



The County of Lennox & Addington

2023 Budget

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COUNTY OF LENNOX AND ADDINGTON

BUDGET EXECUTIVE SUMMARY

The 2023 budget totals \$94.5 million in order to provide a broad range of services as set out in detail in the budget document.

\$33.95 million of the total budget is raised through property taxation. The County's 2023 property tax levy will increase by **4.8%** or **\$1,525,428** from 2022, after allowing for assessment increases due to new development and growth. **\$633,700 or 2%** of the 2022 tax levy, has been dedicated as additional funding for capital improvements to the County's arterial road and bridge network.

The average residential property assessment in the County of Lennox and Addington in 2023 is \$259,247 (2022 - \$257,068). The County portion of the property taxes on this assessment in 2023 is **\$1,460.78** (an **increase of \$77.11** from 2022).

Some of the highlights of the 2023 budget include:

- Staffing enhancements at **The John M Parrott Centre** that will further augment our infection control capacity as well as helping to achieve our 4 hours of care and customer service excellence.
- \$16.7 million for **capital improvements to County Roads & Bridges**, this will include the reconstruction of County Road 12 from Buttermilk Falls Road to Glenn Elm Road. In addition, 8.5 kms of hot mix paving and 15.9 kms of surface treated roads. The County will receive **\$1.42 million in federal gas tax funds** and **\$1.3 from the Province** to assist with the cost of road projects.
- \$994,300 for capital repairs, equipment and furnishings for **The John M. Parrott Centre** and \$658,600 for **capital improvements to County-owned buildings**.
- \$1.4 million for **capital improvements to Social Housing**, including new construction in Stone Mills.
- \$75,000 per year for a ten-year period (from 2019 to 2028) for the University Hospitals Kingston Foundation capital campaign.



COUNTY OF LENNOX AND ADDINGTON

2023 BUDGET

COUNTY LEVY BY SERVICE

- The County Levy is increasing by \$1,525,428 in 2023 after taking into consideration assessment increases due to new growth. This represents an increase of 4.8% from 2022.
- The major service areas which are experiencing a County levy change in 2023 are as follows:

Department	Primary Explanation	Amount
Roads & Bridges, Social Housing	2% increase from 2022 total levy for capital for Roads & Bridges plus increase in capital levy for Social Housing.	\$643,700
Paramedic Services	Staffing model changes	146,435
JMPC	Increase staffing hours and equipment to help achieve 4 hours of care.	767,420
Health Care	Funding to KFL&A Public Health increase.	27,322
Social Housing & Homelessness	Funding level changes.	53,500
All Other Services Areas	Net levy increases in all other service areas reflects increase in material costs and insurance increases.	172,495
Provincial Offences	Net impact of expected reduction of fine revenue.	462,256
Assessment Growth	2.32% growth.	(747,700)
Net Tax Increase		\$1,525,428

- The tax ratios included in the draft budget are the same as 2022.
- Due to the pandemic, there was no reassessment of property values in 2022. The property values for 2023 are based on the last reassessment of 2016.
- Tax rates in all classes will increase in 2023 (increase of 4.7%) after taking into consideration assessment value changes.
- The average residential property assessment in the County in 2023 is \$259,247 (2022 - \$257,068). The County portion of the property taxes on this assessment in 2023 is \$1,460.78, **which represents an increase of \$77.11 for the average residential property.**



COUNTY OF LENNOX AND ADDINGTON

2023 BUDGET

COUNTY LEVY BY SERVICE

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>OPERATING LEVY</u>					
General Government	(1,465,790)	(1,435,300)	(1,570,225)	(134,925)	9.4%
County Council	283,906	329,500	360,700	31,200	9.5%
Corporate Administration	873,955	868,600	914,000	45,400	5.2%
HR, Technology & Finance	0	-	-	-	-
Provincial Offences	(524,486)	(801,920)	(339,664)	462,256	-57.6%
Roads & Bridges	4,453,600	4,551,000	4,698,650	147,650	3.2%
Property Services	0	-	-	-	-
Health Services	1,466,125	1,466,094	1,468,416	2,322	0.2%
The John M. Parrott Centre	2,034,502	2,628,600	3,396,020	767,420	29.2%
Paramedic Services	4,872,333	5,066,365	5,212,800	146,435	2.9%
Community Paramedicine HI	0	-	-	-	-
Community Paramedicine LTC	(0)	-	-	-	-
Emergency Planning	58,768	30,700	30,700	-	-
Economic Development	451,550	619,300	578,400	(40,900)	-6.6%
Land Use Planning	43,742	50,000	171,450	121,450	242.9%
Library Services	1,303,849	1,366,100	1,370,150	4,050	0.3%
Museum & Archives	555,166	761,125	778,495	17,370	2.3%
Social Assistance	932,900	1,037,700	1,035,600	(2,100)	-0.2%
Children's Services	271,856	291,800	288,500	(3,300)	-1.1%
Social Housing	788,332	1,154,500	1,208,000	53,500	4.6%
Non Profit Housing	583,260	645,800	651,100	5,300	0.8%
Housing & Homelessness Programs	76,023	114,500	113,800	(700)	-0.6%
Total Operating Levy	17,059,596	18,744,464	20,366,892	1,622,428	8.7%
<u>CAPITAL LEVY</u>					
Transfer from Surplus	(360,000)	(360,000)	(360,000)	-	-
Admin & Technology	0	-	-	-	-
Roads & Bridges	10,860,500	10,860,500	11,494,200	633,700	5.8%
Property Services	200,200	200,200	200,200	-	-
The John M. Parrott Centre	1,065,700	1,065,700	1,065,700	-	-
Paramedic Services	325,000	325,000	325,000	-	-
Library Services	65,000	65,000	65,000	-	-
Museum & Archives	257,500	257,500	257,500	-	-
Children's Services	-	-	-	-	-
Social Housing	525,200	525,200	535,200	10,000	1.9%
Total Capital Levy	12,939,099	12,939,100	13,582,800	643,700	5.0%
TOTAL COUNTY LEVY	29,998,695	31,683,564	33,949,692	2,266,128	7.2%
Operating Levy Change from 2023 TOTAL COUNTY LEVY				1,622,428	5.1%
Capital Levy Change from 2023 TOTAL COUNTY LEVY				643,700	2.0%
TOTAL COUNTY LEVY				2,266,128	7.2%
Assessment Change due to new Growth (2.32%)				(740,700)	
Net Tax Increase				1,525,428	
Tax Increase				4.8%	
Impact on Average Residential Assessment of \$259,247				\$ 77.11	

Note: With the assessment valuation increase of 2.32%, residential tax rates will increase in 2023 by 4.7%



COUNTY OF LENNOX AND ADDINGTON

2023 BUDGET

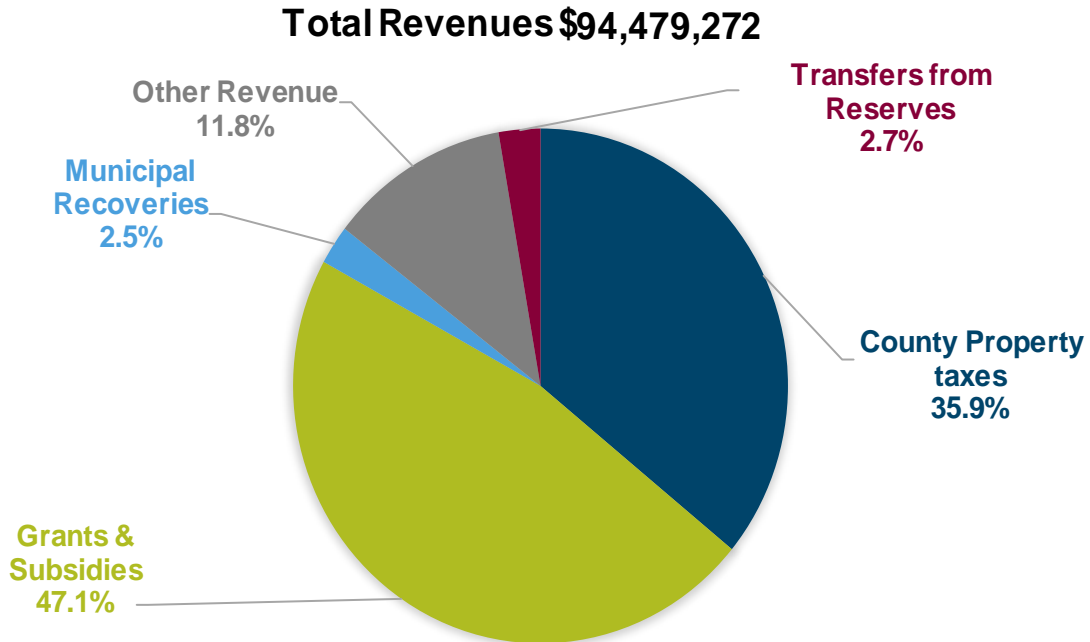
COUNTY LEVY ON AVERAGE RESIDENTIAL PROPERTY

	Tax Dollars Levied on Assessment of \$259,247	Percentage of County Levy
Roads & Bridges	681.25	46.6%
Paramedic Services & Emergency Programs	239.60	16.4%
The John M. Parrott Centre	191.98	13.1%
Housing & Homelessness	107.92	7.4%
Libraries	61.75	4.2%
KFL&A Public Health	59.96	4.1%
Social Assistance	44.56	3.1%
Museum & Archives	44.58	3.1%
Corporate Administration	39.33	2.7%
Municipal Property Assessment Corp.	30.28	2.1%
Economic Development & Planning	32.26	2.2%
County Council	15.52	1.1%
Children's Services	12.41	0.8%
Property Services	8.61	0.6%
Hospitals & Other Agencies	3.23	0.2%
Miscellaneous Revenue	(97.84)	-6.7%
Provincial Offences	(14.61)	-1.0%
	1,460.78	100.0%



COUNTY OF LENNOX AND ADDINGTON

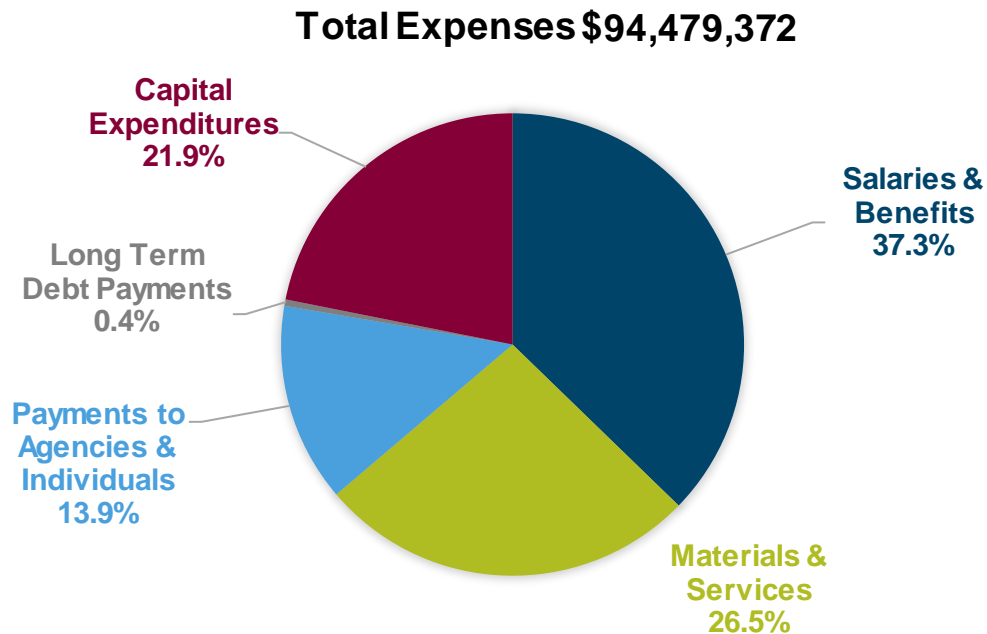
2023 REVENUES BY TYPE



Description	Amount
County Property taxes	33,949,692
Grants & Subsidies	44,474,450
Municipal Recoveries	2,320,700
Other Revenue	11,165,150
Transfers from Reserves	2,569,280
	94,479,272

COUNTY OF LENNOX AND ADDINGTON

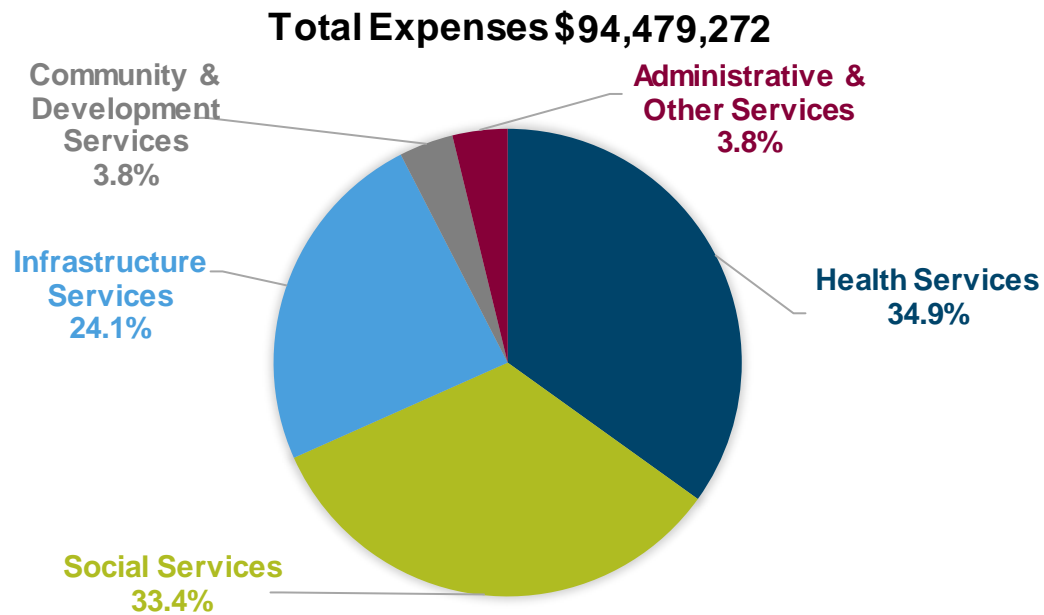
2023 EXPENSES BY TYPE



Description	Amount
Salaries & Benefits	35,204,600
Materials & Services	25,047,431
Payments to Agencies & Individuals	13,143,841
Long Term Debt Payments	423,100
Capital Expenditures	20,660,400
	94,479,372

COUNTY OF LENNOX AND ADDINGTON

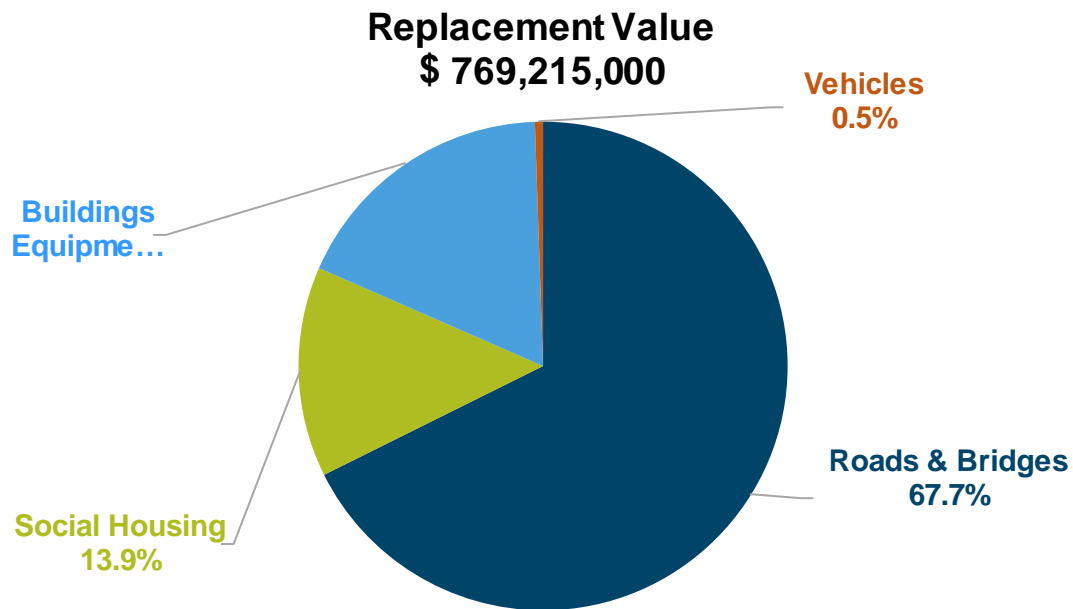
2023 EXPENSES BY SERVICE



Description	Amount
Health Services	32,986,636
Social Services	31,567,800
Infrastructure Services	22,790,950
Community & Development Services	3,543,275
Administrative & Other Services	3,590,611
	94,479,272

COUNTY OF LENNOX AND ADDINGTON

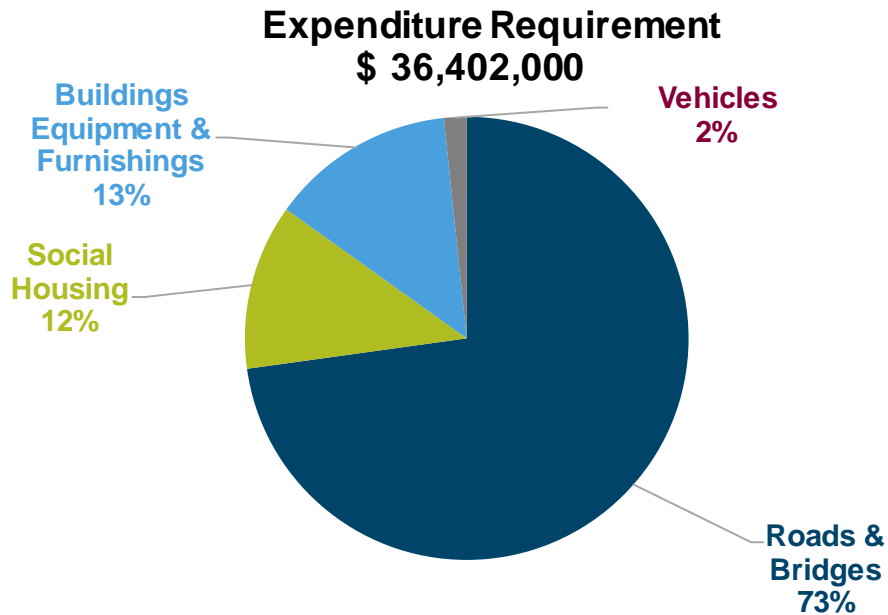
CURRENT REPLACEMENT VALUE OF CAPITAL ASSETS



Description	Amount
Roads & Bridges	520,404,000
Social Housing	107,000,000
Buildings Equipment & Furnishings	137,716,000
Vehicles	4,095,000
	769,215,000

COUNTY OF LENNOX AND ADDINGTON

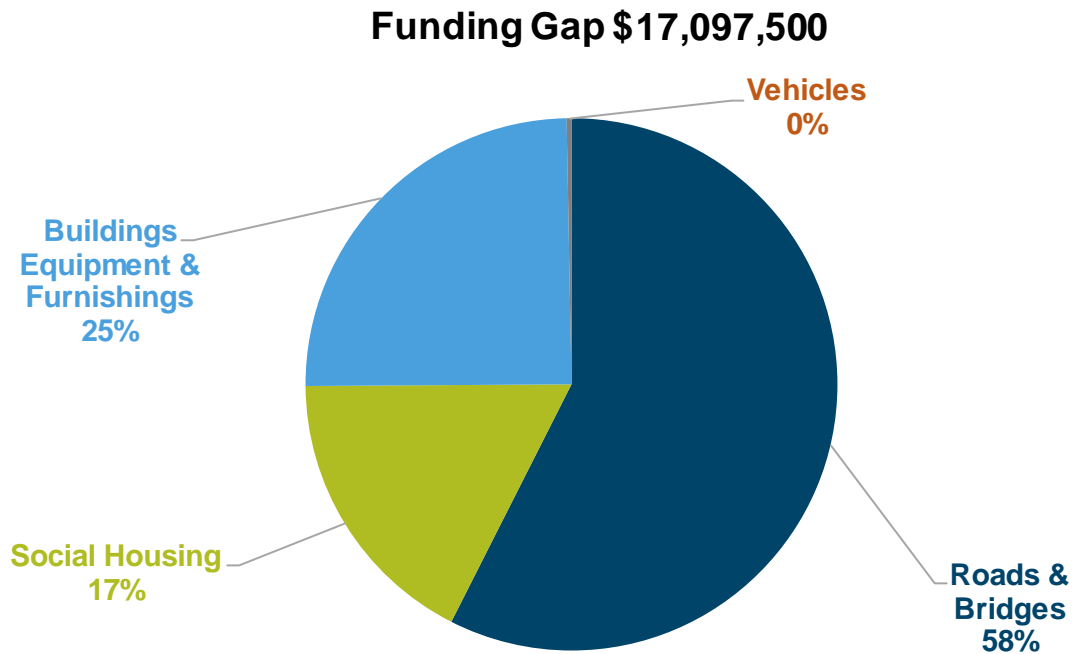
ANNUAL CAPITAL EXPENDITURE REQUIREMENT



Description	Amount
Roads & Bridges	26,502,000
Social Housing	4,400,000
Buildings Equipment & Furnishings	4,900,000
Vehicles	600,000
	36,402,000

COUNTY OF LENNOX AND ADDINGTON

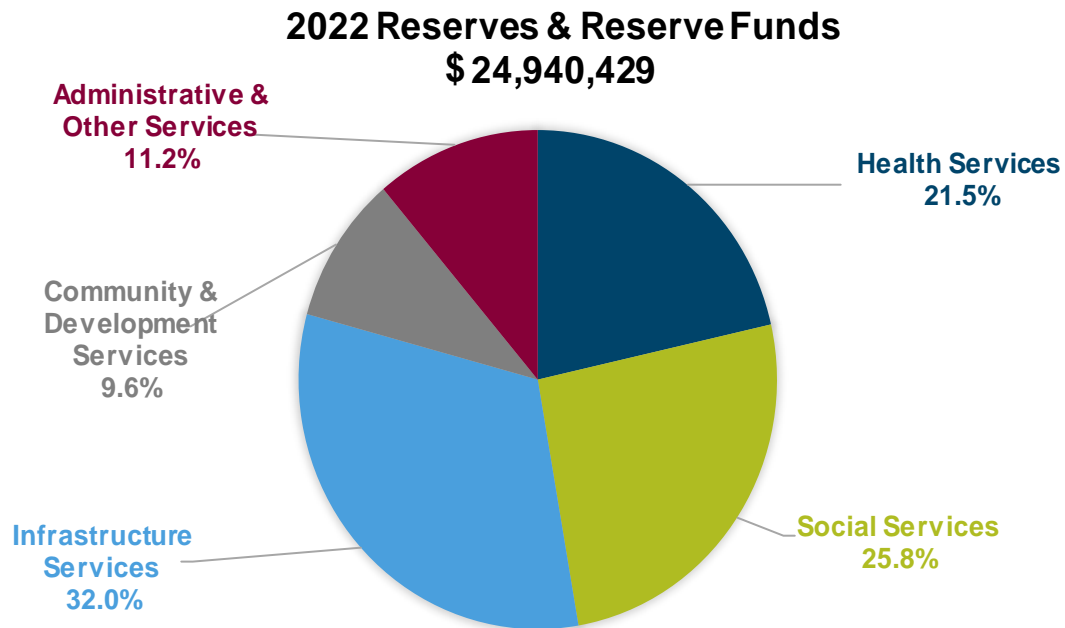
ANNUAL ASSET FUNDING GAP



Description	Amount
Roads & Bridges	9,824,400
Social Housing	2,981,700
Buildings Equipment & Furnishings	4,241,400
Vehicles	50,000
	17,097,500

