed have the same problem and will be addressed in future year's capital budgets.

Project: Replace Smoke Detectors, Emergency and Exit Lights and Signage – Various Buildings

Budget Amount: \$435,000.00

Justification: The smoke detectors at various buildings have reached the end of their lifecycle and need to be replaced. It was further identified through Assetic's plan that the Emergency and Exit lighting at many locations has reached the end of its life cycle and needs to be replaced to maintain building safety, particularly during a fire.

Project: Kitchen and Bathroom Replacements – Various Locations

Budget Amount: \$300,000.00

Justification: The replacement of Kitchen and Bathrooms was indicated in the Assetic AMP for many locations throughout the portfolio. This item represents the cost of the replacement of the existing kitchens and bathrooms, the work will be undertaken when units are vacant and being prepped for new tenants.

Project: Hallway Flooring Replacement – 7 Turnbull Street

Budget Amount: \$152,900.00

Justification: The existing flooring in the hallways has reached the end of its lifecycle and has been identified for replacement. There is significant deterioration to the carpet and several worn areas are in need of repair or replacement. The replacement of the carpet on the ground floor with non-slip rubber flooring, and the installation of new carpet on the second floor has become the standard practice at all housing properties when a flooring replacement has been required.

Project: Air Conditioning Replacement – Various Locations

Budget Amount: \$150,000.00

Justification: This program was approved last year at Community and Human Services Committee and by County Council to provide new air conditioning units to tenants who require them within their unit. This is designed to ensure that they are properly installed and do not hang out of unit windows.

Project: Unit Electrical Upgrades – 25 Wellington Crescent, Belleville

Budget Amount: \$80,000.00

Justification: After completing repairs to the GFI units last year, our electrician noted an issue with the existing breakers in the older unit electrical panels. The intent of this project is to replace the existing panels with new panels and ensure that proper GFI breakers are installed in each unit that had repairs completed to the GFI's last year.

Project: Plumbing Repairs – 23 McCamon, Tweed

Budget Amount: \$75,000.00

Justification: During the unit rehabilitation in Tweed last year, it was noted that most units lacked shut-offs to isolate plumbing leaks in their supply plumbing lines. It was also noted that the condition of the existing plumbing supply lines was poor and requires replacement in order to prevent leaks and to keep the building functioning normally. These costs are based on estimates received from the contractors working on the unit rehabilitation.

Project: Make-Up Air Unit Enclosure – 43 Matthew Street, Marmora

Budget Amount: \$50,000.00

Justification: With the replacement of the make-up air unit in Marmora several years ago, changes were made to the existing fire separations that no longer meet the code requirements for the building and fire code. As a result, several adjustments need to be made to the enclosure around the make-up air unit. In conjunction with the Elevator replacement planned in Marmora, this project will correct the existing code deficiencies.

Project: Driveway and Front Entrance Repairs and Repaving – 485 Bridge Street East, Belleville

Budget Amount: \$80,000.00

Justification: The front entrance at 485 Bridge Street East has a large concrete pad which has reached the end of its life cycle. The existing pad has been used as a parking space for cars which has contributed to the damage and unevenness of the concrete. The intent of this project is to redesign the concrete area, improve the traffic circle, and add additional visitor parking to minimize blocking the driveway and entrance.

Project: Playground Upgrades at 5 Locations

Budget Amount: \$50,000.00

Justification: The existing playgrounds at 5 Locations throughout the family properties require a new base surface. These locations were provided with stone bases which have settled and are no longer considered safe. The intent of this project is to remove the existing stone base and replace it with an engineered wood fiber base which is the new standard of acceptance for playground installations.

Project: Asphalt Sidewalk Replacement – 424 Bleecker Avenue, Belleville

Budget Amount: \$25,500.00

Justification: Repairs were made to the playground and surrounding sidewalks last year at 424 Bleecker Avenue. This project is the next phase of this work and will result in the replacement of the existing asphalt sidewalks on the property. The existing sidewalks are in poor condition and are cracked and uneven. Several tree roots have been migrating through the sidewalk surface causing numerous trip hazards that need to be corrected.

Project: Accessible Ramp – 5 Turnbull

Budget Amount: \$35,000.00 – CONDITIONAL ON FUNDING

Justification: The current accessible route for 5 Turnbull is not convenient for visitors to the building and doesn't provide access to the intercom system. This project will provide a ramp to the front entrance of the building for visitors to access the main doors and will significantly improve visitor access to the building. This project is conditional on a grant that has been applied for previously and is awaiting approval.

Project: Gazebo Installation – 490 Sidney Street, Belleville

Budget Amount: \$31,000.00 – CONDITIONAL ON FUNDING

Justification: Due to the high needs population at this building, funding is being sought to provide a weather protected gazebo at the rear of the parking area to provide a safe place for smoking in the winter months and during inclement weather. This building is smoke free and is not permitted within the tenants units. This project is conditional on a grant that has been applied for previously and is awaiting approval.

Project: Vehicle Replacement (2)

Budget Amount: \$91,700.00

Justification: This budget represents the final replacement of the existing fleet of a former ambulance and van that are being used by Facilities maintenance staff. These existing vehicles are past their useful life and are expensive to maintain. These final two vehicles will result in a new modern fleet of vehicles that can be readily maintained by any mechanic and are better suited to the needs of the department.

COMMUNITY AND HUMAN SERVICES 2021 CAPITAL EXPENDITURE PLAN

Project	Location	2020 Projects	Priority Level
New Construction			
Mechanical/Electrical Systems			
Sprinkler System Valve Testing / Replacement	All Locations - Mandatory	232,300	P1
HVAC Replacement - 2 Units	25 Wellington	20,000	P2
Elevators and Lifts			
Elevator Replacement	Mathew St. Marmora	203,800	P1
Roof Replacement			
Exterior Repairs			
Balcony Repair & Railing	45 Creswell	447,300	P1
Balcony Repair & Railing	247 Bridge St W	256,800	P1
Brick Repointing & Replacement	485 Bridge St. E	71,300	P1
Siding Replacement	25 Station St	188,500	P2
Interior Repairs			
Unit Rehabilitation	23 McCammon	800,000	P1
Replace Smoke Detectors, Emergency Signs and Exits	Various Locations	435,000	P1
Kitchen and Bathroom Upgrades	Various Locations	300,000	P1
Hallway Flooring Replacement	7 Turnbull	152,900	P1
Air Conditioners Replacements	Various Locations	150,000	P1
Unit Electrical Upgrades	25 Wellington	80,000	P1
Plumbing Repairs	23 McCammon	75,000	P1
MUA Enclosure	43 Matthew Marmora	50,000	P1
Site Work			
Driveway / Front Entrance Repair and Paving	485 Bridge Street	80,000	P1
Playground Upgrades at 5 Locations	Various Locations	50,000	P1
Replace Asphalt Sidewalks	424 Bleecker	25,500	P1
Accessible Ramp	7 Turnbull	35,000	P4
Gazebo Installation	490 Sidney St	31,000	P4
Vehicle Replacement			
Vehicle Replacement (X2)		\$ 91,700	P2
		\$ 3,776,100	

2021 Capital Budget	3,409,900	P1 - Legislated/mandate, health & safety, operational failure P2 - End of Useful life; Lifecycle management, cost reduction if completed, operational efficiency P3 - Lifecycle replacement, scheduled end of life P4 - Service enhancement
	300,200	
	-	
	66,000	
	3,776,100	
Carry forward Capital Projects	1,934,772	
	5,710,872	

RESERVE	
Opening Reserve	\$5,661,586
2021 Contribution	1,850,000
Canada-Ontario Community Housing Initiative (COCHI)	1,261
Debt Financing	800,000
New Horizons for Seniors Grant	66,000
Capital Projects	(5,710,872)
Closing Reserves	\$ 2,667,975

COMMUNITY AND HUMAN SERVICES 2020 CAPITAL EXPENDITURE PLAN - CARRYOVER PROJECTS

Project	Location	Budgets Approved by Council	Additional Budget Request to Complete	Expenses Incurred to Dec 31, 2020	Projected Future Spending to Complete	Priority Level
New Construction						
Purchase and Design of 32-Unit Complex in Quinte West	College Street	700,000		0	700,000	P4
Elevators and Lifts						
Electrical/Mechanical						
Camera System Upgrade	All Properties	1,000,000	19,000	0	1,019,000	P1
MUA Unit Upgrades	185 Cannifton	60,000		54,317	5,683	P1
MUA Unit Upgrades	139 Ontario	60,000		52,805	7,195	P1
Exterior Repairs						
Roof Repair	5 Turnbull	466,100		442,530	23,570	P1
Interior Repairs						
Unit rehabilitation	23 McCamon	200,000	41,000	228,065	12,935	P1
Site Work						
Fencing Replacement	Tracey Park Drive	155,000	15,500	4,111	166,389	P1
CARRYFORWARD CAPITAL PROJECTS BUDGET		2,641,100	75,500	781,828	1,934,772	