COUNTY OF LENNOX AND ADDINGTON

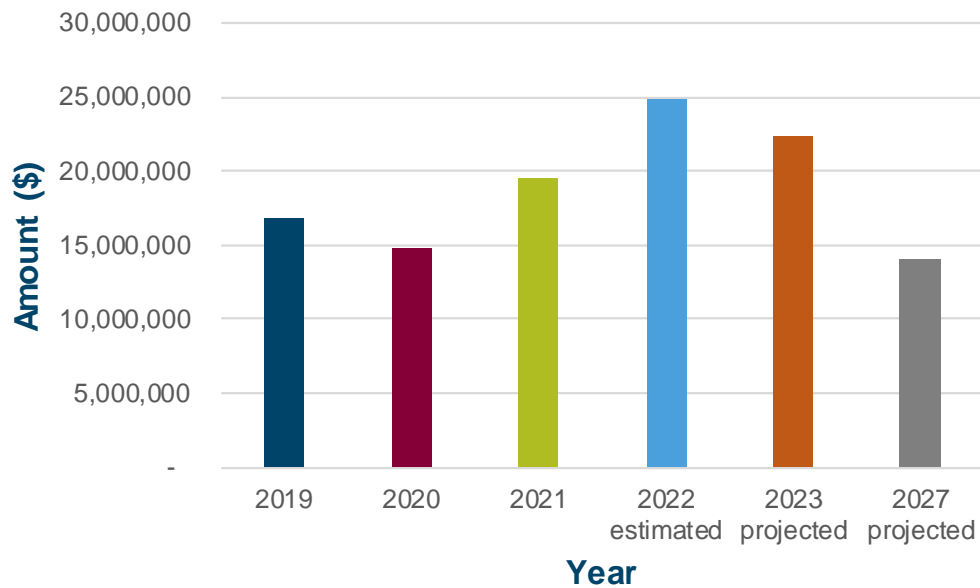
RESERVES & RESERVE FUNDS BY TYPE



Description	Amount
Health Services	5,349,763
Social Services	6,440,630
Infrastructure Services	7,970,613
Community & Development Services	2,393,381
Administrative & Other Services	2,786,042
	24,940,429

COUNTY OF LENNOX AND ADDINGTON

RESERVES & RESERVE FUNDS TREND

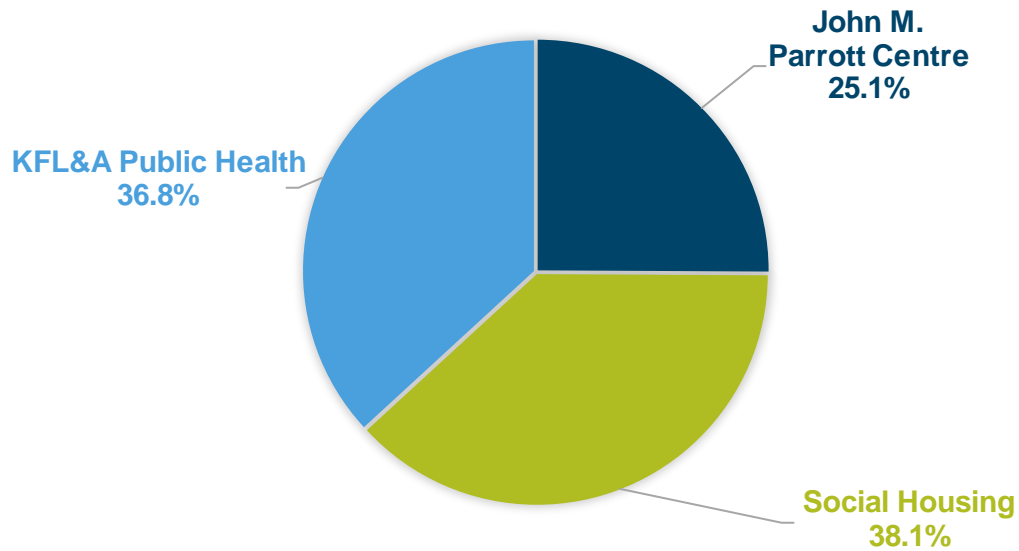


Year	Amount
2019	16,905,839
2020	14,785,079
2021	19,536,232
2022 estimated	24,940,429
2023 projected	22,348,389
2027 projected	13,955,708

COUNTY OF LENNOX AND ADDINGTON

DEBT BY TYPE

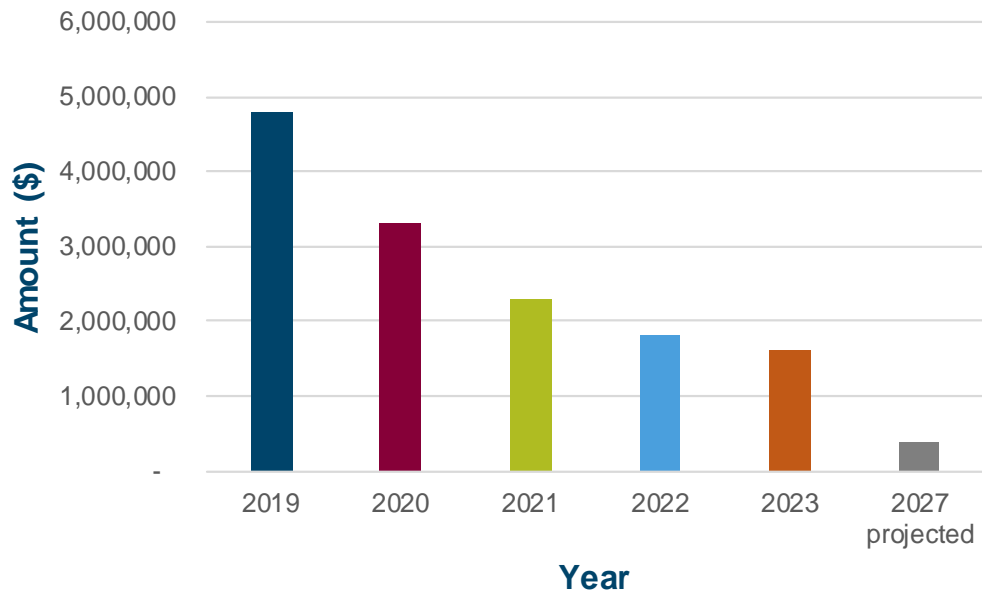
2022 Debt \$1,815,178



Description	Amount
John M. Parrott Centre	455,301
Social Housing	691,270
KFL&A Public Health	668,607
	1,815,178

COUNTY OF LENNOX AND ADDINGTON

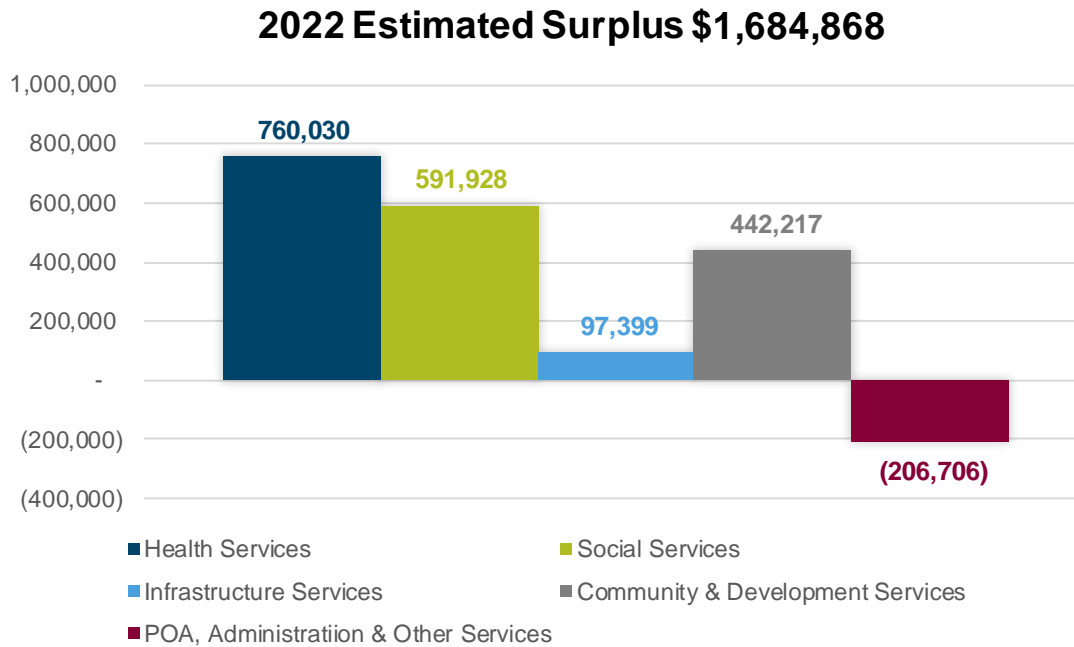
DEBT TREND



Year	Amount
2019	4,802,123
2020	3,299,167
2021	2,291,336
2022	1,815,178
2023	1,622,685
2027 projected	402,831

COUNTY OF LENNOX AND ADDINGTON

CURRENT YEAR SURPLUS BY SERVICE



Description	Amount
Health Services	760,030
Social Services	591,928
Infrastructure Services	97,399
Community & Development Services	442,217
POA, Administration & Other Services	(206,706)
	1,684,868

COUNTY OF LENNOX AND ADDINGTON

TOTAL COUNTY BUDGET SUMMARY

REVENUES

Grants & Subsidies

Grants & Subsidies are estimated to be approximately \$44.5 million in 2023. Most of the grants are determined based upon formulas which differ by Ministry depending on the program being funded. Social Services, Paramedic Services and the John M. Parrott Centre receive a significant portion of their funding from grant revenue. There continues to be uncertainty regarding grants with the new provincial government and much of the grant revenue is based on the funding formulas remaining the same.

Municipal Recoveries

The bulk of Municipal recoveries are received from the County of Prince Edward for their share of the social assistance, children's services and housing & homelessness programs. The County is the Consolidated Municipal Service Manager for Lennox & Addington & Prince Edward. Prince Edward's share of the budget has increased from 35.36% to 36.09%. The formula takes into consideration the relative share of weighted assessment, social assistance caseload and housing units in each County. Municipal recoveries also includes cross border revenue for paramedic services.

User Fees & Service Charges

User Fees & Service Charges primarily consist of resident co-payment fees at the John M. Parrott Centre which are determined based upon provincial guidelines.

Rental & Investment Income

Most of the County's rental income comes from tenants of the County's directly owned social housing units (414 units). The County also leases space to other agencies in its buildings, including provincial courts in the County Courthouse and the Memorial Building.

Fines & Penalties

Fines & Penalties primarily consists of fines received from the enforcement of provincial offences. The County has no control over the level of enforcement so the budget amount can be difficult to predict. For 2023, net revenue is budgeted to decrease based upon recent trends.



COUNTY OF LENNOX AND ADDINGTON

TOTAL COUNTY BUDGET SUMMARY

Other Revenue

Other revenue consists primarily of payments in lieu of taxes from government properties and supplementary taxes added to the tax roll during the course of the year. It also includes miscellaneous departmental revenue including permit fees, solar revenue and laundry recoveries in social housing units.

Transfers to/(from) Reserves

Transfers to/from Reserves are generally used to balance departmental capital levy requirements to the desired level, which is based upon an assessment of the long term replacement needs and the financing strategy required to meet those needs. The 2022 transfer from reserves will be primarily used to fund roads & bridges capital expenditures and other capital projects.

Transfer to/(from) Surplus

For several years, the County has carried forward \$360,000 from the previous year's surplus to the current year. The 2022 budget reflects a similar transfer.

EXPENDITURES

Salaries & Benefits

Salaries & Benefits consists of the compensation costs for the County's employees (approximately 450 employees). Additional information is included in the salary & benefit section of the budget document.

Materials & Supplies

Material & Supplies includes the purchase of goods used for the provision of services within County departments. Major items include maintenance, utilities & food at The John M. Parrott Centre, vehicle costs, property taxes at social housing units and non-capital roads & bridges expenditures.

Purchased Services

Purchased services includes contracted services paid to organizations. Major items include payments to child care agencies, payments to local municipalities for roads maintenance services, physiotherapy services & various building & equipment services.



COUNTY OF LENNOX AND ADDINGTON

TOTAL COUNTY BUDGET SUMMARY

Rents & Financial Expenses

Rents and Financial Expenses includes building rental costs at facilities leased by the County. Examples include the Picton and Northbrook social services offices and the Loyalist ambulance base.

Payments to Agencies & Individuals

Payments to Agencies and Individuals includes external transfers to agencies including non-profit housing corporations & rent supplements to landlords, Municipal Property Assessment Corporation, KFL&A Public Health and payments to social assistance recipients.

Internal Transfers

Internal transfers are recoveries for the cost of providing financial, human resources and information technology services to other departments. The costs net to zero across all County departments.

Long Term Debt Payments

Long Term Debt payments include payments for the interest and principal costs of financing long term debt. Major items include repayment of loans related to the construction of The John M. Parrott Centre and the Meadow Lane social housing property.

Capital Expenditures

Capital Expenditures includes payments for tangible assets which are expected to have a useful life greater than a year. Most of the County's capital asset expenditures relate to roads & bridges, buildings, vehicles and equipment. The County has undertaken a detailed review of its long-term capital needs and has put in place a financing strategy to ensure the sustainability of its capital infrastructure.

COUNTY OF LENNOX AND ADDINGTON

TOTAL COUNTY BUDGET SUMMARY

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(42,204,771)	(40,364,135)	(44,474,450)	(4,110,315)	10.2%
Municipal Recoveries	(1,894,965)	(2,219,800)	(2,320,700)	(100,900)	4.5%
User Fees & Service Charges	(4,378,385)	(4,347,000)	(4,261,500)	85,500	-2.0%
Rental & Investment Income	(3,276,524)	(2,848,100)	(3,687,000)	(838,900)	29.5%
Fines & Penalties	(1,623,992)	(2,161,120)	(1,584,900)	576,220	-26.7%
Other Revenue	(1,678,375)	(1,438,600)	(1,631,750)	(193,150)	13.4%
Transfers to/(from) Reserves	2,247,222	(2,580,600)	(2,209,280)	371,320	-14.4%
Transfers to/(from) Surplus	(360,000)	(360,000)	(360,000)	-	-
Total Revenue	(53,169,789)	(56,319,355)	(60,529,580)	(4,210,225)	7.5%
<u>Expenses</u>					
Salaries & Benefits	31,312,044	33,862,100	35,204,600	1,342,500	4.0%
Materials & Supplies	7,710,324	7,682,875	8,594,975	912,100	11.9%
Purchased Services	12,877,815	12,359,600	16,341,056	3,981,456	32.2%
Rents & Financial Expenses	103,978	101,600	111,600	10,000	9.8%
Payments to Agencies & Individuals	12,823,594	12,285,244	13,143,841	858,597	7.0%
Internal Transfers	4,879	-	(300)	(300)	-
Long Term Debt Payments	424,877	422,400	423,100	700	0.2%
Capital Expenditures	17,910,974	21,289,100	20,660,400	(628,700)	-3.0%
Total Expenses	83,168,485	88,002,919	94,479,272	6,476,353	7.4%
County Levy	29,998,695	31,683,564	33,949,692	2,266,128	7.2%



COUNTY OF LENNOX AND ADDINGTON

SALARIES & BENEFITS SUMMARY

Department	2023 FTE	2022 FTE	Salary	Statutory Benefits	Actuarial Benefits	OMERS Pension	Employee Benefits	Total Benefits
County Council	-	-	204,800	8,400	-	-	49,400	57,800
Corporate Management	5.0	5.0	629,800	36,900	9,700	73,300	54,800	174,700
HR, IT & Finance	14.4	13.4	1,220,300	93,100	26,700	125,600	154,600	400,000
Emergency Services	61.3	60.3	5,969,400	452,500	343,900	488,500	447,700	1,732,600
Community Paramedicine HI	2.7	2.7	259,600	20,100	16,400	20,000	18,800	75,300
Community Paramedicine LTC	5.3	5.3	626,500	47,300	34,900	52,400	47,800	182,400
Economic Development	2.6	3.3	235,900	16,600	5,300	23,800	23,000	68,700
Planning	1.0	-	92,500	6,800	2,000	9,800	9,600	28,200
The John M. Parrott Centre	183.4	171.6	11,802,600	814,900	582,900	783,800	978,100	3,159,700
Library Services	13.9	14.1	917,400	79,100	18,900	63,300	74,900	236,200
Museum & Archives	4.6	5.7	319,200	26,600	8,000	28,000	38,300	100,900
Provincial Offices	6.1	6.6	415,600	35,600	9,700	35,400	42,400	123,100
Property Services	7.5	7.5	425,100	27,900	9,200	33,600	52,400	123,100
Roads & Bridges	6.8	6.9	522,200	40,700	11,100	50,600	48,300	150,700
Social Assistance	30.0	31.0	2,083,700	179,300	42,200	188,400	283,500	693,400
Children's Services	5.7	6.0	411,000	36,100	8,800	36,100	48,700	129,700
Housing & Homelessness	18.5	18.5	1,256,800	109,700	29,800	100,500	136,500	376,500
2023 Preliminary Budget	368.8	357.9	27,392,400	2,031,600	1,159,500	2,113,100	2,508,800	7,813,000
2022 BUDGET	357.9		26,100,300	2,120,500	1,139,800	2,021,500	2,480,000	7,761,800
Difference	10.9		1,292,100	(88,900)	19,700	91,600	28,800	51,200
Percentage Change	3.0%		5.0%	-4.2%	1.7%	4.5%	1.2%	0.7%

	2023 FTE	2022 FTE	2023 Salary	2022 Salary	\$ Change	% Change
Social Services OPSEU	29.0	31.0	1,785,800	1,876,400	(90,600)	-4.8%
Ambulance OPSEU	61.3	61.3	5,997,700	5,764,300	233,400	4.0%
JMP CUPE	155.4	148.6	9,272,200	8,733,600	538,600	6.2%
JMP ONA	9.5	9.4	1,031,700	1,042,700	(11,000)	-1.1%
Non Union	113.7	107.7	9,305,000	8,683,300	621,700	7.2%
	368.9	357.9	27,392,400	26,100,300	1,292,100	5.0%

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET SUMMARY

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue					
Grants & Subsidies	(36,983,910)	(34,934,535)	(40,438,750)	(5,504,215)	15.8%
Municipal Recoveries	(1,607,665)	(1,932,500)	(2,018,400)	(85,900)	4.4%
User Fees & Service Charges	(4,378,385)	(4,347,000)	(4,261,500)	85,500	-2.0%
Rental & Investment Income	(3,276,524)	(2,848,100)	(3,687,000)	(838,900)	29.5%
Fines & Penalties	(1,623,992)	(2,161,120)	(1,584,900)	576,220	-26.7%
Other Revenue	(1,678,375)	(1,438,600)	(1,631,750)	(193,150)	13.4%
Transfers to/(from) Reserves	1,665,002	46,100	671,220	625,120	1356.0%
Total Revenue	(47,883,849)	(47,615,755)	(52,951,080)	(5,335,325)	11.2%
Expenses					
Salaries & Benefits	31,312,044	33,862,100	35,204,600	1,342,500	4.0%
Materials & Supplies	7,521,134	7,451,675	8,217,175	765,500	10.3%
Purchased Services	12,877,815	12,359,600	16,341,056	3,981,456	32.2%
Rents & Financial Expenses	103,978	101,600	111,600	10,000	9.8%
Payments to Agencies & Individuals	12,823,594	12,285,244	13,143,841	858,597	7.0%
Internal Transfers	304,879	300,000	299,700	(300)	-0.1%
Total Expenses	64,943,444	66,360,219	73,317,972	6,957,753	10.5%
County Levy	17,059,596	18,744,464	20,366,892	1,622,428	8.7%

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

GENERAL GOVERNMENT

Program Summary:

- General Government includes expenditures which are not specific to a particular department.
- Investment income includes bank interest, as well as income from longer term investments, primarily bank bonds. The County's investment portfolio is managed by CIBC Wood Gundy based on the principles included in the County's investment policy. Investment income is transferred to reserve funds jointly held with the County of Prince Edward for Social Services.
- The local municipalities provide the County with its share of supplementary taxes, net of write offs added to the tax roll during the year. This amount is included in other revenue along with the County's share of payments in lieu of taxes (PIL) from government properties.
- The County pays for the operations of the Municipal Property Assessment Corporation (MPAC) based on its relative share of property assessment and property counts.

2022 Accomplishments:

- In 2022 we received funding of \$76,320 under the Municipal Modernization Program, Intake 3 for the Third-Party Review of the Finance Department and up to \$48,947 or 65% of total project cost to purchase equipment for use for hybrid Council meetings and Provincial Offences courts under the Implementation Stream.

2023 Highlights:

- Supplementary taxes (net of write offs) and taxes from PIL properties are expected to be \$1,090,000 in 2023
- The levy from MPAC will be \$703,775 in 2023 representing a slight Increase from 2022 of .79%.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

GENERAL GOVERNMENT

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(113,664)	-	-	-	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	(786,884)	(365,000)	(1,139,500)	(774,500)	212.2%
Fines & Penalties	-	-	-	-	-
Other Revenue	(1,268,320)	(975,500)	(1,105,400)	(129,900)	13.3%
Transfers to/(from) Reserves	-	(799,100)	(35,100)	764,000	-95.6%
Total Revenue	(2,168,868)	(2,139,600)	(2,280,000)	(140,400)	6.6%
<u>Expenses</u>					
Salaries & Benefits	-	-	-	-	-
Materials & Supplies	4,794	6,000	6,000	-	-
Purchased Services	-	-	-	-	-
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	698,285	698,300	703,775	5,475	0.8%
Internal Transfers	-	-	-	-	-
Total Expenses	703,079	704,300	709,775	5,475	0.8%
County Levy	(1,465,790)	(1,435,300)	(1,570,225)	(134,925)	9.4%

Increase in Investment revenue offset by reduction of transfer from reserves for COVID and Rate Stabilization Reserve

Increase in Other Revenue in expected Supplementary Tax Revenue

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

COUNTY COUNCIL

Program Summary:

- Council's role as the governing body of the County is to:
 - Represent the public and to consider the well-being and interests of the County
 - Develop and evaluate the policies and procedures of the County
 - Determine the nature and level of service that the County provides
 - Ensure accountability and transparency of the operations of the County
 - Maintain the financial integrity of the County, and
 - Carry out the duties of Council under all relevant legislation.
- County Council is comprised of the Warden and seven Councillors from the County's four local municipalities.
- The Warden is elected by County Council on an annual basis in December.
- The Warden is also a member of the Eastern Ontario Wardens' Caucus.
- Council remuneration is based on the terms and conditions included in Council's Remuneration Bylaw.
- Salaries and per diems are adjusted in 2023 by 2% to be on par with non-union salary increases for the year (per resolution CC-23-13). Mileage rates are adjusted based on the rates approved by Revenue Canada.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

COUNTY COUNCIL

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	-	-	-	-	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	-	-	-	-	-
Total Revenue	-	-	-	-	0.0%
<u>Expenses</u>					
Council Salaries & Benefits	226,632	245,900	262,600	16,700	6.8%
Materials & Supplies	57,275	83,600	98,100	14,500	17.3%
Purchased Services	-	-	-	-	-
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	-	-	-	-	-
Total Expenses	283,906	329,500	360,700	31,200	9.5%
County Levy	283,906	329,500	360,700	31,200	9.5%

Materials and Supplies for Strategic Planning and EOWC

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET CORPORATE ADMINISTRATION

Program Summary:

- The Corporate Administration budget includes the CAO, Clerk, Deputy Clerk, Executive Assistant, and Director Financial Services.
- Corporate Administration is responsible for:
 - Implementing strategic directions as approved by Council.
 - General management of the operation of the County.
 - Fulfillment of statutory responsibilities as set out in the Municipal Act and other legislation, including records retention, corporate financial management and Council agendas, minutes & by-laws.