**Community and Human Services Capital Budget
Multi-Year Forecast**

Project	Location	Priority	Estimated Cost in Current Dollars	Year Planned	2022	2023	2024	2025
2022								
New Quinte West Complex 32 Units	College Street	P4	7,173,800	2022	7,449,000			
Replace Fencing	Elgin Tripp West Moira	P3	150,000	2022	155,754			
59 units -Remove patio doors and replace with man door (\$3,000 / unit) and window for A/C unit	Tracey Park Drive	P2	177,000	2022	183,790			
Pave New Parking Lot Addition	315 Edmon Street	P3	195,000	2022	202,480			
Parking Lot Repavement	Elgin, Tripp, W. Moira	P3	165,000	2022	171,330			
Install Rubber Flooring in Main Hall, Laundry and Washrooms	236 Dundas St. East	P2	26,000	2022	26,997			
Window Replacement	North Park	P2	480,000	2022	498,413			
Exit & Emergency Lighting Upgrade	7 Turnbull	P1	71,000	2022	73,724			
Replace Soffit & Eavestrough	Pine St	P3	98,000	2022	101,759			
Window Replacement	59 Russell	P2	880,000	2022	913,758			
Window Replacement	25 Station St	P2	400,000	2022	415,344			
MUA Replacement	25 Station St	P2	60,000	2022	62,302			
Window Replacement	47 Wellington	P2	362,500	2022	376,406			
Window Replacement	312 Wellington	P2	312,000	2022	323,969			
Intercom Upgrade	25 Wellington	P3	50,000	2022	51,918			
Replace Electrical Distribution Panel	23 McCamom	P2	25,000	2022	25,959			
Paint Exposed Steel	245 Bridge	P3	60,000	2022	62,302			
Repoint Brickwork	Pine St	P2	45,000	2022	46,726			
Repaint Exposed Steel	27 Wellington	P3	31,000	2022	32,189			
Unit Rehabilitation	23 McCamom	P1	800,000	2022	830,689			
***Parking Lot Repaving	Stirling	P3	224,180	2022	232,780			
***Parking Lot Repaving	North Park	P3	305,700	2022	317,427			
***HVAC Replacement - 2 Units	25 Wellington	P2	81,900	2022	85,042			
***Roof Replacement	7 Turnbull	P2	457,900	2022	475,466			
***Window Replacement	485 Bridge	P2	305,700	2022	317,427			
***Repairing & Repoint Brickwork	Gould Street	P2	178,300	2022	185,140			
***LED Lighting upgrade in Common Areas	45 Creswell	P2	38,200	2022	39,665			
***Intercom Upgrade	45 Creswell	P2	51,000	2022	52,956			
Vehicle Replacement (X1)		P2	47,000	2022	48,803			
*** Project deferred from 2021								
2023								
Install New Furnaces	59 Russell Place	P2	228,800	2023	-	242,091		
Replace Fire Alarm Sprinkler System and Standpipe	7 Turnbull	P1	84,360	2023	-	89,260		
Replace Sprinkler System	45 Creswell	P1	25,179	2023	-	26,642		
Lift Replacement with Elevator	23 McCamom	P1	250,000	2023	-	264,522		
Replace Exterior Metal Doors	485 Bridge	P3	32,500	2023	-	34,388		
LED Lighting Upgrade	485 Bridge	P2	108,000	2023	-	114,274		
Replace Entrance Doors	North Park	P3	176,000	2023	-	186,224		
Upgrade Exterior Lighting	North Park	P2	102,000	2023	-	107,925		
Repoint Brickwork	7 Turnbull	P3	25,000	2023	-	26,452		
Window Replacement	7 Turnbull	P2	320,000	2023	-	338,589		
Replace Entry Doors	7 Turnbull	P3	33,000	2023	-	34,917		
Replace Ceiling Tile	7 Turnbull	P3	50,000	2023	-	52,904		
LED Lighting Upgrade	7 Turnbull	P2	75,000	2023	-	79,357		
Fire Alarm Panel Replacement	7 Turnbull	P3	70,000	2023	-	74,066		
Vinyl Siding Replacement	Pine St	P3	178,000	2023	-	188,340		
Repoint Brickwork	5 Turnbull	P3	25,000	2023	-	26,452		
Sidewalk Repairs	59 Russell Place	P1	150,000	2023	-	158,713		
Replace Main & Sub electrical Panels	21 Albert	P3	55,000	2023	-	58,195		
Window Replacement	247 Bridge	P2	244,000	2023	-	258,174		
Exterior LED Lighting Upgrade	Elgin Tripp	P2	26,000	2023	-	27,510		

Community and Human Services Capital Budget
Multi-Year Forecast

Project	Location	Priority	Estimated Cost in Current Dollars	Year Planned	2022	2023	2024	2025
Lift Replacement with Elevator	25 Station	P1	250,000	2023		264,522		
Repoint Brickwork	27 & 47 Wellington St	P3	45,000	2023	47,614			
Replace Unit & Common Area Doors	47 Wellington	P3	77,000	2023	81,473			
LED Lighting Retrofit	27 Wellington	P2	53,000	2023	56,079			
Repoint Brickwork	45 Creswell	P3	35,000	2023	37,033			
Window Replacement	45 Creswell	P2	370,000	2023	391,493			
Window Replacement	York & Kent	P2	420,000	2023	444,398			
Repoint Brickwork	York & Kent	P3	125,000	2023	132,261			
Repoint Brickwork	Brant Green Main	P3	75,000	2023	79,357			
Rebave Driveway	Brant Green Main	P3	161,000	2023	170,352			
Repoint Brickwork	315 Edmon	P3	25,000	2023	26,452			
Main & Unit electrical Panel Upgrades	43 Matthew	P3	85,500	2023	90,467			
Ceiling Tile Replacement	23 McCamron	P3	32,000	2023	33,859			
Rebave Parking lots	Janlyn	P3	40,000	2023	42,324			
Repoint Brickwork & Parging	Janlyn	P3	60,000	2023	63,485			
Repoint Brickwork	245 Bridge	P3	25,000	2023	26,452			
Window Replacement	245 Bridge	P2	330,000	2023	349,170			
Rebave Parking Lot & Walkways	245 Bridge	P3	164,000	2023	173,527			
Unit Rehabilitation	23 McCamron	P1	800,000	2023	846,472			
Vehicle Replacement (X1)		P3	47,000	2023	49,730			
2024								
Rebave Parking Lot	Pine Street	P3	334,000	2024			360,117	
Chain Link Fence	43 Matthew Street	P3	35,784	2024			38,582	
Ceiling tile Replacement	25 Wellington	P3	50,000	2024			53,910	
Lighting Upgrade	24 Brown	P2	45,000	2024			48,519	
Window Replacement	24 Brown	P2	248,000	2024			267,392	
Repoint Brickwork	25 Station	P3	31,500	2024			33,963	
Replace electrical Distribution Panels	Elgin Tripp	P3	76,500	2024			82,482	
LED Lighting in Common areas	25 Station	P2	30,000	2024			32,346	
Replace Balcony Patio Doors	45 Creswell	P3	178,000	2024			191,918	
Vehicle Replacement (X1)		P3	45,000	2024			48,519	
2025								
Window Replacement	Tracey Park	P2	118,000	2025				129,644
Replace Exterior Doors	Tracey Park	P2	118,000	2025				129,644
Repoint Brickwork	Blecker Ave	P3	110,000	2025				120,855
Replace Interior Doors	5 Turnbull	P3	92,500	2025				101,628
Replace Windows	25 Wellington	P2	360,000	2025				395,525
Elevator Modernization	24 Brown	P1	250,000	2025				274,670
Upgrade Intercom System	24 Brown	P3	50,000	2025				54,934
Rebave Parking Lot	247 Bridge	P3	175,000	2025				192,269
Window Replacement	Elgin Trip	P3	78,000	2025				85,697
Window Replacement	Marsh Dr	P3	90,000	2025				98,881
Replace Main Electrical Panel	25 Station	P3	60,000	2025				65,921
Upgrade Intercom System	25 Station	P3	50,000	2025				54,934
Driveway Repair & Sealing	25 Station	P3	60,000	2025				65,921
Window Replacement	Gould St	P2	362,000	2025				397,722
Window Replacement	23 McCamron	P2	220,000	2025				241,709
MJA Unit Replacement	23 McCamron	P3	70,000	2025				76,908
Upgrade Intercom System	23 McCamron	P3	50,000	2025				54,934
Window Replacement	247 Bridge	P2	330,000	2025				362,564
Balcony Door Replacement	247 Bridge	P2	202,500	2025				222,483