2022 Accomplishments:

- Continued overseeing of COVID-19 response activity across all departments.
- Continued coordination of a joint Emergency Operations Centre response team that includes representation from each lower tier partner municipality, Hospital, OPP, School Board, and Provincial Emergency Management. This EOC met bi-weekly.
- Continued progress reporting to Council every six months on the efficiency proposals using the \$725k in Efficiency Funding from the Province.
- Council reviewed Strategic Action Plans semi-annually using a reporting matrix.
- Continued review of Employee Engagement Action Planning with each Department.
- Leadership role in EOWC on Affordable Housing and Long-Term Care.
- Continued Evolution of Corporate Communications Team including launch of onboarding video for new and existing staff.
- Continued provision of Commissioner of Oaths services, by appointment and with safety protocols in place.
- Corporate coordination of Health & Safety including provision of COVID-19 Safety Plan for all County departments.
- Privacy Investigations as required.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET CORPORATE ADMINISTRATION

2023 Highlights:

- Continued efforts on COVID-19 response activities with a focus on recovery.
- As COVID-19 response subsides, begin the process of debriefing what worked well and lessons learned to improve our response processes and procedures for future emergency issues.
- Assessing operational and budgetary impacts of COVID-19 with an eye to identifying potential improvements for the future.
- Execution of Strategic Action Plans.
- Execution of Employee Engagement Action Plans.
- Continued work on Affordable Housing initiatives including our modernization grant project to improve coordination of Planning and Engineering with lower tiers to foster more affordable housing development, as well as continued leadership on the EOWC Affordable Housing Working Group.
- Work on Ontario Health Team implementation, which will include a number of senior County staff.
- Planning, purchase and installation of necessary equipment to host hybrid meetings of County Council.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

CORPORATE ADMINISTRATON

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	-	-	-	-	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	-	-	-	-	-
Total Revenue	-	-	-	-	0.0%
<u>Expenses</u>					
Salaries & Benefits	767,872	773,800	804,500	30,700	4.0%
Materials & Supplies	49,020	57,700	71,000	13,300	23.1%
Purchased Services	29,764	9,800	10,000	200	2.0%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	27,300	27,300	28,500	1,200	4.4%
Total Expenses	873,955	868,600	914,000	45,400	5.2%
County Levy	873,955	868,600	914,000	45,400	5.2%
<u>Employees - FTE</u>					
		5.0	5.0	-	0.0%

Materials and Supplies Increase for Travel with in-person meetings.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

HUMAN RESOURCES, FINANCE & TECHNOLOGY

Program Summary:

- This budget includes the costs associated with providing human resources, financial management and information technology services to County departments. All of the costs in this budget are recovered from County departments based on a formula which takes into consideration the budget and number of full time equivalent staff in each department.
- Human Resources provides a full suite of human resources services including but not limited to Total Compensation, Organizational Development, Talent Management, Disability Management, Health and Wellness and Employee/Labour Relations. HR provides advice, counsel and support to management on employment matters, personnel policies, collective agreements and relevant legislation and regulations.
- Financial Services includes processing payroll, payables & receivables, accounting for capital assets, collections and financial reporting & monitoring.
- Information Technology ensures that networks, hardware and software are current and functioning efficiently to meet the needs of the various County services.

2022 Accomplishments:

- Return to in-person events (Employee Appreciation Holiday Lunch, Pumpkin Carving night, Mobile Hot Chocolate Bar)
- Launch of Extraordinarily L&A, our Employee Spotlight Series and Employee Testimonials
- Employee Discount Program implementation
- Peer Support team doubled their support to staff since their launch in 2020
- Continued to develop our Leadership Program for the County Management Team (i.e. Attendance Support, Creating Healthy Habits, Workplace Investigations).
- IT services handled approximately 2000 requests from staff in the past year.
- Working with Property Services, building security and surveillance was improved at a number of county facilities and a new work order system was developed using GIS based technology.
- Using new licensing model for GIS software, new applications and processes have been developed for departments allowing additional access for staff to manage data and departmental functions. The new software was implemented in partnership with the local municipalities.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

HUMAN RESOURCES, FINANCE & TECHNOLOGY

- Payment of invoices continue being transitioned from cheques to Electronic Funds Transfers.

2023 Highlights:

- Collective bargaining of renewal agreement for OPSEU 422 (Paramedics).
- Conduct our second corporate Employee Engagement survey.
- Establish a Peer-to-Peer Recognition program.
- Develop a formal mentorship program as part of our broader talent management strategy.
- Diversity, Equity and Inclusion policy and program development.
- IT Services will evaluate moving corporate email to cloud services to replace current capital purchase model. Doing so should improve disaster recovery capability and business continuity overall. This would be the first major IT system to move to a subscription model, which is becoming more the norm in the industry.
- Provide recommendations on tax policy issues to Council, including implementing vacant unit rebate and vacant and excess land reduction programs.
- Develop an asset management policy and begin updating asset management plan, in accordance with the new regulations.
- Financial Services and IT/GIS Services will be working with MPAC with data review and comparisons to help ensure that property assessments are accurate and up to date across the County.
- Financial Services was successful in receiving Provincial funding under the Municipal Modernization Program for an independent third-party review of the Financial Services Departmental with the goal of achieving efficiencies and cost savings.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

HUMAN RESOURCES, FINANCE & TECHNOLOGY

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	-	(99,000)	(99,000)	-	-
Municipal Recoveries	(19,334)	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	(4,910)	(7,000)	(7,000)	-	-
Transfers to/(from) Reserves	-	-	-	-	-
Total Revenue	(24,245)	(106,000)	(106,000)	-	0.0%
<u>Expenses</u>					
Salaries & Benefits	1,555,181	1,468,000	1,620,300	152,300	10.4%
Materials & Supplies	113,681	225,900	232,100	6,200	2.7%
Purchased Services	210,564	271,400	276,300	4,900	1.8%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	(1,855,181)	(1,859,300)	(2,022,700)	(163,400)	8.8%
Total Expenses	24,245	106,000	106,000	-	0.0%
County Levy	0	-	-	-	0.0%
<u>Employees - FTE</u>					
		13.4	14.4	1.0	7.5%



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

PROVINCIAL OFFENCES

Program Summary:

- The County is responsible for Provincial Offences Administration (POA). This service was transferred to the County from the Province in 1998.
- Most of the fines relate to offences under the Highway Traffic Act, but also include environmental and health & safety fines, some of which can be fairly large.
- The County contracts with per diem prosecutors and schedules court reporting services when staff are unavailable to attend court. Court is generally scheduled every Wednesday and Thursday. There are also several special trials during the year for more serious matters and bilingual court.
- The County has several procedures in place for collection of fines including early resolution meetings, various payment options (including on-line), reminder letters, license suspension, license plate denial and the use of a collection agency. The County also uses Civil Enforcement for larger fines. The total outstanding amount of fines at December 31, 2022 is \$10 million, which also includes fines that were outstanding at the time of transfer.

2022 Accomplishments:

- Fine revenue was over \$1.6m in 2022 and the County processed 5,324 fines. Approximately 18% of the fine revenue includes a Victim Fine Surcharge, which is remitted to the Province.
- Court administration has continued to make significant process changes, adapting to a virtual court model and provincial court modernization initiatives. Court is operational with in-person attendance or by zoom video/audio conferencing.
- After being on hold during the court recovery process, Court resumed trials and convictions in absentia.
- The County hired a Prosecutor upon retirement of a long-serving Prosecutor.
- Staff implemented an online platform for defendants and counsel to self-schedule resolution meetings with the Prosecutor.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

PROVINCIAL OFFENCES

2023 Highlights:

- Budgeted fine revenue varies depending on the level of activity by the various enforcement agencies, particularly the O.P.P. The County has no control over the level of enforcement so the expected revenue can be difficult to predict. For 2023, revenue is budgeted to remain consistent with prior year actuals, based on traffic management staffing levels and a permanent re-distribution of officers within East Region detachments.
- Provincial and local court administrations are continuing to collaborate on developing streamlined processes and enhanced services.
- Court administration continues to process a significant backlog of cases. Scheduled court time is returning to pre-pandemic levels.
- Staff is working toward implementing a hybrid approach to court (both virtual and in-person simultaneously).
- Court administration is further transitioning to digitization of records and processes.
- Staff is implementing an online evidence platform to manage evidence for court proceedings and to help eliminate information technology risks with file transfers.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

PROVINCIAL OFFENCES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue					
Grants & Subsidies	-	-	-	-	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	(1,623,090)	(2,160,120)	(1,583,900)	576,220	-26.7%
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	-	-	-	-	-
Total Revenue	(1,623,090)	(2,160,120)	(1,583,900)	576,220	-26.7%
Expenses					
Salaries & Benefits	502,753	557,800	538,700	(19,100)	-3.4%
Materials & Supplies	169,557	218,600	204,330	(14,270)	-6.5%
Purchased Services	121,516	131,000	151,506	20,506	15.7%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	242,774	388,800	285,100	(103,700)	-26.7%
Internal Transfers	62,004	62,000	64,600	2,600	4.2%
Total Expenses	1,098,604	1,358,200	1,244,236	(113,964)	-8.4%
County Levy	(524,486)	(801,920)	(339,664)	462,256	-57.6%
Employees - FTE					
		6.6	6.1	(0.5)	-7.6%

2023 Budgeted Revenue reflects new reality of lower tickets due to relocation Regional Traffic Operations.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

ROADS & BRIDGES

Program Summary:

- The County is responsible for 50 bridges, 18 major culvert structures and 458 kilometres of urban, semi-urban and rural roads which include:
 - 308 kms of hot mix asphalt road
 - 150 kms of surface treated road
- The local municipalities are responsible for maintaining the County roads under a road maintenance agreement, which was updated in 2020.
- A Technical Advisory Committee, comprised of representatives from the County and the local municipalities meets on a regular basis to review matters of common interest on County and local roads. The minutes from these meetings are shared with County Council.

2022 Accomplishments:

- Excess load permits, annual width permits, and entrance permits consisted of approximately \$44,000 in revenue.
- Our engineering costs associated with our Annual Hot Mix Program decreased to approximately \$89,500 in 2022 from our previous five year average expenditure of \$238,000. The County has realized approximately \$163,500 in Capital cost savings since Council approved the new position in 2021.

2023 Highlights:

- Maintenance compensation rates to the local municipalities will increase by 0.0% in 2023.
- Roadside spraying will be increased to focus on spot areas in 2023.
- Other revenue includes license fees collected from aggregate producers in the County, recovery of costs for development reviews and miscellaneous permit fees.
- Purchased services includes payments to the local municipalities, as well as miscellaneous engineering reviews.
- Staff plan will continue to complete the inspection and contract administration for the 2022 Hot Mix Program internally.
- Staff will implement “one window” permitting for excess loads. This will greatly reduce staff time and allow users to travel through the province without applying separately in each municipality.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

ROADS & BRIDGES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue					
Grants & Subsidies	-	-	-	-	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	(176,415)	(115,000)	(115,000)	-	-
Transfers to/(from) Reserves	-	-	-	-	-
Total Revenue	(176,415)	(115,000)	(115,000)	-	0.0%
Expenses					
Salaries & Benefits	589,406	669,400	672,900	3,500	0.5%
Materials & Supplies	793,428	732,900	851,650	118,750	16.2%
Purchased Services	2,957,382	2,973,900	2,985,600	11,700	0.4%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	289,800	289,800	303,500	13,700	4.7%
Total Expenses	4,630,016	4,666,000	4,813,650	147,650	3.2%
County Levy	4,453,600	4,551,000	4,698,650	147,650	3.2%
Employees - FTE					
		6.9	6.8	(0.1)	-1.4%

Materials and Supplies reflects increase costs for materials as well as Insurance increases.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

PROPERTY SERVICES

Program Summary:

- The County maintains the following County-owned properties:
 - County Courthouse
 - Museum & Archives
 - Cartwright Building/former Registry office
 - Memorial Building
 - Allan MacPherson House
 - Napanee/Northbrook/Denbigh/Stone Mills ambulance bases
 - Napanee/Amherstview social services offices
 - Yarker Library / LARC Childcare Center
 - Amherstview Childcare Center
- Property staff also rotate books and other materials between library branches two days per week.
- The Province leases space in the County Courthouse and Memorial Building.
- The cost of Property Services operating expenses is recovered from departments.

2022 Accomplishments:

- In 2022 Property Services utilized their automated work order system to dispatch, track, and record approximately 3,500 work assignments.
- Property Services provided the JMPC with grounds and horticultural services for the 2022 season. Property staff and resource were utilized to provide this service.
- Property Services Staff provided technical support for the new Social Housing Building Project. Some of the services included site inspections, technical drawing review, contract management, and general construction consultation.
- Property Service welcomed our new Supervisor to the team. Ted Marcotte comes to us from the District School Board Ontario North East and brings with him a wealth of experience and has been a great fit in the department.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

PROPERTY SERVICES

2023 Highlights:

- Property Service will continue to implement the new Asset Management Program and integration into the 10 year capital plan and work order system.
- Property Services will be looking to expand their gardening program this year. Active volunteers and local volunteer groups will be engaged and consulted for key site such as the John M Parrot Center and the Allan MacPherson House.
- Enhancing staff training program by including the MOL Skills Pass system and expand our internal tracking metrics.
- Property Services will continue to provide the highest level of support as it relates to COVID-19 pandemic prevention measures.
- \$181,100 is budgeted to be transferred to reserves for future capital improvements at County buildings.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

PROPERTY SERVICES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	-	-	-	-	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	(552,320)	(621,800)	(621,800)	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	(86,709)	(198,900)	(198,900)	-	-
Transfers to/(from) Reserves	291,575	223,000	179,600	(43,400)	-19.5%
Total Revenue	(347,454)	(597,700)	(641,100)	(43,400)	7.3%
<u>Expenses</u>					
Salaries & Benefits	454,279	488,400	548,200	59,800	12.2%
Materials & Supplies	532,002	647,000	708,900	61,900	9.6%
Purchased Services	349,253	450,400	411,500	(38,900)	-8.6%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	(988,080)	(988,100)	(1,027,500)	(39,400)	4.0%
Total Expenses	347,455	597,700	641,100	43,400	7.3%
County Levy	0	-	-	-	0.0%
<u>Employees - FTE</u>					
		7.5	7.5	-	0.0%

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

HEALTH SERVICES

Program Summary:

- The County has committed to provide annual health care capital grants for a ten year period from 2019 to 2028:
 - University Hospitals Kingston Foundation - \$75,000
- The City of Kingston, the County of Frontenac and the County of Lennox & Addington contribute to the operation of the KFL&A Public Health based upon a cost sharing formula which takes into consideration the population in each of the three areas. L&A's share is 21.3% of the municipal portion of the Public Health budget.
- The County had committed to providing annual grant for a 4 year period from 2019 to 2022:
 - Lenadco Access Clinic - \$25,000

2022 Accomplishments:

- The County provided University Hospitals Kingston Foundation with \$75,000 in 2022 to support their current capital campaign.
- The County provided the Lenadco Access Clinic with \$25,000 in 2022 to support their opening and operations. This is the last year for the commitment.

2023 Highlights:

- The KFL&A Public Health Board has approved its 2023 budget. The County's share is \$1,393,416, which is a 2.0% increase from the previous year.
- The County is continuing the Community Transportation project funded by the Province that was originally partnered with L&A SOS and will be working with the lower-tiers in developing the project.
- The 2023 draft budget includes Council's committed \$75k to the University Hospitals Kingston Foundation.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

HEALTH SERVICES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue					
Grants & Subsidies	(100,945)	(72,750)	(72,750)	-	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	-	-	-	-	-
Total Revenue	(100,945)	(72,750)	(72,750)	-	0.0%
Expenses					
Salaries & Benefits	-	-	-	-	-
Materials & Supplies	-	-	-	-	-
Purchased Services	-	-	-	-	-
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	1,567,070	1,538,844	1,541,166	2,322	0.2%
Internal Transfers	-	-	-	-	-
Total Expenses	1,567,070	1,538,844	1,541,166	2,322	0.2%
County Levy	1,466,125	1,466,094	1,468,416	2,322	0.2%
Employees - FTE	-	-	-	-	0.0%

Increase of 2% to KFL&A Health offset by elimination of grant to L&ACH.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

THE JOHN M. PARROTT CENTRE

Program Summary:

- 24 hour care and support to 167 residents. One respite bed is also available although has only re-opened in October having been closed during the pandemic.

JMPC Statistics 2019 - 2021

	2019	2020	2021	2022
Resident Admission Long Stay - Elderly	63.00	55.00	87.00	77.00
Resident Admission Long Stay - Adult*	5.00	1.00	1.00	2.00
Total Long Term Admissions	68.00	56.00	88.00	79.00
Resident Admission Respite - Elderly	25.00	5.00	0.00	1.00
Resident Admission Respite - Adult*	2.00	0.00	0.00	0.00
Total Respite Admission	27.00	5.00	0.00	1.00
Inpatient / Resident Discharges - Elderly	5.00	0.00	0.00	0.00
Inpatient / Resident Discharges - Adult*	2.00	1.00	0.00	0.00
Deaths - Elderly	66.00	63.00	70.00	71.00
Deaths - Adult*	0.00	2.00	1.00	1.00
total Discharges / Death	73.00	65.00	71.00	72.00

*Adults is under 65 years of age

- Continue to maintain a healthy waitlist of approximately 365 (237 basic/103 private and 25 for Basic or Private).
- Average length of stay is 2.26 years, which is another 3 months less than the previous year.
- Average occupancy rate of 92.26%. First Respite occupancy of 2022 commenced at the end of November and was occupied for a total of 27 days.
- During the year the number of beds held for isolation purposes ranged from 0-8. At present (Dec 2022), there are 0 beds being held for isolation purposes. If needed we could utilize our hospitality suite for isolation purposes or if not being utilized, our respite bed is another option.
- 115 women (avg age 85.22); 51 men (avg age 83.37); 87 current residents are from L&A County. We have 4 residents who are 100 and 3 residents who are 101! A total of 47 residents are 90+ years of age!

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

THE JOHN M. PARROTT CENTRE

2022 Accomplishments:

- Completed a full review of all policies and procedures within the Home (electronically and hard copy updated).
- Created a staff newsletter to update and educate on The Fixing Long Term Care Act, 2021.
- On-boarded a new Dietitian, Activation Coordinator and temporary Food Service Supervisor (due to Mat leave).
- Successful with Seniors Horizons Grant for Virtual Reality Programming at JMPC.
- Completed first year with new electronic Staff Scheduling Program.
- New full time position for 2022 – Health Information Assistant. This position was created to support our IPAC Lead who is required to provide 22.5 hours per week in dedicated IPAC work.
- Implemented the PSW Bath Team (2 PSW's daily) working towards our journey to 4 hours of care as per the Ministry targets.
- Implementation of the Best Practice Clinical Support Tools and IPAC Data Collection through our electronic health record.

2023 Highlights:

- Ongoing risk mitigation related to COVID positive cases in the Home.
- Additional enhancements related to our journey to 4 hours of care as per the Ministry target for March 2023 of 3.15 hours.
- Additional enhancements related to the Ministry targets regarding Allied Health Professionals supporting the Home.
- Full integration of the Meal Suite program within the Dietary department.
- Going through our first Accreditation with CARF (Commission on Accreditation for Rehabilitation Facilities) in January 2023.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

THE JOHN M. PARROTT CENTRE

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue					
Grants & Subsidies	(10,405,867)	(10,347,100)	(10,691,700)	(344,600)	3.3%
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	(4,359,337)	(4,338,000)	(4,247,000)	91,000	-2.1%
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	(26,694)	(33,000)	(96,250)	(63,250)	191.7%
Transfers to/(from) Reserves	-	-	-	-	-
Total Revenue	(14,791,898)	(14,718,100)	(15,034,950)	(316,850)	2.2%
Expenses					
Salaries & Benefits	13,354,130	14,204,300	14,961,500	757,200	5.3%
Materials & Supplies	2,151,680	1,783,300	2,012,570	229,270	12.9%
Purchased Services	532,319	571,400	577,800	6,400	1.1%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	788,271	787,700	879,100	91,400	11.6%
Total Expenses	16,826,400	17,346,700	18,430,970	1,084,270	6.3%
County Levy	2,034,502	2,628,600	3,396,020	767,420	29.2%

Employees - FTE	171.6	183.4	11.8	6.9%
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Costs reflect increase in hours to support Bath team and Maintenance operations



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

PARAMEDIC SERVICES

Program Summary:

- Paramedic Services are provided from five ambulance bases located in:
 - Napanee (36 hours daily service)
 - Loyalist (24 hours daily service)
 - Northbrook (24 hours daily service)
 - Denbigh (12 hours daily service)
 - Stone Mills (24 hours daily service)
- The County responded to 11,175 calls in 2022, a 42.5% increase from 2021.
- The overall average response time in the County was 10:13 in 2021 and is summarized below for each municipality:
 - Addington Highlands - 12:40
 - Greater Napanee – 8:04
 - Loyalist - 10:27
 - Stone Mills – 13:55

2022 Accomplishments:

- Paul Osborn is the permanent Superintendent responsible for Community Paramedicine which has been a huge success with 2 new Medical Directors and 248 clients seen since October 2022.
- Continuing to provide high quality care with all the changes and challenges presented by COVID-19, Influenza and Respiratory Syncytial Virus (RSV).
- Palliative Care program was implemented in April 2022 and has been another success in supporting our palliative patient's wishes to receive treatment and remain at home versus being transported to the hospital.
- ESO (paramedic documentation software) cyber-attack concern in October, rectified for the paramedics but may take a few more months until all software and reporting apps are back online. 2FA had to be introduced prior to using the software following the attack.

2023 Highlights:

- The province has traditionally provided funding based on 50% of the previous year's budget. The 2023 budget is based on receiving 50% funding from the Ministry.
- Begin strategic planning for new Loyalist Base. Originally planned for 2019 but put on hold due to EMS Modernization then COVID-19.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

PARAMEDIC SERVICES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(4,270,641)	(4,388,385)	(4,702,100)	(313,715)	7.1%
Municipal Recoveries	(164,044)	(185,000)	(185,000)	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	(8,538)	(12,000)	(12,000)	-	-
Transfers to/(from) Reserves	714,262	532,000	532,000	-	-
Total Revenue	(3,728,961)	(4,053,385)	(4,367,100)	(313,715)	7.7%
<u>Expenses</u>					
Salaries & Benefits	6,869,739	7,466,600	7,702,000	235,400	3.2%
Materials & Supplies	983,464	933,350	971,200	37,850	4.1%
Purchased Services	119,081	90,400	220,600	130,200	144.0%
Rents & Financial Expenses	21,141	21,600	22,500	900	4.2%
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	607,869	607,800	663,600	55,800	9.2%
Total Expenses	8,601,295	9,119,750	9,579,900	460,150	5.0%
County Levy	4,872,333	5,066,365	5,212,800	146,435	2.9%
<u>Employees - FTE</u>					
		60.3	61.3	1.0	1.7%

Increase costs reflect staffing change for Superintendents and for update of Master Plan



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

COMMUNITY PARAMEDICINE—HIGH INTENSITY

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(363,752)	(365,000)	(365,000)	-	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	(247,473)	-	(59,100)	(59,100)	-
Total Revenue	(611,225)	(365,000)	(424,100)	(59,100)	16.2%
<u>Expenses</u>					
Salaries & Benefits	424,362	263,800	334,900	71,100	27.0%
Materials & Supplies	179,920	96,000	89,200	(6,800)	-7.1%
Purchased Services	6,944	5,200	-	(5,200)	-100.0%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	-	-	-	-	-
Total Expenses	611,225	365,000	424,100	59,100	16.2%
County Levy	0	-	-	-	0.0%
Employees - FTE		2.7	2.7	(0.0)	-1.3%



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

COMMUNITY PARAMEDICINE—LONG TERM CARE

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(1,250,000)	(1,250,000)	(1,250,000)	-	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	961,735	300,000	285,100	(14,900)	-5.0%
Total Revenue	(288,265)	(950,000)	(964,900)	(14,900)	1.6%
<u>Expenses</u>					
Salaries & Benefits	266,784	784,900	808,900	24,000	3.1%
Materials & Supplies	21,480	114,800	156,000	41,200	35.9%
Purchased Services	-	50,300	-	(50,300)	-100.0%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	-	-	-	-	-
Total Expenses	288,265	950,000	964,900	14,900	1.6%
County Levy	(0)	-	-	-	0.0%
<u>Employees - FTE</u>					
		5.3	5.3	0.0	0.6%



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

EMERGENCY PLANNING

Program Summary:

- A County Emergency Plan has been developed to provide key officials, agencies and departments of the County with emergency response information related to:
 - Roles & responsibilities during an emergency; and,
 - Arrangements, services & equipment.
- The County Emergency Services Advisory Committee, with representatives from the County and the local municipalities, as well as the OPP, Hospital and Public Health, meets twice a year and provides an opportunity to share information and develop linkages to offer coordinated services in the event of an emergency.
- County budget includes costs associated with training, emergency supplies and rental of space on repeater towers for communications.

2022 Accomplishments:

- Clerk/Communications Manager and IT Manager to be added to the Municipal Emergency Control Group.
- Inclusion of lessons learned from COVID-19 response into Emergency Management Program.
- Training for new members of Emergency Response Group.
- Business Continuity Plans for each department will be reviewed and updated following completion of the COOP and the COVID-19 emergency.
- Additional emergency management training will be scheduled for new staff as conditions allow.
- All Emergency Management requirements met.