Community and Human Services Capital Budget
Multi-Year Forecast

Project	Location	Priority	Estimated Cost in Current Dollars	Year Planned	2022	2023	2024	2025
Vehicle Replacement (X1)		P3	47,000	2025				51,638
2026								
Entry & Apartment Doors	23 McCamron	P3	113,000	2026				
Hot Water Boiler	23 McCamron	P3	35,000	2026				
Make Up Air Unit Replacement	23 McCamron	P3	35,000	2026				
Primary Electrical Supply Panel	245 Bridge St E	P3	200,000	2026				
Siding Replacement	245 Bridge St E	P3	37,500	2026				
Voice Com System Upgrades	245 Bridge St E	P3	125,000	2026				
Patio Replacements	245 Bridge St E	P3	60,000	2026				
Exterior Lighting	245 Bridge St E	P2	20,000	2026				
Furnace Replacements	Gould St	P3	432,000	2026				
Hot Water Tank Replacement	Gould St	P3	90,000	2026				
Exterior Lighting	Gould St	P2	108,000	2026				
Entry & Unit Doors	236 Dundas St	P3	182,000	2026				
Make Up air Unit Replacement	236 Dundas St	P3	35,000	2026				
Sprinkler System Upgrade	236 Dundas St	P1	50,000	2026				
Entry & Unit Doors	24 Brown	P3	160,000	2026				
Hot Water Boiler	24 Brown	P3	70,000	2026				
Make Up Air Unit Replacement	24 Brown	P3	70,000	2026				
Voice Com System Replacement	24 Brown	P3	50,000	2026				
Entry & Unit Door Replacement	25 Station	P3	316,000	2026				
Hot Water Boiler	25 Station	P3	14,000	2026				
Parking Lot Repaving	25 Station	P3	90,000	2026				
Exterior Lighting	25 Station	P2	18,000	2026				
Entry & Unit Door Replacement	25 Wellington	P3	202,500	2026				
Common Area Floor Replacement	25 Wellington	P3	149,500	2026				
Replace Hot Water System	25 Wellington	P3	52,000	2026				
Sprinkler System Upgrade	25 Wellington	P1	75,000	2026				
Exterior Lighting	424 Bleecker	P2	100,000	2026				
Replace Hot Water System	45 Creswell	P3	47,500	2026				
Make Up Air Unit Replacement	47 Wellington	P3	65,000	2026				
Primary Electrical Supply Panel	47 Wellington	P3	5,500	2026				
Parking Lot Repaving	47 Wellington	P3	17,500	2026				
Furnace, HFV & Fans	209 Mill St	P3	97,500	2026				
Driveway Repaving	209 Mill St	P3	18,900	2026				
Make Up Air Unit Replacement	27 Wellington	P3	65,000	2026				
Driveway Repaving	27 Wellington	P3	17,500	2026				
Water Treatment System	43 Spring St	P3	30,000	2026				
Driveway Repaving	43 Spring St	P3	29,400	2026				
Make Up air Unit Replacement	5 Turnbull	P3	255,000	2026				
Common Area Lighting Upgrades	5 Turnbull	P2	98,900	2026				
Exit & Emergency Lighting Upgrades	5 Turnbull	P1	23,500	2026				
Driveway Repaving	5 Turnbull	P3	31,500	2026				
Exterior Lighting	5 Turnbull	P2	10,000	2026				
Make Up Air Unit Replacement	7 Turnbull	P3	110,000	2026				
Driveway Repaving	7 Turnbull	P3	31,500	2026				
Exterior Lighting	Brant Green Main	P2	30,000	2026				
Entry & Service Door Replacement	185 Cannifton Rd	P3	78,000	2026				
Hydronic Heating	185 Cannifton Rd	P3	75,000	2026				

Community and Human Services Capital Budget
Multi-Year Forecast

Project	Location	Priority	Estimated Cost in Current Dollars	Year Planned	2022	2023	2024	2025
HVAC Unit Replacement	185 Cannifton Rd	P3	10,000	2026				
Exterior Lighting	185 Cannifton Rd	P2	20,000	2026				
Hot Water Tank Replacement	Pine St	P3	142,500	2026				
Furnace Replacement	Pine St	P3	684,000	2026				
Exterior Lighting	Pine St	P2	85,500	2026				
Hot Water Boiler Tanks	139 Ontario St	P3	69,000	2026				
Make up Air Unit Replacement	139 Ontario St	P3	20,000	2026				
Furnace Replacements	315 Edmond St	P3	48,000	2026				
Make Up Air Unit Replacement	315 Edmond St	P3	80,000	2026				
Sprinkler System Upgrades	315 Edmond St	P1	50,000	2026				
Furnace Replacements	43 Matthew	P3	48,000	2026				
Make Up Air Unit Replacement	43 Matthew	P3	20,000	2026				
Furnace Replacements	Russell St	P3	914,000	2026				
Exterior Lighting	Russell St	P2	11,000	2026				
Hot Water Tanks	Yorke & Kent	P3	50,000	2026				
Furnace Replacements	Yorke & Kent	P3	480,000	2026				
Driveway Repaving	Yorke & Kent	P3	14,000	2026				
Sidewalks	Yorke & Kent	P1	20,000	2026				
Furnace Replacement	Elgin Tripp West Moira	P3	405,000	2026				
Exterior Lighting	Elgin Tripp West Moira	P2	15,600	2026				
Masonry Repair	Tracey Park	P3	12,500	2026				
Furnace Replacements	Janlyn Cres	P3	80,000	2026				
Domestic Hot Water System	204 Church St	P3	37,500	2026				
Make Up Air Unit Replacement	204 Church St	P3	20,000	2026				
Make Up Air Unit Replacement	485 Bridge St E	P3	145,000	2026				
Exterior Lighting	485 Bridge St E	P2	9,000	2026				
Domestic Hot Water System	21 Albert St	P3	37,500	2026				
Make Up Air Unit Replacement	21 Albert St	P3	20,000	2026				
Domestic Hot Water System	24 Creswell	P3	40,000	2026				
Make Up Air Unit Replacement	24 Creswell	P3	20,000	2026				
Primary Electrical & Supply Panels	24 Creswell	P3	17,500	2026				
Domestic Hot Water System	40 Mill St	P3	19,000	2026				
Make Up Air Unit Replacement	40 Mill St	P3	20,000	2026				
Furnace Replacement	Marsh Dr	P3	160,000	2026				
Driveway Repaving	Marsh Dr	P3	37,600	2026				
Sidewalks & Landscaping	Marsh Dr	P3	117,500	2026				
Hot Water Tanks	North Park	P3	97,500	2026				
Furnace Replacements	North Park	P3	312,000	2026				
Patio Replacements	North Park	P3	195,000	2026				
Fencing	North Park	P3	24,000	2026				
Vehicle Replacement (X1)		P3	45,000	2026				
Total			18,079,923		\$ 13,759,514	\$ 5,795,517	\$ 1,157,747	\$ 3,178,479

Opening Reserve	2022	2023	2024	2025
Contribution	\$2,667,975	(\$961,851)	(\$4,060,896)	(\$3,368,643)
Grants	\$1,850,000	\$1,850,000	\$1,850,000	\$1,850,000
Debt Finance	\$8,279,689	\$846,472		
Expenditures	(\$13,759,514)	(\$5,795,517)	(\$1,157,747)	(\$3,178,479)
Closing Reserve	(\$961,851)	(\$4,060,896)	(\$3,368,643)	(\$4,697,122)

Paramedics 2021 Capital Budget

Project: Ambulances (4)

Budget Amount: \$660,800

Justification: The ambulances are scheduled for replacement at 250,000 kilometres, which averages 5 per year across the fleet. In 2021, 4 vehicles will be replaced by Hastings County and 1 vehicle will be replaced by the County of Prince Edward.

Project: New Paramedic Base Construction

Budget Amount: \$950,000

Justification: The need for a new Paramedic Base in Central Hasting County has previously been identified and approved. Funding is provided in this year's capital budget for the design of the base and the purchase of the land. Funding for the construction of the base will be included in the 2022 Capital Budget.

HASTINGS QUINTE PARAMEDICS 2021 CAPITAL EXPENDITURE PLAN

Project	2021 Projects	Justification/ Comments	Priority Level
<i>Hastings/Quinte</i>			
Ambulances (4)	\$ 660,800		P1
2020 Carryforward New Vehicle	232,000		P1
Base Expansion Plan	950,000	Base Design and land purchase of new base	P4
Total Hastings/Quinte	\$ 1,842,800		
<i>Prince Edward County</i>			
Ambulances	165,200		P1
Total Prince Edward County	\$ 165,200		
2021 Capital Budget	\$ 892,800	P1 - Legislated/mandate, committed Health & Safety, operational failure	
	\$ -	P2 - Lifecycle Management; cost reduction if completed	
	\$ -	P3 - Lifecycle Replacement, operational efficiency	
	\$ 950,000	P4 - Service Enhancement	
Carry forward Projects	\$ 1,842,800		

RESERVE	
Opening Reserve	\$ 348,846
2021 Contribution	1,100,000
Grant / Debt Financing	950,000
Capital Projects	(1,842,800)
Closing Reserves	<u>556,046</u>

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

Project	2022	2023	2024	2025	2026	Priority
Hastings/Quinte						
# Ambulances to be Replaced	5	5	5	5	5	
Ambulances (2% Inflation Factor)	660,800	660,800	660,800	660,800	660,800	P2
Emergency Response Vehicles (2 per year)		154,200	157,284			P2
Bancroft Base Dehumidifiers	60,000					P1
Base Expansion	2,500,000					P4
Power Stretchers - refurbish and Power Load Replace			517,300			P2
Bancroft Base Roofing				86,000		P3
Total Hastings/Quinte	\$ 3,220,800	\$ 815,000	\$ 1,335,384	\$ 746,800	\$ 660,800	
Prince Edward County						
Ambulances	156,100					P2
Total PEC	\$ 156,100	\$ -	\$ -	\$ -	\$ -	
Opening Reserve	556,046	985,246	1,370,246	1,284,862	1,838,062	
Contribution	1,150,000	1,200,000	1,250,000	1,300,000	1,350,000	
Grants / Debt	2,500,000					
Expenditures	(3,220,800)	(815,000)	(1,335,384)	(746,800)	(660,800)	
Closing Reserve	<u>985,246</u>	<u>1,370,246</u>	<u>1,284,862</u>	<u>1,838,062</u>	<u>2,527,262</u>	

Hastings Manor 2021 Capital Budget

Project: Hand Rail Replacement & Wall Protection

Budget Amount: \$300,000.00

Justification: The replacement of the existing wooden handrails on the resident floors has been identified as a priority in the capital budgets for a number of years. The project was initially tendered and due very high pricing, the project was budgeted as a multi-year project and it was to be completed internally by the homes' maintenance staff. Materials were ordered and the project was started but with the regular duties for our staff taking priority, this project was not being completed in the required timeframes. Given the poor condition of the handrails and the importance of infection control and prevention, the project was deemed a health and safety risk and an outside contract was engaged last year to install the materials that were on hand. The contractor has completed the 5th floor area and work is continuing on the 4th floor. This budget will allow the contractor to complete the balance of the work required in the current year and will address the health and safety concerns of the existing handrails.

Project: Building Automation System Upgrade

Budget Amount: \$175,000.00

Justification: The current BAS system is original to the building and not adequate to meet the needs of the Home. Aegis Mechanical Engineers were engaged last year to work on the design of a new system however due to COVID restrictions this work was unable to be completed. Aegis is currently working on the tender specifications and the project is expected to be tendered in the near future.

Project: Tile Floor Replacement 2nd Floor

Budget Amount: \$150,000

Justification: Three of the four resident floors of the Manor have had all of the common areas and hallway flooring replaced. The remaining 2nd floor area is now in need of replacement and the work is planned for this year.

The County submitted an application for this project utilizing its \$100,000 allocation under the ICIP COVID Stream – Local government intake.

Project: Phone System Replacement

Budget Amount: \$100,000.00

Justification: The existing internal phone system is outdated and in need of replacement. This work was approved as part of last year's Capital Budget however the project was delayed due to COVID restrictions. The project is now being tendered and is planned to be completed this year.

Project: Air Conditioners in Serveries Rooms

Budget Amount: \$90,000.00

Justification: This project was previously approved by Committee and Council. It will involve the provision of air conditioning to the dietary serveries on each resident floor of the Manor.

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 Arjo 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 repaint and decorating the room. These changes have resulted in a more relaxed bathing experience for our residents, reducing moments of responsive behaviours.

Project: Diesel Fuel Tank Replacement

Budget Amount: \$34,000.00

Justification: The existing outside diesel fuel tank for the Manor backup electrical generator is at its end of life and is only a single wall tank which does not meet current code requirements. The tank will be replaced with a double wall tanks which will provide secondary protection in the event of a leak.

HASTINGS MANOR 2021 CAPITAL EXPENDITURE PLAN

Project	2021 Projects	Justification/ Comments	Priority Level
Hand rails and wall protection - carryforward	300,000	Health and Safety/MOHLTC Order	P1
Building Automation System - carryforward	175,000	The system is unsupported, obsolete and parts are scarce	P1
Tile replacement 2nd floor	150,000	ICIP funding \$100,000	P1
Phone System Replacement - carryforward	100,000	Obsolete and unsupported	P1
Air Conditioners in Serveries Rooms	90,000		P1
Tube replacements & Tub room makeover	52,000		P1
Diesel Fuel Tank Replacement	34,000		P1
Total	901,000		
2021 Capital Budget			
\$	901,000	P1 - Legislated/mandate, health & safety, operational failure	
\$	-	P2 - Lifecycle management, efficiency/cost reduction if completed	
\$	-	P3 - Lifecycle replacement, scheduled replacement	
<u>\$</u>	<u>901,000</u>	P4 - Service Enhancement	

RESERVE

Opening Reserve	246,542
2021 Contribution	225,000
Grants / Donations	100,000
Debt Financing	175,000
Current Year Capital Projects	(901,000)
Closing Reserves	<u>(154,458)</u>

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

Project	2022	2023	2024	2025	2026	Priority Level
Resident Room Floor Replacements **	100,000	100,000	100,000	100,000	100,000	P3
Tub replacements & Tub room makeover	52,000	52,000	52,000	52,000		P1
Roof		400,000				P1
Air Make Up unit					150,000	P1
Replace Power Factor Correction Bank	25,000					P2
Carpet replacement with sheet plank flooring **	70,000					P2
	\$ 247,000	\$ 552,000	\$ 152,000	\$ 152,000	\$ 250,000	
** Deferred from 2021						
Opening Reserve	(154,458)	(176,458)	(203,458)	1,144,542	2,492,542	
Contribution	225,000	525,000	1,500,000	1,500,000	1,500,000	
Grants	(247,000)	(552,000)	(152,000)	(152,000)	(250,000)	
Expenditures	(176,458)	(203,458)	1,144,542	2,492,542	3,742,542	
Closing Reserve						

*Debt retired as of Sept 2023; savings of \$115,000/month

Centennial Manor 2021 Capital Budget

Project: Air Conditioning – Common Areas

Budget Amount: \$1,025,000

Justification: The existing Hastings Centennial Manor was built without the provision of air conditioning to the resident and common rooms. Committee and Council have already approved the design and installation of air conditioning for the Home and it is anticipated that much of this cost will be offset by Federal and provincial funding.

Project: Resident Park Fencing

Budget Amount: \$80,000.00

Justification: This project is to replace the aging wooden fencing around the resident park area which prevents residents with dementia from wandering off of the property. A new wrought iron fence will be installed and also enclose the balance of the resident park.

Project: Resident Room Floor Replacements

Budget Amount: \$40,000.00

Justification: The resident room floor are original and in need of replacement. This budget will allow the Home to replace 15 resident room floors and the program will continue into future years.