2023 Highlights:

- Continuity of Operations (COOP) tabletop exercise and interactive workshop to offer the County department participants the opportunity to evaluate their departmental COOP plans/readiness and gain an understanding of problems, they and their organizations could face in response to a disaster or emergency. This will be a unique opportunity to assess stakeholder readiness for an emergency that could significantly impact the delivery of essential services and programs to the residents of Lennox and Addington and surrounding areas.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

EMERGENCY PLANNING

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	-	-	-	-	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	-	-	-	-	-
Total Revenue	-	-	-	-	0.0%
<u>Expenses</u>					
Salaries & Benefits	-	-	-	-	-
Materials & Supplies	4,841	9,700	9,700	-	-
Purchased Services	34,813	4,500	4,500	-	-
Rents & Financial Expenses	19,115	16,500	16,500	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	-	-	-	-	-
Total Expenses	58,768	30,700	30,700	-	0.0%
County Levy	58,768	30,700	30,700	-	0.0%
<u>Employees - FTE</u>					
	-	-	-	-	0.0%

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

ECONOMIC DEVELOPMENT

Program Summary:

- Lennox and Addington County's Economic Development strategy is based on the following objectives:
 - The attraction, expansion and retention of entrepreneurs.
 - The attraction of retail, manufacturing and industrial development.
 - The attraction of residents / talent.
 - Increase visitors through the Naturally L&A brand.

2022 Accomplishments:

- Umicore announced a \$1.5 billion cathode active materials facility to be located in Loyalist Township.
- Latham Pools announced a 160,000 square foot fiberglass pool manufacturing facility to be located in Lennox and Addington.
- Funding was received from the Province of Ontario to build a modernized, County-wide development approvals tool to support streamlined application processes.
- County Council committed approximately \$450,000 to support the EORN Cell Gap project. \$148,700 was contributed in 2022, this was the last installment payment.
- Website visits to www.NaturallyLA.ca have increased by 25%. Three hundred thousand people visited the site in 2022.
- The Naturally L&A Activation fund distributed \$40,000 equally amongst the local municipalities to support events, tourism products, cultural initiatives and beautification projects.

2023 Highlights:

- \$40,000 is included in the budget for the Naturally L&A Activation program. In 2022, an additional \$20,000 was added to the program. The \$20,000 was not intended to be annual funding and will be reviewed during the 2023 budget process.
- \$35,000 is budgeted for marketing initiatives to support talent attraction.
- \$45,000 is budgeted to support Naturally L&A tourism destination marketing. Our target market in 2023 will be travelers from across Ontario.
- A vacant staff position was transferred to Land Use Planning; a County Planner was hired in September 2022.
- \$36,000 is included to support the business development requirements of an affordable housing strategy for Lennox and Addington.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

ECONOMIC DEVELOPMENT

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue					
Grants & Subsidies	(171,813)	-	(4,600)	(4,600)	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	(16,231)	(26,000)	(26,700)	(700)	2.7%
Transfers to/(from) Reserves	(105,097)	(157,200)	(100,000)	57,200	-36.4%
Total Revenue	(293,140)	(183,200)	(131,300)	51,900	-28.3%
Expenses					
Salaries & Benefits	311,723	370,600	304,500	(66,100)	-17.8%
Materials & Supplies	293,292	247,000	331,100	84,100	34.0%
Purchased Services	103,472	148,700	36,000	(112,700)	-75.8%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	36,204	36,200	38,100	1,900	5.2%
Total Expenses	744,691	802,500	709,700	(92,800)	-11.6%
County Levy	451,550	619,300	578,400	(40,900)	-6.6%
Employees - FTE					
		3.3	2.6	(0.7)	-20.0%

Cost reflect new alignment of Planning department and staff.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

LAND USE PLANNING

Program Summary:

- The County's first Official Plan was approved in April 2016.
- The County is the approval authority for local Official Plans and for Plans of Subdivision/Condominium and amendments to the Official Plans that apply in the Townships of Stone Mills and Addington Highlands.
- The County Planner will articulate the County's vision and translate it into innovative planning, economic development and housing initiatives.

2022 Accomplishments:

- The Loyalist Township Official Plan was adopted by County Council.
- \$140,000 in funding was received from the Province of Ontario to build a modernized, County-wide development approvals tool to support streamlined application processes.
- A new County Planner was hired to assist with affordable housing and economic development projects.

2023 Highlights:

- The Natural Heritage Study will be completed in 2023. The budget includes an allowance for this study.
- An update of the County Official Plan will be finalized; this will include a Population / Growth Forecast.
- The Development Approvals Project (DAP) will launch in the 3rd quarter of 2023.
- The salary for the County Planner is included in the 2023 budget. This funding was previously allotted in the Economic Development budget. An Economic Development staff vacancy allowed for the hiring of a Planner in 2022.
- The CityWorks annual licensing fee is included in the 2023 budget. CityWorks is the platform for the Development Approvals Project (DAP) and the County will be purchasing the annual licenses for the lower tier municipalities.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

LAND USE PLANNING

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(26,436)	-	(45,000)	(45,000)	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	-	(70,000)	(80,000)	(10,000)	14.3%
Total Revenue	(26,436)	(70,000)	(125,000)	(55,000)	78.6%
<u>Expenses</u>					
Salaries & Benefits	-	-	120,700	120,700	-
Materials & Supplies	-	-	5,750	5,750	-
Purchased Services	70,178	120,000	170,000	50,000	41.7%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	-	-	-	-	-
Total Expenses	70,178	120,000	296,450	176,450	147.0%
County Levy	43,742	50,000	171,450	121,450	242.9%
<u>Employees - FTE</u>					
		-	-	-	0.0%

Cost reflect new alignment of Planning department and staff.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

LIBRARY SERVICES

Program Summary:

- With branches in the communities of Amherstview, Bath, Napanee, Tamworth and Yarker, the library enriches Lennox & Addington County by supporting 21st century literacies, lifelong learning, and community connections.
- With a library card, residents of all ages have free access, both in-person and virtually, to a wide variety of materials, programs and services.

2022 Accomplishments:

- Circulation and programming statistics are steadily increasing to pre-pandemic levels. Annual circulation for 2022 grew to 206,616 and in-person and virtual programs were attended by 13,766 people.
- Loyalist Township performed extensive structural renovations on the Layer Cake Hall, which houses the Bath library branch. Library service to the Bath community was maintained at a weekly pop-up library at the Bath museum. Bath branch will reopen in early 2023.
- IDA Ontario Dyslexia Mini Grant funds were used to enhance our collection of children's decodable books, which are helpful resources for developing readers challenged by dyslexia. The grant also entitled us to a variety of IDA Ontario resources for promoting dyslexia awareness in the community.
- Ten Chromebooks have been added to our fleet of programming resources for use in our weekly Code Club where children 8 years and older learn computer programming and coding.

2023 Highlights:

- A Future Libraries financial plan will be presented to County Council for consideration.
- Marketing campaigns are planned to increase uptake of library service and programs to seniors to combat social isolation. In partnership with Seniors Outreach Services, our *Among Friends* service will deliver books to homebound seniors. As part of *Seniors Without Walls*, we will provide a weekly reading and book discussion program over the telephone.
- Two of our popular weekly youth programs will be expanded. *Code Club*, which teaches computer programming and coding, will be offered at the Yarker Branch (in addition to Amherstview and Napanee). *Youth Takeover* which offers creative activities and positive social interaction for kids ages 10+ will be offered at the Amherstview branch (in addition to Napanee).



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

LIBRARY SERVICES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(93,351)	(93,400)	(93,400)	-	-
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	(4,027)	(2,000)	(2,000)	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	(902)	(1,000)	(1,000)	-	-
Other Revenue	(16,279)	(11,500)	(10,500)	1,000	-8.7%
Transfers to/(from) Reserves	-	(20,600)	-	20,600	-100.0%
Total Revenue	(114,559)	(128,500)	(106,900)	21,600	-16.8%
<u>Expenses</u>					
Salaries & Benefits	1,131,544	1,171,400	1,153,600	(17,800)	-1.5%
Materials & Supplies	145,946	156,300	162,300	6,000	3.8%
Purchased Services	35,318	61,300	51,550	(9,750)	-15.9%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	105,600	105,600	109,600	4,000	3.8%
Total Expenses	1,418,408	1,494,600	1,477,050	(17,550)	-1.2%
County Levy	1,303,849	1,366,100	1,370,150	4,050	0.3%
<u>Employees - FTE</u>					
		14.1	13.9	(0.2)	-1.5%

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

MUSEUM & ARCHIVES

Program Summary:

- The Museum and Archives collects, preserves, showcases and interprets the historical settlement and development of the County of Lennox and Addington.
- An active series of interactive programs are offered throughout the year at both the Museum and Archives and the Macpherson House. Programs, concerts, tours, demonstrations, workshops, lecture series, special events and education programs are just some of the activities.

2022 Accomplishments:

- The museum was in pandemic lockdown in early 2022 and the facility did not fully open until the spring. Since that time, a consistent rotation of exhibits and themed programs have resulted in nine thousand people visiting.
- Installation of six new exhibits took place with the themes of Space, Toys, Decoding in the War, Owls and Canadian Wildlife and Climate Change. The museum collaborated with local photographers, collectors, space enthusiasts, and national museums to present the exhibits. The museum was granted \$28,000 in exhibit funding from the federal government.
- The restructuring of a staff position resulted in the hiring of a Social Media & Marketing Assistant. This role has improved our presence on many marketing platforms including print, television, digital and social. Overall engagement and attendance has significantly increased because of a new marketing focus.
- A new interactive website was launched. It includes many local history stories and collection research platforms. Included are comprehensive 3D tours of both the Macpherson House and the Museum.
- The Archivist and Curator have increased the online collection by 20% in 2022. The museum proudly boasts 10,000 objects on line to research from home, this includes close to 4000 photographs and 5500 archival records online for the at-home researcher to enjoy.
- The year concluded with an event that was funded by the Canada Museum Assistance Program- Recovery Fund. The event took place December 13th and welcomed 1,500 to the County Courthouse campus. The event included fire performances, holiday lighting and decorations, live music and tours of the Museum galleries.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

MUSEUM & ARCHIVES

2023 Highlights:

- \$73,780 in funding was received from the Government of Canada Museum Reopening Fund. This will support new exhibits, programs, branding, technology and an enhanced online collection.
- The budget supports the development of professional in-house and travelling exhibits as well as the presentation of programs and activities both in person at the Museum as well as online in digital formats.
- \$27,500 is being transferred from reserves to support new exhibitions. This was federal funding received from the Museum Assistance Program in 2022 to support 2023 initiatives. The exhibit highlight will be “Refuge Canada”. This exhibit shares the stories of refugees to Canada.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

MUSEUM & ARCHIVES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(230,372)	(127,300)	(28,800)	98,500	-77.4%
Municipal Recoveries	-	-	-	-	-
User Fees & Service Charges	(15,022)	(7,000)	(12,500)	(5,500)	78.6%
Rental & Investment Income	(100)	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	(5,278)	(3,000)	(3,000)	-	-
Transfers to/(from) Reserves	-	(12,000)	(101,280)	(89,280)	744.0%
Total Revenue	(250,771)	(149,300)	(145,580)	3,720	-2.5%
<u>Expenses</u>					
Salaries & Benefits	379,761	441,400	420,100	(21,300)	-4.8%
Materials & Supplies	168,773	193,225	219,075	25,850	13.4%
Purchased Services	6,304	24,700	20,200	(4,500)	-18.2%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	251,100	251,100	264,700	13,600	5.4%
Total Expenses	805,938	910,425	924,075	13,650	1.5%
County Levy	555,166	761,125	778,495	17,370	2.3%
<u>Employees - FTE</u>					
		5.7	4.6	(1.1)	-18.9%



COUNTY OF LENNOX AND ADDINGTON

2023 OVERALL BUDGET

PRINCE EDWARD - LENNOX & ADDINGTON SOCIAL SERVICES

Program Summary:

- Prince Edward–Lennox and Addington Social Services (PELASS) manages three areas of service: Social Assistance, Children’s Services, and Housing.
- The cost sharing agreement between the two Counties is based upon the Ontario Works caseload, Social Housing units and weighted assessment. The 2023 cost share is 63.91% for Lennox and Addington, and 36.09% for Prince Edward.
- Prince Edward County and The County of Lennox and Addington operate under a partnership agreement administered by The County of Lennox and Addington.

2022 Accomplishments:

- Ontario Works began implementing the MCCSS Modernization approach. This included Centralized Intake, My Benefits App updates, and planning with partners and our Service System manager partner (Serco Inc.) for the roll-out of Employment Services Transformation.
- Ontario Works staff completed wellness checks for homeless individuals identified on the Homelessness Bi-Names List, as well as for social assistance recipients and PELASS housing tenants in crisis or in a vulnerable position.
- Children’s Services staff continued to support the Child Care and Early Years through the pandemic providing support, funding and implementing Emergency Child Care.
- Children’s Services staff successfully implemented the new Canada-wide Early Learning and Child Care System introduced by the Ministry in March 2022.
- The Social Services Relief Fund (SSRF) supported community partners and agencies.
- The Tamworth Housing development was initiated.

2023 Highlights:

- The overall 2023 PELASS budget reflects a 2.8% change from 2022.
- Employment Assistance funding will decrease \$129,700 at the commencement of the Employment Services Transformation (a 16% reduction in 100% Provincial funding).
- Provincial funding remains strong for the Investment in Affordable Housing Program, and the Homelessness Prevention Program.
- The Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI) supports a variety of housing initiatives, including capital projects in the housing portfolio.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

SOCIAL ASSISTANCE

Program Summary:

- Delivers Ontario Works social assistance and discretionary benefits to the Counties of Lennox and Addington and Prince Edward.
- Oversees and manages the provincially mandated program that provides employment assistance and basic financial assistance to individuals and families in need with the goal of leading them to stabilization and wellness, sustainable employment, and financial betterment. This includes both Ontario Works recipients as well as focused supports for ODSP recipients.
- Recognizes individual responsibility, promotes and supports self-reliance, and provides financial assistance to those in need while they pursue and are supported in efforts towards stability, wellness, and employability.

2022 Accomplishments:

- PELASS Ontario Works case managers continued to offer supports – both financial benefits and life stabilization assistance - to clients in receipt of social assistance as well as to tenants of PELASS housing and those experiencing homelessness.
- PELASS staff supported a caseload averaging approximately 850 Ontario Works cases in both Lennox and Addington and Prince Edward, and provided supports and discretionary benefits to approximately 2500 ODSP recipients.
- PELASS successfully adopted the Ministry's centralized intake approach. Applicants for social assistance are now able to apply using any laptop or device from anywhere at any time – and their eligibility (and possible initial grant) will be determined by the Ministry's Intake and Benefits Administration Unit and then assumed by the PELASS office for ongoing benefits and stabilization supports.
- PELASS Ontario Works case managers transitioned from a small group of Intake case managers receiving applications to a model where all PELASS OW case managers will now assume initial oversight and undertake intake activities and case management.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

SOCIAL ASSISTANCE

2023 Highlights:

- Planning and developing program approaches around life stabilization efforts for clients will be a major focus for PELASS Ontario Works staff, as the MCCSS Employment Services Transformation (EST) project will launch in the PELASS catchment region in 2023. As the Provincial employment services transformation effort accelerates, Ontario Works staff will be expected to become more focused on supporting clients in addressing barriers around stability supports.
- Also related to the EST effort, the development of work processes, protocols, and expected outcome agreements will take place over 2023. The PELASS management team, MCCSS, and the new EST Service System Manager (Serco Inc.) will work together in anticipation of the October 2023 'go-live' date.
- More development and adoption of an electronic signature option will be undertaken by the PELASS OW department – allowing social assistance applicants and recipients to be able to complete documents and required paperwork remotely and avoid the time and cost of having to come to a PELASS office.
- PELASS will explore opportunities in the community for 'social assistance application' kiosks/ centres to be established for citizens seeking to apply for social assistance through the Ministry's centralized intake; and explore further having OW staff available at community facilities to support the public in applying for social assistance or with their present case.
- A Discretionary Benefits review will take place in early 2023 to identify if present funding for discretionary adult dental treatments and funeral and burials costs adequate or if pressures necessitate changes in terms of approved costs and/or eligible services.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

SOCIAL ASSISTANCE

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(9,800,486)	(9,056,500)	(9,883,800)	(827,300)	9.1%
Municipal Recoveries	(511,036)	(567,700)	(584,800)	(17,100)	3.0%
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	(11,410)	-	-	-	-
Transfers to/(from) Reserves	-	-	-	-	-
Total Revenue	(10,322,933)	(9,624,200)	(10,468,600)	(844,400)	8.8%
<u>Expenses</u>					
Salaries & Benefits	2,616,819	2,843,700	2,777,100	(66,600)	-2.3%
Materials & Supplies	155,736	143,400	154,200	10,800	7.5%
Purchased Services	99,579	131,600	115,900	(15,700)	-11.9%
Rents & Financial Expenses	63,722	63,500	72,600	9,100	14.3%
Payments to Agencies & Individuals	7,785,644	6,886,000	7,847,000	961,000	14.0%
Internal Transfers	534,331	593,700	537,400	(56,300)	-9.5%
Total Expenses	11,255,832	10,661,900	11,504,200	842,300	7.9%
County Levy	932,900	1,037,700	1,035,600	(2,100)	-0.2%
<u>Employees - FTE</u>					
		31.0	30.0	(1.0)	-3.2%

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

CHILDREN'S SERVICES

Program Summary:

- PELASS plans, manages and directs the child care and early year's system in the Counties of Prince Edward and Lennox and Addington by ensuring that services and supports are flexible, high quality, affordable, inclusive and reflective of family needs.
- Supports parents' and caregivers' access to quality licensed child care through the provision of financial supports, establishment of quality program outcomes, and the development of continuous professional learning.
- Establishes funding frameworks for licensed child care operators to access funds for general operations, wages, repairs, maintenance and capital.
- Provides capital funding to non-profit service providers for child care and early years program expansion. Funding is provided as an interest-free repayable loan.

2022 Accomplishments:

- PELASS successfully utilized the Ontario Child Care Management System (OCCMS) to implement an online application for fee subsidy, EarlyON data collection system and to support electronic document management.
- PELASS staff continued to support the sector through COVID with the implementation of Emergency School Age Child Care and providing COVID related funding.
- PELASS in collaboration with community partners developed a workforce strategy that focused on a recruitment and retention strategy for Early Childhood Educators as well as implementing two professional learning days for all educators.
- PELASS successfully implemented the Province's Canada-wide Early Learning and Child Care (CWELCC) System in 2022, which provided a 25% fee reduction to eligible families (children 0- 5 years of age) for Licensees that opted into the CWELCC System. Of the 28 Licensees in our catchment area, 26 opted in which means many families are benefiting from lower fees as of April 1, 2022.
- PELASS implemented an affordability strategy, for families with children 6-12 years of age in order for those families to receive a 25% fee reduction as well. In addition, broader fee assistance relief was provided to all families for November and December of 2022.



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

CHILDREN'S SERVICES

2023 Highlights:

- Plan for additional opportunities to expand licensed child care spaces and early years programs to meet the priorities identified in the Five Year Service Plan and to meet the new demands for child care spaces with the implementation of CWELCC.
- CWELCC implementation will continue in 2023 with a 52.75% fee reduction to begin January 1, 2023 for eligible CWELCC sites and families.
- Implement an operational review strategy to ensure operational and funding compliance.
- Continue to implement strategies from our Workforce Strategy Plan including an interactive website to assist in recruitment and retention efforts as well enhancing parent engagement.
- PELASS will participate in a province wide marketing campaign on the importance of Early Learning and Child Care.
- Conduct a system review on inclusive practices and implement recommendations from the review.
- Work collaboratively with The Algonquin and Lakeshore Catholic School Board as part of the Ministry of Education Capital Priorities Program. Forty-nine new child care spaces are being created in both Amherstview and Napanee schools.
- Continue to work collaboratively with the school boards and Ministry to identify any additional expansion opportunities.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

CHILDREN'S SERVICES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(7,586,936)	(7,065,700)	(11,048,800)	(3,983,100)	56.4%
Municipal Recoveries	(148,714)	(159,600)	(162,900)	(3,300)	2.1%
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	-	-	-	-	-
Total Revenue	(7,735,650)	(7,225,300)	(11,211,700)	(3,986,400)	55.2%
<u>Expenses</u>					
Salaries & Benefits	467,405	553,400	540,800	(12,600)	-2.3%
Materials & Supplies	6,239	11,000	11,500	500	4.5%
Purchased Services	7,342,670	6,767,500	10,730,600	3,963,100	58.6%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	15,945	10,000	20,000	10,000	100.0%
Internal Transfers	175,248	175,200	197,300	22,100	12.6%
Total Expenses	8,007,506	7,517,100	11,500,200	3,983,100	53.0%
County Levy	271,856	291,800	288,500	(3,300)	-1.1%
<u>Employees - FTE</u>					
		6.0	5.7	(0.3)	-5.0%



COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

SOCIAL HOUSING

Program Summary:

- PELASS directly manages 413 housing units at 16 locations. Tenant rental rates are adjusted by household based on changes in income (which is dependent on employment status, wage adjustments, job loss, and family composition).
- In 2022, 55% of tenants were in receipt of Ontario Works or Ontario Disability Support Program, 34% were seniors on fixed incomes, 5% of tenants were employed, and 6% were classified as other.
- PELASS also manages the municipally funded rent supplement program in the community through private landlord agreements using the rent-geared-to-income model to support 7 households.

2022 Accomplishments:

- Dedicated funds through the Canada Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) to support Home Repair projects and to complete significant capital improvements to existing Social Housing.
- Created a process to dedicate Local Housing Corporation units to Transitional Housing to focus on the homelessness issue.
- Completed 40 move-ins within the Local Housing Corporation, an approximate increase of 12% compared to the 5 previous years average move-ins.
- Significant progress was completed at the Tamworth Housing development. Estimated occupancy for the 8 units is in the first quarter of 2023.

2023 Highlights:

- Complete the transition of the Housing Waitlist from Rent Café to the ARCORI software to streamline the allocation process and property management within the Local Housing Corporation.
- Evaluate the effectiveness of the Transitional Housing units within the Local Housing Corporations portfolio to identify potential opportunities to expand the program.
- Continue to work with member municipalities to consider affordable housing projects to be added to the Local Housing Corporation across the Service Area.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

SOCIAL HOUSING

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(5,108)	(5,100)	(118,400)	(113,300)	2221.6%
Municipal Recoveries	(431,241)	(631,600)	(682,100)	(50,500)	8.0%
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	(1,937,220)	(1,861,300)	(1,925,700)	(64,400)	3.5%
Fines & Penalties	-	-	-	-	-
Other Revenue	(57,590)	(56,700)	(57,000)	(300)	0.5%
Transfers to/(from) Reserves	-	-	-	-	-
Total Revenue	(2,431,159)	(2,554,700)	(2,783,200)	(228,500)	8.9%
<u>Expenses</u>					
Salaries & Benefits	1,393,656	1,558,700	1,633,300	74,600	4.8%
Materials & Supplies	1,663,764	1,791,900	1,922,500	130,600	7.3%
Purchased Services	267,730	355,500	354,000	(1,500)	-0.4%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	-	-	-	-	-
Internal Transfers	(105,659)	3,100	81,400	78,300	2525.8%
Total Expenses	3,219,491	3,709,200	3,991,200	282,000	7.6%
County Levy	788,332	1,154,500	1,208,000	53,500	4.6%
<u>Employees - FTE</u>					
		18.5	18.5	-	0.0%

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

NON PROFIT HOUSING

Program Summary:

- PELASS provides funding for six Non-Profit Housing Corporations with a total of 233 units. Operators include:
 - Odessa Non-Profit Housing Corp., Odessa (24 row houses, 24 seniors apartments)
 - Napanee Housing Corp., Napanee (40 seniors apartments)
 - Picton Seniors, Picton (48 seniors apartments)
 - Quinte's Isle, Picton (42 family row houses)
 - URCA Housing Corp., Flinton (16 row houses/duplexes)
 - Wellington Legion Manor, Wellington (39 seniors apartments)
- Funding to the Non-Profit Housing Corporations with an Operating Agreement is determined using a benchmarking model established by the province.

2022 Accomplishments:

- Supported Non-Profit Housing Corporations in their continued response to the pandemic through various avenues, including capital improvements to prepare for future pandemics funded by the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI).
- Completed information packages to provide to Non-Profit Housing Providers to help clarify the role of the Consolidated Municipal Services Manager and that of the Housing Providers, as legislated under the Housing Service Act.

2023 Highlights:

- Continue discussions with all Non-Profit Housing Providers to prepare for the post end-of operating agreement relationships, as directed by new legislation passed in 2022.
- Administer the Canada-Ontario Community Housing Initiative (COCHI) to assist Community Housing Providers in Capital Repairs.
- Strengthen relationships with all Housing Providers by working closely with their organizations and ensuring the PELASS role as a Service Manager is maintained.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

NON PROFIT HOUSING

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(81,568)	-	(225,000)	(225,000)	-
Municipal Recoveries	(319,061)	(353,300)	(367,600)	(14,300)	4.0%
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	-	-	-	-	-
Total Revenue	(400,629)	(353,300)	(592,600)	(239,300)	67.7%
<u>Expenses</u>					
Salaries & Benefits	-	-	-	-	-
Materials & Supplies	-	-	-	-	-
Purchased Services	81,568	-	225,000	225,000	-
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	902,321	999,100	1,018,700	19,600	2.0%
Internal Transfers	-	-	-	-	-
Total Expenses	983,889	999,100	1,243,700	244,600	24.5%
County Levy	583,260	645,800	651,100	5,300	0.8%
Employees - FTE	-	-	-	-	0.0%

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

HOUSING AND HOMELESSNESS PROGRAMS

Program Summary:

- The Investment in Affordable Housing programs (IAH) are 100% provincially funded and will continue to support rent supplement units until 2023 and 2024.
- Canada Ontario Housing Benefit (COHB) provides a direct, monthly benefit payment to eligible households to help pay their rent.
- The Homelessness Prevention Program are 100% provincially funded programs designed to prevent and end homelessness. Funding is for arrears, deposits, minor home repairs and partnerships for resources in the community.
- The Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI) are 100% provincially funded and used for strengthening community housing through repair programs, down payment assistance programs, rent supplements, tenant support services, and capital for rental housing.

2022 Accomplishments:

- Administered the Canada Ontario Housing Benefit (COHB) to help support approximately 40 households in receiving a portable benefit to increase the level of affordability of their housing arrangement.
- Initiated the Ontario Renovates program for the first time since 2018, which resulted in 5 households receiving funding to complete significant repairs to remain in their existing home.
- Completed implementation of the By-Name List for those experiencing homelessness as mandated by the Housing Services Act, and expanded the housing options available to individuals who are enrolled in the By-Name List.

2023 Highlights:

- Administer Year 2 of the Second Phase of COCHI/OPHI Funding by supporting Social Housing Repair and the Ontario Renovates program.
- Continue implementation of the provincially mandated By-Name List and the Centralized Access system for Housing Programs to support individuals experiencing homelessness, while continuing to collaborate with community partners.
- Administer the COHB, through the National Housing Strategy fiscal allocation to support approximately 33 households with rental assistance payments.

COUNTY OF LENNOX AND ADDINGTON

2023 OPERATING BUDGET

HOUSING AND HOMELESSNESS PROGRAMS

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(2,482,971)	(2,064,300)	(1,810,400)	253,900	-12.3%
Municipal Recoveries	(14,236)	(35,300)	(36,000)	(700)	2.0%
User Fees & Service Charges	-	-	-	-	-
Rental & Investment Income	-	-	-	-	-
Fines & Penalties	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	50,000	50,000	50,000	-	-
Total Revenue	(2,447,206)	(2,049,600)	(1,796,400)	253,200	-12.4%
<u>Expenses</u>					
Salaries & Benefits	-	-	-	-	-
Materials & Supplies	26,245	-	-	-	-
Purchased Services	509,359	192,000	-	(192,000)	-100.0%
Rents & Financial Expenses	-	-	-	-	-
Payments to Agencies & Individuals	1,611,555	1,764,200	1,728,100	(36,100)	-2.0%
Internal Transfers	376,072	207,900	182,100	(25,800)	-12.4%
Total Expenses	2,523,229	2,164,100	1,910,200	(253,900)	-11.7%
County Levy	76,023	114,500	113,800	(700)	-0.6%
<u>Employees - FTE</u>					
	-	-	-	-	0.0%

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS CAPITAL BUDGET SUMMARY

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(5,220,861)	(5,429,600)	(4,035,700)	1,393,900	-25.7%
Municipal Recoveries	(287,300)	(287,300)	(302,300)	(15,000)	5.2%
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	582,220	(2,626,700)	(2,880,500)	(253,800)	9.7%
Transfers to/(from) Surplus	(360,000)	(360,000)	(360,000)	-	-
Total Revenue	(5,285,941)	(8,703,600)	(7,578,500)	1,125,100	-12.9%
<u>Expenses</u>					
Materials & Supplies	189,190	231,200	377,800	146,600	63.4%
Purchased Services	-	-	-	-	-
Long Term Debt Payments	424,877	422,400	423,100	700	0.2%
Payments to Agencies & Individuals	-	-	-	-	-
Capital Expenditures	17,910,974	21,289,100	20,660,400	(628,700)	-3.0%
Internal Transfers	(300,000)	(300,000)	(300,000)	-	-
Total Expenses	18,225,040	21,642,700	21,161,300	(481,400)	-2.2%
County Levy	12,939,099	12,939,100	13,582,800	643,700	5.0%

Estimated Balance in Reserves - December 31, 2022 **24,940,429**

5 Year County Levy (including annual 2% increase & transfers from operating)	80,684,200
Investment Income	400,000
Grants	16,756,500
5 Year Expenditure Summary	(107,677,290)
Long Term Debt payments	(1,148,131)

Estimated Balance in Reserves - December 31, 2027 **13,955,708**



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ADMIN & TECHNOLOGY

Program Summary:

- Information Technology is responsible for managing the corporate IT requirements for all departments. Over 1,000 individual devices, including servers, workstations, laptops, printers, phones etc. are managed across all County operations.
- Capital replacement costs are allocated to all departments based on the expected annual lifetime replacement costs (\$655,600 in 2022) using the same formula that operating costs are distributed to departments.

2022 Accomplishments:

- Conducted the County's first Security assessment.
- Move the county to a new endpoint security solution to a new platform that required changes to every computer/laptop and server in the organization.
- Moved corporate email and financial systems to a cloud delivery model reducing dependency on on-premise resources and increasing resiliency and uptime on these services.
- Implemented the first phase of new cameras and microphones for the new council at the end of the year.

2023 Highlights:

- Implement changes to the environment as a result of the findings from the 2022 security audit.
- Further develop processes and technology to better support Hybrid Council meetings.
- Complete shared services evaluation in conjunction with our member municipalities.
- Recruit new GIS analyst to backfill vacant position
- Perform upgrades to the operating system standard on most servers running on-premise.



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS ADMIN & TECHNOLOGY

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	-	-	-	-	-
Municipal Recoveries	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	(205,973)	(355,600)	(255,900)	99,700	-28.0%
Total Revenue	(205,973)	(355,600)	(255,900)	99,700	-28.0%
<u>Expenses</u>					
Materials & Supplies	-	-	-	-	-
Purchased Services	-	-	-	-	-
Long Term Debt Payments	-	-	-	-	-
Capital Expenditures	505,973	655,600	555,900	(99,700)	-15.2%
Internal Transfers	(300,000)	(300,000)	(300,000)	-	-
Total Expenses	205,973	355,600	255,900	(99,700)	-28.0%
County Levy	0	-	-	-	0.0%

Estimated Balance in the Reserve - December 31, 2022 **557,234**

5 Year County Levy (\$0 * 5 years)	-
Internal Recovery from Departments (\$300,000 * 5 years)	1,500,000
5 Year Expenditure Summary	<u>(2,493,400)</u>

Estimated Balance in the Reserve - December 31, 2027 **(436,166)**



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ADMIN & TECHNOLOGY

Technology Ten Year Capital Plan (2023 - 2032)

Item	2023	2024	2025	2026	2027	Five Year Total	2028	2029	2030	2031	2032	Ten Year Total
Office Equipment	143,100	32,200	79,100	216,700	88,600	559,700	147,000	61,400	29,700	28,300	23,800	849,900
Computer Equipment	149,500	274,700	218,500	180,900	88,300	911,900	169,500	219,100	168,800	216,200	23,600	1,709,100
Computer Software	123,300	113,150	190,750	113,300	141,300	681,800	91,700	79,800	238,100	116,400	114,150	1,321,950
Edata & Records Management	45,000	-	-	-	200,000	245,000	-	-	-	-	-	245,000
Website	95,000	-	-	-	-	95,000	-	-	-	-	-	95,000
TOTAL	555,900	420,050	488,350	510,900	518,200	2,493,400	408,200	360,300	436,600	360,900	161,550	4,220,950

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

Program Summary:

- The County is responsible for 50 bridges, 18 major culvert structures and 458 kms of urban, semi-urban and rural roads.
- A detailed capital plan has been developed based upon an analysis of roads & bridges needs studies, field reviews and consultation with the local municipalities, which maintain the roads.
- Council has traditionally increased the Roads & Bridges capital budget by 2% of the previous year's overall levy in order to move closer to meeting the long term capital requirements to maintain the County Roads & Bridges system.
- The County receives funding from the federal gas tax program and the provincial formula-based Ontario Community Infrastructure Fund (OCIF).

2022 Accomplishments:

- Completed approximately 8.9 kms of hot mix paving on County Road 1 in Stone Mills including the urbanized area through Newburgh.
- 22.3 kms of surface treated roads were completed in 2022. This includes sections of CR30 and CR27.
- The reconstruction of County Road 11 in the Hamlet of Selby was completed. Along with new granular and asphalt, works included new curb and gutter and the replacement of the storm sewers.

2023 Highlights:

- 8.5 kms of hot mix paving is budgeted to be completed on County Road 28 in Loyalist and on County Road 29 in Addington Highlands.
- 15.9 kms of surface treated roads are expected to be completed in 2023. This includes sections of CR12 and CR11.
- The reconstruction of CR12 from Buttermilk Falls Road to Glenn Elm Road has been budgeted for 2023. Works include platform widening and alignment improvements.
- The urban rehabilitation of CR1 and CR4 through the Village of Camden East has been budgeted for 2023. Along with new granular and asphalt, works will include new curb and gutter and the replacement of storm sewers.
- The asphalt preservation program is budgeted to include Micro Surfacing and Asphalt Rejuvenation. Micro Surfacing and Rejuvenation extends the life of the existing roads by improving surface distresses thus keeping the road condition at a higher level throughout its lifespan.



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue					
Grants & Subsidies	(2,954,669)	(2,877,300)	(2,716,600)	160,700	-5.6%
Municipal Recoveries	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	2,092,984	(68,700)	(2,466,800)	(2,398,100)	3490.7%
Total Revenue	(861,685)	(2,946,000)	(5,183,400)	(2,237,400)	75.9%
Expenses					
Materials & Supplies	-	-	-	-	-
Purchased Services	-	-	-	-	-
Long Term Debt Payments	-	-	-	-	-
Capital Expenditures	11,722,185	13,806,500	16,677,600	2,871,100	20.8%
Total Expenses	11,722,185	13,806,500	16,677,600	2,871,100	20.8%
County Levy	10,860,500	10,860,500	11,494,200	633,700	5.8%

Estimated Balance in the Reserve - December 31, 2022 **7,440,834**

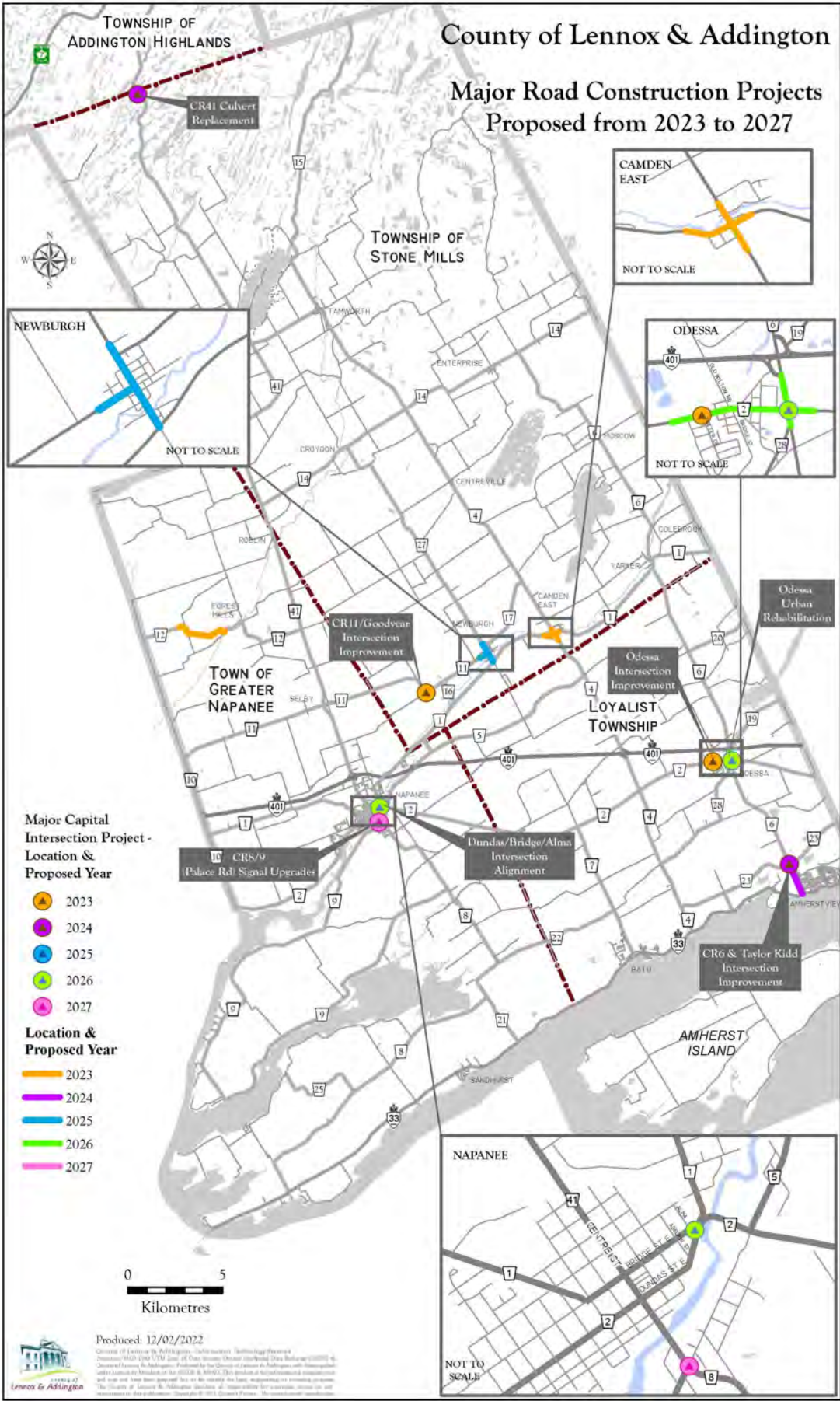
5 Year County Levy (current levy increased by 2% of overall levy per year)	63,807,000
Gas Tax Grant (based on Gas Tax Agreement)	7,097,000
OCIF Grant (based on OCIF Agreement)	6,487,000
5 Year Expenditure Summary	<u>(89,242,000)</u>

Estimated Balance in the Reserve - December 31, 2027 **(4,410,166)**



County of Lennox & Addington

Major Road Construction Projects Proposed from 2023 to 2027



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

COUNTY ROADS - 10 YEAR ROAD AND SPECIAL PROJECTS CONSTRUCTION PLAN

NEED TIMING AS OF 2018 RNS UPDATE & 2021 County Road Condition Survey

Road	Section No.	Length (km)	Project Need Timing	LOCATION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2031	Future
N/A	N/A	N/A	N/A	annual guiderail program	100	100	100	100	100	100	100	100	100	100	
N/A	N/A	N/A	N/A	annual crack sealing program	100	100	100	100	100	100	100	100	100	100	
N/A	N/A	N/A	N/A	annual asphalt rejuvenation program	250	250	250	250	250	250	250	250	250	250	
N/A	N/A	N/A	N/A	annual shouldering & roadside program	150	150	150	150	150	150	150	150	150	150	
N/A	N/A	N/A	N/A	annual ditching & drainage program	100	100	100	100	100	100	100	100	100	100	
N/A	N/A	N/A	N/A	annual culvert program	500	500	500	500	500	500	500	500	500	500	
N/A	N/A	N/A	N/A	annual signage program	50	50	50	50	50	50	50	50	50	50	
N/A	N/A	N/A	N/A	Asset Management Programs	140	160	120	160	120	160	120	160	120	160	
N/A	N/A	N/A	N/A	Miscellaneous land purchases	25	25	25	25	25	25	25	25	25	25	
N/A	N/A	N/A	N/A	Vehicles, Trailers, Equipment	10	5	75	5	5	5	5	75	5	5	
N/A	N/A	N/A	N/A	annual new/upgrades program: streetlight/beacon/signal program	40	40	40	40	40	40	40	40	40	40	
11/17	110000, 170000	1.0	NOW	Newburgh Urban Rehabilitation, includes storm sewers, curb & gutter, sidewalk, SM		75 * Des	2000 Recon								
41	N/A	N/A	NOW	Large diameter culvert replacement, 12.5km north of Keegan's Rd., SM		900									
11	11038	0.2	N/A	CR11/Goodyear Rd intersection realignment, SM	450										
12	1205120	2.1	NOW	Buttermilk Falls Rd to Glenn Elm Rd, DST recon.GN	900 *										
1	1092	N/A	1-5	Bridge/Dundas/Alma St. int. re-align, GN		100 * Des/EA	1000 * Prop/Des	3500 * Recon							
6/23/Am herst Dr.	N/A	N/A	1-5	CR23 Roundabout, Overpass, includes rehabilitation, 1.5m wide paved shoulders, LOY	75	3200 *									

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

COUNTY ROADS - 10 YEAR ROAD AND SPECIAL PROJECTS CONSTRUCTION PLAN

NEED TIMING AS OF 2018 RNS UPDATE & 2021 County Road Condition Survey

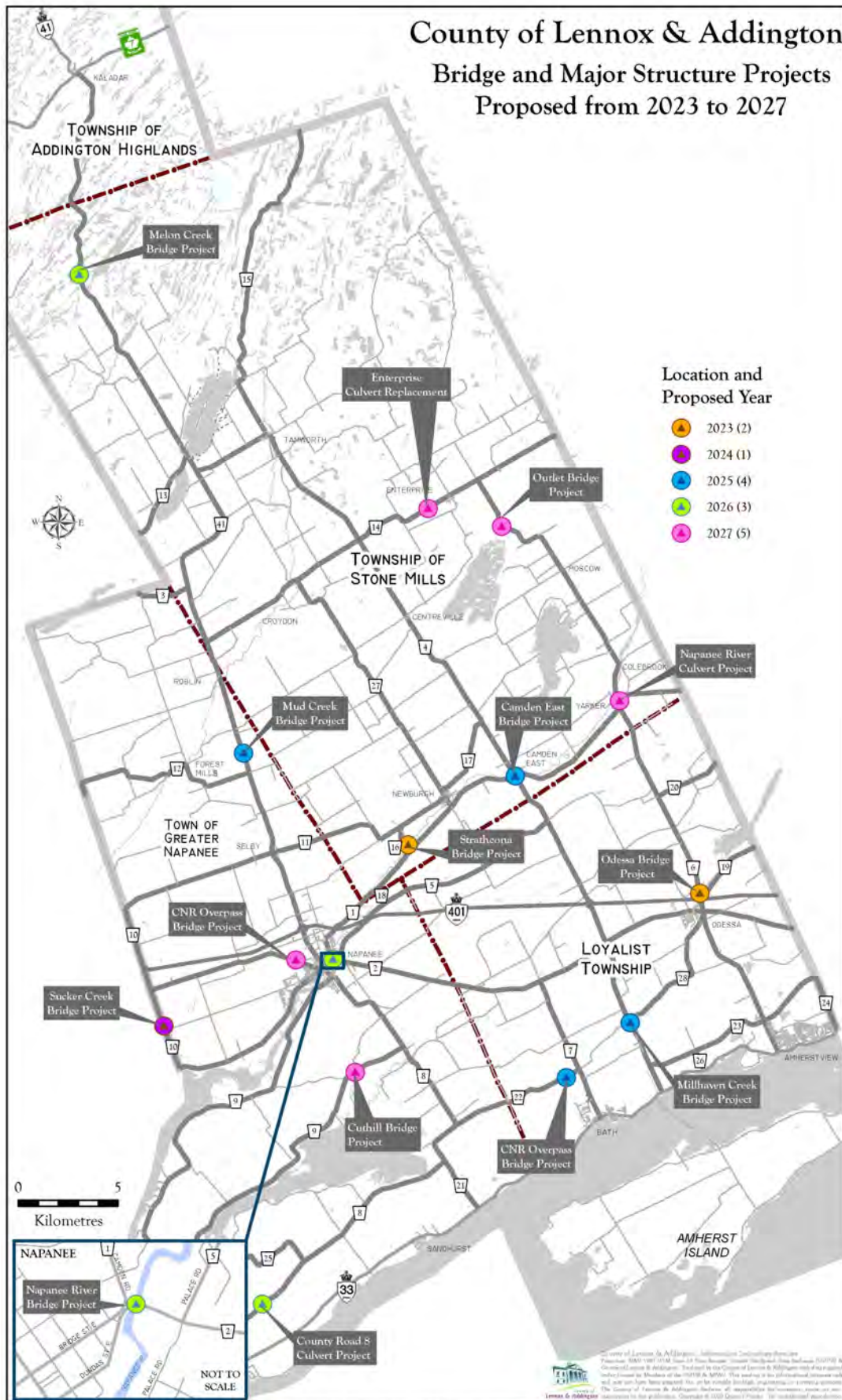
Road	Section No.	Length (km)	Project Need Timing	LOCATION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2031	Future
2	N/A	N/A	1-5	Odessa West subdivision related CR 2 and intersection improvements (Creighton Drive to West Street), LOY		850 * Potter int.stm.									
41	4100170	0.6	1-5	Urban rehab, CR2 to Isabella St. - Graham Street Intersection Improvements, GN				100 Design	1600 Recon						
2/6	0228430, 0228780, 0229790, 0608250, 0608060	N/A	1-5	widen, urban rehab in Odessa, LOY	75 * Des *	100 * Des/Prop		2500 * Recon	2500 * Recon						
29	2904440	1.0	6-10	Flinton Urban Rehabilitation, includes storm sewers, curb & gutter, AH								2000 *			
8	N/A	N/A	6-10	CR8/CR9 (Palace Rd) Signal Upgrades					400						
23	23099	3.5	6-10	CR 4 to CR 7, LOY (new construction)			200 * Des/EA Update	200 * Property	600 * Property				5000 *	5000 *	
4/1	012317, 012373, 041723, 041758	1.5	NOW	Camden East Urban Rehabilitation, includes storm sewers, curb & gutter, sidewalk, SM	4200 * Recon										
2	0208010, 0206470, 0205980, 0204690	3.7	NOW	Urban Rehabilitation, Hessford St. to Civic 8606, GN				75 * Design	75 * Design	5000 Recon	5000 Recon				
23/24	N/A	N/A	400**/6-10	intersection upgrades, LOY											1200 **
N/A	N/A	4.5*	2700*/>10	new Centre St. by-pass/Alkenbrack St. extension., GN	50 ** EA *										10000 *
TOTAL					7,215	6,705	4,710	7,855	6,615	6,480	6,440	3,550	6,440	6,480	11,200

* timing/scope of work subject to further review

** 50% of cost sharing for boundary road



County of Lennox & Addington Bridge and Major Structure Projects Proposed from 2023 to 2027



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

COUNTY BRIDGES - LONG RANGE CAPITAL CONSTRUCTION PLAN

Needs Timings As of 2020 BNS

#	Structure Name	Timing	Type of Work	1-5 year needs					6-10 year needs					Future
				2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
	Sealing and Repairs	now	Sealing and minor repairs	30	30	30	30	30	30	30	30	30	30	
101	Wiggins, GN													
102	CNR Overpass, GN	6-10	deck/str. repairs					200						
103	CNR Underpass, GN	6-10	rehab peir, heritage status											
104	Minks, GN													
106	Napanee R. Culv., GN	1-5	culvert					90						
107	Napanee R. Culv., SM													
201	Deseronto culv., GN													
202	Napanee River, GN	1-5	concrete repairs			25 *	275							
203	Little Creek Culv., GN													
204	Spring Crk. Culv., GN	6-10	repairs											
205	Morven, LOY	1-5	deck/rail repairs											
206	Millhaven Crk, LOY													
401	Drew s, LOY													
402	Camden East, SM	1-5	w ingw all, deck, girders,	50 *	50 *	1800 *								
403	Centreville, SM	6-10	soffit repairs						75					
404	Tamw orth, SM													
405	Millhaven Crk, LOY	1-5	deck, substr., girder repairs			110								
406	CNR Overpass, LOY	6-10	str. steel coating											
407	Ernestow n, LOY	6-10	Wearing Surface											
602	Odessa, LOY	1-5	abutment repairs	60										
603	Wilton Crk, LOY													
604	Yarker, SM	6-10	minor str. repairs											
606	Outlet, SM	1-5	w earing surface					25						
801	Centre St., GN	6-10	curb rehab											
802	Little Creek, GN													
803	Big Creek, GN	1-5	abutment w alls											
804	Youngs, GN													
805	major culvert, GN	1-5	replace				650 *							
901	Cuthill, GN	1-5	minor abutment repairs					30						
1001	Sucker Creek, GN	1-5	deck/structure rehab.	20 *	550 *									
1002	Culv. btw n. CR1/401, GN	6-10	replace									650 *		
1101	Neely's, SM	6-10	replace							1100 *				
1102	Rickley, GN													