Project: Auditorium Floor Replacement

Budget Amount: \$32,900

Justification: The existing auditorium is located in the North Hastings Profession Building, the floor has many cuts and tears. The above cost represents the Home's 47% share of the cost of replacing this floor. The remaining 53% of the cost is covered by the NHPB 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 Arjo 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 repaint and decorating the room. These changes have resulted in a more relaxed bathing time for the residents and reduced incidents of conflict.

Project: LED Lighting Upgrades

Budget Amount: \$50,000.00

Justification: Most of the lighting fixture in the Home are original to its construction in 2002. This project will allow the Home to commence the replacement of these lights with more energy efficient LED fixtures.

Project: Toilet Replacements

Budget Amount: \$45,000.00

Justification: The resident washroom toilets are original to the building and replacement parts are no longer available. The original design had the toilet tanks installed in the wall to prevent damage. Their replacement will require the opening of the wall to remove the tank prior to the installation of a more conventional toilet. This budget will allow for 15 toilets to be replace and will continue into future years.

Project: Washer Replacement

Budget Amount: \$25,000.00

Justification: This is part of the Homes normal equipment program which replaces washing machine when they reach their end of life.

Project: Resident Park Enhancement

Budget Amount: \$25,000

Justification: The existing resident park has very narrow walkways that are not conducive to the use of wheel chairs or walkers and in some cases lead to dead end paths. The plan is to use this budget allocation to design a new more resident friendly park area.

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

Project	2022	2023	2024	2025	2026	Priority
Resident Park Enhancement	300,000					P2
Bedpan Flusher	18,000					P2
Dryer Replacement	10,000					P2
Resident Wing Washer & Dryers	10,000	10,000				P3
Resident Shower Room Upgrade	25,000	25,000	25,000			P3
10 Resident Beds & Mattress		20,000		20,000		P2
Portable Lifts X2		28,000		28,000		P2
Parking Lot Paving			312,000			P3
Freight Elevator Refurbishment				115,000		P3
Tub Replacement				35,000		P2
Flooring Repair and Replacement	40,000	40,000	40,000	40,000	40,000	P1
Toilet Replacements	45,000	45,000	45,000	45,000	45,000	P2
NHPB Roof Replacement					322,000	P3
	\$ 448,000	\$ 158,000	\$ 432,000	\$ 308,000	\$ 407,000	
Opening Reserve	111,317	58,641	400,641	468,641	660,641	
Contribution	395,324	500,000	500,000	500,000	500,000	
Grants	(448,000)	(158,000)	(432,000)	(308,000)	(407,000)	
Expenditures	58,641	400,641	468,641	660,641	753,641	
Closing Reserve						

Ownership	Name of Reserve	Category	Purpose/Goals	Comments
County	Reserve for Archives Capital	B	Funds to be applied to future Archives Capital request	Unallocated from original capital commitment
Shared	Reserved for Scattered Units/New Builds	B	Funds from the sale of housing portfolio single family dwellings to be replaced with multi-	Funds committed for purchase of property in QW
Shared	Social Housing - Non capital projects	B	Funds to support projects outside the existing capital levy for existing portfolio	
County	General Contingency	C	Fund unexpected and one-time expenditures. Mitigate exposure to risks (insurance deductibles, severance, liability, deficits)	
County	CHS Future Expenditures	C	100% county funds to be utilized for CHS unexpected costs or projects	
Shared	100% Municipal EMS Reserve	C	No Provincial Cost sharing of the Reserve Fund	
County	Cross-border settlements	C	To offset any futue deficits or requests for the joint archives project	
Shared	Reserve for Future Archives Expenditures	C	Joint reserve fund to support Social Services contingencies, one-time costs	
Shared	Social Services - General Contingency	C	Joint reserve fund to support EMS contingencies, one-time costs not shared 50/50 with Province	
Shared	EMS 100% Municipal Reserve	C	Joint reserve fund to support HM contingencies, one-time costs	
County	Hastings Manor Future Expenditures	D	To reduce or eliminate the need for temporary borrowings & minimize interest costs. Target balance of fund is 25% of annual levy	Fund should not be utilized for funding one-time projects Target balance of \$3,635,000
Social Hse (Shared)	Social Housing Insurance Claims	E	To offset costs of insurance investigations & deductibles	
County	Future WSIB Costs	E	The County is self-insured for WSIB The reserve provides a contingency in the case of large and/or excessive claims.	The County has an insurance policy for WSIB claims in excess of \$500,000.
POA (Shared)	POA - Future WSIB Costs	E		
SS (Shared)	EMS/Social Services - Future WSIB Costs	E		
HIM (Shared)	Hastings Manor - Future WSIB Costs	E		
CM (Shared)	Cent Manor - Future WSIB Costs	E		

Ownership	Name of Reserve	Category	Purpose/Goals	Comments
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Reserve Fund Categories:

- A Asset Replacement
- B Project Reserves

- C Contingency Reserve
- D Working Capital
- E Self Insurance

**COUNTY OF HASTINGS
SCHEDULE OF RESERVE AND RESERVE FUNDS**

<u>Account #</u>	<u>2020 Opening Balance</u>	<u>2021 Contribution</u>	<u>2021 (Expense)</u>	<u>2021 Projected Ending Balance</u>
COUNTY RESERVES				
General working funds	10-00-00-24000	3,149,944		3,149,944
Reserve for Future Expenditures	10-00-00-24007	12,350		12,350
Roads Capital	10-00-00-24011	662,444	93,000	220,000
Federal Gas Tax	10-00-00-24025	274,116	1,256,808	1,202,164
Desktop Computer Replacement	10-00-00-24016	462,912	194,300	194,000
Comm & Human Services Future Exp (100% County)	10-00-00-24009	268,275		268,275
General Contingency	10-00-00-24022	975,926	69,564	1,045,490
Modernization Grant	10-00-00-24035	682,006		682,006
Planning Reserves	10-00-00-24003	240,880	15,000	15,000
Economic Development	10-00-00-24023	189,394		29,400
Reserve for Future Archives Expenditures	10-00-00-24029	108,218		108,218
Reserve for Archives Capital Commitment	10-00-00-24031	92,282		92,282
Reserve for Doctor Recruitment	10-00-00-24018	630,902		27,000
Capital Reserve	10-00-00-24030	1,728,639	235,000	417,100
North Hastings Professional Building Capital	10-00-00-24021	34,025	34,025	68,050
Reserve - OCIF	10-00-00-24033	99,621	50,000	90,506
Bursury for Doctors Initiatives	10-00-00-24034	7,200		7,200
Total County Reserves		9,619,136	1,947,697	2,877,176
SHARED RESERVES				
WSIB Reserves				
Future WSIB Cost	10-00-00-24010	260,625		260,625
Hastings Manor WSIB Future Costs	70-00-00-24010	1,006,822		1,006,822
EMS/Social Services Future WSIB Costs	40-00-00-24010	866,378		866,378
Centennial Manor Future WSIB Costs	80-00-00-24010	581,750		581,750
POA Future WSIB Costs	15-00-00-24010	8,495		8,495
		2,724,070	0	0
POA				
POA Reserve (CAMS)	15-00-00-24000	20,000	10,000	30,000
EMS				
EMS 100% Municipal Reserve	40-00-00-24030	1,215,930		1,215,930
Ambulance Equipment & Vehicles	40-00-00-24005	348,846	1,100,000	892,800
Cross-border Settlements	40-00-00-24009	2,764		2,764
		1,567,540	1,100,000	892,800
Social Services & Social Housing				
Social Services - General Contingency	40-00-00-24007	1,509,867		56,270
Non Capital Reserve	40-00-00-24008	43,159		43,159
Social Housing Capital	42-00-00-24001	4,028,390	1,850,000	4,143,611
Social Housing Capital Federal Funding	42-00-00-24003	498,800		498,800
Social Housing Reserve for Quinte West Housing Construction	42-00-00-24007	1,065,972		700,000
Social Housing - Prov One-time Capital	42-00-00-24005	68,424		68,424
Social Housing - Non Capital	42-00-00-24008	0		-
Social Housing Insurance Claims	42-00-00-24006	126,171		126,171
		7,340,783	1,850,000	4,899,881
Hastings Manor				
Hastings Manor Future Expenditure	70-00-00-24001	654,495		654,495
Hastings Manor - Capital	70-00-00-24002	246,541	225,000	626,000
		901,036	225,000	626,000
Centennial Manor				
Centennial Manor - Capital	80-00-00-24001	383,518	120,324	392,525
Centennial Manor - Projects Approved but not Completed	80-00-00-24028	252,482		252,482
		636,000	120,324	392,525
Total Shared Reserves		13,189,429	3,305,324	6,811,206
Total County & Shares Reserves		22,808,565	5,253,021	9,688,382
				18,373,204