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

COUNTY BRIDGES - LONG RANGE CAPITAL CONSTRUCTION PLAN

Needs Timings As of 2020 BNS

#	Structure Name	Timing	Type of Work	1-5 year needs					6-10 year needs					Future
				2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
1201	Forest Mills, GN													
1202	box culvert, GN	1-5	GR end upgrade, soffit repair											
1401	Carman Crk, SM													
1402	Croyden Bridge, SM													
1403	Enterprise Cvt., SM	6-10	replace					650 *						
1404	Croyden Box Cvt, SM													
1501	Salmon River, SM													
1502	Puzzle Lake, SM													
1503	Gull Crk., SM													
1601	Strathcona, SM	now	wearing surface	25										
1702	Alkenbrack, SM													
2001	Fisk Br., LOY	6-10	replace						1200 *					
2201	CNR overpass, LOY	1-5	expansion joints			200								
2301	CNR Overpass, LOY													
2302	Millhaven Creek													
2304	double Cvt., LOY													
2701	CPR Subw ay, SM (1)	1-5	w ingw all, abutment repairs											2500 1*
2702	Black Crk., SM													
2703	New burgh Br., SM													
2801	Millhaven Crk, LOY													
3001	CR30, AH	6-10	replace											
3002	box culvert, AH										900 *			
3003	box culvert, AH													
4101	Melon Creek, SM	6-10	girders, bearings, abutments				100							
4102	Clare River, SM	6-10	wearing surface, guiderail, expansion joints									60		
4103	Beaver Lake Cvt., SM													
4104	Salmon River, GN	1-5	inspect, conc/rail repairs											
4105	Mud Crk., GN	1-5	soffit repairs			75								
4106	Sucker Crk. Culv., GN													
4107	Sucker Crk. Br. GN													
4108	Thompsons Br. GN													
4109	Centre St./CNR, GN (2)													
9901	Colebrook Br. SM													
9903	Kingsford, GN													
TOTAL				185	630	2240	1055	1025	1305	1130	930	740	30	2500

¹ County cost at 85%, C.P.R. cost at 15%

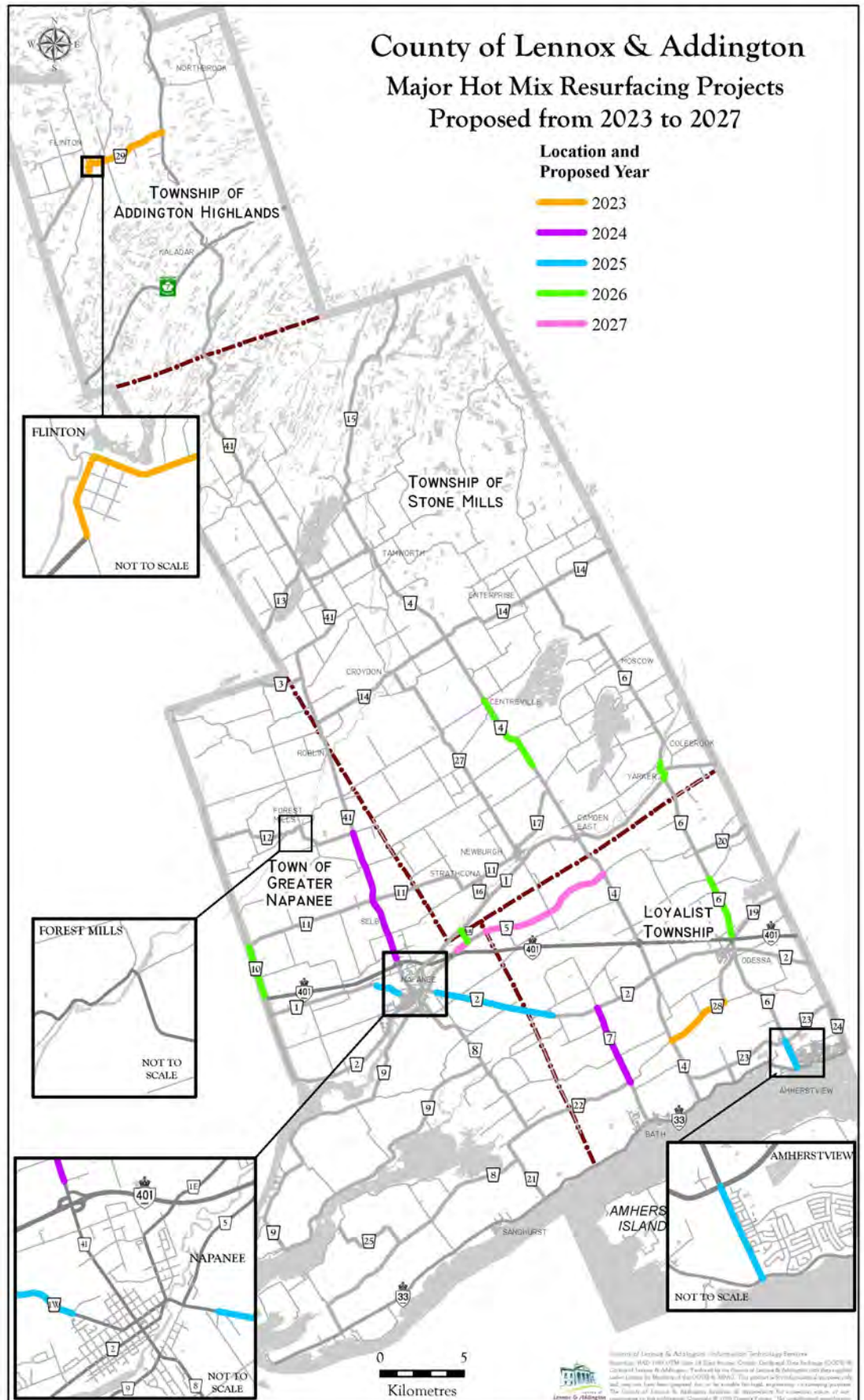
² County cost at 15%, C.P.R. cost at 85%

*scope of work/timing subject to further review

**boundary road bridge at 50%



County of Lennox & Addington Major Hot Mix Resurfacing Projects Proposed from 2023 to 2027



Path: M:\Requests\County\Roads & Bridges\Budget Maps\2022\2022 Major Hot Mix Paving Projects.mxd

Produced: 12/06/2022



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

2023- 2033 COUNTY ROAD HOT MIX PAVING PROGRAM

(costs include construction and engineering/design/contract administration)

2023 PROGRAM

County Road	Section #	Rating	Location	Time	AADT	% Trucks	Length (km)	Cost (\$1000)	Improvement/Remarks
28	280000	38	CR4 to Caton Rd, LOY	NOW	664	8	4.0	3,200	rehabilitation, 1.2 m wide paved shoulders*
29	290000	47	Hwy 41 to 5th Concession Road, AH	NOW	1100	6	4.0	2,900	rehabilitation, 1.2m wide paved shoulders
29	2904010	56	5th Concession Road to Civic 3703, AH	NOW	1100	6	0.5	363	rehabilitation, 1.2m wide paved shoulders
N/A	N/A	N/A		N/A	N/A	N/A	N/A	300	miscellaneous asphalt spot improvements
N/A	N/A	N/A		N/A	N/A	N/A	N/A	250	miscellaneous/advance cross culverts
N/A	N/A	N/A		N/A	N/A	N/A	N/A	50	future program design
Scope of work and timing subject to further review						TOTAL	8.5	7,062.5	

2024 PROGRAM

County Road	Section #	Rating	Location	Time	AADT	% Trucks	Length (km)	Cost (\$1000)	Improvement/Remarks
7	0702630	51	CR22 to CR2, LOY	NOW	1510	12	4.9	2,450	resurface, mill, sami, single lift
41	4105800	52	CR 11 to CR 12, GN	NOW	6000	10	4.3	3,118	resurface, mill, sami, double lift, 1.5m paved shoulders
41	4102830	55	0.4km north of Drive In Road to CR 11, GN	NOW	8600	12	3.0	2,175	resurface, mill, sami, double lift, 1.5m paved shoulders
41	4102230, 4102030	53	Community Rd to 0.4km north of Drive-In Rd., GN	NOW	8600	12	0.8	580	resurface, mill, sami, double lift, 1.5m paved shoulders
N/A	N/A	N/A		N/A	N/A	N/A	N/A	150	miscellaneous asphalt spot improvements
N/A	N/A	N/A		N/A	N/A	N/A	N/A	250	miscellaneous/advance cross culverts
N/A	N/A	N/A		N/A	N/A	N/A	N/A	50	future program design
Scope of work and timing subject to further review						TOTAL	13.0	8,772.5	

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

2023- 2033 COUNTY ROAD HOT MIX PAVING PROGRAM

(costs include construction and engineering/design/contract administration)

2025 PROGRAM

County Road	Section #	Rating	Location	Time	AADT	% Trucks	Length (km)	Cost (\$1000)	Improvement/Remarks
1	0106630	40	Wiggins Bridge to Napanee W limits, GN	NOW	3230	10	1.4	1,015	rehabilitation, 1.5m wide paved shoulders
2	0210930, 0216420	66	Old Hamburg Rd. to Morven Bridge, GN	1-5	6000	8	7.0	4,200	resurface, mill, sami, double lift, 1.5m paved shoulders
6	0600000	29	Hwy 33 to CR23, LOY	NOW	6000	10	1.8	2,160	rehabilitation, 1.5m wide paved shoulders (left turn lanes)
N/A	N/A				N/A	N/A	N/A	150	miscellaneous asphalt spot improvements
N/A	N/A				N/A	N/A	N/A	250	miscellaneous/advance cross culverts
N/A	N/A				N/A	N/A	N/A	50	future program design
Scope of work and timing subject to further review						TOTAL	10.2	7,825.0	

2026 PROGRAM

County Road	Section #	Rating	Location	Time	AADT	% Trucks	Length (km)	Cost (\$1000)	Improvement/Remarks
1	0130407	65	CR6 (south) to CR1 (north), SM	1-5	2700	10	0.46	230	resurface, mill, sami, single lift
6	0601939	68	CR1 (North) to north limit of Yarker	1-5	1350	2	0.8	400	resurface, mill, sami, single lift
6	0609100	61	Hwy 401 N Ramp to Simmons Rd., LOY	1-5	4800	10	3.6	1,800	resurface, mill, sami, single lift
4	0422650	64	1.8km north of CR17 to McGill St., SM	1-5	2500	10	4.2	2,100	resurface, mill, sami, single lift
4	0426850, 0427290	70	McGill St. to north Limit of Centreville, SM	6-10	1500	10	0.8	400	resurface, mill, sami, single lift
10	100000	25	CR 11 to Beechwood Rd, GN	NOW	670	7	1.9	2,280	reconstruction, 1.2m wide paved shoulders (50% bndry)
10	100193	53	Beechwood Rd. to Hwy 401 N Ramps	NOW	1027	15	1.1	440	rehabilitation, 1.2m wide paved shoulders (50% bndry)
18	18000	60	CR 5 to CR1, GN, SM	1-5	1100	12	0.8	400	resurface, mill, sami, single lift, 1.2m paved shoulders
N/A	N/A							150	miscellaneous asphalt spot improvements
N/A	N/A							250	miscellaneous/advance cross culverts
N/A	N/A							50	future program design
Scope of work and timing subject to further review						TOTAL	13.2	8,500.0	

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

2023- 2033 COUNTY ROAD HOT MIX PAVING PROGRAM

(costs include construction and engineering/design/contract administration)

2027 PROGRAM

County Road	Section #	Rating	Location	Time	AADT	% Trucks	Length (km)	Cost (\$1000)	Improvement/Remarks
5	0503060	56	300m N of 401 WB ramp to CR18, GN	1-5	1200	10	0.8	400	resurface, mill, sami, single lift, 1.2m paved shoulders
5	0504520, 0504810	60	50m east of Civic 1256 (end of HCB) to New burgh Rd., GN	NOW	600	10	4.7	3,393	rehabilitation of exist.ST, 1.2m wide paved shoulders
5	0509210	61	New burgh Rd. to CR4, LOY	1-5	600	12	4.2	3,009	rehabilitation of exist.ST, 1.2m wide paved shoulders
N/A	N/A							150	miscellaneous asphalt spot improvements
N/A	N/A							250	miscellaneous/advance cross culverts
N/A	N/A							50	future program design
Scope of work and timing subject to further review						TOTAL	9.6	7,251.8	

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

2023- 2033 COUNTY ROAD HOT MIX PAVING PROGRAM

(costs include construction and engineering/design/contract administration)

6-10 YEAR PROGRAMS

County Road	Section #	Rating	Location	Time	AADT	% Trucks	Length (km)	Cost (\$1000)	Improvement/Remarks
1	0102420	68	Oliver Sideroad to Wiggins Bridge, GN	6-10	4800	10	4.2	2,100	resurface, mill, sami, single lift
1	0110760	68	Industrial Blvd to Hwy 401 Bridge, GN	1-5	3800	10	0.7	1,400	urban rehabilitaiton
1	0109610	75	Alma Ave. to Industrial Blvd., GN	6-10	5000	10	1.2	2,300	urban rehabilitaiton
2	0210360	68	CR5 to Old Hamburg Rd., GN	6-10	7255	12	0.6	3,000	urban rehabilitaiton w ith intersection improvements
4	0439680	75	Ball Park Dr. to 672 Addington St., SM	6-10	1790	5	0.3	600	semi-urban rehabilitation, 1.5m paved shoulders
4	0439940	65	672 Addington St. to CR41, SM	1-5	1790	5	3.4	2,429	rehabilitation, 1.5m wide paved shoulders
5	0500540, 0501750	71	end of urban section to 0.7km S of 401EB ramp, GN	6-10	3000	10	1.7	850	resurface, mill, sami, single lift
6	0620180	53	N limit Yarker to S limit Colebrook, SM	NOW	2208	2	0.9	653	rehabilitation, 1.5m wide paved shoulders
6	0621080	65	S Limit of Colebrook to N Limit of Colebrook (urban), SM	1-5	2000	5	0.9	1,800	urban rehabilitation
6	0621960	51	North Limit of Colebrook (urban) to south limit of Moscow (urban), SM	NOW	950	5	4.7	3,408	rehabilitation, 1.2m wide paved shoulders
6	0626610	53	South Limit of Moscow to North Limit of Moscow (urban)	1-5	750	5	0.4	800	urban rehabilitation
6	0626950	57	N limit of Moscow to 0.2km N of Civic 4876, SM	1-5	1037	17	3.1	2,248	rehabilitation, 1.2m wide paved shoulders
6	0630040	41	0.2km N of Civic 4876 to CR14, SM	NOW	600	10	3.7	2,697	rehabilitation of exist.ST, 1.2m wide paved shoulders
8	0824460, 0822130	61	South Shore Rd W int. to CR25, GN	1-5	545	5	5.8	4,176	rehabilitation, 1.2m wide paved shoulders
8	0813220	51	South Shore Rd E int. to CR21	NOW	1200	20	4.7	3,408	rehabilitation, 1.2m wide paved shoulders

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

2023- 2033 COUNTY ROAD HOT MIX PAVING PROGRAM

(costs include construction and engineering/design/contract administration)

6-10 YEAR PROGRAMS

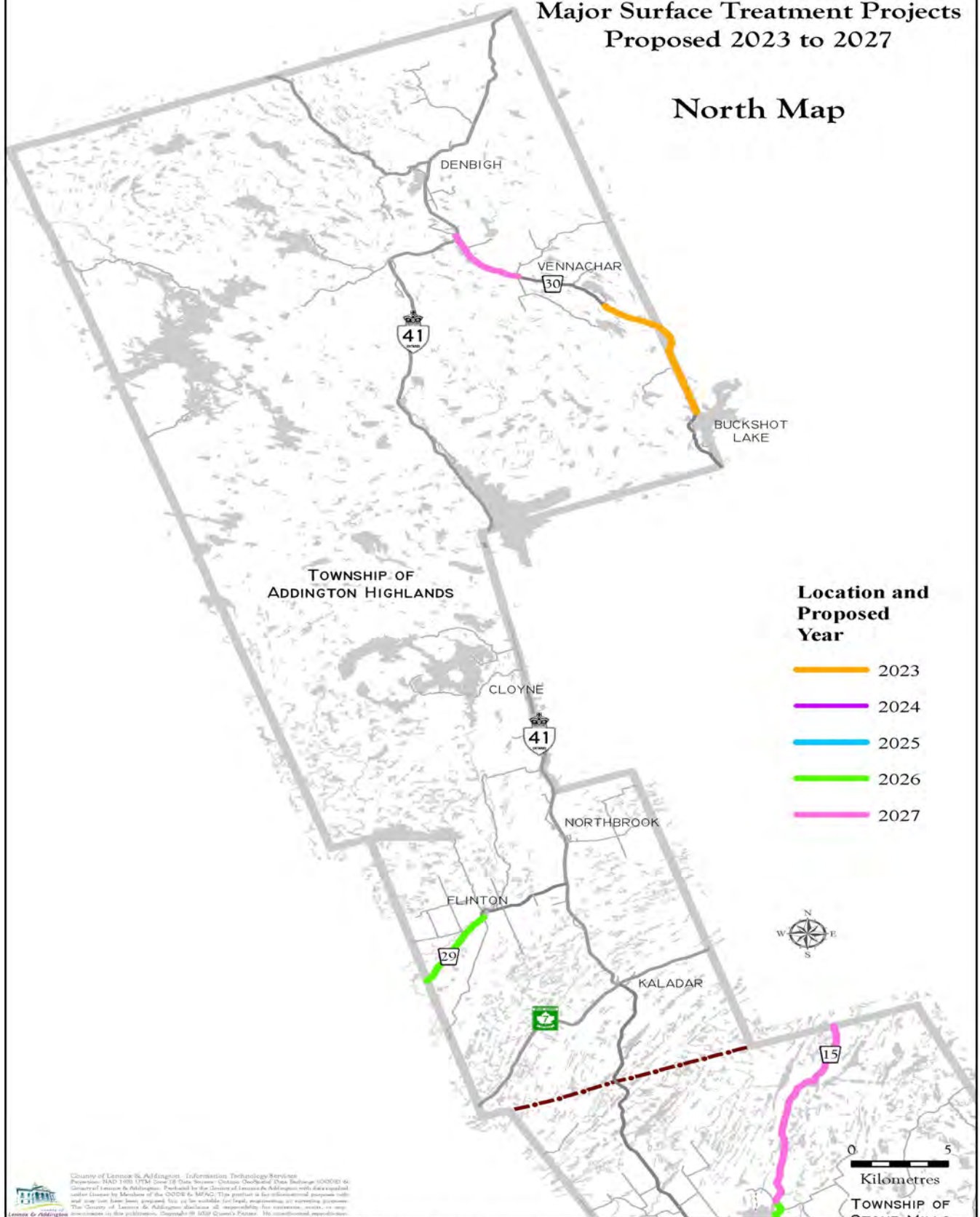
County Road	Section #	Rating	Location	Time	AADT	% Trucks	Length (km)	Cost (\$1000)	Improvement/Remarks
9	0900310	64	Southcrest Dr. to 0.85km west, GN	1-5	3500	12	0.9	425	resurface, mill, sami, single lift
11	1102630	80	Goodyear Road to CR16	6-10	1200	5	1.3	914	rehabilitation, 1.2m wide paved shoulders
12	1203950	65	Pinegrove Rd to Partridge Ln., GN	1-5	275	10	0.6	300	resurface, mill, sami, single lift
23	230744, 230460	66	CR4 to CR6, LOY	1-5	3800	10	6.5	3,250	resurface, mill, sami, single lift
24	24015	32	1.5km north of Hwy.33 to CR 23, LOY	NOW	3544	11	1.4	1,015	rehabilitation, 1.5m wide paved shoulders (50% bndry.)
24	24000	34	Hwy.33 to 1.5km north of Hwy.33, LOY	NOW	3222	8	1.5	1,088	semi-urban rehabilitation, 1.5m wide paved shoulders (50% bndry.)
26	260000	68	CR23 to HWY 33	1-5	950	6	1.1	540	resurface, mill, sami, single lift
41	4142830, 4148820	64	Hwy #7 to SMAH Boundary, AH	1-5	1500	14	7.0	3,500	resurface, mill, sami, single lift
41	4148820	75	SMAH Boundary to Mellon Creek Bridge, SM	6-10	1500	14	4.1	2,050	resurface, mill, sami, single lift
41	4129310, 4128100	66	Flanagan's Road to CR13, SM	6-10	2000	15	6.7	4,858	rehabilitation, 1.5m wide paved shoulders
41	4122830, 4119830	59	CR3 to Green Rd., SM	1-5	2500	17	6.9	5,003	rehabilitation, 1.5m wide paved shoulders
41	4116960, 4116490, 4115360	61	CR3 to Homestead Rd., SM	1-5	3600	17	4.5	3,241	rehabilitation, 1.5m wide paved shoulders
41	4114620	62	Homestead Rd. to Salmon River Bridge, GN	6-10	4000	17	0.8	1,600	urban/rural rehabilitation, 1.2m wide paved shoulders
41	4110050	63	Salmon River Bridge to CR12, GN	1-5	4400	17	4.6	3,335	rehabilitation, 1.5m wide paved shoulders
Scope of work and timing subject to further review						TOTAL	79.7	62,983.5	12596.7

Pulverize 200mm with 100mm granA and two lifts of asphalt use \$750k per kilometre

Mill or Pad with sami and single lift use \$500

County of Lennox & Addington Major Surface Treatment Projects Proposed 2023 to 2027

North Map

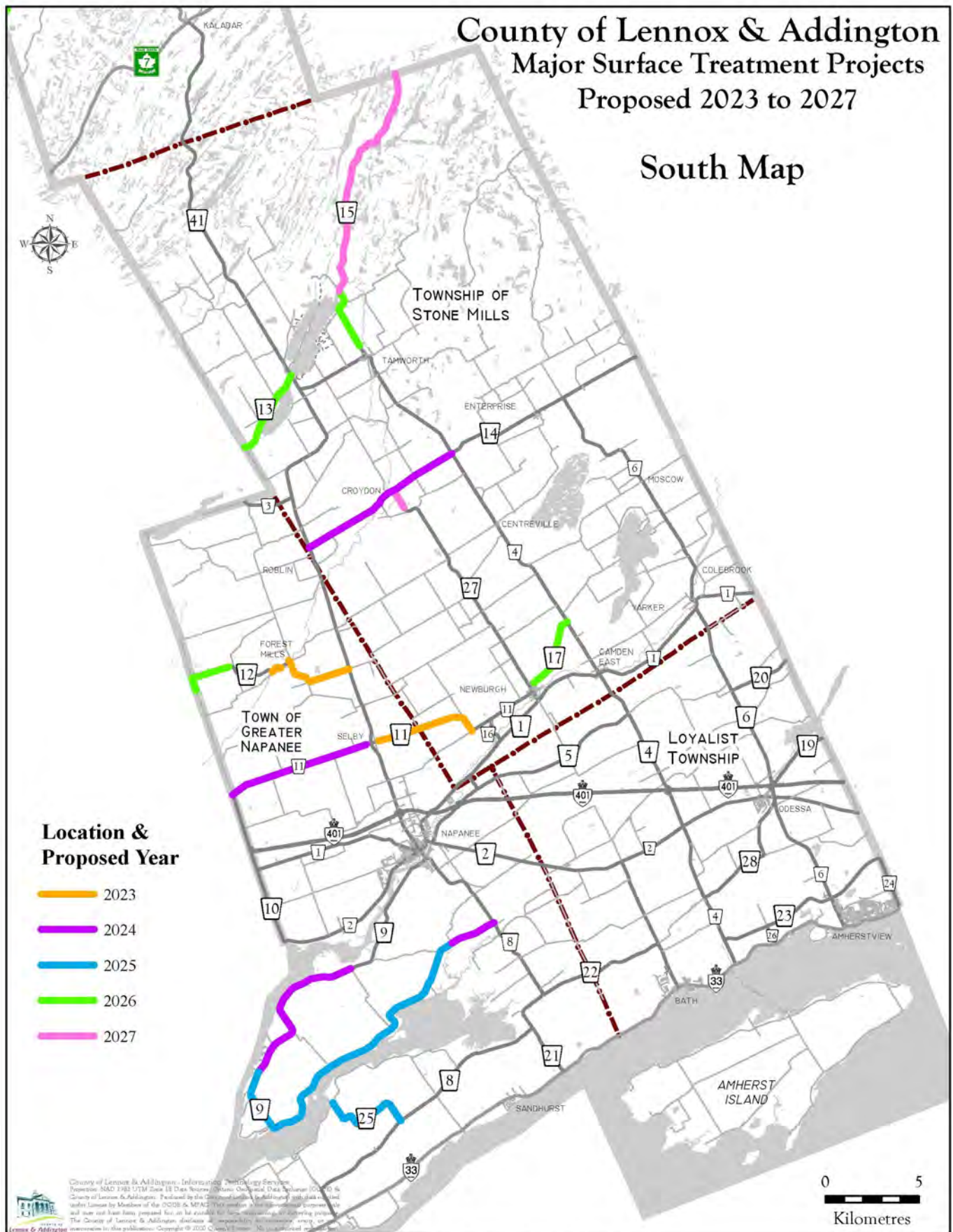


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Produced: 11/28/2022

County of Lennox & Addington Major Surface Treatment Projects Proposed 2023 to 2027

South Map



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COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

2022- 2026 COUNTY ROAD SURFACE TREATMENT PROGRAM

(costs include construction and engineering/design/contract administration)

Cty. Rd. No.	Limits	Section No.	Condition Rating	Treatment	Length (km)	2023	2024	2025	2026	2027
5	Shorey Road to Newburgh Road	0505160	42	Hot Mix 2027	4.04					
5	Newburgh Road to CR4	0509210	61	Hot Mix 2027	4.15					
6	3.0km north of the north limit of Moscow to CR14	0630040	41	Hot Mix 2027	3.78					
8	Cty. Rd. No. 25 westerly for 2.5 km	0822130	66	Hot Mix 2027	2.32					
9	Fitchett Rd. to Civic 1832 (RR)	0907760	60	P2	1.60		112.0			
9	Civic 1832 to Abrams Road (RR)	0909360	81	P2	4.46		312.2			
9	Abrams Rd. to Huff's Lane (RR)	0913820	75	P2	3.05		213.5			
9	Huff's Lane to Bayview Drive (RR)	0916870	80	P2	3.370			235.9		
9	Bayview Drive to Civic 4599 (NSR)	0920250	80	P2	2.90			203.0		
9	Civic 4599 to Abrams Road (NSR)	0923150	74	P2	2.23			156.1		
9	Abrams Road to Fitchett Road (NSR)	0925390	76	P2	3.91			273.7		
9	Fitchett Road to Cuthill Lane (NSR)	0929310	79	P2	3.75			262.5		
*9	Cuthill Lane to Little Creek Road (NSR)	0933060	75	P2	2.66			186.2		
9	Little Creek Road to CR9 (NSR)	0935720	78	P2	2.51		175.7			
11	0.5km west of CR27 to CR16	1100460	86		2.14					
11	Goodyear Rd. to Joyce Rd.	1103890	54	Re-profile	0.84	126.0				
11	Joyce Rd. to Brady Rd.	1104730	55	Re-profile	2.48	372.0				
11	Brady Rd. to east limit of Selby	1107210	55	Re-profile	2.23	334.5				
11	Civic 2337 to McKnights Road	1110090	61	Re-profile	4.72		708.0			
11	McKnight Road to CR10	1114880	78	P2	2.96		207.2			
12	Cty. Rd. No. 41 to 20m south of Civic 721 (60km/hr Speed Change)	1200000	58	P1	3.60	216.0				
12	20m south of Civic 721 (60km/hr Speed Change) to Pinegrove Road	1203600	75	P2	0.35					
12	Partridge Lane to 0.2km East of Buttermilk Falls Road	1204510	72	P1	0.40	24.0				
12	0.2km East of Buttermilk Falls Rd. to Buttermilk Falls Road	1204920	88		0.20					
12	Buttermilk Falls Road to 230m West of Glennelm Rd. (80km/hr Speed Change)	1205120	30	Capital 2023	2.63					
12	Glennelm Rd. to Addington/Hastings Bdry.	1207750	93	P1	2.05				123.0	
12	Enright Rd. northerly for 0.7 km	1209910	92	P1	0.70				42.0	
13	Cty. Rd. No. 41 westerly to the Cty. Bdry.	1300000	87	P2	4.80				288.0	

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

2022- 2026 COUNTY ROAD SURFACE TREATMENT PROGRAM

(costs include construction and engineering/design/contract administration)

Cty. Rd. No.	Limits	Section No.	Condition Rating	Treatment	Length (km)	2023	2024	2025	2026	2027
14	Cty. Rd. No. 4 to Murphy Road	1411520	54	P2	2.34		163.8			
14	Murphy Road to Cty. Rd. No. 27	1413870	65	P2	1.36		95.2			
14	Cty. Rd. No. 27 to 0.5km West of Teskey Road	1415230	61	P2	1.55		108.5			
14	0.5km West of Teskey Rd. to McCutcheon Road	1416780	67	P2	2.62		183.4			
14	McCutcheon Rd. to Cty. Rd. No. 41	1419410	68	P2	1.38		96.6			
15	Jones Street to Cedarstone Road	1500620	83	P1	2.17				130.2	
15	Cedarstone Road to Woodcock's Mills Rd.	1502800	70	P1	1.28				76.8	
15	Woodcock's Mills Rd. to Civic 1438	1504080	94	P1	3.40					204.0
15	Civic 1438 to Civic 1991	1507480	81	P1	2.77					166.2
15	Civic 1991 to Civic 2769 (Puzzle Lake Road)	1510260	89	P1	3.88					232.8
15	Civic 2769 (Puzzle Lake Road) to the Frontenac Cty. Bdry.	1514140	92	P1	3.02					0.0
17	Cty. Rd. No. 27 to East Street	1700000	28	Capital 2024	0.30					
17	East Street to easterly to civic 314	1700300	87	P2	1.35				94.5	
17	Civic 314 to CR4	1701650	86	P2	2.60				182.0	
25	Cty. Rd. No. 8 to South Shore Rd., GN	2500000, 2502820	79	P1	5.24			314.4		
27	Aylsworth Park Dr. to Hunt Road	2701110	93		4.57					
27	Hunt Road to 50m South of Centreville Rd. (end of HCB)	2706310	62		3.54					
27	250m North of Centreville Road (end of HCB) to Barrett Road	2709460	91		1.71					
27	Barrett Road to Teskey Road	2711290	92		1.55					

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

2022- 2026 COUNTY ROAD SURFACE TREATMENT PROGRAM

(costs include construction and engineering/design/contract administration)

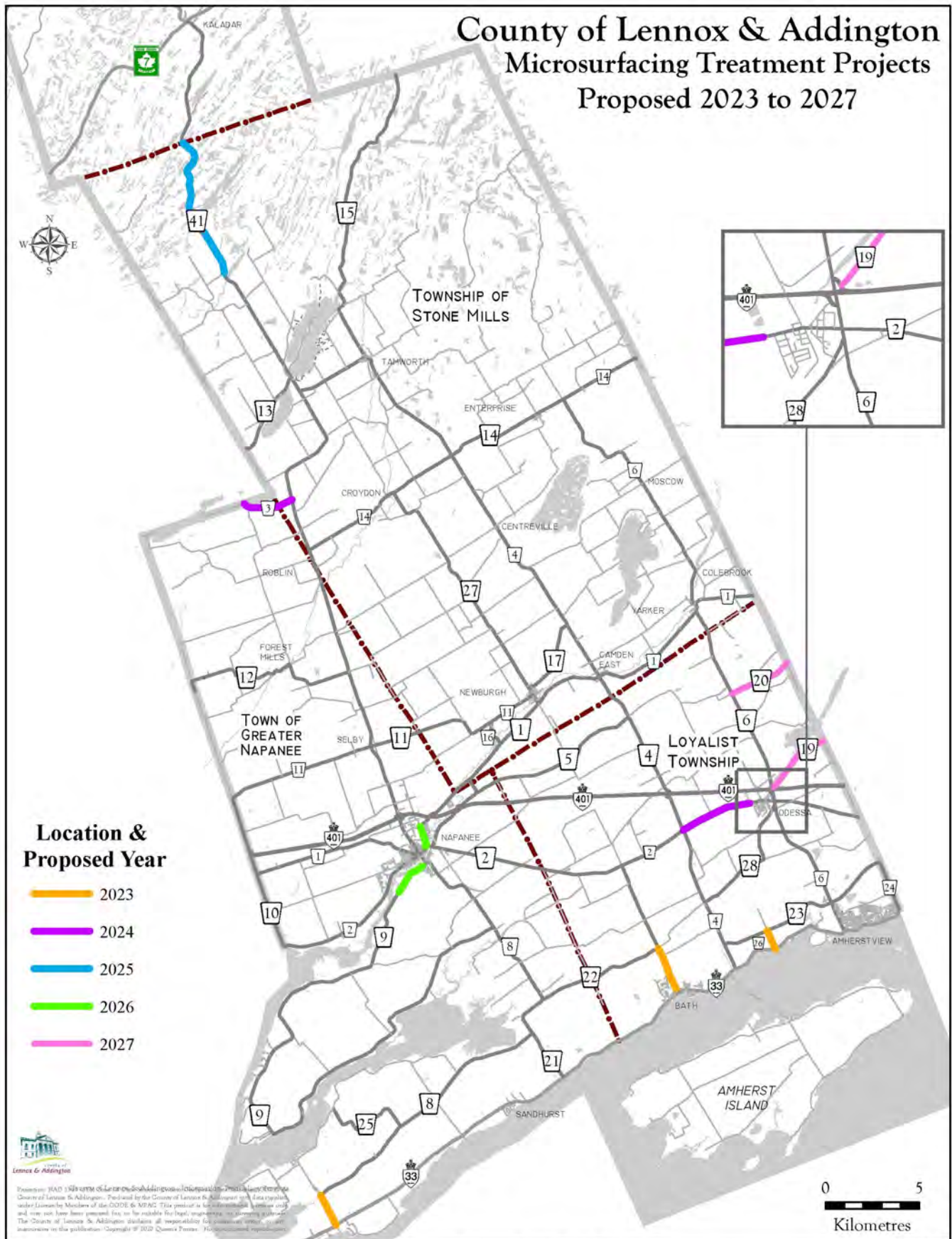
Cty. Rd. No.	Limits	Section No.	Condition Rating	Treatment	Length (km)	2023	2024	2025	2026	2027
27	Tesky Road to Civic 2998	2712900	90		0.28					
27	Civic 2998 to CR14	2713290	79	P2	1.09					76.3
29	Upper Flinton Rd. southerly to the Tweed Cty. Bdry.	2905680	73	Re-profile	4.97				745.5	
30	Hwy. No. 41 to Tower/Matawatchesan Rd.	3000000	95	P2	4.48					313.6
30	Tower/Matawatchesan Rd. to Big Finch Lane	3004480	82	P2	5.18					
30	Big Finch Lane to 1.4km North of Russ Brown Road	3009960	84	P2	3.14	219.8				
30	1.4km north of Russ Brown Road to Brooks Road	3012800	82	P2	3.07	214.9				
30	Brooks Road to North Shore Road	3015870	72	P2	3.22	225.4				
30	North Shore Road to North Frontenac Bdry	3019090	54	P2	4.46					
Total					151.35	\$1,763.1	\$2,417.9	\$1,660.5	\$1,711.6	\$1,194.8

Preservation 1 (\$60k/km = 5-6yrs) consists of minor drainage improvements, edge reinstatement, asphalt padding, rut repair, SST and fog seal

Preservation 2 (\$70k/km = 8-10yrs) consists of edge reinstatement and a double microsurface

Re-profile (\$150k/km = 10yrs) works consist of major drainage improvements, base pulverizing, berm removal, granular "A", DST and fog seal

County of Lennox & Addington Microsurfacing Treatment Projects Proposed 2023 to 2027



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Produced: 12/02/2022

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

ROADS & BRIDGES

2023- 2027 COUNTY ROAD MICRO SURFACING PROGRAM

(costs include construction and engineering/design/contract administration)

2023 PROGRAM

County Road	Section #	Rating	Location	Time	AADT	% Trucks	Length (km)	Cost (\$1000)	Improvement/Remarks
7	700260	62	end of urban section to Loyalist Blvd.	6-10	2500	8	0.8	72	Microsurfacing
7	701030	69	Loyalist Blvd. to CR22	6-10	2000	8	1.6	144	Microsurfacing
8	827890	71	Hwy 33 to South Shore Rd W int., GN	6-10	460	18	1.8	162	Microsurfacing
26	260000	69	Hwy.33 to CR23, LOY	6-10	1100	14	1.1	99	Microsurfacing
Scope of work and timing subject to further review						TOTAL	5.3	477.0	

2024 PROGRAM

County Road	Section #	Rating	Location	Time	AADT	% Trucks	Length (km)	Cost (\$1000)	Improvement/Remarks
3	0300000	74	CR41 to Hastings County Boundary	6-10	820	3	2.72	245	
2	224580	74	CR4 to West Limit of Oddessa, LOY	6-10	5000	10	3.9	351	Microsurfacing
Scope of work and timing subject to further review						TOTAL	3.9	595.8	

2025 PROGRAM

County Road	Section #	Rating	Location	Time	AADT	% Trucks	Length (km)	Cost (\$1000)	Improvement/Remarks
41	4138820, 4134790	75	SMAH Boundary to Flanagan's Rd., SM	6-10	1500	14	8.0	720	Microsurfacing
Scope of work and timing subject to further review						TOTAL	8.0	720	

2026 PROGRAM

County Road	Section #	Rating	Location	Time	AADT	% Trucks	Length (km)	Cost (\$1000)	Improvement/Remarks
1	109610	75	CR2 to Industrial Blvd, GN	6-10	5000	10	1.2	108	Microsurfacing
9	0901160, 0900310	82	0.85 west of Southcrest Dr. to Fitchett Rd.	6-10	2750	2	6.6	593	Microsurfacing
Scope of work and timing subject to further review						TOTAL	7.8	701.1	

2027 PROGRAM

County Road	Section #	Rating	Location	Time	AADT	% Trucks	Length (km)	Cost (\$1000)	Improvement/Remarks
19	1900000	80	Hwy 401 north ramp to Kingston Bndry., LOY	6-10	1200	20	3.7	333	Microsurfacing
20	200000	80	CR6 to Kingston Bndry., LOY	6-10	1400	10	3.0	270	Microsurfacing
Scope of work and timing subject to further review						TOTAL	6.7	603.0	



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS ROADS & BRIDGES

PROPOSED 10 YEAR CAPITAL CONSTRUCTION BUDGETS

Year	PROGRAM BUDGET (\$000)					PROGRAM BUDGET TOTALS (\$000)					
	Road	Bridge	Hot Mix Paving	Surface Treatment	Micro Overlay	Program Total	CCBF	From Reserves	OCIF Formula Revenue	Other Funding	Property Tax Levy
2023	7,215.0	185.0	7,062.5	1,763.1	477.0	16,702.6	1,419.3	2,492.0	1,297.3		11,494.0
2024	6,705.0	630.0	8,772.5	2,417.9	595.8	19,121.2	1,419.3	4,276.9	1,297.3		12,127.7
2025	4,710.0	2,240.0	7,825.0	1,660.5	720.0	17,155.5	1,419.3	1,677.5	1,297.3		12,761.4
2026	7,855.0	1,055.0	8,500.0	1,711.6	701.1	19,822.7	1,419.3	3,711.0	1,297.3		13,395.1
2027	6,615.0	1,025.0	7,251.8	1,194.8	603.0	16,639.5	1,419.3	389.4	1,297.3		14,028.8
5 YEAR TOTAL	33,100	5,135	39,412	8,748	3,097	89,242	7,097	13,508	6,487	0	63,807
2028	6,480.0	1,305.0	12,596.7	1,749.6	619.4	22,700.7	1,419.3	6,434.4	761.8		14,692.5
2029	6,440.0	1,130.0	12,596.7	1,749.6	619.4	22,485.7	1,419.3	5,667.7	761.8		15,356.2
2030	3,550.0	930.0	12,596.7	1,749.6	619.4	19,395.7	1,419.3	2,026.0	761.8		15,989.9
2031	6,440.0	740.0	12,596.7	1,749.6	619.4	22,095.7	1,419.3	4,174.3	761.8		16,653.6
2032	6,480.0	30.0	12,596.7	1,749.6	619.4	21,425.7	1,419.3	2,952.6	761.8		17,317.3
10 YEAR TOTAL	62,490	9,270	102,395	17,496	6,194	197,345	14,193	34,763	10,296	-	143,817
5 year average:						17,848					
10 year average:						19,734					

2023 - 2027 revenue: \$7,097,000 (CCDF (Gas Tax), committed 2023-2027)
 \$7,440,834 Estimated in Reserves as of Dec. 31, 2022
 \$6,487,000 (OCIF formula allocation, committed 2023-2027)

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

PROPERTY SERVICES

Program Summary:

- A ten year capital plan has been prepared for the following County-owned properties:
 - County Courthouse
 - Museum & Archives
 - Cartwright Building/former Registry office
 - Memorial Building
 - Allan MacPherson House
 - Napanee/Northbrook/Stone Mills/Denbigh ambulance bases
 - Napanee/Amherstview social services offices
 - Amherstview LARC Child Care Center
 - Yarker Library / LARC Child Care Center
- A Building Condition Assessment was completed for all County properties in 2021.

2022 Accomplishments:

- Replacement of the Registry Buildings sloped roof was completed. The project included the removal of all roofing material and the installation of a new metal roof that matches the aesthetics of the County Court House Campus.
- LED retrofit project was completed for the exterior lighting and parking lot lighting at the 95 Advance PELASS office building.
- A new electric vehicle charging station was installed at the County Court House Campus. This project was partially funded by the Alectra Energy Solution Group.
- The Memorial Buildings main HVAC unit was successful completed in the spring of 2022. The project included the mechanical and structural engineering, building automation integration, and equipment supply and install.



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

PROPERTY SERVICES

2023 Highlights:

- Replacement of the Napanee Ambulance Base roof is scheduled for 2023. The project will include the removal of existing asphalt shingles and installation of the new metal roof system. The new roof will be designed for the high wind loads that the base currently faces and will be brought up to the current EMS standards.
- An Elevator Modernization project is scheduled for the County Court House and the County Memorial Building. The modernization project consist of replacing and updating the control system, pumps, motors, and other wear parts that are key to maintaining the safe operation of the each elevator.
- Replacement of the main entrance glass door for the Amhertview PELASS office is scheduled to be completed in 2023. The new door will be installed to match the new windows that were replaced in 2022.

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

PROPERTY SERVICES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	-	-	-	-	-
Municipal Recoveries	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	(253,806)	(365,900)	(458,400)	(92,500)	25.3%
Total Revenue	(253,806)	(365,900)	(458,400)	(92,500)	25.3%
<u>Expenses</u>					
Materials & Supplies	78,775	95,200	95,100	(100)	-0.1%
Purchased Services	-	-	-	-	-
Long Term Debt Payments	-	-	-	-	-
Capital Expenditures	375,231	470,900	563,500	92,600	19.7%
Total Expenses	454,006	566,100	658,600	92,500	16.3%
County Levy	200,200	200,200	200,200	-	0.0%

Estimated Balance in the Reserve - December 31, 2022 **529,779**

5 Year County Levy (\$200,200 * 5 years) **1,001,000**
 Estimated Transfers to Reserve from operating budget (\$100,000 * 5 yrs) **500,000**
 5 Year Expenditure Summary **(2,714,100)**

Estimated Balance in the Reserve - December 31, 2027 **(683,321)**



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

PROPERTY SERVICES

Property Services Ten Year Capital Plan (2023-2032)

Building	2023	2024	2025	2026	2027	Five Year Total	2028	2029	2030	2031	2032	Ten Year Total
County Court House	145,100	131,600	462,100	39,700	141,700	920,200	9,700	280,700	76,700	-	85,500	1,372,800
County Memorial Building	157,500	88,000	31,000	88,500	142,000	507,000	112,000	162,500	177,500	33,000	35,000	1,027,000
County Museum & Archives	40,500	66,500	12,500	10,000	76,500	206,000	1,500	30,500	1,500	28,500	92,100	360,100
County Storage Buildings	4,500	48,000	4,500	13,000	15,000	85,000	2,500	4,000	5,500	13,000	40,500	150,500
Napanee Social Services Office	10,000	6,000	2,000	128,000	31,500	177,500	17,000	30,000	46,500	103,000	220,000	594,000
Amherstview Social Services	18,500	1,000	21,500	39,500	24,000	104,500	32,500	-	2,000	2,000	19,000	160,000
Napanee Ambulance Base	96,000	5,200	2,000	23,300	82,000	208,500	10,000	2,000	10,000	2,000	20,000	252,500
Northbrook Ambulance Base	3,500	-	3,500	8,000	3,500	18,500	10,000	-	8,000	5,500	54,000	96,000
Denbigh Ambulance Base	7,000	50,000	8,000	4,000	10,000	79,000	-	-	6,000	2,000	5,000	92,000
Stone Mills Ambulance Base	33,000	4,500	-	8,000	5,000	50,500	-	-	10,000	2,000	8,000	70,500
Amherstview LARC	-	5,000	6,500	3,000	4,000	18,500	8,000	6,500	24,000	3,000	17,000	77,000
Yarker Library/LARC	17,000	10,500	-	-	4,000	31,500	60,000	14,000	11,500	15,000	130,000	262,000
Allan Macpherson House	23,500	17,000	31,900	31,000	24,000	127,400	9,900	5,500	29,500	36,900	5,500	214,700
Vehicles & Equipment	70,000	-	30,000	-	80,000	180,000	65,000	60,000	-	-	-	305,000
TOTAL	626,100	433,300	615,500	396,000	643,200	2,714,100	338,100	595,700	408,700	245,900	731,600	5,034,100



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

THE JOHN M. PARROTT CENTRE

Program Summary:

- Building is now entering its 18th year, which does require attention and planning as to capital repairs in order to most effectively and efficiently maintain the building.

2022 Accomplishments:

The pandemic along with supply chain and human resource issues continues to have a significant impact on our ability to complete many of the planned capital projects that were scheduled.

A Building Condition Assessment was completed in December 2021. The Facility Condition Index, outlined in this report for JMPC is considered excellent for the next 4 years. This is very helpful in guiding our capital path forward.