SCHEDULE A

TAX RATE CALCULATIONS Notional									
(COLUMN 1)	(COLUMN 2)	(COLUMN 3)	(COLUMN 4)	(COLUMN 5)	(COLUMN 6)	(COLUMN 7)	(COLUMN 8)		
Description	Returned Assessment 2021	Transition Ratio	Tax Reductions	Weighted Ratio	Weighted Assessment	Tax Rate	Proof of Tax		
	Current Value Based Assessment	Published Transition Ratios by Class (excludes railways and hydro rights-of-way)	(section 368.1 of the Municipal Act or as prescribed or set by by-law)	(col. 3 X's (1 - col. 4))	(col. 2 X's col. 5)	Residential and farm tax rate (calculated below) X's Col. 5	(col. 2 X's col. 7)		
County of Hastings									
		net levy =	\$ 16,017,926						
res/farm (R1)	4,918,807,790	1.000000	0.00%	1.000000	4,918,807,790	0.00297319	\$	14,624,567	
multi-res (M1)	41,981,500	1.153500	0.00%	1.153500	48,425,660	0.00342958	\$	143,979	
new multi-residential (NT)	2,079,900	1.000000	0.00%	1.000000	2,079,900	0.00297319	\$	6,184	
farmlands (F1)	386,275,510	0.250000	0.00%	0.250000	96,568,878	0.00074330	\$	287,118	
commercial (C1)	220,859,998	1.100000	0.00%	1.100000	242,945,998	0.00327051	\$	722,325	
industrial (I1)	27,907,800	1.129200	0.00%	1.129200	31,513,488	0.00335733	\$	93,696	
pipeline (P1)	22,319,000	0.821900	0.00%	0.821900	18,343,986	0.00244367	\$	54,540	
managed forests (F1)	69,079,740	0.250000	0.00%	0.250000	17,269,935	0.00074330	\$	51,347	
other class (OT)	0	0	0.00%	0.000000	0	0.00000000	\$	-	
utility & distribution (UT)	0	0	0.00%	0.000000	0	0.00000000	\$	-	
	5,689,311,238				5,375,955,634		\$	15,983,756	
res/farm farmland class I (R1)	0	1.000000	0.00%	1.000000	0	0.00297319		-	
res/farm farmland class II (R4)	0	1.000000	0.00%	1.000000	0	0.00297319		-	
res/farm farmland class III (R7)	0	1.000000	0.00%	1.000000	0	0.00297319		-	
multi-res. farmland class I (M1)	0	1.153500	0.00%	1.153500	0	0.00342958		-	
multi-res. farmland class II (M4)	0	1.153500	0.00%	1.153500	0	0.00342958		-	
multi-res. farmland class III (M7)	0	1.153500	0.00%	1.153500	0	0.00342958		-	
commercial excess/vacant unit (CU)	2,814,700	1.100000	30.00%	0.770000	2,167,319	0.00228936		6,444	
commercial vacant land (CX)	7,525,800	1.100000	30.00%	0.770000	5,794,866	0.00228936		17,229	
commercial farmland class I (C1)	0	1.100000	0.00%	1.100000	0	0.00327051		-	
commercial farmland class II (C4)	0	1.100000	0.00%	1.100000	0	0.00327051		-	
commercial farmland class III (C7)	0	1.100000	0.00%	1.100000	0	0.00327051		-	
industrial excess/vacant unit (IU)	3,014,200	1.129200	35.00%	0.733980	2,212,363	0.00218226		6,578	
industrial vacant land (IX)	1,796,100	1.129200	35.00%	0.733980	1,318,301	0.00218226		3,920	
industrial farmland class I (I1)	0	1.129200	0.00%	1.129200	0	0.00335733		-	
industrial farmland class II (I4)	0	1.129200	0.00%	1.129200	0	0.00335733		-	
industrial farmland class III (I7)	0	1.129200	0.00%	1.129200	0	0.00335733		-	
large theatres (Toronto)(AM)	0	0	0.00%	0	0	0.00000000		-	
	15,150,800				11,492,849			34,170	
	5,704,462,038				5,387,448,483			\$16,017,926	
Levy Requirements									
net levy =	16,017,926								
TOTAL MUNICIPAL	16,017,926	divided by	5,387,448,483	equals	Res/Farm Tax Rate	0.002973193			

UNICIPAL TAXES BY TAX CLASS 2021

SCHEDULE B

2021 SUMMARY OF COUNTY LEVY BY MUNICIPALITY

MUNICIPALITY	RT	MT	NT	FT	CT	IT	PT	TT	CU	CX	IU	IX	2021 MUNICIPAL TOTALS
YENDINAGA	\$1,179,490.24	\$0.00	\$0.00	\$54,433.21	\$32,413.07	\$4,381.99	\$38,761.46	\$1,722.07	\$0.00	\$896.28	\$0.00	\$266.24	\$1,312,364.56
ESERONTO	\$301,241.27	\$10,480.79	\$1,557.95	\$331.21	\$14,842.65	\$5,863.38	\$987.05		\$0.00	\$710.65	\$459.58	\$0.00	\$336,494.75
TIRLING-RAWDON	\$1,201,900.34	\$18,388.03	\$0.00	\$100,266.88	\$91,196.36	\$9,887.67	\$2,793.11	\$1,523.24	\$324.86	\$628.43	\$35.79	\$145.56	\$1,417,090.26
ENTRE HASTINGS	\$1,352,038.00	\$15,623.79	\$2,873.19	\$42,130.52	\$74,261.24	\$9,073.52	\$6,497.71	\$1,589.54	\$860.57	\$3,233.72	\$1,159.44	\$1,008.42	\$1,510,449.67
WEED	\$1,672,060.22	\$17,995.34	\$0.00	\$36,713.29	\$111,664.79	\$7,960.56	\$1,898.73	\$4,716.85	\$1,235.34	\$525.64	\$299.41	\$144.03	\$1,855,214.20
ADOC TWP.	\$573,516.21	\$0.00	\$0.00	\$29,247.97	\$19,152.78	\$22,612.96	\$1,041.00	\$886.38	\$350.73	\$5,480.73	\$120.46	\$108.02	\$652,517.24
HARMORA & LAKE	\$1,749,878.51	\$16,512.73	\$0.00	\$11,875.45	\$69,456.20	\$6,253.66	\$2,651.15	\$5,430.09	\$369.59	\$1,958.55	\$1,295.61	\$116.10	\$1,867,806.65
UDOR & CASHEL	\$501,846.49	\$0.00	\$0.00	\$359.61	\$1,234.95	\$206.48		\$1,477.45	\$0.00	\$101.88	\$27.28		\$505,254.13
IMERICK	\$397,633.39	\$0.00	\$0.00	\$0.00	\$3,194.31	\$395.16		\$1,665.73	\$0.00				\$402,888.59
VOLLASTON	\$506,722.53	\$0.00	\$0.00	\$2,251.67	\$5,495.12	\$509.12		\$5,027.00	\$84.48	\$84.71	\$0.00	\$0.00	\$520,474.62
FARADAY	\$991,699.78	\$0.00	\$0.00	\$333.29	\$19,777.44	\$5,625.64		\$6,959.50	\$235.35	\$679.94	\$482.28	\$78.56	\$1,026,071.78
JANCROFT	\$910,235.41	\$64,978.17	\$1,652.80	\$1,955.39	\$226,221.36	\$7,613.08		\$5,319.27	\$2,086.75	\$2,630.93	\$1,110.77	\$339.56	\$1,224,143.50
BARLOWIMAYO	\$431,923.53	\$0.00	\$0.00	\$3,948.85	\$2,471.53	\$1,844.52		\$4,374.61	\$0.00		\$0.00		\$444,563.03
HASTINGS HIGHLANDS	\$2,854,380.68	\$0.00	\$0.00	\$3,270.59	\$60,843.64	\$8,947.96		\$10,655.11	\$897.20	\$297.62	\$1,567.16	\$1,713.08	\$2,942,593.02
TOTALS	\$14,624,566.61	\$143,978.85	\$6,183.94	\$287,117.94	\$722,325.42	\$93,695.69	\$54,540.22	\$51,346.86	\$6,443.86	\$17,229.26	\$6,577.78	\$3,919.57	\$16,017,926.00

MUNICIPAL TAXES BY TAX CLASS 2021				
TAX CLASS: RES/FARM (RT)				
WEIGHTED RATIO	1			
TAX RATE	0.002973			
		RETURNED	TOTAL WEIGHTED	TOTAL RES/FARM
MUNICIPALITY		ASSESSMENT	ASSESSMENT	TAXES
TYENDINAGA		396,708,220	396,708,220	\$ 1,179,490.24
DESERONTO		101,319,100	101,319,100	\$ 301,241.27
STIRLING-RAWDON		404,245,602	404,245,602	\$ 1,201,900.34
CENTRE HASTINGS		454,742,709	454,742,709	\$ 1,352,038.00
TWEED		562,378,569	562,378,569	\$ 1,672,060.22
MADOC TWP.		192,895,700	192,895,700	\$ 573,516.21
MARMORA & LAKE		588,551,872	588,551,872	\$ 1,749,878.51
TUDOR & CASHEL		168,790,400	168,790,400	\$ 501,846.49
LIMERICK		133,739,500	133,739,500	\$ 397,633.39
WOLLASTON		170,430,400	170,430,400	\$ 506,722.53
FARADAY		333,547,018	333,547,018	\$ 991,699.78
BANCROFT		306,147,400	306,147,400	\$ 910,235.41
CARLOW/MAYO		145,272,600	145,272,600	\$ 431,923.53
HASTINGS HIGHLAND		960,038,700	960,038,700	\$ 2,854,380.68
TOTAL RES/FARM (RT)		4,918,807,790	4,918,807,790	\$ 14,624,566.61

<u>MUNICIPAL TAXES BY TAX CLASS 2021</u>				
TAX CLASS : MULTI-RES (MT)				
WEIGHTED RATIO	1.1535			
TAX RATE	0.00343			
		<u>RETURNED</u>	<u>WEIGHTED</u>	<u>TOTAL MULTI-RES</u>
<u>MUNICIPALITY</u>		<u>ASSESSMENT</u>	<u>ASSESSMENT</u>	<u>TAXES</u>
TYENDINAGA		-		
DESERONTO		3,056,000	3,525,096	\$10,480.79
STIRLING-RAWDON		5,361,600	6,184,606	\$18,388.03
CENTRE HASTINGS		4,555,600	5,254,885	\$15,623.79
TWEED		5,247,100	6,052,530	\$17,995.34
MADOC TWP.		0	0	\$0.00
MARMORA & LAKE		4,814,800	5,553,872	\$16,512.73
TUDOR & CASHEL		0	0	\$0.00
LIMERICK		0	0	\$0.00
WOLLASTON		0	0	\$0.00
FARADAY		0	0	\$0.00
BANCROFT		18,946,400	21,854,672	\$64,978.17
CARLOW / MAYO		0	0	\$0.00
HASTINGS HIGHLANDS		0	0	\$0.00
MONTEGALE		0	0	\$0.00
HERSCHEL		0	0	\$0.00
BANGOR,WICKLOW,MCLURE		0	0	\$0.00
TOTALS MULTI-RES		41,981,500	48,425,660	\$143,978.85

MUNICIPAL TAXES BY TAX CLASS 2021				

TAX CLASS: RES/FARM (NT)				
WEIGHTED RATIO	1			
TAX RATE	0.002973			
		RETURNED	TOTAL WEIGHTED	TOTAL RES/FARM
MUNICIPALITY		ASSESSMENT	ASSESSMENT	TAXES
TYENDINAGA		0	0	\$ -
DESERONTO		524,000	524,000	\$ 1,557.95
STIRLING-RAWDON		0	0	\$ -
CENTRE HASTINGS		1,000,000	1,000,000	\$ 2,973.19
TWEED		0	0	\$ -
MADOC TWP.		0	0	\$ -
MARMORA & LAKE		0	0	\$ -
TUDOR & CASHEL		0	0	\$ -
LIMERICK		0	0	\$ -
WOLLASTON		0	0	\$ -
FARADAY		0	0	\$ -
BANCROFT		555,900	555,900	\$ 1,652.80
CARLOW/MAYO		0	0	\$ -
HASTINGS HIGHLAND		0	0	\$ -
TOTAL RES/FARM (RT)		2,079,900	2,079,900	\$ 6,183.94

<u>MUNICIPAL TAXES BY TAX CLASS 2021</u>				
TAX CLASS: FARMLANDS (FT)				
WEIGHTED RATIO	0.25			
TAX RATE	0.000743			
<u>MUNICIPALITY</u>		<u>RETURNED</u>	<u>WEIGHTED</u>	<u>TOTAL FARMLAND</u>
		<u>ASSESSMENT</u>	<u>ASSESSMENT</u>	<u>TAXES</u>
TYENDINAGA		73,231,980	18,307,995	\$54,433.21
DESERONTO		445,600	111,400	\$331.21
STIRLING-RAWDON		134,894,530	33,723,633	\$100,266.88
CENTRE HASTINGS		56,680,500	14,170,125	\$42,130.52
TWEED		49,392,400	12,348,100	\$36,713.29
MADOC TWP.		39,348,900	9,837,225	\$29,247.97
MARMORA & LAKE		15,976,700	3,994,175	\$11,875.45
TUDOR & CASHEL		483,800	120,950	\$359.61
LIMERICK		0	0	\$0.00
WOLLASTON		3,029,300	757,325	\$2,251.67
FARADAY		448,400	112,100	\$333.29
BANCROFT		2,630,700	657,675	\$1,955.39
CARLOW/MAYO		5,312,600	1,328,150	\$3,948.85
HASTINGS HIGHLAND		4,400,100	1,100,025	\$3,270.59
TOTALS FARMLAND		386,275,510	96,568,878	\$287,117.94

<u>MUNICIPAL TAXES BY TAX CLASS 2021</u>				
TAX CLASS: COMMERCIAL (CT & CH & XT)				
<u>WEIGHTED RATIO</u>	1.1			
<u>TAX RATE</u>	0.003271			
<u>MUNICIPALITY</u>		<u>RETURNED</u>	<u>WEIGHTED</u>	<u>TOTAL TAXES</u>
		<u>ASSESSMENT</u>	<u>ASSESSMENT</u>	<u>COMMERCIAL</u>
TYENDINAGA		9,910,700	10,901,770	\$32,413.07
DESERONTO		4,568,900	5,025,790	\$14,942.65
STIRLING-RAWDON		24,826,798	27,309,478	\$81,196.36
CENTRE HASTINGS		22,706,300	24,976,930	\$74,261.24
TWEED		34,142,900	37,557,190	\$111,664.79
MADOC TWP.		5,856,200	6,441,820	\$19,152.78
MARMORA & LAKE		21,237,100	23,360,810	\$69,456.20
TUDOR & CASHEL		377,600	415,360	\$1,234.95
LIMERICK		976,700	1,074,370	\$3,194.31
WOLLASTON		1,680,200	1,848,220	\$5,495.12
FARADAY		6,047,200	6,651,920	\$19,777.44
BANCROFT		69,170,000	76,087,000	\$226,221.36
CARLOW/MAYO		755,700	831,270	\$2,471.53
HASTINGS HIGHLANDS		18,603,700	20,464,070	\$60,843.64
TOTALS COMMERCIAL		220,859,998	242,945,998	\$722,325.42

<u>MUNICIPAL TAXES BY TAX CLASS 2021</u>				
TAX CLASS: INDUSTRIAL (IT & IH & JT)				
WEIGHTED RATIO:		1.1292		
TAX RATE:		0.003357		
<u>MUNICIPALITY</u>		<u>RETURNED</u>	<u>WEIGHTED</u>	<u>TOTAL TAXES</u>
		<u>ASSESSMENT</u>	<u>ASSESSMENT</u>	<u>INDUSTRIAL</u>
TYENDINAGA		1,305,200	1,473,832	\$4,381.99
DESERONTO		1,752,400	1,978,810	\$5,883.38
STIRLING-RAWDON		2,945,100	3,325,607	\$9,887.67
CENTRE HASTINGS		2,702,600	3,051,776	\$9,073.52
TWEED		2,371,100	2,677,446	\$7,960.56
MADOC TWP.		6,735,400	7,605,614	\$22,612.96
MARMORA & LAKE		2,458,400	2,776,025	\$8,253.66
TUDOR & CASHEL		61,500	69,446	\$206.48
LIMERICK		117,700	132,907	\$395.16
WOLLASTON		241,000	272,137	\$809.12
FARADAY		1,735,200	1,959,388	\$5,825.64
BANCROFT		2,267,600	2,560,574	\$7,613.08
CARLOW/MAYO		549,400	620,382	\$1,844.52
HASTINGS HIGHLANDS		2,665,200	3,009,544	\$8,947.96
TOTAL INDUSTRIAL		27,907,800	31,513,488	\$93,695.69