- Granted 100% funding to replace 5 of our aging HVAC systems through the LTC ICIP (Long Term Care - Investing in Canada Infrastructure Program)
- Replacement of fencing around two Resident Home Area Outdoor Garden spaces
- Replacement of counter tops in all spa rooms
- Resident Nurse Call System replacement
- Spa room flooring replacement in three RHA's
- Common area furnishing replacement on 3 RHA's

2023 Highlights:

- Flooring replacement in four dining rooms and nine resident rooms
- Replacement of all 3 RHA balconies and pergolas
- Resident Bedroom Furnishing replacements on one RHA
- Common area furnishing replacement on remaining 3 RHA's
- Common area counter replacement
- Common area washroom counter replacement
- Front large Pergola and balcony replacement
- Ongoing Interior light replacement to LED

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

THE JOHN M. PARROTT CENTRE

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	(634,644)	(636,400)	(634,700)	1,700	-0.3%
Municipal Recoveries	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	597,252	532,900	470,500	(62,400)	-11.7%
Total Revenue	(37,392)	(103,500)	(164,200)	(60,700)	58.6%
<u>Expenses</u>					
Materials & Supplies	-	-	-	-	-
Purchased Services	-	-	-	-	-
Long Term Debt Payments	235,589	234,900	235,600	700	0.3%
Capital Expenditures	867,504	934,300	994,300	60,000	6.4%
Total Expenses	1,103,092	1,169,200	1,229,900	60,700	5.2%
County Levy	1,065,700	1,065,700	1,065,700	-	0.0%

Estimated Balance in the Reserve - December 31, 2022 **3,852,058**

5 Year County Levy (\$1,065,700 * 5 years)	5,328,500
Provincial Grants (\$634,700 * 5 years)	3,173,500
Long Term Debt Payments **	(471,200)
5 Year Expenditure Summary	<u>(3,479,640)</u>

Estimated Balance in the Reserve - December 31, 2027 **8,403,218**

** Long Term Debt payments remaining after 2024 - \$0



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

THE JOHN M. PARROTT CENTRE

The John M. Parrott Centre Ten Year Capital Plan (2023 - 2032)

Item	2023	2024	2025	2026	2027	Five Year Total	2028	2029	2030	2031	2032	Ten Year Total
Furnishings	131,700	102,150	146,500	79,000	108,100	567,450	98,050	52,200	51,200	-	-	768,900
Flooring	177,400	113,000	74,400	83,400	74,400	522,600	74,400	9,000	-	-	-	606,000
Window Treatments	10,800	28,000	43,400	3,600	-	85,800	3,600	-	-	-	-	89,400
Structural Repairs	325,800	220,600	420,000	-	-	966,400	-	-	-	5,000	-	971,400
Heavy Equipment & Fixtures	35,000	108,000	119,200	117,000	47,000	426,200	9,000	38,000	-	-	-	473,200
Mechanical, Electrical & Plumbing	271,000	195,000	140,000	20,000	10,000	636,000	-	-	-	-	-	636,000
Nursing Equipment	25,800	33,200	41,000	-	13,800	113,800	33,500	4,200	6,000	-	-	157,500
Dietary Equipment	14,700	60,500	30,650	25,800	6,500	138,150	13,100	42,750	-	15,000	6,900	215,900
Activation Equipment	2,140	5,800	1,000	10,900	3,400	23,240	1,800	3,700	3,000	-	-	31,740
TOTAL	994,340	866,250	1,016,150	339,700	263,200	3,479,640	233,450	149,850	60,200	20,000	6,900	3,950,040

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

PARAMEDIC SERVICES

Program Summary:

- On the 911 side, Paramedic Services is provided from 5 ambulance bases located in Napanee, Northbrook, Denbigh, Loyalist and Stone Mills with a fleet of nine ambulances and three emergency response vehicles.
- The non-emergency community paramedic program has three vehicles with another due to arrive in early 2023 which has been delayed with manufacturing.
- Ambulances are generally removed from service after 250,000 kms. Older vehicles are used as spares and eventually sold using an on-line auction site (GovDeals). Each ambulance is equipped with a defibrillator, the power cot system and the necessary medical supplies and equipment.

2022 Accomplishments:

- Replaced two ambulances but haven't taken possession of the ordered emergency response vehicle due to supply chain issues.
- Chief Schjerning retired in February 2022, new Chief hired in October 2022.
- Increased Paramedic Team Leads to cover Superintendents time off.
- Permanent Superintendent in place for Community Paramedic Program.

2023 Highlights:

- Strategic planning for Loyalist Base replacement.
- Paramedic Team Leader trial concludes in March to be re-evaluated at that time.
- Research replacing PAPR's (PPE purchased during Ebola).
- Move to online ordering system for replacement uniform items.

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

PARAMEDIC SERVICES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	-	-	-	-	-
Municipal Recoveries	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	(289,521)	(1,010,000)	(460,000)	550,000	-54.5%
Total Revenue	(289,521)	(1,010,000)	(460,000)	550,000	-54.5%
<u>Expenses</u>					
Materials & Supplies	-	-	-	-	-
Purchased Services	-	-	-	-	-
Long Term Debt Payments	-	-	-	-	-
Capital Expenditures	614,521	1,335,000	785,000	(550,000)	-41.2%
Total Expenses	614,521	1,335,000	785,000	(550,000)	-41.2%
County Levy	325,000	325,000	325,000	-	0.0%

Estimated Balance in the Reserve - December 31, 2022 **1,497,707**

5 Year County Levy (\$325,000 * 5 years)	1,625,000
5 Year County Transfer to Reserves based on amortization (532,000 * 5 years)	2,660,000
5 Year Expenditure Summary	<u>(3,505,000)</u>

Estimated Balance in the Reserve - December 31, 2027 **2,277,707**



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

PARAMEDIC SERVICES

Paramedic Services Ten Year Capital Plan (2023-2032)

Item	2023	2024	2025	2026	2027	Five Year Total	2028	2029	2030	2031	2032	Ten Year Total
Vehicles*	480,000	480,000	480,000	480,000	480,000	2,400,000	480,000	480,000	480,000	480,000	480,000	4,800,000
ERVs	110,000		110,000			220,000	110,000	110,000		110,000	110,000	660,000
Defibrillator Replacement						0	500,000					500,000
Patient Convenience Equipment**		500,000				500,000						500,000
Communications Equipment****	9,000					9,000						9,000
Patient Care Equipment***	10,000	10,000	10,000	10,000	10,000	50,000	10,000	10,000	10,000	10,000	10,000	100,000
Training Equipment (Manikins, etc.)	5,000	5,000	5,000	5,000	5,000	25,000	5,000	5,000	5,000	5,000	5,000	50,000
Base Design and Site	141,000					141,000						141,000
Miscellaneous	20,000	20,000	20,000	20,000	20,000	100,000	20,000	20,000	20,000	20,000	20,000	200,000
CPLTC Vehicles****						0		170,000	90,000			260,000
CPLTC Equipment****	10,000	50,000				60,000					120,000	180,000
TOTAL	785,000	1,065,000	625,000	515,000	515,000	3,505,000	1,125,000	795,000	605,000	625,000	745,000	7,400,000

Notes: Vehicle cost estimates are based on projected costs and 2023 pricing. Trailer replacement date will need to be determined.

* Ambulance pricing is not guaranteed; pricing is confirmed 90 days prior to delivery date.

** Power cot/load system replacement in 2024.

**** Vehicles and equipment required for Community Paramedic LTC (CPLTC) Program is recovered from program funding at 100%.

Budget submissions estimates to MLTC for 2022 (Provincial FY2021-2022); 2023 (Provincial FY2022-2023); 2024 (Provincial FY2023-2024).

***** Repeater replacement - Emergency Planning. Additional replacements will need to be determined.



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

LIBRARY SERVICES

Program Summary:

- Under the Library Formation & Maintenance Policy (approved 1992, revised in 1994 & 2001), local municipalities are responsible for providing and maintaining the physical space of the library branches, whereas the County's capital expenses are limited to collections, furnishings, signage, and technology.

2022 Accomplishments:

- The Amherstview Library interior was newly painted; this has refreshed the entire branch.
- A new circulation desk was purchased for the renovated Bath library.

2023 Highlights:

- 2023 capital upgrades will include furniture updates in the Napanee and Amherstview branches to support new maker spaces.
- Bath branch will be the final library to have branded interior signage installed which includes shelf markers and collection signage.
- Furnishing upgrades are planned for the Bath branch post renovation. A grand reopening event is planned in collaboration with Loyalist Township.
- Funding has been included to support the administrative office relocation to the Memorial Building.

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

LIBRARY SERVICES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	-	-	-	-	-
Municipal Recoveries	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	(22,396)	(60,000)	(55,000)	5,000	-8.3%
Total Revenue	(22,396)	(60,000)	(55,000)	5,000	-8.3%
<u>Expenses</u>					
Materials & Supplies	-	-	-	-	-
Purchased Services	-	-	-	-	-
Long Term Debt Payments	-	-	-	-	-
Capital Expenditures	87,396	125,000	120,000	(5,000)	-4.0%
Total Expenses	87,396	125,000	120,000	(5,000)	-4.0%
County Levy	65,000	65,000	65,000	-	0.0%

Estimated Balance in the Reserve - December 31, 2022 **812,485**

5 Year County Levy (\$65,000 * 5 years) 325,000
 5 Year Expenditure Summary (520,000)

Estimated Balance in the Reserve - December 31, 2027 **617,485**



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

LIBRARY SERVICES

Library Services Ten Year Capital Plan (2023 - 2032)

Item	2023	2024	2025	2026	2027	Five Year Total	2028	2029	2030	2031	2032	Ten Year Total
Collections	75,000	75,000	75,000	75,000	75,000	375,000	75,000	75,000	75,000	75,000	75,000	750,000
Furnishings & Equipment	40,000	20,000	20,000	20,000	20,000	120,000	20,000	20,000	20,000	20,000	20,000	220,000
Buildings & Signage	5,000	5,000	5,000	5,000	5,000	25,000	5,000	5,000	5,000	5,000	5,000	50,000
Consultants	0	0	0	0	0	0	0	0	0	0	0	0
New Branch Libraries*						0						0
TOTAL	120,000	100,000	100,000	100,000	100,000	520,000	100,000	100,000	100,000	100,000	100,000	1,020,000

* Timing & scope of construction of new branch libraries to be determined by County Council

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

MUSEUM & ARCHIVES

Program Summary:

- The Museum and Archives operates in two locations - the Museum building at the Court House campus and the Macpherson House. During the summer months, programming relocates to the Macpherson House which mainly takes place outside.
- County Council undertook a major capital upgrade to the Museum and Archives in 2014, along with significant improvements to the original building. The Unfinanced Capital associated with this project was fully repaid in 2022.

2022 Accomplishments:

- New signage and wayfinding was installed at both the Museum and Macpherson House.
- Final repayment of the Unfinanced Capital took place in 2022.

2023 Highlights:

- An assessment to understand the curatorial storage requirements will take place. A structural review of the second floor of the Museum will be required in order to understand loading capacities for artifact storage.
- Touchpad interactive terminals will be purchased. This will replace the older iPad units.
- A new Gibbard display will be built in the lower courtyard of the Museum.

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

MUSEUM & ARCHIVES

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Revenue</u>					
Grants & Subsidies	-	-	-	-	-
Municipal Recoveries	-	-	-	-	-
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	256,403	246,500	241,500	(5,000)	-2.0%
Total Revenue	256,403	246,500	241,500	(5,000)	-2.0%
<u>Expenses</u>					
Materials & Supplies	-	5,000	-	(5,000)	-100.0%
Purchased Services	-	-	-	-	-
Long Term Debt Payments	-	-	-	-	-
Capital Expenditures	1,097	6,000	16,000	10,000	166.7%
Total Expenses	1,097	11,000	16,000	5,000	45.5%
County Levy	257,500	257,500	257,500	-	0.0%

Estimated Unfinanced Capital - December 31, 2022

-

5 Year County Levy

1,287,500

5 Year Expenditure Summary

(136,000)

Estimated Balance in Reserve - December 31, 2027

1,151,500



COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

MUSEUM & ARCHIVES

Museum & Archives Ten Year Capital Plan (2023 - 2032)

Item	2023	2024	2025	2026	2027	Five Year Total	2028	2029	2030	2031	2032	Ten Year Total
Furnishings/Equipment	16,000	25,000	75,000	10,000	10,000	136,000	10,000	10,000	10,000	10,000	10,000	186,000
Signage	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	16,000	25,000	75,000	10,000	10,000	136,000	10,000	10,000	10,000	10,000	10,000	186,000

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

SOCIAL HOUSING

Program Summary:

- Provide minor and major capital improvements for a total of 421 housing units at 17 separate sites, including 3 individual houses, at the following locations:
 - Camden Court, Napanee (30 family row houses)
 - Appanea Wynds, Napanee (39 family row houses)
 - 260/264 Simcoe St, Napanee (2 family houses)
 - 235 First Ave, Napanee (1 family house)
 - 14A/B Barker St., Picton (2 unit family duplex)
 - 1-28 Disraeli St., Picton (28 unit family duplexes)
 - Dundas Heights, Napanee (47 apartments)
 - Jubilee, Napanee (60 apartments)
 - Maple Villa, Picton (69 apartments)
 - Meadowview, Tamworth (26 apartments)
 - Pinegrove, Northbrook (25 apartments)
 - The Maples, Napanee (34 apartments)
 - Twin Pines, Picton (16 apartments)
 - Queen Elizabeth, Napanee (34 apartments)
 - Celtic St, Tamworth (8 units)

2022 Accomplishments:

- Updated the Building Condition Assessments for all social housing building.
- Replaced sanitary pumping station for Meadowview and Maples apartments.
- Replaced two maintenance vehicles.
- Reconstructed parking lot and sidewalk for Meadowview apartments.
- Completed smaller projects throughout the year, including painting, roof repairs, and flooring replacements.

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

SOCIAL HOUSING

2023 Highlights:

- Replace the lower flat roof section at Dundas Heights.
- Replace 50% of windows on Disraeli Street (Phase 1 of 2).
- Replace fridges at The Maples Apartments, Queen Elizabeth Apartments, Meadowview Apartments, and Meadow Lane / Petri Street.
- Replace Stoves at Jubilee Apartments and Meadow Lane / Petri Street (Appanea Wynds).
- Complete smaller projects throughout the year, including painting, roof repairs, and flooring replacements.
- The capital levy has been included to support the Asset Management Plan and long-term planning initiatives.

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

SOCIAL HOUSING

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
Revenue					
Grants & Subsidies	(1,631,548)	(1,915,900)	(684,400)	1,231,500	-64.3%
Municipal Recoveries	(287,300)	(287,300)	(302,300)	(15,000)	5.2%
Other Revenue	-	-	-	-	-
Transfers to/(from) Reserves	(1,592,723)	(1,545,900)	103,600	1,649,500	-106.7%
Total Revenue	(3,511,571)	(3,749,100)	(883,100)	2,866,000	-76.4%
Expenses					
Materials & Supplies	110,415	131,000	282,700	151,700	115.8%
Purchased Services	-	-	-	-	-
Long Term Debt Payments	189,288	187,500	187,500	-	-
Capital Expenditures	3,737,068	3,955,800	948,100	(3,007,700)	-76.0%
Total Expenses	4,036,771	4,274,300	1,418,300	(2,856,000)	-66.8%
County Levy	525,200	525,200	535,200	10,000	1.9%

Estimated Balance in the Reserve - December 31, 2022 **4,684,257**

5 Year County Levy including PE share (current levy increased by \$25,000 per year)	4,437,500
Interest revenue	200,000
Long Term Debt payments**	(676,931)
5 Year Expenditure Summary	<u>(6,248,650)</u>

Estimated Balance in the Reserve - December 31, 2027 **2,396,176**

COUNTY OF LENNOX AND ADDINGTON

2023 CAPITAL, MAJOR REPAIRS AND ONE-TIME ITEMS

SOCIAL HOUSING

SOCIAL HOUSING CAPITAL & MAJOR REPAIRS (2023-2032)

Summary

Building	2023	2024	2025	2026	2027	5 Year Total	2028	2029	2030	2031	2032	10 Year Total
Dundas Heights, 369 Dundas St. W., Napanee	145,500	225,000	276,000	250,200	136,200	1,032,900	100,700	80,200	58,500	261,500	83,500	1,617,300
The Maples Apts., 37 Richard St., Napanee	58,300	92,100	53,400	27,700	89,200	320,700	139,200	32,600	20,500	105,500	159,500	778,000
Queen Elizabeth Apts., 34 Water St., Napanee	63,800	74,000	160,600	145,500	20,700	464,600	42,200	26,700	27,500	205,500	29,500	796,000
Jubilee Apts., 318 Camden Rd., Napanee	70,100	80,000	243,000	143,000	69,000	605,100	80,000	46,500	26,000	35,000	139,000	931,600
Meadowview Apts., Tamworth	62,500	202,200	80,000	47,500	53,500	445,700	39,200	87,000	54,800	58,500	59,000	744,200
Pinegrove Apts., Northbrook	26,000	68,000	39,500	42,500	88,200	264,200	80,200	100,200	65,000	30,000	18,500	558,100
235 First Avenue, Napanee	1,000	6,300	4,500	1,000	2,000	14,800	1,000	-	-	3,200	17,000	36,000
260 Simcoe Street, Napanee	1,000	6,300	4,500	-	2,000	13,800	1,000	-	-	3,200	17,000	35,000
264 Simcoe Street, Napanee	1,000	6,300	4,500	-	2,000	13,800	1,000	-	-	3,200	17,000	35,000
Camden Court, 215 Church St., Napanee	41,500	26,500	50,750	155,000	84,200	357,950	45,200	164,200	60,500	60,500	29,500	717,850
Meadow Lane, Napanee	113,000	174,800	317,000	351,000	81,200	1,037,000	277,200	65,200	55,500	630,500	59,500	2,124,900
Maple Villa Apts., 113 West Mary St., Picton	31,200	80,000	115,000	141,500	150,200	517,900	153,200	60,200	36,500	46,500	39,500	853,800
Twin Pines Apts., 16 Lake St., Picton	19,000	80,000	52,000	57,000	38,200	246,200	21,200	35,200	49,000	70,000	18,500	440,100
14A&B Barker Street, Picton	8,000	-	8,000	8,000	2,000	26,000	-	-	-	6,000	2,000	34,000
1 - 28 Disraeli St., Picton	169,000	160,000	10,000	28,000	341,000	708,000	12,000	21,000	52,000	71,000	26,000	890,000
Housing Vehicles	-	60,000	-	120,000	-	180,000	-	-	-	-	-	180,000
TOTAL	810,900	1,341,500	1,418,750	1,517,900	1,159,600	6,248,650	993,300	719,000	505,800	1,590,100	715,000	10,771,850

COUNTY OF LENNOX AND ADDINGTON

AMORTIZATION EXPENSE

	2022 Actual	2022 Budget	2023 Budget	\$ Change Budget	% Change Budget
<u>Amortization Expense</u>					
Roads & Bridges	8,758,930	8,180,000	9,125,000	945,000	11.6%
The John M. Parrott Centre	1,060,929	1,010,000	1,100,000	90,000	8.9%
Paramedic Services	604,204	532,000	607,000	75,000	14.1%
Library Services	102,812	97,000	105,000	8,000	8.2%
Museum & Archives	144,274	137,000	150,000	13,000	9.5%
Property Services	326,808	305,000	330,000	25,000	8.2%
Admin & Technology	267,170	245,000	270,000	25,000	10.2%
Social Assistance & Children's Services	87,933	75,000	90,000	15,000	20.0%
Social Housing	1,375,491	1,340,000	1,444,265	104,265	7.8%
Total Expenses	12,728,552	11,921,000	13,221,265	1,300,265	10.9%
County Levy Adjustment	(12,728,552)	(11,921,000)	(13,221,265)	(1,300,265)	10.9%
County Levy	-	-	-	-	0.0%

Amortization Expense does not impact the property tax levy for capital assets. The property tax levy is based on the budgeted capital expenses less funding sources such as grants and reserve transfers

The 2023 BUDGET includes capital expenses of \$21.1 million, which is in excess of the estimated amortization expense of \$13.2 million. This is a good indication that the County is keeping up with its capital reinvestment.

COUNTY OF LENNOX AND ADDINGTON

TAX RATES FOR GENERAL LEVY

Schedule A

PROPERTY CLASS	TAX RATE	LOYALIST	GREATER NAPANEE	STONE MILLS	ADDINGTON HIGHLANDS	TOTAL
Residential/Farm (RT)	0.00537487	10,409,773	8,598,272	4,785,393	2,691,177	26,484,615
Farmland awaiting Development (R1)	0.00134372	0	118	0	0	118
Multi Residential (MT)	0.01074974	442,341	397,831	17,157	14,652	871,981
New Multi Residential (NT)	0.00537487	0	108,155	0	0	108,155
Commercial - Occupied (CT,CH,ST,DT,DH, & GT)	0.00761870	458,770	1,468,285	79,648	103,697	2,110,400
Commercial Small Scale on Farm (C7)	0.00190468	0	49	79	0	128
Commercial - Excess & Vacant Land (CU,DU,SU & CX)	0.00761870	22,601	109,816	2,200	1,448	136,065
New Construction Commercial (XT, YT,ZT)	0.00761870	0	0	0	0	0
New Construction Commercial Small Scale on Farm (X7)	0.00190468	0	0	0	0	0
New Construction Commercial Excess Land (XU,YU,ZU)	0.00761870	0	0	0	0	0
Industrial - Occupied (IT & IH)	0.01166347	249,596	194,303	91,328	2,834	538,061
Industrial - Excess & Vacant Land (IU, IK, IJ & IX)	0.01166347	84,092	42,637	21,642	1,240	149,611
New Construction Industrial (JT)	0.01166347	0	0	0	0	0
New Construction Industrial Small Scale on Farm (J7)	0.00291587	292	308	0	0	600
New Construction Industrial Excess Land (JU)	0.01166347	0	0	0	0	0
Large Industrial - Occupied (LT, LI, LN, LS & LH)	0.01467340	225,493	932,619	135,196	0	1,293,308
New Construction Large Industrial (KH)	0.01467340	0	0	0	0	0
Large Industrial - Excess & Vacant Land (LU & LK)	0.01467340	0	8,478	807	0	9,285
New Constructuon Large Industrial Excess Land (KK)	0.01467340	0	0	0	0	0
Landfill (HT)	0.01054398	0	0	0	0	0
Pipelines (PT)	0.00697228	207,035	133,178	3,542	0	343,755
Farm (FT)	0.00134372	112,239	215,550	122,661	3,843	454,293
Managed Forests (TT)	0.00134372	1,454	1,434	4,826	6,453	14,167
		12,213,686	12,211,033	5,264,479	2,825,344	32,514,542



COUNTY OF LENNOX AND ADDINGTON

TAX RATES FOR LIBRARY SERVICES LEVY

Schedule B

PROPERTY CLASS	TAX RATE	LOYALIST	GREATER NAPANEE	STONE MILLS	ADDINGTON HIGHLANDS	TOTAL
Residential/Farm (RT)	0.00025982	503,196	415,630	231,325		1,150,151
Farmland awaiting Development (R1)	0.00006496	0	6	0		6
Multi Residential (MT)	0.00051964	21,383	19,231	829		41,443
New Multi Residential (NT)	0.00025982	0	5,228	0		5,228
Commercial - Occupied (CT,CH,ST,DT,DH, & GT)	0.00036829	22,177	70,977	3,850		97,004
Commercial Small Scale on Farm (C7)	0.00009207	0	2	4		6
Commercial - Excess & Vacant Land (CU,DU,SU & CX)	0.00036829	1,093	5,308	106		6,507
New Construction Commercial (XT, YT,ZT)	0.00036829	0	0	0		0
New Construction Commercial Small Scale on Farm (X7)	0.00009207	0	0	0		0
New Construction Commercial Excess Land (XU,YU,ZU)	0.00036829	0	0	0		0
Industrial - Occupied (IT & IH)	0.00056381	12,065	9,393	4,415		25,873
Industrial - Excess & Vacant Land (IU, IK, IJ & IX)	0.00056381	4,065	2,061	1,046		7,172
New Construction Industrial (JT)	0.00056381	0	0	0		0
New Construction Industrial Small Scale on Farm (J7)	0.00014095	14	15	0		29
New Construction Industrial Excess Land (JU)	0.00056381	0	0	0		0
Large Industrial - Occupied (LT, LI, LN, LS & LH)	0.00070931	10,900	45,083	6,535		62,518
New Construction Large Industrial (KH)	0.00070931	0	0	0		0
Large Industrial - Excess & Vacant Land (LU & LK)	0.00070931	0	410	39		449
New Constructuon Large Industrial Excess Land (KK)	0.00070931	0	0	0		0
Landfill (HT)	0.00050969	0	0	0		0
Pipelines (PT)	0.00033704	10,008	6,438	171		16,617
Farm (FT)	0.00006496	5,426	10,420	5,929		21,775
Managed Forests (TT)	0.00006496	70	69	233		372
		590,397	590,271	254,482	0	1,435,150



COUNTY OF LENNOX AND ADDINGTON

COUNTY LEVY SCHEDULE

Schedule C

MUNICIPALITY	GENERAL LEVY	LIBRARY LEVY	TOTAL LEVY	ESTIMATED PIL	TOTAL
LOYALIST	12,213,686	590,397	12,804,083	587,435	13,391,518
GREATER NAPANEE	12,211,033	590,271	12,801,304	50,190	12,851,494
STONE MILLS	5,264,479	254,482	5,518,961	20,947	5,539,908
ADDINGTON HIGHLANDS	2,825,344	0	2,825,344	65,742	2,891,086
	32,514,542	1,435,150	33,949,692	724,314	34,674,006

MUNICIPALITY	31-Mar-23	30-Jun-23	30-Sep-23	15-Dec-23	TOTAL
LOYALIST	3,087,755	3,608,004	3,347,880	3,347,879	13,391,518
GREATER NAPANEE	3,025,889	3,399,858	3,212,874	3,212,873	12,851,494
STONE MILLS	1,296,091	1,473,864	1,384,977	1,384,976	5,539,908
ADDINGTON HIGHLANDS	682,424	763,119	722,772	722,771	2,891,086
	8,092,159	9,244,845	8,668,503	8,668,499	34,674,006