<u>MUNICIPAL TAXES BY TAX CLASS 2021</u>				
TAX CLASS: PIPELINE (PT)				
WEIGHTED RATIO	0.8219			
TAX RATE:	0.002444			
<u>MUNICIPALITY</u>		<u>RETURNED</u>	<u>WEIGHTED</u>	<u>TOTAL TAXES</u>
		<u>ASSESSMENT</u>	<u>ASSESSMENT</u>	<u>PIPELINE</u>
TYENDINAGA		15,862,000	13,036,978	\$38,761.46
DESERONTO		363,000	298,350	\$887.05
STIRLING-RAWDON		1,143,000	939,432	\$2,793.11
CENTRE HASTINGS		2,659,000	2,185,432	\$6,497.71
TWEED		777,000	638,616	\$1,898.73
MADOC TWP.		426,000	350,129	\$1,041.00
MARMORA & LAKE		1,089,000	895,049	\$2,661.15
TOTALS PIPELINE		22,319,000	18,343,986	\$54,540.22

<u>MUNICIPAL TAXES BY TAX CLASS 2021</u>				
TAX CLASS: MANAGED FOREST (TT)				
WEIGHTED RATIO:	0.25			
TAX RATE:	0.000743			
<u>MUNICIPALITY</u>		<u>RETURNED</u>	<u>WEIGHTED</u>	<u>TOTAL TAXES</u>
		<u>ASSESSMENT</u>	<u>ASSESSMENT</u>	<u>MAN. FORESTS</u>
TYENDINAGA		2,316,800	579,200	\$1,722.07
STIRLING-RAWDON		2,049,300	512,325	\$1,523.24
CENTRE HASTINGS		2,138,500	534,625	\$1,589.54
TWEED		6,345,840	1,586,460	\$4,716.85
MADOC TWP.		1,192,500	298,125	\$886.38
MARMORA & LAKE		7,305,400	1,826,350	\$5,430.09
TUDOR & CASHEL		1,987,700	496,925	\$1,477.45
LIMERICK		2,241,000	560,250	\$1,665.73
WOLLASTON		6,763,100	1,690,775	\$5,027.00
FARADAY		9,363,000	2,340,750	\$6,959.50
BANCROFT		7,156,300	1,789,075	\$5,319.27
CARLOW/MAYO		5,885,400	1,471,350	\$4,374.61
HASTINGS HIGHLANDS		14,334,900	3,583,725	\$10,655.11
TOTAL MANAGED FOREST		69,079,740	17,269,935	\$51,346.86

<u>MUNICIPAL TAXES BY TAX CLASS 2021</u>				
TAX CLASS: COMMERCIAL EXCESS/VACANT (CU XU)				
WEIGHTED RATIO:	0.77			
TAX RATE:	0.002289			
<u>MUNICIPALITY</u>	<u>RETURNED</u>	<u>WEIGHTED</u>	<u>TOTAL TAXES</u>	
	<u>ASSESSMENT</u>	<u>ASSESSMENT</u>	<u>COM. EXCESS</u>	
TYENDINAGA	0	0	\$0.00	
DESERONTO	0	0	\$0.00	
STIRLING-RAWDON	141,900	109,263	\$324.86	
CENTRE HASTING	375,900	289,443	\$860.57	
TWEED	539,600	415,492	\$1,235.34	
MADOC TWP.	153,200	117,964	\$350.73	
MARMORA & LAKE	161,000	123,970	\$368.59	
TUDOR & CASHEL	0	0	\$0.00	
LIMERICK	0	0	\$0.00	
WOLLASTON	36,900	28,413	\$84.48	
FARADAY	102,800	79,156	\$235.35	
BANCROFT	911,500	701,855	\$2,086.75	
CARLOW/MAYO	0	0	\$0.00	
HASTINGS HIGHLANDS	391,900	301,763	\$897.20	
TOTAL COM. VAC/EXCESS	2,814,700	2,167,319	\$6,443.86	

<u>MUNICIPAL TAXES BY TAX CLASS 2021</u>				
TAX CLASS: COMMERCIAL VACANT LAND (CX)				
WEIGHTED RATIO:	0.77			
TAX RATE:	0.002289			
<u>MUNICIPALITY</u>		<u>RETURNED</u>	<u>WEIGHTED</u>	<u>TAX TOTAL</u>
		<u>ASSESSMENT</u>	<u>ASSESSMENT</u>	<u>COM. VAC. LAND</u>
TYENDINAGA		391,500	301,455	\$896.28
DESERONTO		310,500	239,085	\$710.85
STIRLING-RAWDON		274,500	211,365	\$628.43
CENTRE HASTINGS		1,412,500	1,087,625	\$3,233.72
TWEED		229,600	176,792	\$525.64
MADOC TWP.		2,394,000	1,843,380	\$5,480.73
MARMORA & LAKE		855,500	658,735	\$1,958.55
TUDOR & CASHEL		44,500	34,265	\$101.88
WOLLASTON		37,000	28,490	\$84.71
FARADAY		297,000	228,690	\$679.94
BANCROFT		1,149,200	884,884	\$2,630.93
HASTINGS HIGHLANDS		130,000	100,100	\$297.62
TOTALS COM. VACANT LAND		7,525,800	5,794,866	\$17,229.26

<u>MUNICIPAL TAXES BY TAX CLASS 2021</u>				
TAX CLASS: INDUSTRIAL EXCESS/VACANT UNIT (IU & LU & JU)				
WEIGHTED RATIO:		0.73398		
TAX RATE:		0.002182		
<u>MUNICIPALITY</u>	<u>RETURNED</u>	<u>WEIGHTED</u>	<u>TOTAL TAXES</u>	
	<u>ASSESSMENT</u>	<u>ASSESSMENT</u>	<u>IND. EXCESS/VAC.</u>	
TYENDINGA	0	0	\$0.00	
DESERONTO	210,600	154,576	\$459.58	
STIRLING-RAWDON	16,400	12,037	\$35.79	
CENTRE HASTINGS	531,300	389,964	\$1,159.44	
TWEED	137,200	100,702	\$299.41	
MADOC TWP.	55,200	40,516	\$120.46	
MARMORA & LAKE	593,700	435,764	\$1,295.61	
TUDOR & CASHEL	12,500	9,175	\$27.28	
WOLLASTON	0	0	\$0.00	
FARADAY	221,000	162,210	\$482.28	
BANCROFT	509,000	373,596	\$1,110.77	
CARLOW/MAYO	0	0	\$0.00	
HASTINGS HIGHLANDS	727,300	533,824	\$1,587.16	
TOTALS IND. EXCESS/VAC.	3,014,200	2,212,363	\$6,577.78	

MUNICIPAL TAXES BY TAX CLASS 2021				
TAX CLASS: INDUSTRIAL VACANT LAND (IX & IJ)				
WEIGHTED RATIO:	0.73398			
TAX RATE:	0.002182			
<u>MUNICIPALITY</u>		<u>RETURNED</u>	<u>WEIGHTED</u>	<u>TOTAL TAXES</u>
		<u>ASSESSMENT</u>	<u>ASSESSMENT</u>	<u>IND. VACANT LAND</u>
TYENDINAGA		122,000	89,546	\$266.24
DESERONTO		0	0	\$0.00
STIRLING-RAWDON		66,700	48,956	\$145.56
CENTRE HASTINGS		462,100	339,172	\$1,008.42
TWEED		66,000	48,443	\$144.03
MADOC TWP.		49,500	36,332	\$108.02
MARMORA & LAKE		53,200	39,048	\$116.10
WOLLASTON		0	0	\$0.00
FARADAY		36,000	26,423	\$78.56
BANCROFT		155,600	114,207	\$339.56
CARLOW/MAYO		0	0	\$0.00
HASTINGS HIGHLANDS		785,000	576,174	\$1,713.08
TOTALS IND. VACANT LAND		1,796,100	1,318,301	\$3,919.57